

EXPANDING OUR BISCUIT LEADERSHIP

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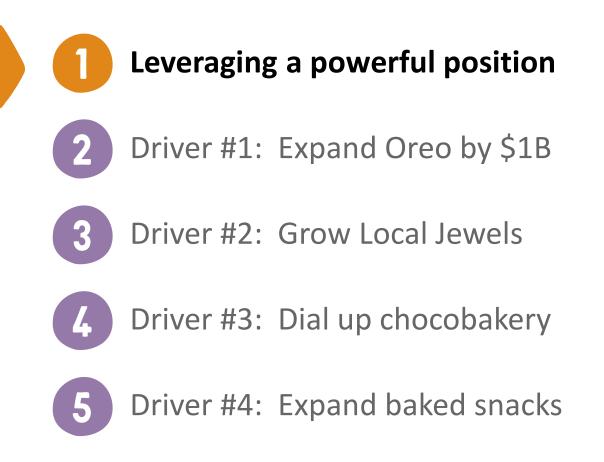
FORWARD-LOOKING STATEMENTS

This presentation contains a number of forward-looking statements. Words, and variations of words, such as "will," "expect," "helieve," "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.



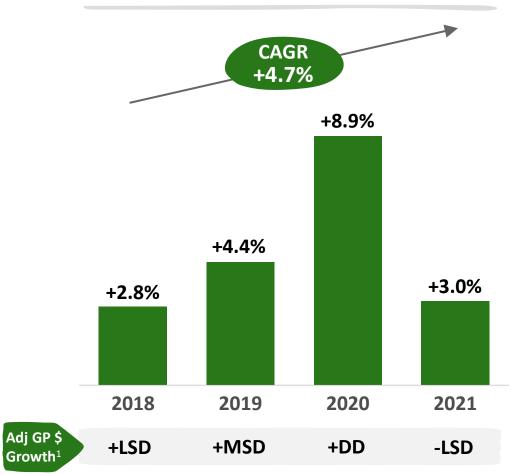




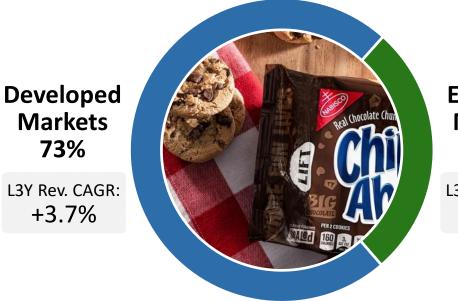


LEADING BISCUIT BUSINESS WITH ATTRACTIVE GROWTH AND LARGE EMERGING MARKET OPPORTUNITY

\$13.5B revenue, strong growth



Attractive geographic exposure²



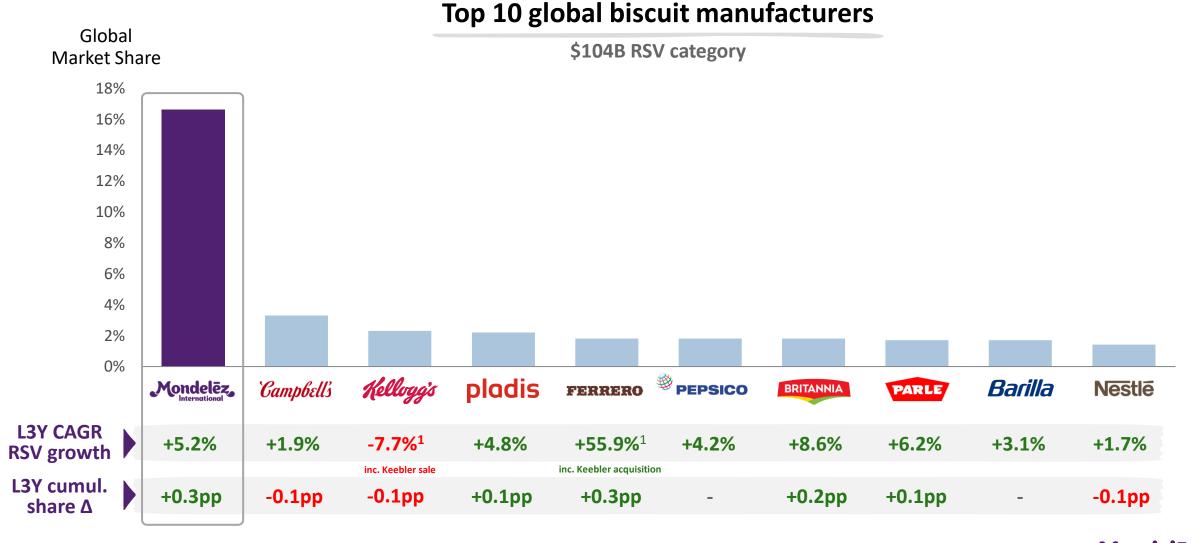
Emerging Markets 27%

L3Y Rev. CAGR: +10.2%



1. At cst FX. 2. 2021 net revenues

CLEAR LEADER IN GLOBAL BISCUIT CATEGORY



5 Source: Euromonitor 2021.

Mondelēz, International SNACKING MADE RIGHT

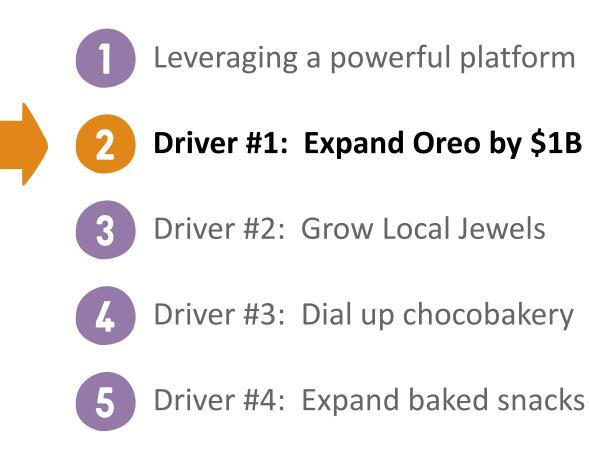
4 KEY GROWTH DRIVERS TO EXPANDING BISCUIT LEADERSHIP AND +MSD GROWTH





Ambition

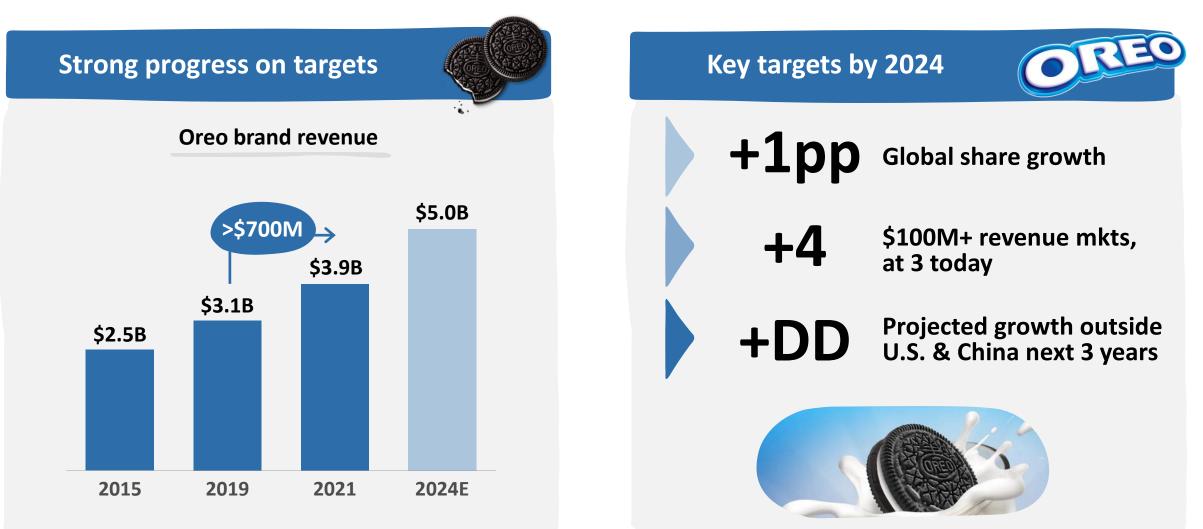








#1 GLOBAL BISCUIT BRAND WITH HUGE HEADROOM TO EXPAND





CLEAR STRATEGY TO DRIVE GROWTH



Spotlight: India Expansion

Scaled to >\$100M revenue



Strong working media investments

Thematic activations



4

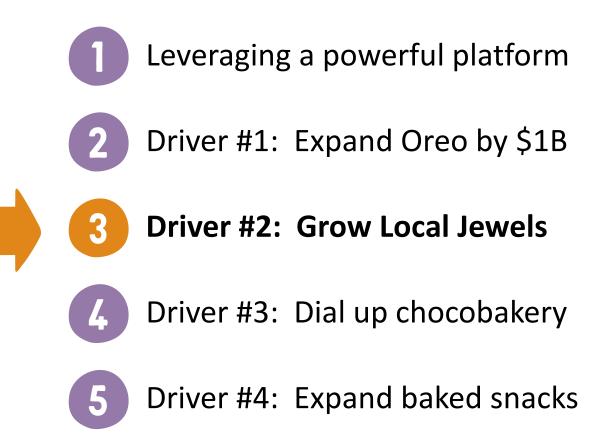
Ramp in distribution

RGM based PPA initiatives to drive new occasions and grow key channels





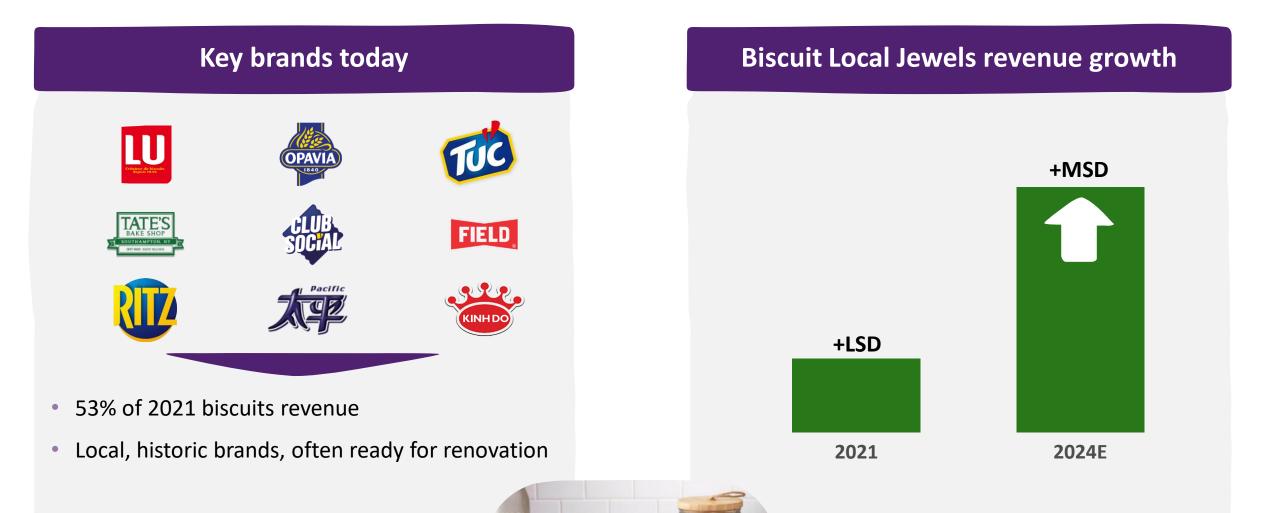








ACCELERATE LOCAL JEWEL BRANDS





DRIVER #2: GROW LOCAL JEWEL BRANDS **CLEAR STRATEGY TO DRIVE GROWTH**

Activate core To build stronger equity through increased investment



Activation in key markets US, CAN, ANZJ, WACAM, China





TUC Spark the Fun Activation - Europe

'The National Biscuit Day' In-Store Event creation



Renovate core



Driver of liking - most buttery & flaky cracker CAN, WACAM, China

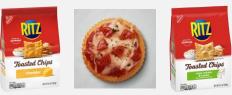




Dial-up sustainability & well-being - Locally sourced, no artificial flavors



Selectively innovate To expand into strategic new segments



Develop Ritz Munching with US as lead BU

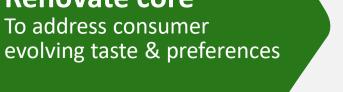


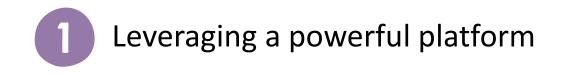
Expand TUC into adjacency with Bake rolls



Expand LU Cakes & Pastries







- Driver #1: Expand Oreo by \$1B
 - Driver #2: Grow Local Jewels
 - **Driver #3: Dial up chocobakery**

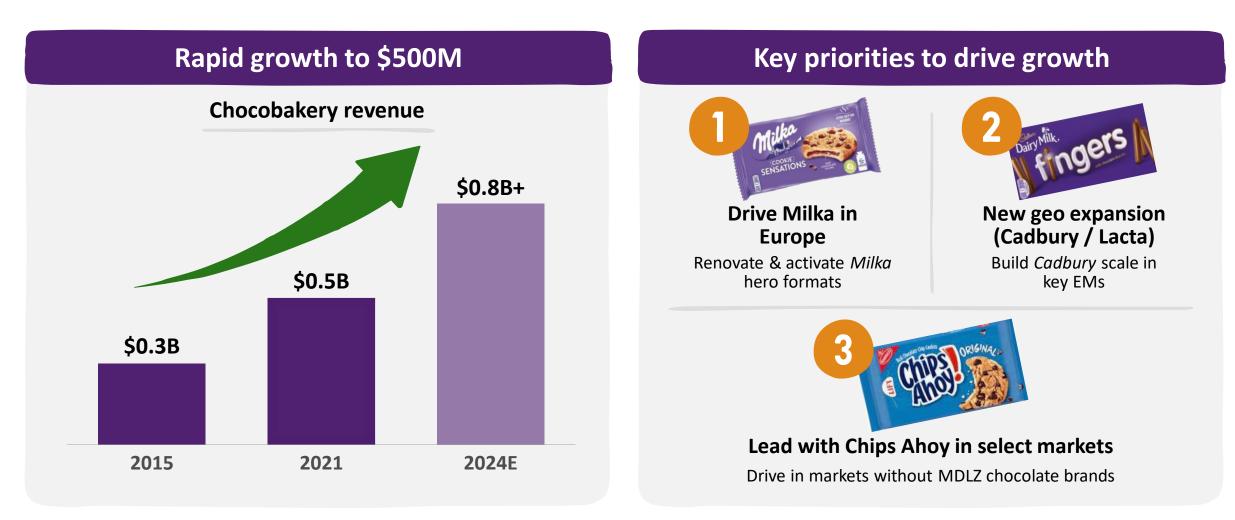


Driver #4: Expand baked snacks





LEADING WHERE BISCUITS & CHOCOLATE CATEGORIES CONVERGE









Driver #1: Expand Oreo by \$1B



Driver #2: Grow Local Jewels



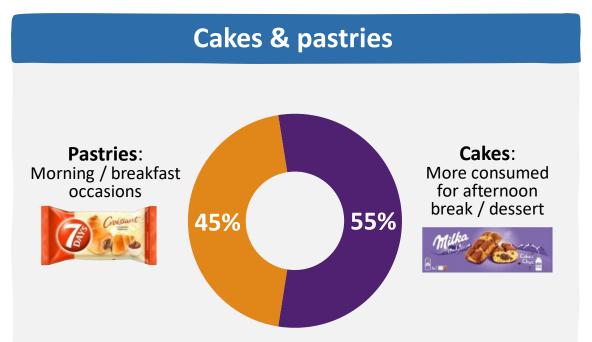
Driver #3: Dial up chocobakery

Driver #4: Expand baked snacks

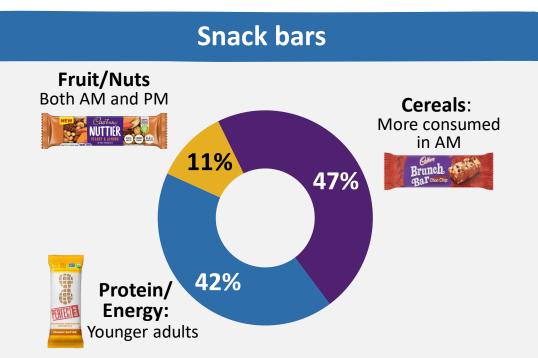




DRIVER #4: EXPAND BAKED SNACKS BUSINESS ATTRACTIVE, \$85B+ MARKET THAT LEVERAGES OUR CHOCOLATE & BISCUIT LEADERSHIP



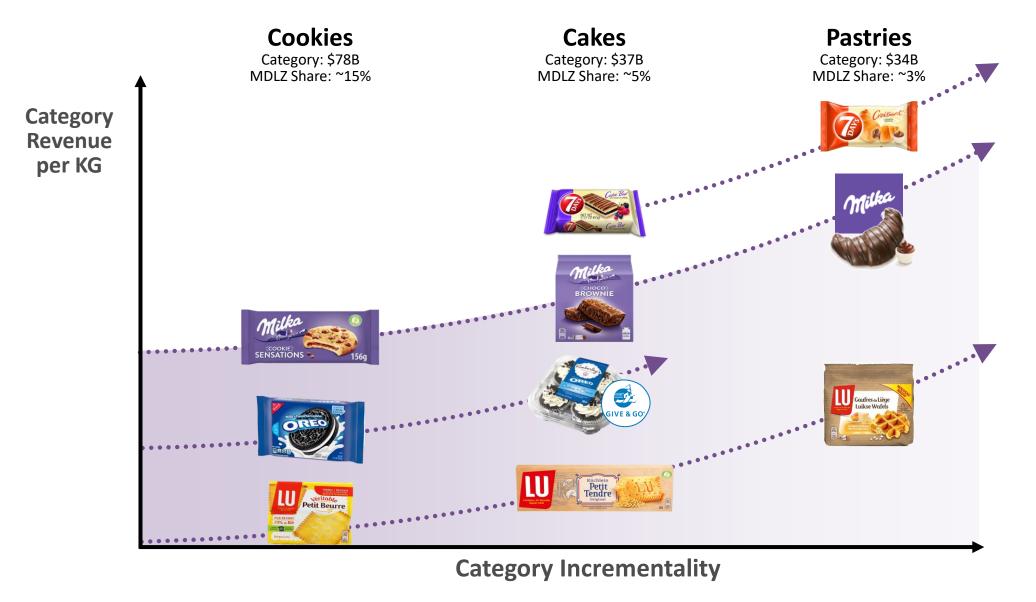
- \$71B packaged cakes & pastries category, growing +3.7% L3Y CAGR¹
- Globally fragmented, MDLZ #3 share position¹
- Right to win with chocolate & biscuit brands, acquired capabilities



- \$16B snack bars category¹, incremental & growing
- Limited presence today with 3% share (#6 position)¹
- Strong focused presence, opportunity to expand both organically and through acquisition



DRIVER #4: EXPAND BAKED SNACKS BUSINESS ENABLES MDLZ TO PLAY ALONG THE FULL CONTINUUM OF BISCUIT





BUILDING OUT SNACKS BUSINESS BUILDING OUT SNACK BAR PORTFOLIO TO DRIVE SALES AND SHARE

Growing through strategic acquisitions



- Premium, well-being credentials
- Leader in chilled bar market
- **Purpose-led** and authentic brand
- Double-digit CAGR (2019-21)





- Active nutrition credentials
- High protein, low sugar
- **#1 in U.K.** energy bars
- Double-digit growth

Leveraging core brands

- Chocolate brands bring extra taste to segment
- belVita brings taste and energy credentials





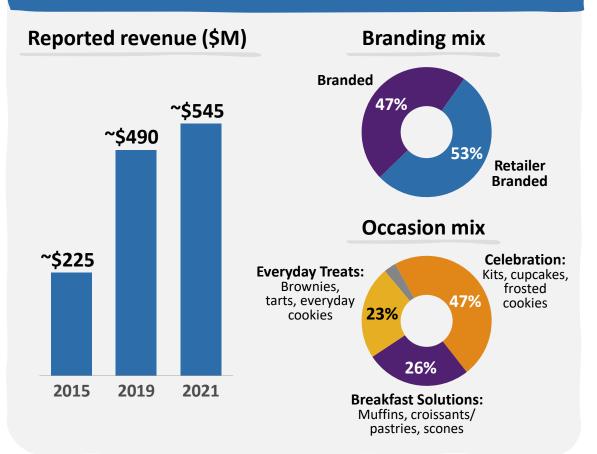


MDLZ acquired Perfect Snacks on July 16, 2019. Data shown includes the months of 2019 prior to acquisition. MDLZ acquired Grenade on March 25, 2021. Data shown includes a period prior to acquisition.

GIVE #4: EXPAND BAKED SNACKS BUSINESS GIVE & GO: LEADING PLAYER WITH CLEAR ADVANTAGES IN ATTRACTIVE NEW PROFIT POOL OF IN-STORE BAKERY



Attractive, fast-growing business



Providing differentiated value to consumers & retailers

Retailer

- Freeze & thaw solutions increase profits by reducing in-store labor and waste
- Category expanding innovation, now leveraging MDLZ brands like Oreo





Customized seasonal solutions

Consumer

- Great tasting, visually appealing & on-trend products
- Consistent quality, leading brands

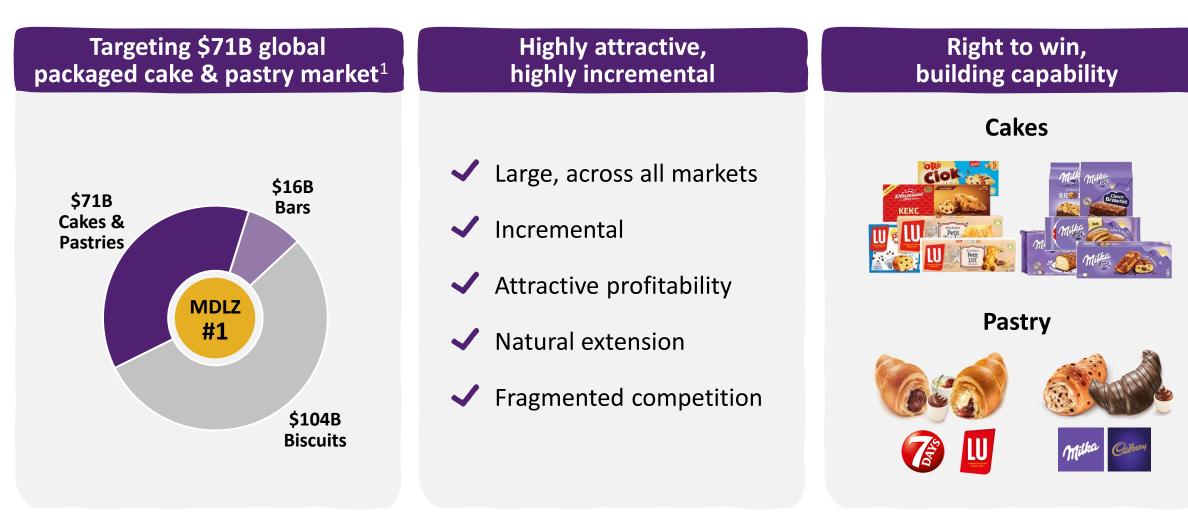








UNIQUELY POSITIONED TO NEARLY DOUBLE BISCUIT PLAYING FIELD BY LEVERAGING OUR CHOCOLATE & BISCUIT LEADERSHIP





ACCELERATING A GLOBAL BISCUIT POWERHOUSE WITH CLEAR PRIORITIES & SIGNIFICANT RUNWAY AHEAD







+4.7% L4Y revenue CAGR with clear opportunities to sustain



Expanding opportunity in baked snacks by leveraging chocolate & biscuit leadership



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)

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Currency Organic (Non-GAP) 131 \$ 12,452 286 \$ 4355 102 \$ 2,764 124 \$ 1,173 24 \$ 1,949 6 \$ 26,7 \$ 66,7 \$ 66,7 Reported (GAAP) \$ 11,438 \$ 4,158 \$ 3,355 \$ 1,085 \$ 1,822 \$ 2,83 Destitutes - - - - (55) (26,75) Yachange \$ 11,438 \$ 4,158 \$ 3,355 \$ 1,085 \$ 1,822 \$ 2,83 Monthise \$ 11,438 \$ 8,158 \$ 3,355 \$ 1,085 \$ 1,727 \$ 25,8 Vachange Reported (GAAP) 11.6 % 0.3 % (20,7)% (4,2)% 5.7 % 2.8 Organic (Non-GAAP) \$ 11,638 \$ 8,158 \$ 3,355 \$ 1,085 \$ 1,822 \$ 2,58 Cheme & Exported (GAAP) \$ 11,637 \$ 3,491 \$ 1,622 \$ 2,68 \$ 2,764 \$ 1,822 \$ 2,52 \$ 2,58 Destitutes - - - - 6 \$ 0,005 \$ 1,822 \$ 2,52 \$ 2,58 Destitutes - - - -		\$		\$	8,179	\$	2,662	\$	1,049	\$	1,925	\$,	
Granic (Non-GAAP) \$ 12,452 \$ 8,435 \$ 2,764 \$ 1,173 \$ 1,949 \$ 26,7 For the Twalve Months Ended December 31, 2019 Reported (GAAP) \$ 11,438 \$ 8,158 \$ 3,355 \$ 1,085 \$ 1,822 \$ 28,7 Organic (Non-GAP) \$ 11,438 \$ 8,158 \$ 3,355 \$ 1,085 \$ 1,777 \$ 25,8 Va Change \$ 11,438 \$ 8,158 \$ 3,355 \$ 1,085 \$ 1,777 \$ 28,9 Organic (Non-GAAP) \$ 11,6 % 0.3 % (20,7)% (4,2)% 5.7 % 2.8 Organic (Non-GAAP) 8.9 % 3.4 % (77,6)% 7.1 % 10.3 % 3.7 % 2.8 For the Twalve Months Ended December 31, 2019 Biscuits Chocolate Candy Beverage Grocery Internationa Decisitures - <	Acquisitions		(445)		-		-		-		-		(44	
Eor the Twelve Months Ended December 31, 2019 \$ 11,438 \$ 8,158 \$ 3,355 \$ 1,065 \$ 1,822 \$ 25,8 Organic (Non-GAAP) \$ 11,438 \$ 8,158 \$ 3,355 \$ 1,065 \$ 1,822 \$ 25,8 Wichange Reported (GAAP) \$ 11,438 \$ 8,158 \$ 3,355 \$ 1,085 \$ 1,767 \$ 25,8 Vichange 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 For the Twelve Months Ended December 31, 2019 Biscuits Chocolate Gum & Candy Beverage Choceary International (nondeliz, Grocery International (nondeliz, 1nternational (correcty) 1,143 8,6156 \$ 3,355 \$ 1,095 \$ 1,822 \$ 25,8 Destitutes - - - - - (16.7) \$ 1,144 \$ 1,202 \$ 1,822 \$ 25,8 Destitutes - - - - - - (16.7) \$ 1,144 \$ 1,209 \$ 1,841	Currency												63	
Reported (GAAP) \$ 11,438 \$ 8,138 \$ 3,355 \$ 1,095 \$ 1,222 \$ 2,80 Organic (Non-GAAP) \$ 11,438 \$ 8,158 \$ 3,355 \$ 1,095 \$ 1,222 \$ 2,258 % Change Reported (GAAP) 11,6% 0.3% (20,7)% (4,2)% 5.7% 2,28 Organic (Non-GAAP) 8.9% 3.4% (17,6)% 7.1% 10.3% 3.7 For the Twelve Months Ended December 31, 2019 Biscuits Chocolate Gum & Candy Beverage Cheese & Grocery Mondel&z Neetitures - - - - - - (65) (0) Organic (Non-GAAP) \$ 11,438 8,8158 3,355 3,364 1,209 1,841 2,26,8 Corrency 322 455 1,1167 \$ 3,491 1,141 \$ 2,26,8 Corrency 31,143 \$ 8,157 \$ 3,491 \$ 1,141 \$ 2,26,8 Organic (Non-GAAP) <th< td=""><td>Organic (Non-GAAP)</td><td>\$</td><td>12,452</td><td>\$</td><td>8,435</td><td>\$</td><td>2,764</td><td>\$</td><td>1,173</td><td>\$</td><td>1,949</td><td>\$</td><td>26,77</td></th<>	Organic (Non-GAAP)	\$	12,452	\$	8,435	\$	2,764	\$	1,173	\$	1,949	\$	26,77	
Reported (GAAP) \$ 11,438 \$ 8,138 \$ 3,355 \$ 1,095 \$ 1,222 \$ 2,80 Organic (Non-GAAP) \$ 11,438 \$ 8,158 \$ 3,355 \$ 1,095 \$ 1,222 \$ 2,258 % Change Reported (GAAP) 11,6% 0.3% (20,7)% (4,2)% 5.7% 2,28 Organic (Non-GAAP) 8.9% 3.4% (17,6)% 7.1% 10.3% 3.7 For the Twelve Months Ended December 31, 2019 Biscuits Chocolate Gum & Candy Beverage Cheese & Grocery Mondel&z Neetitures - - - - - - (65) (0) Organic (Non-GAAP) \$ 11,438 8,8158 3,355 3,364 1,209 1,841 2,26,8 Corrency 322 455 1,1167 \$ 3,491 1,141 \$ 2,26,8 Corrency 31,143 \$ 8,157 \$ 3,491 \$ 1,141 \$ 2,26,8 Organic (Non-GAAP) <th< td=""><td>For the Twelve Menths Ended December 21, 2010</td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td></th<>	For the Twelve Menths Ended December 21, 2010													
Diversitives - - - - - (55) (100) Organic (Non-GAAP) \$ 11.438 \$ 1.158 \$ 3.355 \$ 1.095 \$ 1.767 \$ 26.8 KChange 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 For the Twelve Months Ended December 31.2019 Reported (GAAP) \$ 11.438 \$ 8.158 \$ 3.355 \$ 1.095 \$ 1.822 \$ 25.8 Disstitutes - - - - - (60) \$ 1.622 \$ 25.8 Organic (Non-GAAP) \$ 11.627 \$ 8.653 \$ 3.3054 \$ 1.905 \$ 1.822 \$ 25.8 Disstitutes - - - - - - (60) Currency 3222 495 149 114 74 1.1 Organic (Non-GAAP) \$ 11.165 \$ 8.177 \$ 3.491 \$ 1.164 \$ 1.775 \$ 25.8 <		•	44.400	•	0 4 5 0		2		4 005		4 000			
S 11,438 S 5,158 S 3,355 S 1,095 S 1,767 S 258 %Change Reported (GAP) 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 For the Twelve Months Ended December 31. 2019 S 11.438 8.8158 3.355 \$ 1,095 \$ 1.222 \$ 2.8.8 Direstitures .		\$	11,438	\$	8,158	\$	3,355	\$	1,095	\$		\$		
Schange Schange Schange Schange Schange 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 For the Twelve Months Ended December 31. 2019 Biscuits Chocolate Candy Beverage Grocery Internationa Acquisitions (88) - - (55) (0.0) (0.0) 5 1,822 25,8 (0.0) 5 1,822 25,8 (0.0) (0		-	-	-	-	-	-	-	4 005	-				
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 For the Twelve Months Ended December 31. 2019 \$ 11,438 \$ 0,156 \$ 1,095 \$ 1,822 \$ 25,80 Divestitures - - - - - (65) (65) (67) Currency 222 495 149 \$ 1,423 \$ 1,822 \$ 25,80 Organic (Non-GAAP) \$ 11,672 \$ 8,653 \$ 3,504 \$ 1,209 \$ 1,841 \$ 26,80 Currency 222 495 149 1.14 \$ 1,209 \$ 1,841 \$ 26,80 Currency 222 495 149 1.14 \$ 1,209 \$ 1,841 \$ 26,80 Organic (Non-GAAP) \$ 11,185 \$ 8,177 \$ 3,491 \$ 1,184 \$ 1,901 \$ 25,90 Divestitures - - - (120) (11,185) \$ 8,177 \$ 3,491 \$ 1,184 \$ 1	Organic (Non-GAAP)	\$	11,438	ş	8,158	ş	3,355	\$	1,095	\$	1,767	\$	25,8	
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 For the Twelve Months Ended December 31. 2019 \$ 11,438 \$ 0.158 \$ 3.35 \$ 1,095 \$ 1,822 \$ 25,80 Dissitures - - - - - (65) (600 cerv) (640 rev) (7.1 % 1.822 \$ 25,80 Organic (Non-GAAP) \$ 11,438 \$ 0.156 \$ 1,822 \$ 25,80 1.44 \$ 26,80 Currency 222 495 1.44 \$ 1,822 \$ 25,80 Currency 222 495 1.49 \$ 1,822 \$ 25,80 Currency 222 495 1.44 \$ 1,821 \$ 26,80 Currency 222 495 1.44 \$ 1,821 \$ 25,90 Currency 5 11,165 \$ 8,177 \$ 3,491 \$ 1,144 \$ 1,901 \$ 25,90 Disettitures - - -	% Change													
Organic (Non-GAAP) 8.9 % 3.4 % (17.6% 7.1 % 10.3 % 3.7 For the Twelve Months Ended December 31, 2019 \$ 11,438 \$ 8,158 \$ 3,355 \$ 1,095 \$ 1,822 \$ 25,98 Reported (GAAP) \$ 11,438 \$ 8,158 \$ 3,355 \$ 1,095 \$ 1,822 \$ 25,98 Organic (Non-GAAP) \$ 11,672 \$ 8,653 \$ 3,504 \$ 1,095 \$ 1,822 \$ 25,98 Currency 322 495 149 114 74 1,11 Organic (Non-GAAP) \$ 11,672 \$ 8,653 \$ 3,504 \$ 1,090 \$ 25,9 Direstitutes - - - (125) (11,25) (11,25) (125)			116%		03%		(20.7)%		(4 2)%		57%		2.8	
Gum & For the Twelve Months Ended December 31, 2019 Biscuits Chocolate Chandy Gum & Candy Cheese & Beverage Mondeläz Grocory Acquisitions : <td< td=""><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td></td<>														
Biscuits Chocolate Candy Beverage Grocery International For the Twelve Months Ended December 31, 2019 \$ 11,438 \$ 8,158 \$ 3,355 \$ 1,095 \$ 1,822 \$ 25,8 Disstitures - - - - - - (55) (6) Acquisitions (88) - - - - - - (55) (6) Currency 222 495 149 114 74 1,11 Organic (Non-GAAP) \$ 11,187 \$ 8,177 \$ 3,491 \$ 1,184 \$ 1,901 \$ 25,8 Disstitures - - - - - (126) (116) (126) (116) (126) (116) \$ 1,184 \$ 1,901 \$ 25,8 (16,33) (16,34) \$ 1,184 \$ 1,184 \$ 1,001 \$ 25,8 (16,34) (126) (116) (126) (116) (126) (116) (126) (116) (126) (116) (126) (116) (126)							(17.0)/0							
Divestitures	For the Twelve Months Ended December 31, 2019	<u></u> B	Biscuits		Chocolate				Beverage				International	
Acquisitions (88) - - - - - - - 0 Currency 322 495 149 114 74 1.14 5 26,0 Corrency 5 11,672 \$ 8,653 \$ 3,504 \$ 1.209 \$ 1.841 \$ 26,6 For the Twelve Months Ended December 31, 2018 Reported (GAAP) \$ 1.1185 \$ 8,177 \$ 3,491 \$ 1,184 \$ 1,901 \$ 25,8 % Change - <t< td=""><td>Reported (GAAP)</td><td>\$</td><td>11,438</td><td>\$</td><td>8,158</td><td>\$</td><td>3,355</td><td>\$</td><td>1,095</td><td>\$</td><td>1,822</td><td>\$</td><td>25,86</td></t<>	Reported (GAAP)	\$	11,438	\$	8,158	\$	3,355	\$	1,095	\$	1,822	\$	25,86	
Acquisitions (88) -	Divestitures		-		-		-		-		(55)		(5	
Currency 322 495 149 114 74 1,11 Organic (Non-GAAP) \$ 11,672 \$ 8,653 \$ 3,504 \$ 1,209 \$ 1,841 \$ 26,85 Eor the Twelve Months Ended December 31, 2018 Reported (GAAP) \$ 11,185 \$ 8,177 \$ 3,491 \$ 1,184 \$ 1,901 \$ 25,9 Direstitures - - - (126) (ft) S 11,185 \$ 8,177 \$ 3,491 \$ 1,184 \$ 1,901 \$ 25,9 Chestitures - - - (126) (ft) S 20,80 \$ 11,185 \$ 8,177 \$ 3,491 \$ 1,184 \$ 1,901 \$ 25,8 % Change 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 Eor the Twelve Months Ended December 31, 2018 Reported (GAAP) Enscuits Chocolate Candy Beverage Grocery Internationa Currency 111,185<	Acquisitions		(88)		-		-		-		-		(
Organic (Non-GAAP) \$ 11,672 \$ 8,653 \$ 3,504 \$ 1,209 \$ 1,841 \$ 26,8 Eor the Twelve Months Ended December 31, 2018 Reported (GAAP) \$ 11,185 \$ 8,177 \$ 3,491 \$ 1,184 \$ 1,001 \$ 25,9 Drestitures	Currency		322		495		149		114		74			
Reported (GAAP) \$ 11,185 \$ 8,177 \$ 3,491 \$ 1,184 \$ 1,001 \$ 25,9 Organic (Non-GAAP) \$ 11,185 \$ 8,177 \$ 3,491 \$ 1,184 \$ 1,001 \$ 25,9 Yachange \$ 11,185 \$ 8,177 \$ 3,491 \$ 1,184 \$ 1,775 \$ 25,8 Yachange \$ 11,185 \$ 8,177 \$ 3,491 \$ 1,184 \$ 1,775 \$ 25,8 Yachange \$ 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 For the Twelve Months Ended December 31, 2018 Biscuits Chocolate Candy Beverage Grocery International Distributions Negative Months Ended December 31, 2018 \$ 11,185 \$ 1,177 \$ 3,491 \$ 1,184 \$ 1,901 \$ 25,99 Divestitures - - - (126) (11 105 101 133 (7) 33 Organic (Non-GAAP) \$ 11,184 \$ 8,282 \$ 3,532 \$ 1,317 \$ 1,768 \$ 26,11 Currency - - <td></td> <td>\$</td> <td>11,672</td> <td>\$</td> <td>8,653</td> <td>\$</td> <td>3,504</td> <td>\$</td> <td>1,209</td> <td>\$</td> <td>1,841</td> <td>\$</td> <td></td>		\$	11,672	\$	8,653	\$	3,504	\$	1,209	\$	1,841	\$		
Reported (GAAP) \$ 11,185 \$ 8,177 \$ 3,491 \$ 1,184 \$ 1,001 \$ 25,9 Organic (Non-GAAP) \$ 11,185 \$ 8,177 \$ 3,491 \$ 1,184 \$ 1,001 \$ 25,9 Yachange \$ 11,185 \$ 8,177 \$ 3,491 \$ 1,184 \$ 1,775 \$ 25,8 Yachange \$ 11,185 \$ 8,177 \$ 3,491 \$ 1,184 \$ 1,775 \$ 25,8 Yachange \$ 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 For the Twelve Months Ended December 31, 2018 Biscuits Chocolate Candy Beverage Grocery International Distributions Negative Months Ended December 31, 2018 \$ 11,185 \$ 1,177 \$ 3,491 \$ 1,184 \$ 1,901 \$ 25,99 Divestitures - - - (126) (11 105 101 133 (7) 33 Organic (Non-GAAP) \$ 11,184 \$ 8,282 \$ 3,532 \$ 1,317 \$ 1,768 \$ 26,11 Currency - - <td></td> <td>-</td> <td></td> <td>-</td> <td></td> <td></td> <td></td> <td>-</td> <td></td> <td></td> <td></td> <td></td> <td></td>		-		-				-						
Divestitures (126) (1														
S 11,185 \$ 3,491 \$ 1,184 \$ 1,775 \$ 25,8 % Changa 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 Corganic (Non-GAAP) 4.4 % 5.8 % 0.4 % 2.1 % 3.7 % 4.1 For the Twelve Months Ended December 31, 2018 Biscuits Chocolate Candy Beverage Cheese & Grocery Mondel6z Nonetitures - - - - - (126) (1 Currency 111 105 101 133 (77) 3 5 25,8 Organic (Non-GAAP) \$ 11,144 \$ 8,282 \$ 3,592 \$ 1,317 \$ 1,768 \$ 26,11 Currency 11 1065 101 133 (77) \$ 3,638 \$ 1,355 \$ 2,032 \$		\$	11,185	\$	8,177	\$	3,491	\$	1,184	\$		\$		
% Change 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 Gum & Gum & Gum & Cheese & Mondeléz Internationa For the Twelve Months Ended December 31. 2018 \$ 11,185 \$ 8,177 \$ 3,491 \$ 1,184 \$ 1,901 \$ 25,9 Disstitures - - - - (126) (1 Acquisitions (52) - - - - (126) (1 Organic (Non-GAAP) \$ 11,144 \$ 8,282 \$ 3,592 \$ 1,317 \$ 1,768 \$ 26,11 Organic (Non-GAAP) \$ 11,144 \$ 8,282 \$ 3,592 \$ 1,317 \$ 1,768 \$ 26,11 For the Twelve Months Ended December 31, 2017 Reported (GAAP) \$ 10,839 \$ 8,032 \$ 3,638 \$ 1,355 \$ 2,032 \$ 25,80 Direstitures - - - - - - (23) (299) (4 Organic (Non-GAAP) \$ 10,839 \$ 8,032			-		-		-		-					
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 End of the Twelve Months Ended December 31. 2018 Biscuits Chocolate Gum & Candy Beverage Cheese & Grocery Mondeléz International Acquisitions - - - - - (126) (11 Acquisitions (52) - - - - (126) (11 Acquisitions (552) - - - - (126) (11 Carrency 111 105 101 133 (7) - - - (126) (11) - - - (126) (11) - - - (126) (11) - - - - - (126) (11) 133 (7) - - - (126) (11) - - - (126) (11) - - - (126) (11) - - -	Organic (Non-GAAP)	\$	11,185	\$	8,177	\$	3,491	\$	1,184	\$	1,775	\$	25,8	
Biscuits Chocolate Gum & Candy Cheese & Biscuits Mondeléz Crocery Mondeléz International International For the Twelve Months Ended December 31, 2018 8 11,185 8,4177 \$ 3,491 \$ 1,184 \$ 1,901 \$ 25,9 International Direstitures - <td>% Change</td> <td></td>	% Change													
Organic (Non-GAAP) 4.4 % 5.8 % 0.4 % 2.1 % 3.7 % 4.1 For the Twelve Months Ended December 31, 2018 Biscuits Chocolate Candy Beverage Cheese & Grocery Internationa Reported (GAAP) \$ 11,185 \$ 8,177 \$ 3,491 \$ 1,184 \$ 1,901 \$ 25,93 Disstitures - - - - (126) (11 33 (7) 3 Organic (Non-GAAP) \$ 11,144 \$ 8,282 \$ 3,592 \$ 1,317 \$ 1,768 \$ 26,81 Currency 11 105 101 133 (7) 3 3 (7) 3 26,11 33 (7) 3 26,11 1,144 \$ 8,282 \$ 3,592 \$ 1,317 \$ 1,768 \$ 26,11 1 133 (7) 3 26,11 1 133 (7) 3 3			23%		(0.2)%		(3.0)%		(7 5)%		(1 2)%		(0.3)	
Biscuits Chocolate Gum & Candy Everage Cheese & Grocery Mondelize Reported (GAAP) \$ 11,185 \$ 8,177 \$ 3,491 \$ 1,184 \$ 1,901 \$ 25,90 Disestitures - - - - - (126) (126) (126) Acquisitions (52) - - - - (126) (1 Currency 11 105 101 133 (7) 3 Organic (Non-GAAP) \$ 11,144 \$ 0,282 \$ 3,592 \$ 1,377 \$ 1,768 \$ 26,91 Disestitures - - - - - (126) (1 S 11,144 \$ 0,282 \$ 3,592 \$ 1,317 \$ 1,768 \$ 26,11 Eor the Twelve Months Ended December 31, 2017 Reported (GAAP) \$ 10,839 \$ 8,032 \$ 1,317 \$ 1,768 \$ 26,92 Disetitures - - (30) (50) (23) (299) (4 Organic (Non-GAAP) \$ 10,839 \$							(· · · / · ·						· · · ·	
Biscuits Chocolate Candy Beverage Grocery International For the Twelve Months Ended December 31, 2018 \$ 11,185 \$ 8,177 \$ 3,491 \$ 1,184 \$ 1,901 \$ 25,9 Direstitures - - - - (126) (11 Acquisitions (52) - - - (126) (11 Organic (Non-GAAP) \$ 11,144 \$ 8,282 \$ 3,592 \$ 1,317 \$ 1,768 \$ 26,91 Corrency 111 105 101 133 (7) 3 Organic (Non-GAAP) \$ 11,144 \$ 8,282 \$ 3,592 \$ 1,317 \$ 1,768 \$ 26,91 Beopring (GAAP) \$ 10,839 \$ 8,032 \$ 3,538 \$ 1,355 \$ 2,032 \$ 25,80 Direstitures							0.4 /0		2.1 /0					
Biscuits Chocolate Candy Beverage Grocery International For the Twelve Months Ended December 31, 2018 \$ 11,185 \$ 8,177 \$ 3,491 \$ 1,184 \$ 1,901 \$ 25,9 Direstitures - - - - (126) (11 Acquisitions (52) - - - (126) (11 Organic (Non-GAAP) \$ 11,144 \$ 8,282 \$ 3,592 \$ 1,317 \$ 1,768 \$ 26,91 Corrency 111 105 101 133 (7) 3 Organic (Non-GAAP) \$ 11,144 \$ 8,282 \$ 3,592 \$ 1,317 \$ 1,768 \$ 26,91 Beopring (GAAP) \$ 10,839 \$ 8,032 \$ 3,538 \$ 1,355 \$ 2,032 \$ 25,80 Direstitures														
For the Twelve Months Ended December 31. 2018 - - - - - - - - - - 25,9% 25,9% 1,184 \$ 1,901 \$ 25,9% - - - - - - (1/26) (1/16) 25,9% 0.001 \$ 25,9% 0.011 \$ 25,9% 0.011 1.33 (7/7) 3 3 0/11 1.33 (7/7) 3 3 0/11 1.33 (7/7) 3 3 1.144 \$ 8.282 \$ 3.592 \$ 1.317 \$ 1.768 \$ 2.6,11 For the Twelve Months Ended December 31. 2017 \$ 11.144 \$ 8.282 \$ 3.592 \$ 1.335 \$ 2.032 \$ 25,88 \$ 0.030 \$ 0.030 \$ 0.030 \$ 0.030 \$ 0.030 \$ 0.030 \$ 0.030 \$ 0.030 \$ 0.030 \$ 0.030 <		_		~										
Reported (GAAP) \$ 11,185 \$ 8,177 \$ 3,491 \$ 1,184 \$ 1,901 \$ 25,9 Direstitures - - - - - (126) (11 Currency 11 105 101 133 (7) 3 Organic (Non-GAAP) \$ 11,144 \$ 8,282 \$ 3,592 \$ 1,317 \$ 1,768 \$ 26,91 Eor the Twelve Months Ended December 31, 2017 Reported (GAAP) \$ 10,839 \$ 8,032 \$ 3,638 \$ 1,355 \$ 2,032 \$ 25,92 Divestitures - - - - - - (23) (29) (40) (23) (29) (40) (40) (24) (29) (40) (40) (11) 2.0 % 2.5,48 (25,49) (40	Far the Twelve Mantha Ended Downshow 04, 0040	B	ISCUITS	Ch	ocolate		candy	Be	verage	G	rocery	Inte	nationa	
Direstitures - - - - (12) Acquisitions (52) - - - (12) Currency 111 105 101 133 (7) 3 Organic (Non-GAAP) \$ 11,144 \$ 8,282 \$ 3,592 \$ 1,317 \$ 1,768 \$ 26,11 Ear the Twelve Months Ended December 31, 2017 Reported (GAAP) \$ 10,839 \$ 8,032 \$ 3,638 \$ 1,355 \$ 2,032 \$ 25,88 Drestitures - (30) (50) (23) (23) (299) (4 Organic (Non-GAAP) \$ 10,839 \$ 8,002 \$ 3,588 \$ 1,332 \$ 1,733 \$ 25,88 Organic (Non-GAAP) \$ 10,839 \$ 8,002 \$ 3,588 \$ 1,332 \$ 1,733 \$ 25,88 Organic (Non-GAAP) 2.8 \$ 3.5 % 0.1 % (1.1)% 2.0 % 2.2 Organic (GAAP) 2.8 % 3.5 % 0.1 % (1.1)% 2.0 % 2.4														
Acquisitions (52) 105 101 133 (7) 33 Currency 11 105 101 133 (7) 33 Organic (Non-GAAP) \$ 11,144 \$ 8,282 \$ 3,592 \$ 1,317 \$ 1,768 \$ 26,11 For the Twelve Months Ended December 31, 2017 Reported (GAAP) \$ 10,839 \$ 8,032 \$ 3,638 \$ 1,355 \$ 2,032 \$ 25,80 Direstitures - (30) (50) (23) \$ (299) (4 Organic (Non-GAAP) \$ 10,839 \$ 8,002 \$ 3,586 \$ 1,332 \$ 1,733 \$ 25,41 % Change - - 3.5 % 0.1 % (1.1)% 2.0 % 2.4 Yachage - 2.8 % 3.5 % 0.1 % (1.1)% 2.0 % 2.4 4 Year CAGR Reported (GAAP) 5.7 % 3.7 % (5.7)% (6.5)% (0.5)% 2.6		\$	11,185	\$	8,177	\$	3,491	\$	1,184	\$		\$		
Currency 11 105 101 133 (7) 3 Organic (Non-GAAP) \$ 11,144 \$ 8,282 \$ 3,592 \$ 1,317 \$ 1,768 \$ 26,11 For the Twelve Months Ended December 31, 2017 Reported (GAAP) \$ 10,839 \$ 8,032 \$ 3,638 \$ 1,355 \$ 2,032 \$ 25,81 Divestitures - (30) (50) (23) (299) (44 Organic (Non-GAAP) \$ 10,839 \$ 8,002 \$ 3,588 \$ 1,332 \$ 1,733 \$ 25,49 % Change Reported (GAAP) \$ 2.2 % 1.8 % (4.0)% (12.6)% (6.4)% 0.2 Organic (Non-GAAP) 2.2 % 3.5 % 0.1 % (1.1)% 2.0 % 2.4 4 Year CAGR 3.5 % 0.1 % (6.5)% (0.5)% 2.6			-		-		-		-		(126)			
S 11,144 \$ 8,282 \$ 1,317 \$ 1,768 \$ 26,11 Eor.the Twelve Months Ended December 31, 2017. Reported (GAAP) \$ 10,839 \$ 8,032 \$ 1,355 \$ 2,032 \$ 25,88 Droganic (Non-GAAP) \$ 10,839 \$ 8,032 \$ 3,638 \$ 1,355 \$ 2,032 \$ 25,88 Organic (Non-GAAP) \$ 10,839 \$ 8,002 \$ 3,588 \$ 1,332 \$ 2,588 (20) (23) (299) (4 X-Change \$ 10,839 \$ 8,002 \$ 3,588 \$ 1,332 \$ 1,733 \$ 25,44 X-Change \$ 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 4 Year CAGR Reported (GAAP) 5.7 % 3.7 % (5							-		-		-			
Keported (GAAP) \$ 10,839 \$ 8,032 \$ 3,638 \$ 1,355 \$ 2,032 \$ 25,8 Divestitures														
Reported (GAAP) \$ 10,839 \$ 8,032 \$ 3,638 \$ 1,355 \$ 2,032 \$ 25,88 Divestitures	Organic (Non-GAAP)	\$	11,144	\$	8,282	\$	3,592	\$	1,317	\$	1,768	\$	26,1	
Reported (GAAP) \$ 10,839 \$ 8,032 \$ 3,638 \$ 1,355 \$ 2,032 \$ 25,88 Divestitures	For the Twelve Months Ended December 31 2017													
Objectitures (30) (50) (23) (299) (44) Organic (Non-GAAP) \$ 10.839 \$ 8.002 \$ 3.588 \$ 1.332 \$ 1.733 \$ 25,49 % Change Reported (GAAP) 3.2 % 1.8 % (4.0)% (12.6)% (6.4)% 0.2 Organic (Non-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 4 Year CAGR Reported (GAAP) 5.7 % 3.7 % (5.7)% (6.5)% (0.5)% 2.6		¢	10 830	¢	8 033	¢	3 638	¢	1 355	¢	2 022	\$	25 0	
S 10,839 S 8,002 S 3,588 S 1,332 S 1,733 S 25,44 % Change %	,	φ	10,005	ş		÷		Ģ		ş		÷		
% Change 3.2 % 1.8 % (4.0)% (12.6)% (6.4)% 0.2 Reported (GAAP) 2.8 % 3.5 % 0.1 % (1.1)% 2.0 % 2.4 4 Year CAGR 7 8.7 % 3.7 % (5.7)% (6.5)% (0.5)% 2.6		¢	10.820	e		e		e		e		¢		
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 Image: CAGR Image: CAGR Image: CAGR Image: Cage Image: Cage <td></td> <td><u> </u></td> <td>10,039</td> <td>-</td> <td>0,002</td> <td>-</td> <td>3,300</td> <td>ş</td> <td>1,332</td> <td>ş</td> <td>1,100</td> <td>ş</td> <td>25,4</td>		<u> </u>	10,039	-	0,002	-	3,300	ş	1,332	ş	1,100	ş	25,4	
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 Image: CAGR Image: CAGR <td></td>														
Organic (Non-GAAP) 2.8 % 3.5 % 0.1 % (1.1)% 2.0 % 2.4 4 Year CAGR														
4 <u>Year CAGR</u> Reported (GAAP) 5.7 % 3.7 % (5.7)% (6.5)% (0.5)% 2.6	% Change		3.2 %		1.8 %		(4.0)%		(12.6)%		(6.4)%		0.2	
Reported (GAAP) 5.7 % 3.7 % (5.7)% (6.5)% (0.5)% 2.6	<u>% Change</u> Reported (GAAP)						. ,		. ,		. ,			
Reported (GAAP) 5.7 % 3.7 % (5.7)% (6.5)% (0.5)% 2.6	<u>% Change</u> Reported (GAAP)						. ,		. ,		. ,		0.2 2.4	
	<u>% Change</u> Reported (GAAP) Organic (Non-GAAP)						. ,		. ,		. ,			
	% <u>Change</u> Reported (GAAP) Organic (Non-GAAP) <u>4 Year CAGR</u>		2.8 %		3.5 %		0.1 %		(1.1)%		2.0 %		2.4	



GAAP TO NON-GAAP RECONCILIATIONS

Net Revenues to Organic Net Revenues

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

1

		Developed Emerging Markets Markets		Biscuits			Global Brands		Local Jewels		Other		Biscuits		
For the Twelve Months Ended December 31, 2021															
Reported (GAAP)	\$	9,912	\$	3.612	\$	13,524		\$	5,028	\$	7,174	\$	1,322	\$	13,524
Acquisitions	•	(210)	÷	0,012	•	(210)		•	0,020	•	(163)	÷	(47)	•	(210)
Currency		(139)		(24)		(163)			(82)		(75)		(47)		(163)
Organic (Non-GAAP)	\$	9,563	\$	3,588	\$	13,151		\$	4,946	\$	6,936	\$	1,269	\$	13,151
	<u> </u>									<u> </u>		<u> </u>			
For the Twelve Months Ended December 31, 2020															
Reported (GAAP)	\$	9,536	\$	3,230	\$	12,766		\$	4,670	\$	6,855	\$	1,241	\$	12,766
Divestitures Organic (Non-GAAP)	\$	9,536	\$	3,230	\$	12,766		\$	4,670	\$	6,855	\$	1,241	\$	- 12,766
Organic (NOIPGAAP)	ş	9,000	ş	3,230	ş	12,700		\$	4,070	ş	0,000	φ	1,241	÷	12,700
<u>% Change</u> Reported (GAAP)		3.9 %		11.8 %		5.9 %			7.7 %		4.7 %		6.5 %		5.9 %
Organic (Non-GAAP)		0.3 %		11.0 %		3.0 %			5.9 %		1.2 %		0.3 % 2.3 %		3.0 %
		veloped		nerging	_				lobal		ocal			_	
For the Trucky Months For LLD LL At 1995	M	arkets	M	arkets	B	iscuits		B	rands	Je	ewels		Other	B	iscuits
For the Twelve Months Ended December 31, 2020	-					10		÷		~					
Reported (GAAP)	\$	9,536	\$	3,230	\$	12,766		\$	4,670	\$	6,855	\$	1,241	\$	12,766
Acquisitions		(445)		-		(445)			-		(445)		-		(445)
Currency		(37)		168		131			55		42		34		131
Organic (Non-GAAP)	\$	9,054	\$	3,398	\$	12,452		\$	4,725	\$	6,452	\$	1,275	\$	12,452
For the Twelve Months Ended December 31. 2019															
Reported (GAAP)	\$	8,342	\$	3,096	\$	11,438		\$	4,181	\$	5,998	\$	1,259	\$	11,438
Divestitures		-		-		-			-		-		-		-
Organic (Non-GAAP)	\$	8,342	\$	3,096	\$	11,438		\$	4,181	\$	5,998	\$	1,259	\$	11,438
<u>% Change</u>															
Reported (GAAP)		14.3 %		4.3 %		11.6 %			11.7 %		14.3 %		(1.4)%		11.6 %
Organic (Non-GAAP)		8.5 %		9.8 %		8.9 %			13.0 %		7.6 %		1.3 %		8.9 %
		/eloped arkets		nerging arkets	Б	loguito			lobal		_ocal	,	Other		laguita
For the Twelve Months Ended December 21, 2010		arkets		arkets		iscuits			rands		ewels		Juner		iscuits
For the Twelve Months Ended December 31, 2019	•		•					•		•		•		•	
Reported (GAAP)	\$	8,342	\$	3,096	\$	11,438		\$	4,181	\$	5,998	\$	1,259	\$	11,438
Acquisitions		(88)		-		(88)			-		(88)		-		(88)
Currency		140		182		322			121		141		60		322
Organic (Non-GAAP)	\$	8,394	\$	3,278	\$	11,672		\$	4,302	\$	6,051	\$	1,319	\$	11,672
For the Twelve Months Ended December 31, 2018															
Reported (GAAP)	\$	8,200	\$	2,985	\$	11,185		\$	3,966	\$	5,887	\$	1,332	\$	11,185
Divestitures		-	_	-		-			-		-	_	-		-
Organic (Non-GAAP)	\$	8,200	\$	2,985	\$	11,185		\$	3,966	\$	5,887	\$	1,332	\$	11,185
<u>% Change</u>															
Reported (GAAP)		1.7 %		3.7 %		2.3 %			5.4 %		1.9 %		(5.5)%		2.3 %
Organic (Non-GAAP)		2.4 %		9.8 %		4.4 %			8.5 %		2.8 %		(1.0)%		4.4 %
<u>3 Year CAGR</u>															
Reported (GAAP)		6.5 %		6.5 %		6.5 %			8.2 %		6.8 %		(0.3)%		6.5 %
Organic (Non-GAAP)		3.7 %		10.2 %		5.4 %			9.1 %		3.8 %		0.9 %		5.4 %
organio (non-onal)		J.1 /0		10.2 /0		J. 4 /0			3.1 /0		J.J /0		0.3 /0		J.4 /0

