



# DRIVING FOR #1 POSITION IN CHOCOLATE

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# FORWARD-LOOKING STATEMENTS

This presentation contains a number of forward-looking statements. Words, and variations of words, such as “will,” “expect,” “may,” “plan,” “believe,” “intend,” “anticipate,” “potential,” “opportunity,” “position,” “aim,” “commitment,” “target,” “outlook” and similar expressions are intended to identify our forward-looking statements, including, but not limited to, statements about: the impact on our business of the war in Ukraine, including the impact on matters such as costs, markets, the global economic environment, availability of commodities, demand, supplying our Ukraine business’s customers and consumers, impairments, continuation of and our ability to control our operating activities and businesses in Russia and Ukraine, and our operating results including revenue and earnings per share; the impact of the COVID-19 pandemic on us; our strategic priorities and growth strategy, including acceleration and portfolio evolution; our evolution as a company, our leadership positions and our future potential; our future performance, including our future revenue growth, profitability, earnings per share, interest expense and cash flow; our competitive advantages; currency and the effect of currency translation on our results of operations; our tax rate; our strategy to accelerate consumer-centric growth, drive operational excellence, create a winning growth culture and scale sustainable snacking; the global operating environment and volatility in global consumer, commodity, transportation and labor markets; price volatility, inflation, pricing actions and elasticity; volume growth; the cost environment, including higher operating, commodity, transportation, energy, labor and other costs, factors affecting costs and measures we are taking to address increased costs; supply chain, transportation and labor disruptions; consumer behavior, mobility and consumption and demand trends; our business and opportunities in developed and emerging markets; market share; brand, channel and category expansion and growth, including digital commerce; revenue growth management; supply chain optimization, productivity initiatives and service levels; the global economic and operating environment; innovation; marketing effectiveness and our brand investment strategy; our investments and the results and potential of those investments, including our investments in JDE Peet’s and KDP; productivity initiatives; portfolio reshaping; strategic transactions, including our planned acquisition of Ricolino, our planned divestitures of our development markets gum and our *Halls* businesses, and our other plans for non-core businesses; our goal of net zero greenhouse gas emissions; our efforts to build a more sustainable snacking company; our other environmental, social and governance strategies, goals, targets and initiatives; dividends; share repurchases; capital expenditures; capital allocation; value creation for shareholders; our long-term growth algorithm; and our outlook, including Organic Net Revenue growth, Adjusted EPS growth, Adjusted Interest Expense, Adjusted Effective Tax Rate and Free Cash Flow for full-year 2022. These forward-looking statements involve risks and uncertainties, many of which are beyond our control, and many of these risks and uncertainties are currently amplified by and may continue to be amplified by the COVID-19 pandemic, including the spread of new variants of COVID-19 such as Omicron. Important factors that could cause our actual results to differ materially from those described in our forward-looking statements include, but are not limited to, the impact of ongoing or new developments in the war in Ukraine, related current and future sanctions imposed by governments and other authorities, and related impacts on our business, growth, reputation, prospects, financial condition, operating results (including components of our financial results), cash flows and liquidity; uncertainty about the effectiveness of efforts by health officials and governments to control the spread of COVID-19 and inoculate and treat populations impacted by COVID-19; uncertainty about the reimposition or lessening of restrictions imposed by governments intended to mitigate the spread of COVID-19 and the magnitude, duration, geographic reach and impact on the global economy of COVID-19; the ongoing, and uncertain future, impact of the COVID-19 pandemic on our business, growth, reputation, prospects, financial condition, operating results (including components of our financial results), cash flows and liquidity; risks from operating globally including in emerging markets; changes in currency exchange rates, controls and restrictions; volatility of commodity and other input costs and availability of commodities; weakness in economic conditions; weakness in consumer spending; pricing actions; tax matters including changes in tax laws and rates, disagreements with taxing authorities and imposition of new taxes; use of information technology and third party service providers; unanticipated disruptions to our business, such as malware incidents, cyberattacks or other security breaches, and our compliance with privacy and data security laws; global or regional health pandemics or epidemics, including COVID-19; competition and our response to channel shifts and pricing and other competitive pressures; promotion and protection of our reputation and brand image; changes in consumer preferences and demand and our ability to innovate and differentiate our products; the restructuring program and our other transformation initiatives not yielding the anticipated benefits; changes in the assumptions on which the restructuring program is based; management of our workforce and shifts in labor availability; consolidation of retail customers and competition with retailer and other economy brands; changes in our relationships with customers, suppliers or distributors; compliance with legal, regulatory, tax and benefit laws and related changes, claims or actions; the impact of climate change on our supply chain and operations; strategic transactions; significant changes in valuation factors that may adversely affect our impairment testing of goodwill and intangible assets; perceived or actual product quality issues or product recalls; failure to maintain effective internal control over financial reporting or disclosure controls and procedures; volatility of and access to capital or other markets, the effectiveness of our cash management programs and our liquidity; pension costs; the expected discontinuance of London Interbank Offered Rates and transition to any other interest rate benchmark; and our ability to protect our intellectual property and intangible assets. There may be other factors not presently known to us or which we currently consider to be immaterial that could cause our actual results to differ materially from those projected in any forward-looking statements we make. We disclaim and do not undertake any obligation to update or revise any forward-looking statement in this presentation except as required by applicable law or regulation. In addition, historical, current and forward-looking sustainability-related statements may be based on standards for measuring progress that are still developing, internal controls and processes that continue to evolve, and assumptions that are subject to change in the future. The information included in, and any issues identified as material for purposes of, this document may not be considered material for SEC reporting purposes. In the context of this disclosure, the term “material” is distinct from, and should not be confused with, such term as defined for SEC reporting purposes.

# NON-GAAP FINANCIAL MEASURES

All results shared with this presentation are non-GAAP unless noted as “reported,” “net revenue,” “net revenues” or when reporting absolute revenue numbers, in which case we are referring to our results on a GAAP basis. Please see GAAP to non-GAAP reconciliations at the end of this presentation for comparable GAAP measures. Refer to the definitions of these measures in our earnings release for Q1 2022 located at [www.mondelezinternational.com/investors](http://www.mondelezinternational.com/investors).

# AGENDA: DRIVING FOR #1 POSITION IN CHOCOLATE

## 1 Building from a strong base

2 Growth Driver #1: Strengthen Tablet Leadership

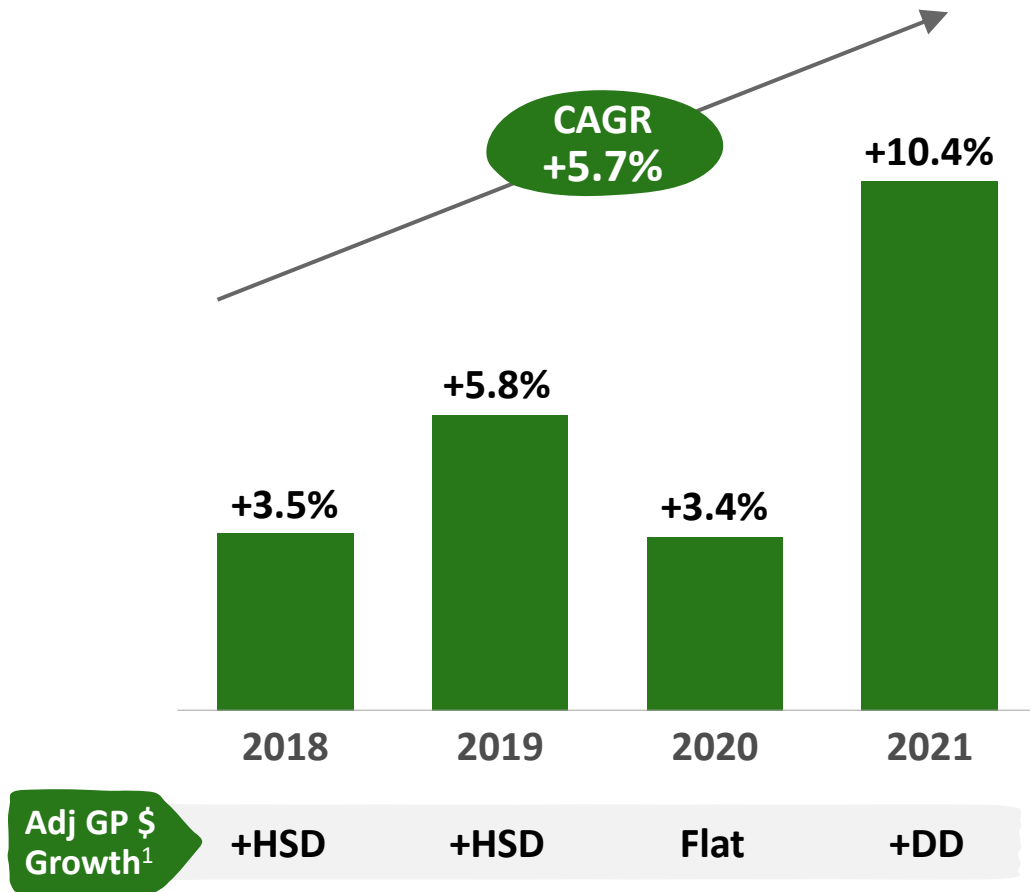
3 Growth Driver #2: Win in Seasonals, Gifting & Sharing

4 Growth Driver #3: Step change presence & performance in premium



# STRONG CHOCOLATE FRANCHISE WITH ATTRACTIVE GEOGRAPHIC EXPOSURE

**\$9.3B Revenue, growing +MSD**



**Attractive geographic exposure<sup>2</sup>**

**Developed Markets  
61%**

L3Y Rev. CAGR:  
**+3.5%**



**Emerging Markets  
39%**

L3Y Rev. CAGR:  
**+11.2%**

1. At cst FX.  
2. 2021 net revenues.

# ON TRACK TO REACH #1 POSITION IN ATTRACTIVE & RESILIENT CATEGORY

## Top 10 global chocolate manufacturers

\$112B RSV category

Global Market Share

14%  
12%  
10%  
8%  
6%  
4%  
2%  
0%

**MARS**

**Mondelēz International**

**FERRERO**

**Nestlé**

**HERSHEY**

*Lindt*

**STORCK**

**pladis**

**LOTTE**

**Uniconf**

L3Y CAGR RSV growth

+1.0%

+4.1%

+3.8%

+2.6%

+5.9%

+2.1%

+4.8%

+4.2%

-0.9%

+1.5%

L3Y cumul. share Δ

-0.6pp

+0.5pp

+0.1pp

-

+0.6pp

-0.2pp

-

-

-0.1pp

-0.1pp

# TRUSTED & LOVED BRANDS, PERFORMING STRONGLY

## Global Brands, L3Y CAGR +6.1%

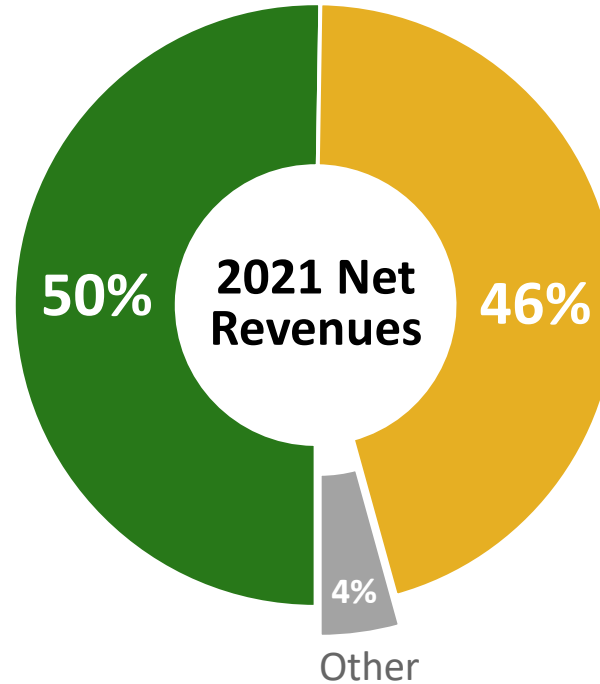
Key brands:



- **+HSD revenue growth**  
L3Y CAGR
- **Key markets:**  
UK, Australia, India, New Zealand, Canada



- **+MSD revenue growth**  
L3Y CAGR
- **Key markets:**  
Germany, France, Poland, Austria



## Local Jewels, L3Y CAGR +6.7%

Key brands:

- **Revenue:** >\$0.6B
- **L3Y Revenue CAGR:** +DD
- **Key mkt:** Brazil



- **Revenue:** >\$0.3B
- **L3Y CAGR:** +LSD
- **Key mkts:** France, Belgium



- **Revenue:** >\$0.2B
- **L3Y CAGR:** +MSD
- **Key mkt:** Sweden



- **Revenue:** >\$0.2B
- **L3Y CAGR:** +DD
- **Key mkt:** Norway



# 3 DRIVERS TO SUSTAIN MID-SINGLE DIGIT GROWTH & REACH #1 POSITION



# AGENDA: DRIVING FOR #1 POSITION IN CHOCOLATE



1 Building from a strong base

➔ 2 **Growth Driver #1: Strengthen Tablet Leadership**

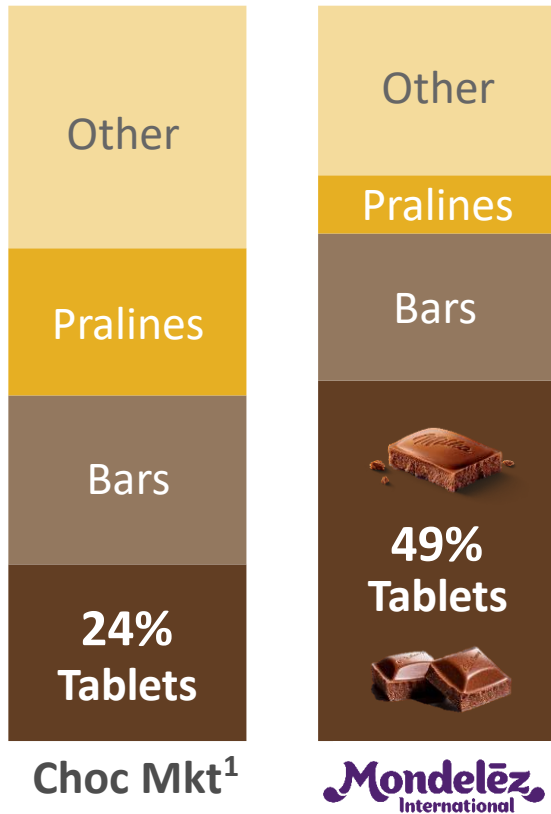
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4 Growth Driver #3: Step change presence & performance in premium



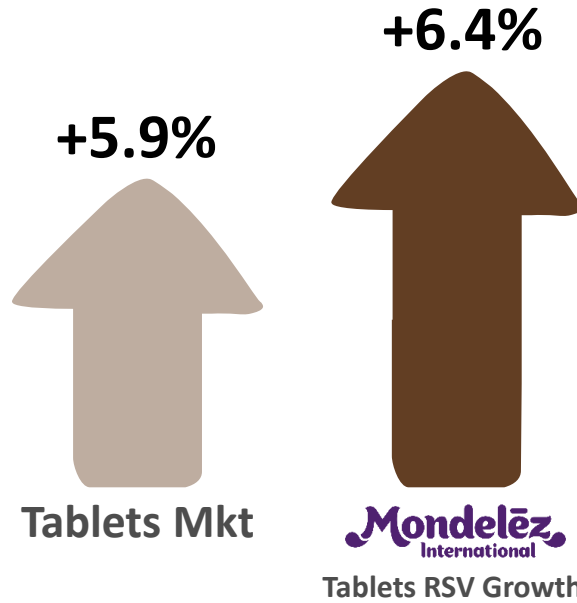
# WHY THE TABLETS SEGMENT IS SO IMPORTANT

Largest segment globally & MDLZ heartland



MDLZ outpacing the segment

L3Y RSV CAGR<sup>2</sup>



Tablets defines the signature taste of chocolate in every country

- Cadbury Dairy Milk: “Glass & a Half”



- Milka: “Most Tender Chocolate”



- Lacta: “Every little piece brings us closer”



1. Nielsen 2021.

2. Nielsen 2021 NR weighted review of 41 markets, excludes India due to data collection issues; company estimates tablets growth rate & MDLZ growth rate in India significantly above level of 41 reported markets.

# EXTEND LEADERSHIP IN CORE TABLETS

Grew tablets leadership: #1 & +0.5pp cumulative share gain in last 3yrs<sup>1</sup>

- ✓ #1 & #2 global tablets<sup>1</sup>: Cadbury Dairy Milk & Milka, >100-yr-old icons
- ✓ Taste-of-the-nation Local Jewels: like Lacta Brazil, Marabou Sweden & Cote d'Or Belgium
- ✓ Unrivalled ability to activate against the passions of the nations where we play

## Extending leadership

### 1 Quality

**Focus on quality & taste:**  
e.g., major Milka quality improvement going live in 2022



### 2 Penetration

**Recruit new users:**  
expand low unit price offerings in EMs & permissible first taste offerings



### 3 Emerging trends

**Satisfy emerging trends:**  
bring our iconic brands to well-being with vegan & lower sugar options



# STEP CHANGE PRESENCE IN INDULGENT SUB-SEGMENT OF TABLETS

Proved concepts in differentiated & higher \$/kg indulgent sub-segment of tablets

- ✓ **Milka MMax:** established new sub-brand in Europe in 2019, now ~\$400MM<sup>1</sup>
- ✓ **Cadbury Dairy Milk Silk:** successfully targeted middle class in India; now >\$150M sub-brand, growing +DD<sup>1</sup>

Expanding presence

## 1 Investment

**Milka MMax:**  
Build with younger millennials to realize potential in Europe



## 2 Expansion

**Cadbury Dairy Milk Silk:**  
Double in next 5yrs through media, distribution & portfolio expansion



## 3 White spaces

Apply learnings to develop indulgent offerings for other key chocolate markets including UK



# STRIVE FOR #1 POSITION IN DARK CHOCOLATE TABLETS

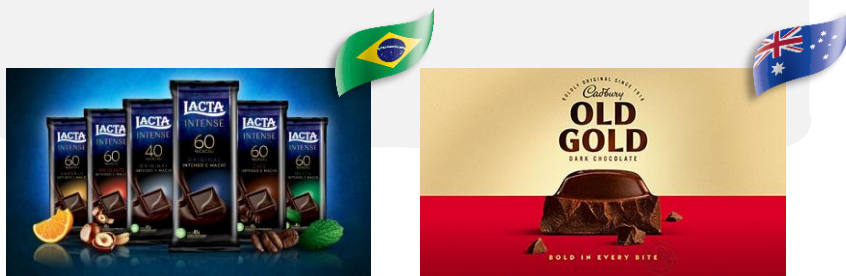
Achieved #2 in dark choc tablets globally<sup>1</sup>; using multiple levers to drive growth

- ✓ **Brand extension:** e.g., via new sub-brand, Lacta Intense, in Brazil in 2019; now >40% share, growing +DD
- ✓ **Renovation:** e.g., step-changed performance of Cadbury Old Gold in Australia with contemporary renovation

Accelerating growth

## 1 Investment

**Increase investment in working media** to accelerate growth in Brazil & Australia




## 2 Expansion

**White spaces:** apply learnings in markets like UK & India where under-represented in dark chocolate



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# SIGNIFICANT HEADROOM IN ATTRACTIVE SEASONALS & GIFTING SEGMENTS

## Attractive segments

- >1/3 of global chocolate category RSV
- Higher than average RSV/KG
- Incremental & expandable segments
- Globally relevant with increasing demand for premium gifting in emerging markets



## Strong segment growth; MDLZ growing faster & gaining share

L3Y RSV CAGR<sup>1</sup>

+4.2%



Praline & Shapes Mkt

+5.9%



Mondelēz International  
RSV Growth

# LEAD IN SEASONS AROUND THE WORLD

## Strong existing business

- Powerful portfolio of seasonal icons
- Integrated business teams that execute & activate with excellence



## Proven ideas to invest in and expand

- Continuous renovation of seasonal icons
- Geo expansion to develop new markets
- Invest in activations & communication
- Own the rituals



# EXPAND SHARE IN PRALINES & TREATSIZE

## Everyday gifting

- Strong fit with global & local brands
- Activate with simple messages & key occasions
- Strategic priority in increasingly affluent emerging markets




## Family sharing

- Renovate & build 'Favorites' concept globally
- Provide affordable variety & choice in each box
- Applying proven concept to more markets





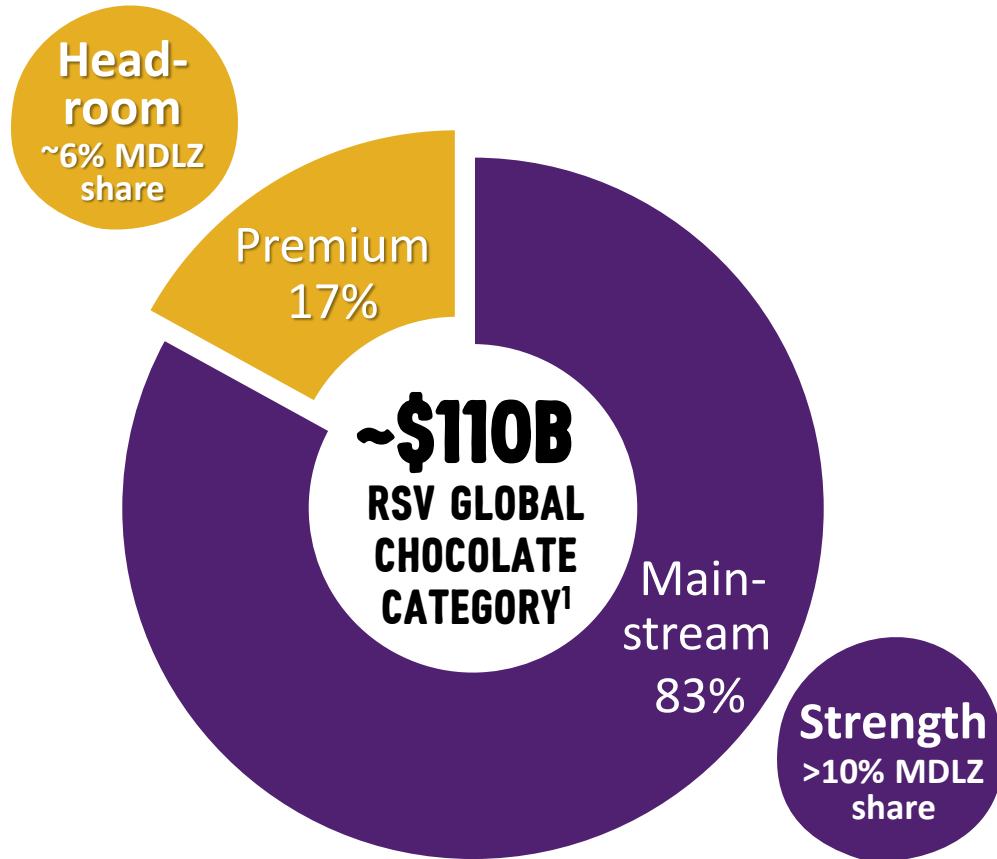
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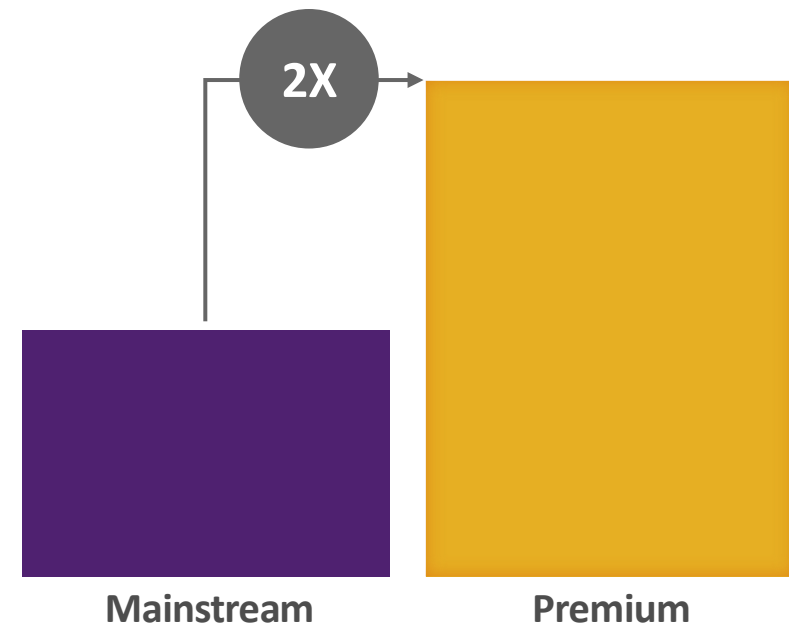
# PREMIUM CHOCOLATE REPRESENTS A SIZABLE & ATTRACTIVE PROFIT POOL

## Under-represented in premium price tier



## Premium RSV/KG ~2X mainstream

2021 RSV/KG<sup>2</sup>



1. Euromonitor 2021, Nielsen 2021, TRAQ (Generation Research) and MDLZ estimates.  
2. Nielsen 2021 & MDLZ estimates for mass retail channel in key markets where the company competes.

# RELAUNCHING TOBLERONE TO DRIVE GROWTH IN PREMIUM

## TOBLERONE

**From:**  
\$375M global  
revenue

### NEW PURPOSE

- Launch *Be More Triangle* purpose
- Disrupt with new visual identity
- Strong +DD increase in advertising spend

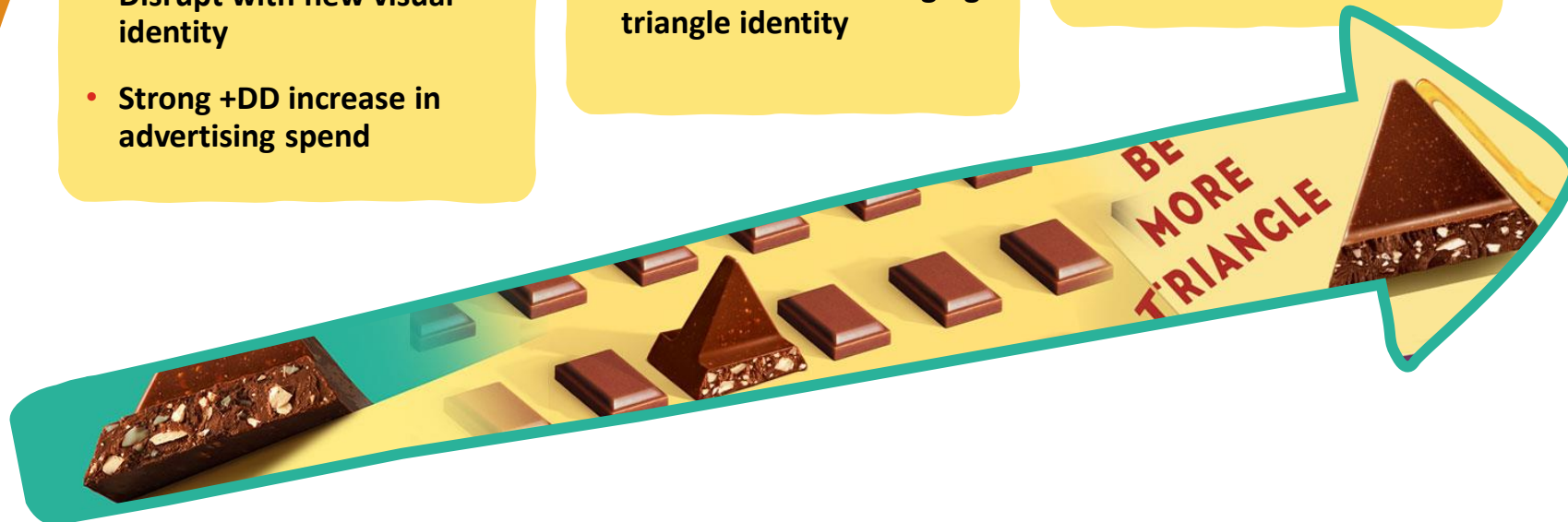
### PORTFOLIO EVOLUTION

- Strengthen gifting offerings
- Launch alternative seasonal icons leveraging triangle identity

### CHANNEL DEVELOPMENT

- Continue global leadership in travel retail (#1 choc)
- Launch DTC across more key markets enabling hyper-personalization
- Step-change premium activations in mass retail

**To:**  
\$500M+  
brand by 2025,  
+DD CAGR



# UNIQUE CHOCOLATE FRANCHISE GROWING +MSD & GAINING SHARE

1

#2 global chocolate manufacturer, gaining share on #1<sup>1</sup>

2

Iconic brands with pricing ability across both developed & emerging markets

3

+5.7% L4Y chocolate revenue CAGR with clear opportunities to sustain

4

Investing to drive growth in attractive markets, segments & price tiers

**Mondelez**  
International

**SNACKING MADE RIGHT**

# GAAP TO NON-GAAP RECONCILIATIONS

## Net Revenues to Organic Net Revenues by Consumer Sector

(in millions of U.S. dollars) (Unaudited)

	Biscuits	Chocolate	Gum & Candy	Beverage	Cheese & Grocery	Mondelēz International
<b>For the Twelve Months Ended December 31, 2021</b>						
Reported (GAAP)	\$ 13,524	\$ 9,299	\$ 2,872	\$ 1,035	\$ 1,990	\$ 28,720
Divestitures	-	-	-	-	(35)	(35)
Acquisitions	(210)	(30)	-	(14)	-	(254)
Currency	(163)	(241)	(23)	27	(62)	(462)
<b>Organic (Non-GAAP)</b>	<b>\$ 13,151</b>	<b>\$ 9,028</b>	<b>\$ 2,849</b>	<b>\$ 1,048</b>	<b>\$ 1,893</b>	<b>\$ 27,969</b>
<b>For the Twelve Months Ended December 31, 2020</b>						
Reported (GAAP)	\$ 12,766	\$ 8,179	\$ 2,662	\$ 1,049	\$ 1,925	\$ 26,581
Divestitures	-	-	-	-	-	-
<b>Organic (Non-GAAP)</b>	<b>\$ 12,766</b>	<b>\$ 8,179</b>	<b>\$ 2,662</b>	<b>\$ 1,049</b>	<b>\$ 1,925</b>	<b>\$ 26,581</b>
<b>% Change</b>						
Reported (GAAP)	5.9 %	13.7 %	7.9 %	(1.3)%	3.4 %	8.0 %
Organic (Non-GAAP)	3.0 %	10.4 %	7.0 %	(0.1)%	(1.7)%	5.2 %
<b>For the Twelve Months Ended December 31, 2020</b>						
Reported (GAAP)	\$ 12,766	\$ 8,179	\$ 2,662	\$ 1,049	\$ 1,925	\$ 26,581
Acquisitions	(445)	-	-	-	-	(445)
Currency	131	256	102	124	24	637
<b>Organic (Non-GAAP)</b>	<b>\$ 12,452</b>	<b>\$ 8,435</b>	<b>\$ 2,764</b>	<b>\$ 1,173</b>	<b>\$ 1,949</b>	<b>\$ 26,773</b>
<b>For the Twelve Months Ended December 31, 2019</b>						
Reported (GAAP)	\$ 11,438	\$ 8,158	\$ 3,355	\$ 1,095	\$ 1,822	\$ 25,868
Divestitures	-	-	-	-	(55)	(55)
<b>Organic (Non-GAAP)</b>	<b>\$ 11,438</b>	<b>\$ 8,158</b>	<b>\$ 3,355</b>	<b>\$ 1,095</b>	<b>\$ 1,767</b>	<b>\$ 25,813</b>
<b>% Change</b>						
Reported (GAAP)	11.6 %	0.3 %	(20.7)%	(4.2)%	5.7 %	2.8 %
Organic (Non-GAAP)	8.9 %	3.4 %	(17.6)%	7.1 %	10.3 %	3.7 %
<b>For the Twelve Months Ended December 31, 2019</b>						
Reported (GAAP)	\$ 11,438	\$ 8,158	\$ 3,355	\$ 1,095	\$ 1,822	\$ 25,868
Divestitures	-	-	-	-	(55)	(55)
Acquisitions	(88)	-	-	-	-	(88)
Currency	322	495	149	114	74	1,154
<b>Organic (Non-GAAP)</b>	<b>\$ 11,672</b>	<b>\$ 8,653</b>	<b>\$ 3,504</b>	<b>\$ 1,209</b>	<b>\$ 1,841</b>	<b>\$ 26,879</b>
<b>For the Twelve Months Ended December 31, 2018</b>						
Reported (GAAP)	\$ 11,185	\$ 8,177	\$ 3,491	\$ 1,184	\$ 1,901	\$ 25,938
Divestitures	-	-	-	-	(126)	(126)
<b>Organic (Non-GAAP)</b>	<b>\$ 11,185</b>	<b>\$ 8,177</b>	<b>\$ 3,491</b>	<b>\$ 1,184</b>	<b>\$ 1,775</b>	<b>\$ 25,812</b>
<b>% Change</b>						
Reported (GAAP)	2.3 %	(0.2)%	(3.9)%	(7.5)%	(4.2)%	(0.3)%
Organic (Non-GAAP)	4.4 %	5.8 %	0.4 %	2.1 %	3.7 %	4.1 %
<b>For the Twelve Months Ended December 31, 2018</b>						
Reported (GAAP)	\$ 11,185	\$ 8,177	\$ 3,491	\$ 1,184	\$ 1,901	\$ 25,938
Divestitures	-	-	-	-	(126)	(126)
Acquisitions	(52)	-	-	-	-	(52)
Currency	11	105	101	133	(7)	343
<b>Organic (Non-GAAP)</b>	<b>\$ 11,144</b>	<b>\$ 8,282</b>	<b>\$ 3,592</b>	<b>\$ 1,317</b>	<b>\$ 1,768</b>	<b>\$ 26,103</b>
<b>For the Twelve Months Ended December 31, 2017</b>						
Reported (GAAP)	\$ 10,839	\$ 8,032	\$ 3,638	\$ 1,355	\$ 2,032	\$ 25,896
Divestitures	-	(30)	(50)	(23)	(299)	(402)
<b>Organic (Non-GAAP)</b>	<b>\$ 10,839</b>	<b>\$ 8,002</b>	<b>\$ 3,588</b>	<b>\$ 1,332</b>	<b>\$ 1,733</b>	<b>\$ 25,494</b>
<b>% Change</b>						
Reported (GAAP)	3.2 %	1.8 %	(4.0)%	(12.6)%	(6.4)%	0.2 %
Organic (Non-GAAP)	2.8 %	3.5 %	0.1 %	(1.1)%	2.0 %	2.4 %
<b>4 Year CAGR</b>						
Reported (GAAP)	5.7 %	3.7 %	(5.7)%	(6.5)%	(0.5)%	2.6 %
Organic (Non-GAAP)	4.7 %	5.7 %	(3.0)%	2.0 %	3.5 %	3.8 %

# GAAP TO NON-GAAP RECONCILIATIONS

## Net Revenues to Organic Net Revenues

(in millions of U.S. dollars) (Unaudited)

	Developed Markets	Emerging Markets	Chocolate	Global Brands	Local Jewels	Other	Chocolate
<b>For the Twelve Months Ended December 31, 2021</b>							
Reported (GAAP)	\$ 5,653	\$ 3,646	\$ 9,299	\$ 4,674	\$ 4,226	\$ 399	\$ 9,299
Acquisitions	(30)	-	(30)	-	(30)	-	(30)
Currency	(298)	57	(241)	(128)	(120)	7	(241)
<b>Organic (Non-GAAP)</b>	<b>\$ 5,325</b>	<b>\$ 3,703</b>	<b>\$ 9,028</b>	<b>\$ 4,546</b>	<b>\$ 4,076</b>	<b>\$ 406</b>	<b>\$ 9,028</b>
<b>For the Twelve Months Ended December 31, 2020</b>							
Reported (GAAP)	\$ 5,061	\$ 3,118	\$ 8,179	\$ 4,137	\$ 3,682	\$ 360	\$ 8,179
Divestitures	-	-	-	-	-	-	-
<b>Organic (Non-GAAP)</b>	<b>\$ 5,061</b>	<b>\$ 3,118</b>	<b>\$ 8,179</b>	<b>\$ 4,137</b>	<b>\$ 3,682</b>	<b>\$ 360</b>	<b>\$ 8,179</b>
<b>% Change</b>							
Reported (GAAP)	11.7 %	16.9 %	13.7 %	13.0 %	14.8 %	10.8 %	13.7 %
Organic (Non-GAAP)	5.2 %	18.8 %	10.4 %	9.9 %	10.7 %	12.8 %	10.4 %
<b>For the Twelve Months Ended December 31, 2020</b>							
Reported (GAAP)	\$ 5,061	\$ 3,118	\$ 8,179	\$ 4,137	\$ 3,682	\$ 360	\$ 8,179
Currency	(49)	305	256	52	176	28	256
<b>Organic (Non-GAAP)</b>	<b>\$ 5,012</b>	<b>\$ 3,423</b>	<b>\$ 8,435</b>	<b>\$ 4,189</b>	<b>\$ 3,858</b>	<b>\$ 388</b>	<b>\$ 8,435</b>
<b>For the Twelve Months Ended December 31, 2019</b>							
Reported (GAAP)	\$ 4,899	\$ 3,259	\$ 8,158	\$ 4,090	\$ 3,688	\$ 380	\$ 8,158
Divestitures	-	-	-	-	-	-	-
<b>Organic (Non-GAAP)</b>	<b>\$ 4,899</b>	<b>\$ 3,259</b>	<b>\$ 8,158</b>	<b>\$ 4,090</b>	<b>\$ 3,688</b>	<b>\$ 380</b>	<b>\$ 8,158</b>
<b>% Change</b>							
Reported (GAAP)	3.3 %	(4.3)%	0.3 %	1.1 %	(0.2)%	(5.3)%	0.3 %
Organic (Non-GAAP)	2.3 %	5.0 %	3.4 %	2.4 %	4.6 %	2.1 %	3.4 %
<b>For the Twelve Months Ended December 31, 2019</b>							
Reported (GAAP)	\$ 4,899	\$ 3,259	\$ 8,158	\$ 4,090	\$ 3,688	\$ 380	\$ 8,158
Currency	264	231	495	219	218	58	495
<b>Organic (Non-GAAP)</b>	<b>\$ 5,163</b>	<b>\$ 3,490</b>	<b>\$ 8,653</b>	<b>\$ 4,309</b>	<b>\$ 3,906</b>	<b>\$ 438</b>	<b>\$ 8,653</b>
<b>For the Twelve Months Ended December 31, 2018</b>							
Reported (GAAP)	\$ 5,010	\$ 3,167	\$ 8,177	\$ 4,056	\$ 3,722	\$ 399	\$ 8,177
Divestitures	-	-	-	-	-	-	-
<b>Organic (Non-GAAP)</b>	<b>\$ 5,010</b>	<b>\$ 3,167</b>	<b>\$ 8,177</b>	<b>\$ 4,056</b>	<b>\$ 3,722</b>	<b>\$ 399</b>	<b>\$ 8,177</b>
<b>% Change</b>							
Reported (GAAP)	(2.2)%	2.9 %	(0.2)%	0.8 %	(0.9)%	(4.8)%	(0.2)%
Organic (Non-GAAP)	3.1 %	10.2 %	5.8 %	6.2 %	4.9 %	9.8 %	5.8 %
<b>3 Year CAGR</b>							
Reported (GAAP)	4.1 %	4.8 %	4.4 %	4.8 %	4.3 %	0.0 %	4.4 %
Organic (Non-GAAP)	3.5 %	11.2 %	6.5 %	6.1 %	6.7 %	8.1 %	6.5 %