



Mondelez
International

EUROPE

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President, Europe

Agenda

Europe – The business today

Consumer and market trends

Growth profiles

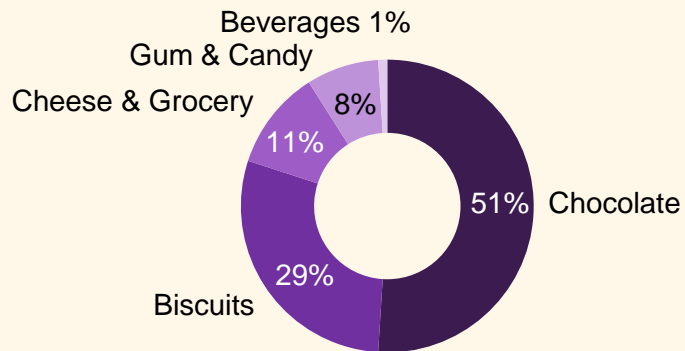


Europe Today (38% of Net Revenues)

Key Facts

Countries served	50+
Number of stores	>1 Million
2017 net revenues	\$9.8B
Market share in our categories	21%

2017 Net Revenues



Geographic Profile



% of Europe Net Revenues

Emerging	~20%
Developed	~80%

Snacking Leader with Strong Brand Portfolio

Global
Brands

&

Local
Brands

Biscuits #1



Chocolate #1



Gum & Candy #2



Iconic Local Brands with Strong Consumer Emotional Connection

National Icons with Bakery Heritage



Well-Being Products



Biscuit brands with a right to win in well-being

Cross-category Platforms Leverage Strong Chocolate Brands

“Taste of the Nation” Chocolate Brands



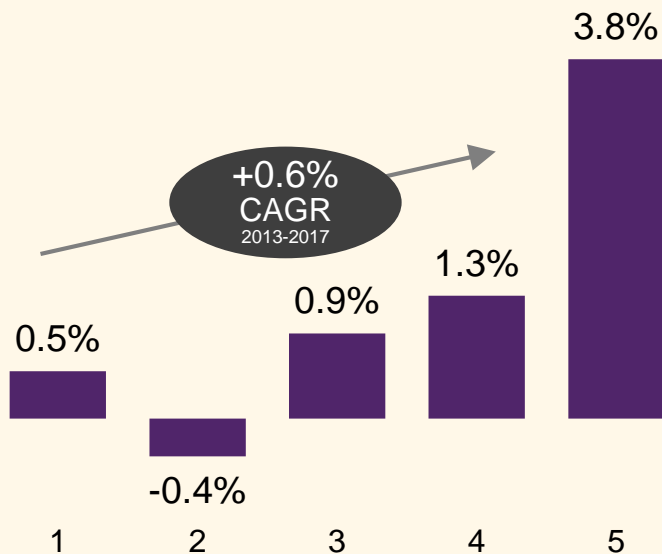
Choco-Bakery



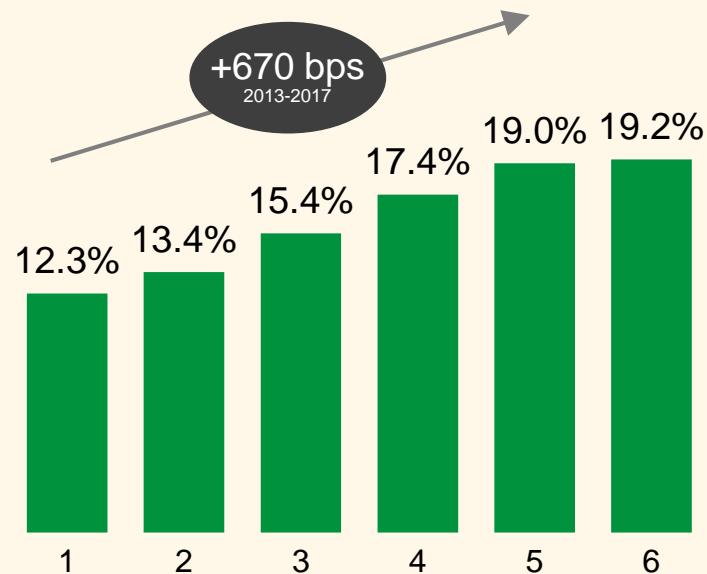
Successfully applying test / learn / scale model

Strong Profitability with Volume Driven Growth

Organic Net Revenue Growth



Adjusted OI Margin



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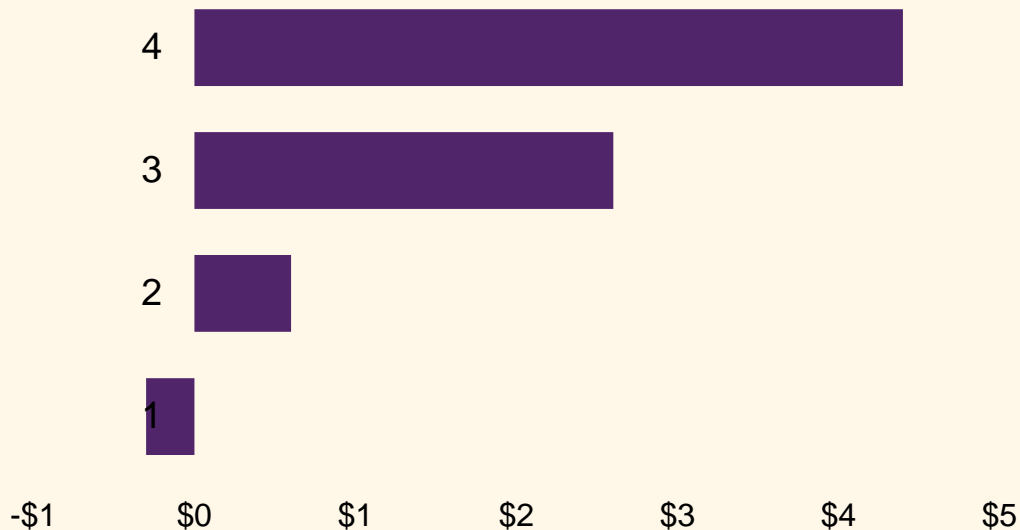
Growth profiles



Snacking Categories to Deliver Significant Growth

Cumulative Category Growth Projection (\$B)

2018-2022



Chocolate & Biscuits provide highest absolute dollar growth potential within snacking

Rapidly Evolving Consumer Trends & Dynamics



- Solid GDP growth



- Gifting and well-being snacking opportunities



- Evolving channels



- Consumers seeking value and premium offerings

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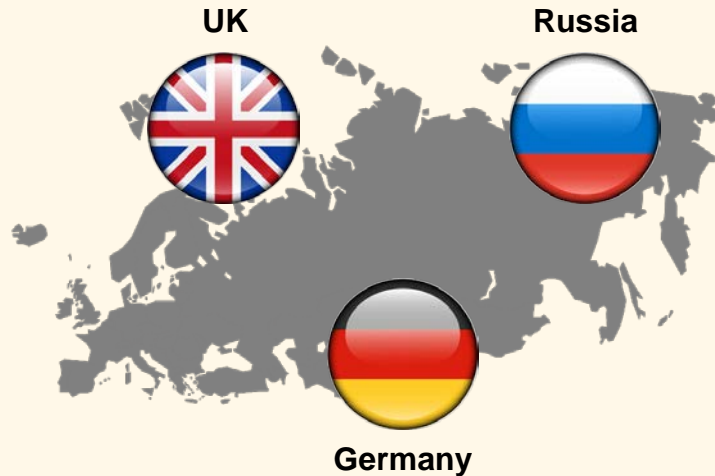
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Bold Plans to Strengthen Snacking Leadership

Key Markets



Key Initiatives

- 1 Leverage local & global brands
- 2 Continued route-to-market & channel expansion
- 3 Expand strong brand equities into adjacencies & increase distribution
- 4 Build on our marketing and in-store capabilities



Russia – Large Growth Potential



Profile

Packaged snacks market ~\$25B

2017 net revenues ~\$700M

Biscuits share 20% (#1)

Chocolate share 23% (#1)

Recent Accomplishments

- Leader in Chocolate and Biscuits
- Driving growth with local jewels (*Jubilee, Alpen Gold*) and global brands (*Milka, Barni and Oreo*)
- Expansion through competitive local network



Russia – Clear Growth Path



Leverage Category Growth and Innovation



Discounters and Specialists Channel Expansion

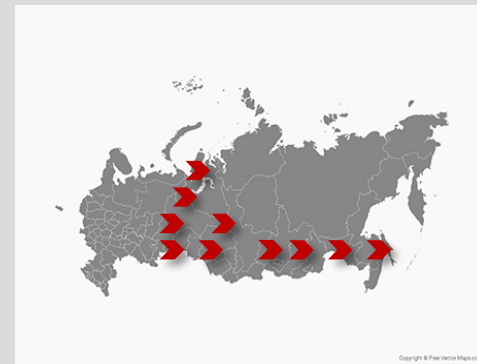


Discount

Specialist



Geographic Whitespace



10 cities with population
>3 million

Germany – Building on a Solid Foundation



Profile

Packaged snacks market	~\$30B
2017 net revenues	~\$900M
Biscuits share	11% (#1)
Chocolate share	12% (#2)

Recent Accomplishments

- #1 in Chocolate Tablet market
- Gaining share in Biscuits and Chocolate
- Successful execution of RTM/Channel expansion
- Restaged profitability, enabling growth investments



A Success Story of Portfolio Transformation in Germany



Germany – Continuing to Expand our Position



Invest Across Brands



Channel Expansion



Innovation



The UK – MDLZ a Snacking Powerhouse



Profile

Packaged snacks market	~\$30B
2017 net revenues	~\$2.2B
Chocolate share	37% (#1)
Biscuits share	12% (#2)
Candy share	18% (#1)

Recent Accomplishments

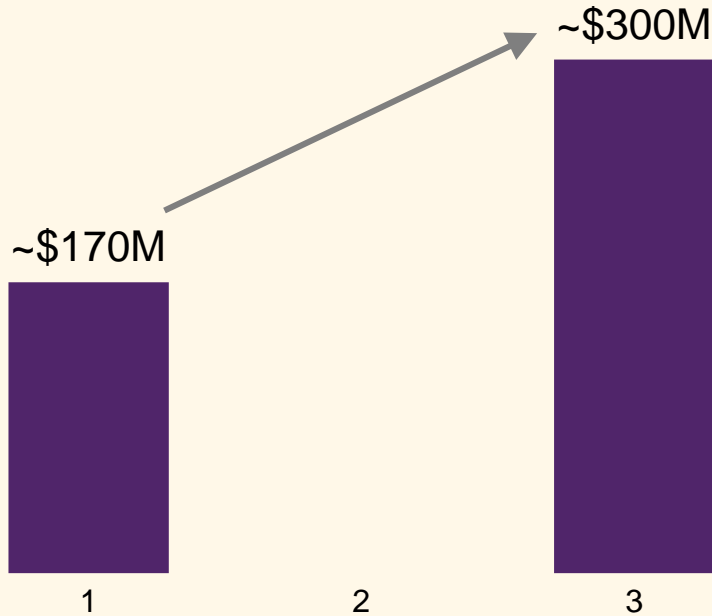
- #1 in overall snacking
- Strong operational execution
- Brand activation continues to play an important role in growth



The UK – Successful Expansion in Biscuits



UK Biscuit Net Revenues



The UK – Further Expand Our #1 Position



Broaden Snacking Portfolio



Optimize Channels



Expand eCommerce



In Summary... Europe has Significant Growth Potential

- Invest across our portfolio of global & local brands
- Expand into new segments in both Chocolate and Biscuits
- Drive growth in high growth channels
- Leverage scale & distribution
- Continue to drive efficiency and profitability

