



7300 S. Kedzie Avenue
Chicago, IL 60629

To: Chicago Plant Hourly Employees

From: Merrell Bennett, Plant Manager, Chicago

Re: NA Biscuit Manufacturing Investment Announcement

Date: July 29, 2015

Following employee meetings in the plant, I wanted to provide you with this letter related to today's North American biscuit manufacturing investment announcement.

More than three months ago (on April 8th, 2015), we shared that Mondelēz International was making an investment of more than \$130 million in four new state-of-the-art manufacturing lines to support our North American biscuit business. As part of the decision-making process, we initiated discussions with our employees' union representatives and invited them to provide us with any input they had related but not limited to addressing the significant annualized financial gap between making the investment in either Chicago or Salinas.

Earlier today, following those discussions and related company due diligence, we announced that this investment will be made in Salinas and is expected to be completed by mid-2016. We will be taking appropriate steps in the coming weeks and months to work through the production transition process.

Given its advantaged geographic location within the network, among other factors, the Chicago plant has been and will continue to be an important part of the company's NA biscuit footprint, producing a variety of beloved consumer products.

I recognize that this news is very difficult for our employees in Chicago to hear and will impact many at this site. We are announcing this investment almost a year in advance of the full investment coming online, and our focus right now is on treating all employees affected by this decision with the respect and dignity you deserve.

The three unions which represent hourly employees at this site (BCTGM, IAM and IUOE) were informed of this decision earlier today. We are seeking to meet with them to negotiate the effects of this investment decision. We will not be able to provide any further information until those negotiations have occurred.

To help support all of you and your eligible family or household members, we have arranged to have our Employee Assistance Program (EAP) services available. You will find materials related to the services they provide posted within the plant, and can access EAP services any time by calling 1-800-327-4581. In addition, we will have EAP consultants available for employees interested in speaking with them on-site at the plant in the next few days. Further details of exact times and locations will be available via postings on the TVs and around the plant.

In addition, as always, I'd encourage you to reach out to your supervisors, our HR department, anyone on our Plant Leadership Team, or me with your questions, and we'll do our best to get you answers as quickly as possible. If you would prefer, you can also leave a question in the question box at the front entrance, or email your question to Marigrace McKay on marigrace.mckay@mdlz.com.

I know that we're all proud of this bakery and the role that it has played supporting our biscuit business over many years. I am relying on you to continue to focus on maintaining a safe and productive work environment and to making safe, quality snack products for our consumers.

Thank you for your continued dedication to our business, our brands and for your patience and cooperation as we work through next steps.

Yours sincerely,

Merrell Bennett
Plant Manager