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**UNITED STATES  
SECURITIES AND EXCHANGE COMMISSION**  
Washington, D.C. 20549

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**FORM 8-K**

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**CURRENT REPORT**  
Pursuant to Section 13 or 15(d) of the  
Securities Exchange Act of 1934

Date of Report (Date of earliest event reported): September 10, 2015

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**MONDELÉZ INTERNATIONAL, INC.**

(Exact name of registrant as specified in its charter)

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**Virginia**  
(State or other jurisdiction  
of incorporation)

**1-16483**  
(Commission  
File Number)

**52-2284372**  
(I.R.S. Employer  
Identification No.)

**Three Parkway North, Deerfield, Illinois 60015**  
(Address of principal executive offices, including zip code)

**(847) 943-4000**  
(Registrant's telephone number, including area code)

**Not Applicable**  
(Former name or former address, if changed since last report.)

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Check the appropriate box below if the Form 8-K filing is intended to simultaneously satisfy the filing obligation of the registrant under any of the following provisions (see General Instruction A.2. below):

- Written communications pursuant to Rule 425 under the Securities Act (17 CFR 230.425)
  - Soliciting material pursuant to Rule 14a-12 under the Exchange Act (17 CFR 240.14a-12)
  - Pre-commencement communications pursuant to Rule 14d-2(b) under the Exchange Act (17 CFR 240.14d-2(b))
  - Pre-commencement communications pursuant to Rule 13e-4(c) under the Exchange Act (17 CFR 240.13e-4(c))
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**Item 7.01. Regulation FD Disclosure.**

On September 10, 2015, we issued a press release relating to the presentation made by Mondelēz International executives at the Barclays Global Consumer Staples Conference. A copy of the press release is being furnished as Exhibit 99.1 to this Current Report on Form 8-K.

A live audio webcast of the presentation will be available through the Investors section of our website, [www.mondelezinternational.com](http://www.mondelezinternational.com). An archived rebroadcast and the presentation slides will also be available through our website following the webcast. The presentation slides, including Regulation G reconciliations, are being furnished as Exhibit 99.2 to this Current Report on Form 8-K.

This information, including Exhibit 99.1 and Exhibit 99.2, will not be deemed “filed” for purposes of Section 18 of the Securities Exchange Act of 1934, as amended (the “Exchange Act”), or otherwise subject to the liabilities under that section and it will not be incorporated by reference in any filing under the Securities Act of 1933, as amended, or the Exchange Act, except as expressly set forth by specific reference in such a filing.

**Item 9.01. Financial Statements and Exhibits.**

(d) The following exhibits are being furnished with this Current Report on Form 8-K.

<u>Exhibit Number</u>	<u>Description</u>
99.1	Mondelēz International, Inc. Press Release, dated September 10, 2015.
99.2	Mondelēz International, Inc. Slide Presentation, dated September 10, 2015.

**SIGNATURES**

Pursuant to the requirements of the Securities Exchange Act of 1934, the registrant has duly caused this report to be signed on its behalf by the undersigned hereunto duly authorized.

**MONDELÉZ INTERNATIONAL, INC.**

By: /s/ Brian T. Gladden  
Name: Brian T. Gladden  
Title: Executive Vice President and  
Chief Financial Officer

Date: September 10, 2015

EXHIBIT INDEX

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## **Mondelēz International Details Cost-Reduction Progress and Strategies to Accelerate Growth; Reaffirms 2015 Outlook and 2016 Margin Target**

**Uniquely positioned to deliver sustainable growth on both the top and bottom lines**

BOSTON – Sept. 10, 2015 – At the Barclays Global Consumer Staples conference today, Mondelēz International updated investors on aggressive cost-reduction programs and outlined how the company is increasing investments to accelerate revenue growth.

“As the world’s leading snacking company, we’re proud to be one of few industry players with the assets, leadership and strategy to deliver strong top- and bottom-line growth over the long term. This is our point of difference,” said Brian Gladden, Executive Vice President and CFO. “Our advantaged platform provides us the potential to be among the industry’s fastest growing companies, with substantial margin upside and the highest EPS growth while also returning significant cash to our shareholders.”

### **Reinventing the Global Supply Chain and Delivering World-Class Productivity**

Gladden provided an update on the company’s journey to reinvent its global supply chain, which is now delivering world-class productivity of more than 3 percent of cost of goods sold.

In addition, Gladden highlighted the company’s efforts to reconfigure its manufacturing network. Since 2012, Mondelēz International has closed, sold or streamlined 78 production facilities, and completed or announced the construction of 14 greenfield or brownfield sites, with 40 new state-of-the-art manufacturing lines expected to be on-stream by year-end 2015.

### **Aggressive Cost Management Drives Overhead Reductions**

As part of its cost-management program, the company has implemented Zero-Based Budgeting tools to reset spending, identify specific cost reductions and capture sustainable savings. “Eighteen months into our ZBB efforts, we’re delivering benefits faster than expected in all indirect cost packages,” Gladden said.

The company is also building a global shared services capability to simplify and standardize over 150 back-office processes over the next two to three years. For each of these processes, on average, the company expects to deliver cost savings of approximately 50 percent.

As a result, the company expects to reduce overheads as a percent of revenue by at least 250 basis points between 2013 and 2016.

### **Cost Savings Fuel Growth Investments**

Building on Gladden's remarks, Mark Clouse, Executive Vice President and Chief Growth Officer, outlined the company's growth plan, which centers on two strategies: accelerating base business growth and filling in key consumer spaces. Cost savings will fuel this plan, and it will be governed by the same operational discipline that the company has applied to its cost agenda.

In terms of accelerating base business growth, the company is reinvesting cost savings into additional advertising and consumer support, while also shifting spending to digital and social channels. In addition, the company will expand packaging formats to increase accessibility to new households and new channels, as well as enter white spaces with proven innovation platforms.

### **Consumer Trends Shape Global Behavior and Create Growth Opportunities**

In parallel, the company is addressing three global consumer trends that are creating additional growth opportunities: an increasing emphasis on well-being, time compression and shifts in income distribution.

"We intend to become the global leader in well-being snacks, with 50 percent of our portfolio in the well-being space by 2020, up from more than a third of total revenue today," said Clouse. "Our goal is to simplify and enhance the ingredient and nutritional profile of our base business while also focusing on breakthrough innovation to address consumers' well-being needs. Over the next five years, we expect to focus 70 percent of our new product development efforts on well-being platforms."

E-commerce is another key focus area, addressing the intersection between time compression and technology in snacks. Through a dedicated team, the company is optimizing existing e-commerce platforms by converting every consumer connection into a purchase opportunity as well as building the next-generation portfolio to take advantage of those incremental growth opportunities.

"We estimate that e-commerce could become one of the fastest-growing platforms within our company, increasing from less than \$100 million in revenue today to as much as \$1 billion by 2020," said Clouse.

Finally, the company is broadening its portfolio to target aspirant consumers on one end of the spectrum and affluent consumers on the other to respond to shifts in income distribution. By doing so, the company is maximizing its category reach and driving incremental consumers to its brands and categories.

### **Reaffirmed Outlook**

During today's presentation, the company also reaffirmed its 2015 growth outlook, targeting Organic Net Revenue<sup>1</sup> growth of at least 3 percent, including a 100 basis points headwind from strategic decisions to improve the revenue mix. The company continues to target pro forma Adjusted Operating Income<sup>1</sup> margin of approximately 14 percent in 2015, excluding a negative 20-30 basis point impact from stranded costs, and Adjusted OI margin of 15-16 percent in 2016.

The company also reaffirmed its long-term targets of Organic Net Revenue growth at or above category growth rates, high-single digit Adjusted Operating Income growth at constant currency and double-digit Adjusted EPS<sup>1</sup> growth at constant currency.

A live audio webcast of the presentation will be available in the investors section of the company's website ([www.mondelezinternational.com](http://www.mondelezinternational.com)) at 7:30 a.m. ET today. An archived replay of the presentation with accompanying slides will be available on the website following the webcast. The company will be live tweeting from the event at [www.twitter.com/MDLZ](http://www.twitter.com/MDLZ).

### **About Mondelēz International**

Mondelēz International, Inc. (NASDAQ: MDLZ) is a global snacking powerhouse, with pro forma 2014 revenue of more than \$30 billion. Creating delicious moments of joy in 165 countries, Mondelēz International is a world leader in biscuits, chocolate, gum, candy and powdered beverages, with billion-dollar brands such as *Oreo*, *LU* and *Nabisco* biscuits; *Cadbury*, *Cadbury Dairy Milk* and *Milka* chocolate; *Trident* gum and *Tang* powdered beverages. Mondelēz International is a proud member of the Standard and Poor's 500, NASDAQ 100 and Dow Jones Sustainability Index. Visit [www.mondelezinternational.com](http://www.mondelezinternational.com) or follow us on Twitter at [www.twitter.com/MDLZ](http://www.twitter.com/MDLZ).

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<sup>1</sup> Organic Net Revenue, Adjusted Operating Income and Adjusted EPS are non-GAAP financial measures. Please see the company's Form 10-Q for the quarterly period ended June 30, 2015 filed with the U.S. Securities and Exchange Commission for important information about the company's use of non-GAAP financial measures.

## Forward-Looking Statements

This press release contains a number of forward-looking statements. Words, and variations of words, such as “will,” “expect,” “intend,” “estimate,” “deliver,” “potential,” “target,” “outlook” and similar expressions are intended to identify our forward-looking statements, including, but not limited to, statements about: our future performance, including our future revenue growth, earnings per share, operating income and margins; our supply chain transformation; overheads and overhead cost reduction initiatives; productivity; shared services capability; our investments and the results of those investments; innovation; opportunities for growth in our portfolio; our well-being portfolio and goals; growth in and revenues from e-commerce; execution of our strategy; shareholder returns; and our Outlook, including 2015 Organic Net Revenue growth and 2015 and 2016 Adjusted Operating Income margin. These forward-looking statements are subject to a number of risks and uncertainties, many of which are beyond our control, which could cause our actual results to differ materially from those indicated in our forward-looking statements. Such factors include, but are not limited to, risks from operating globally and in emerging markets; changes in currency exchange rates, controls and restrictions; continued volatility of commodity and other input costs; weakness in economic conditions; weakness in consumer spending or demand; changes in consumer preferences; pricing actions; unanticipated disruptions to our business; competition; our global workforce; the restructuring program and our other transformation initiatives not yielding the anticipated benefits; changes in the assumptions on which the restructuring program is based; and tax law changes. Please also see our risk factors, as they may be amended from time to time, set forth in our filings with the SEC, including our most recently filed Annual Report on Form 10-K. Mondelez International disclaims and does not undertake any obligation to update or revise any forward-looking statement in this press release, except as required by applicable law or regulation.







# Brian Gladden

EVP and Chief Financial Officer



# Forward-looking statements

This presentation contains a number of forward-looking statements. Words, and variations of words, such as “will,” “expect,” “intend,” “believe,” “estimate,” “anticipate,” “plan,” “deliver,” “drive,” “prospect,” “potential,” “opportunity,” “target,” “outlook” and similar expressions are intended to identify our forward-looking statements, including, but not limited to, statements about: our future performance, including our future revenue growth, earnings per share, operating income, margins and cash flow; our supply chain transformation; overheads and overhead cost reduction initiatives; productivity; shared services capability; our investments and the results of those investments; A&C spending; market growth and changing consumption patterns; innovation; opportunities for growth in our portfolio; our well-being portfolio and goals; growth in and revenues from e-commerce; execution of our strategy; prospects for the coffee transaction and acquisitions; share repurchases; shareholder returns; and our Outlook, including 2015 Organic Net Revenue growth and 2015 and 2016 Adjusted Operating Income margin. These forward-looking statements are subject to a number of risks and uncertainties, many of which are beyond our control, which could cause our actual results to differ materially from those indicated in our forward-looking statements. Such factors include, but are not limited to, risks from operating globally and in emerging markets; changes in currency exchange rates, controls and restrictions; continued volatility of commodity and other input costs; weakness in economic conditions; weakness in consumer spending or demand; changes in consumer preferences; pricing actions; unanticipated disruptions to our business; competition; our global workforce; the restructuring program and our other transformation initiatives not yielding the anticipated benefits; changes in the assumptions on which the restructuring program is based; and tax law changes. Please also see our risk factors, as they may be amended from time to time, set forth in our filings with the SEC, including our most recently filed Annual Report on Form 10-K. Mondelez International disclaims and does not undertake any obligation to update or revise any forward-looking statement in this presentation, except as required by applicable law or regulation.



# Strategies driving transformation agenda

## Focus Portfolio

Coffee Transaction  
Bolt-On Acquisitions

~85% of Revenue  
from Snacks

## Reduce Costs

Supply Chain Reinvention  
Lower Overheads

Margin Expansion  
& Investment Fuel

## Invest for Growth

Step-Up A&C Investments  
Fill In Consumer Spaces

Sustainable Growth  
Over the Long Term

# Driving sustainable top- and bottom-line growth to deliver top-tier shareholder returns

- Gain / hold market share
- Allocate resources to highest return opportunities
- Accelerate expansion of Power Brands & innovation platforms across key markets
- Expand into White Spaces



- Deliver strong net productivity
- Produce Power Brands on advantaged assets
- Build best-in-class manufacturing footprint

- Invest in Power Brands, innovation platforms, sales capabilities and routes to market
- Leverage operating model to drive speed & scale
- Leverage consumer and customer insights

- Leverage Zero-Based Budgeting tools
- Migrate toward shared services
- Simplify organization model



# Long-term targets unchanged

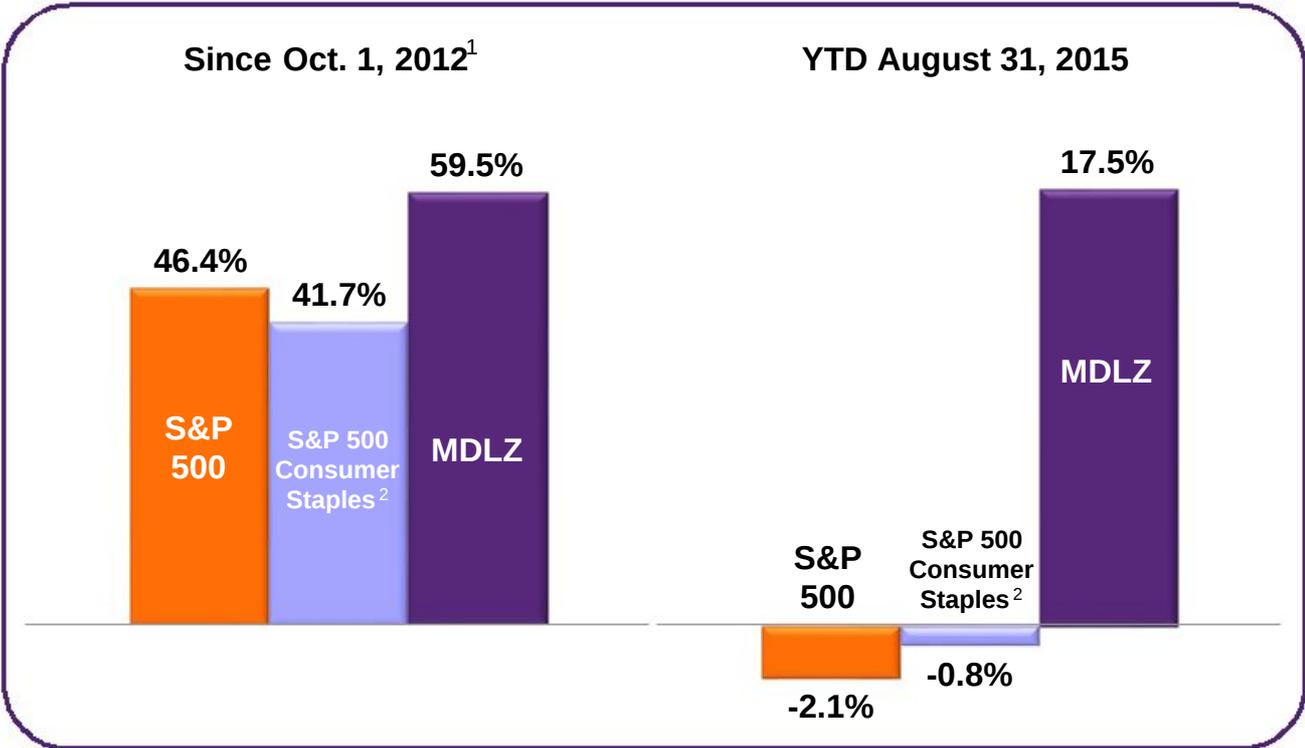
## Long-Term Targets



1. Constant currency.



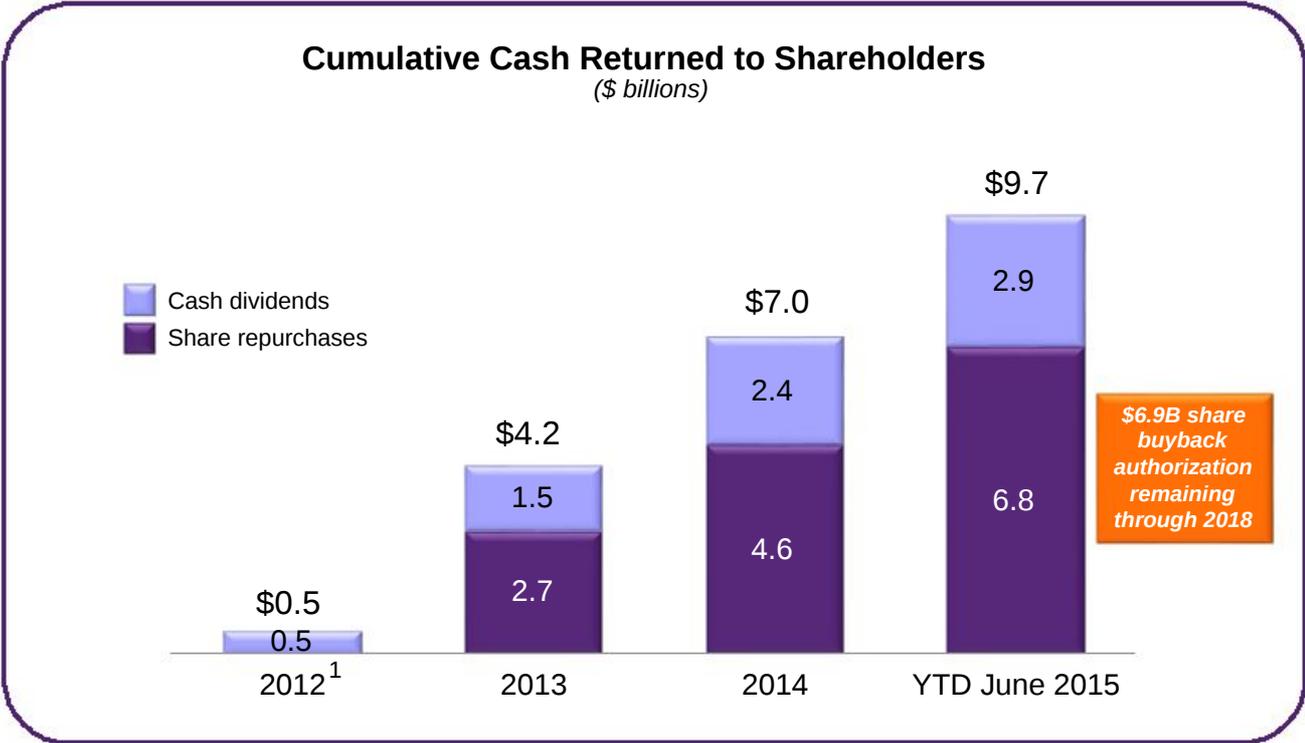
# Strong total shareholder returns



Source: FactSet  
 1. Effective date of the spin-off of the North America grocery business.  
 2. S&P 500 Consumer Staples Sector Index.



# Returned \$9.7 billion since the spin

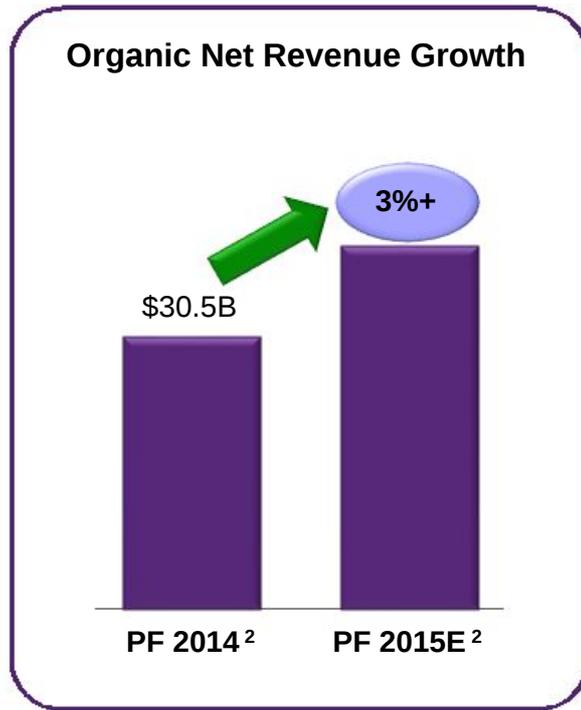
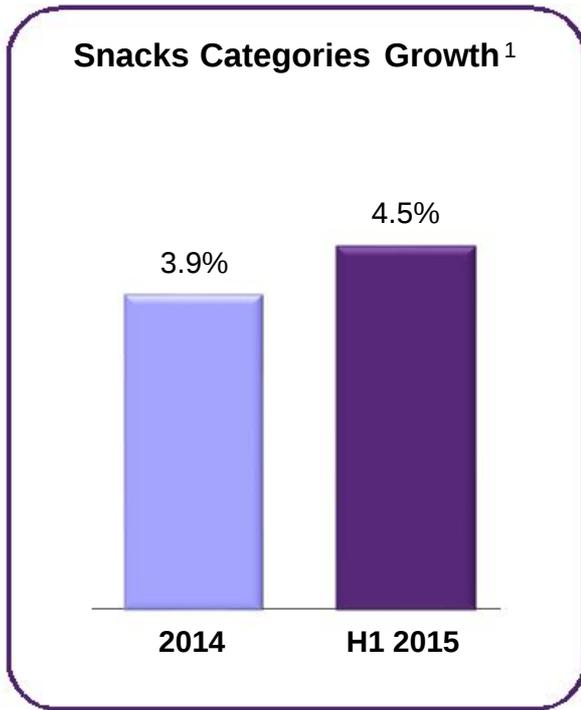


1. Since October 1, 2012, the effective date of the spin-off of North American grocery business.



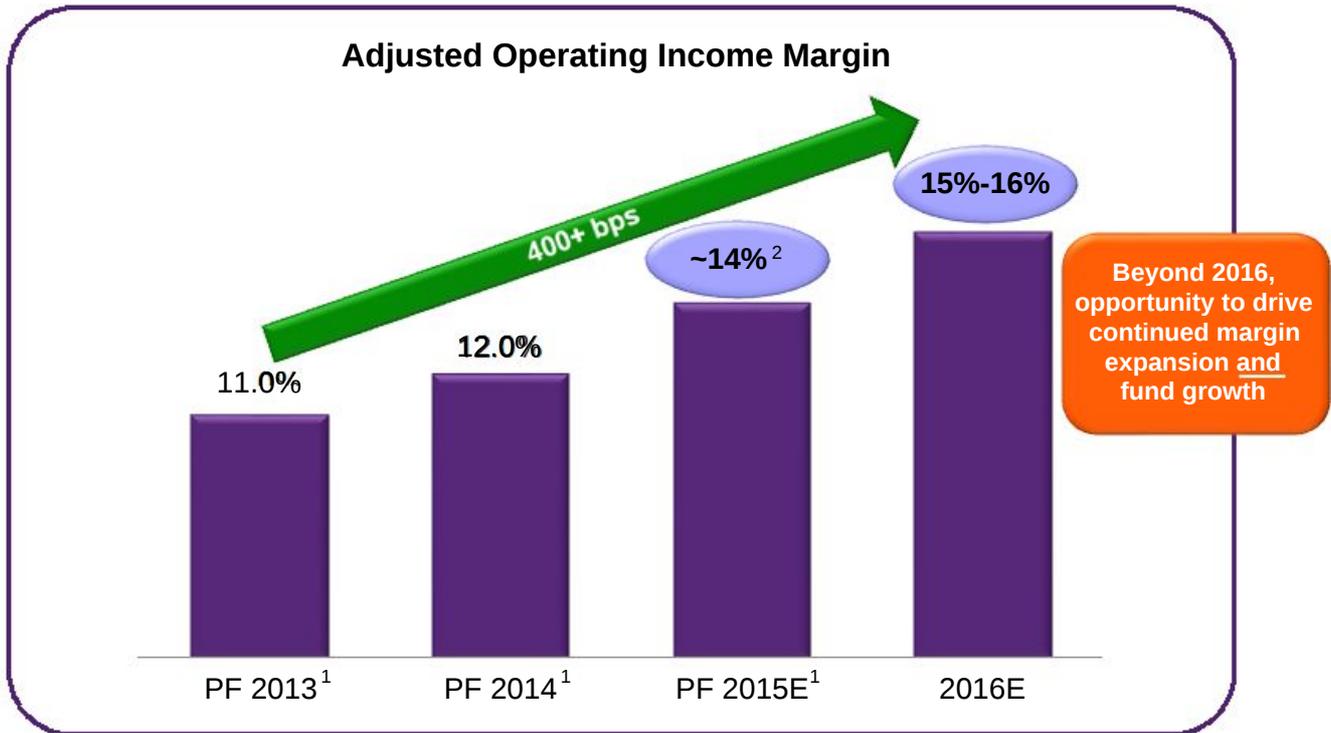


# Reaffirming 2015 growth outlook



1. Global category growth based on available Nielsen Global Data through June 2015 for measured channels in key markets where the company competes. The company has adjusted the global category growth calculation to reflect current rather than average H1 2014 currency rates for the hyperinflationary markets of Venezuela and Argentina in order to better represent underlying category growth for the total portfolio. Absent the adjustment in the calculation, for H1 2015 global category growth would have been 4.8% for Total Snacks. Snacks categories include the combined biscuits, chocolate, gum and candy categories.
2. Pro forma adjusted items include the coffee business transaction. See Form 8-K dated July 30, 2015, and GAAP to Non-GAAP reconciliations at the end of this presentation.

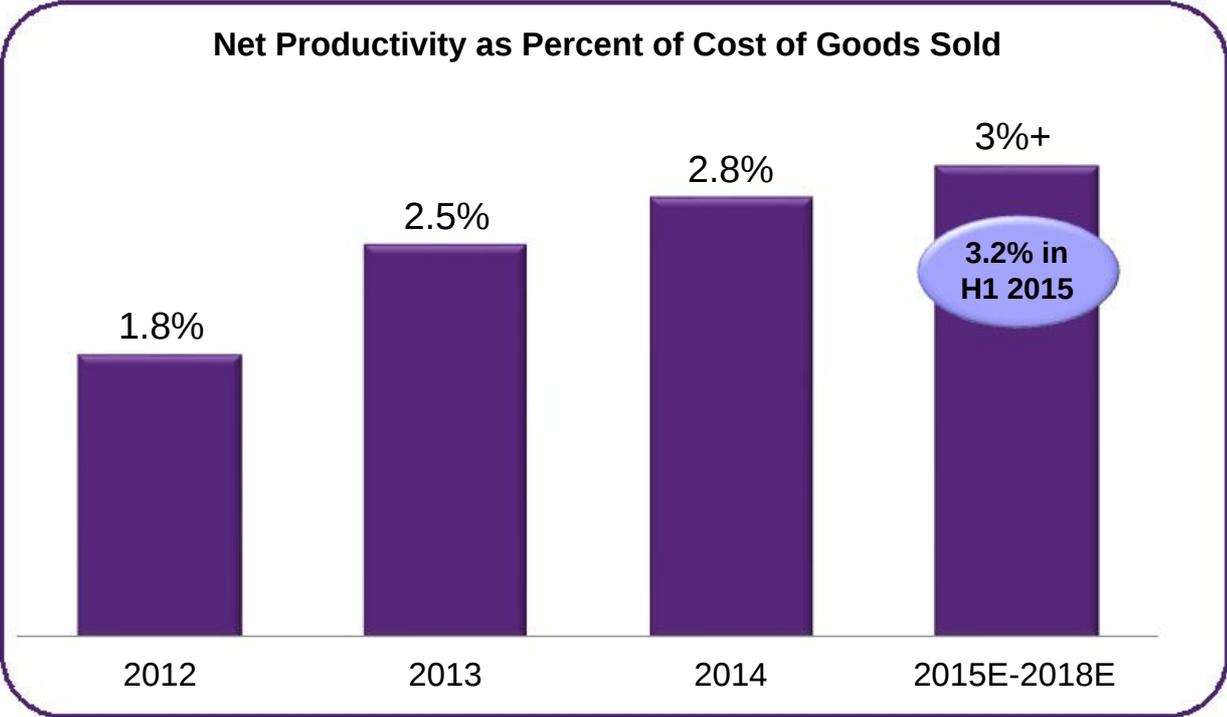
# Reaffirming margin targets



1. Pro forma adjusted items include: (a) coffee business transaction and (b) reclassification of joint venture equity earnings from operating income to equity method investment earnings. See Form 8-K dated July 30, 2015 and the GAAP to Non-GAAP reconciliations at the end of this presentation.

2. Excludes stranded cost impact of (20) to (30) basis points.

# Delivering world-class productivity levels



*Note: Net productivity levels for 2011 through H1 2015 include results from the company's global coffee business that was combined with D.E Master Blenders 1753 on July 2, 2015, to create Jacobs Douwe Egberts.*



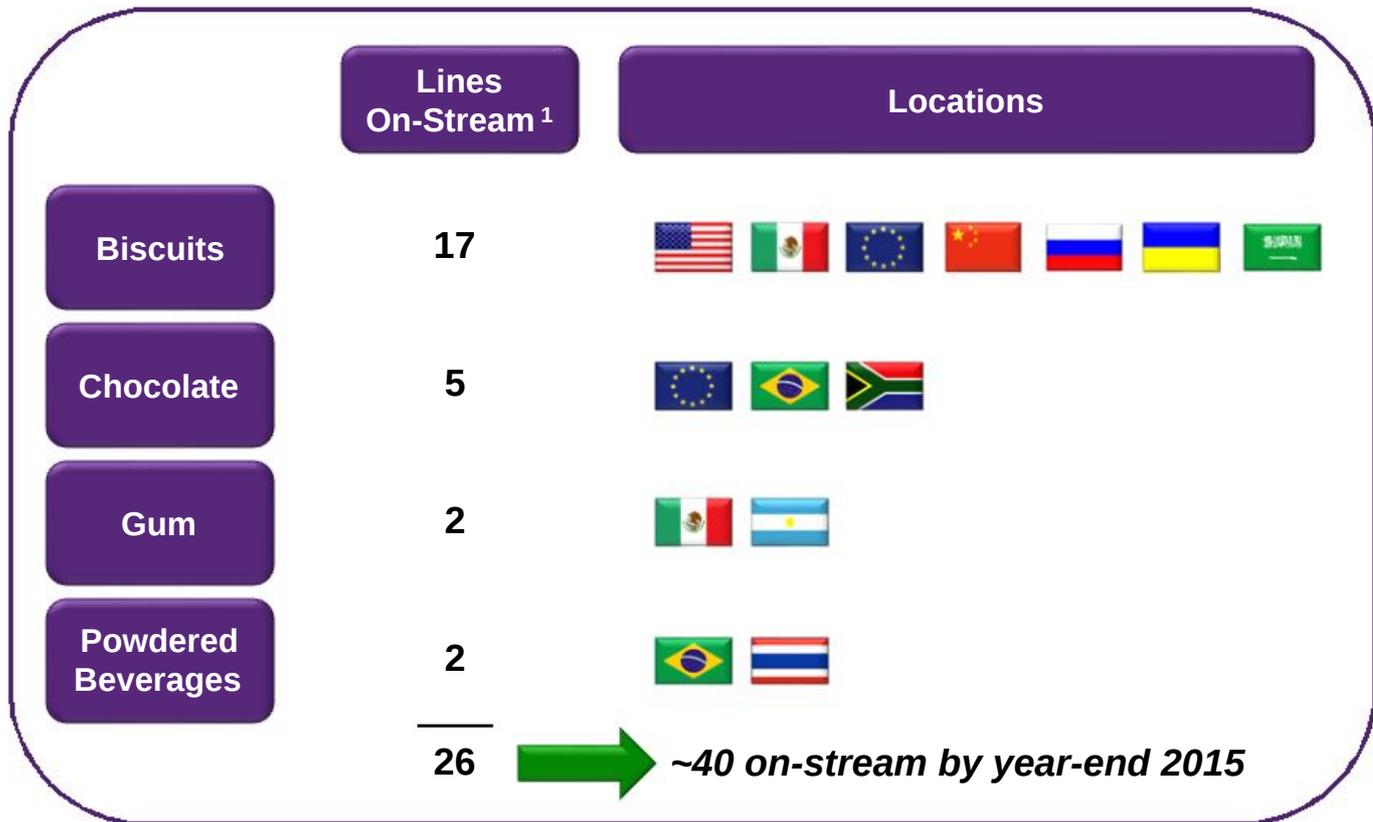
# Building a best-in-class plant footprint

## Manufacturing Network Transformation Activities January 2012 to August 2015

	Closed / Sold	Streamlined	Greenfields / Brownfields
Completed	19	31	1
JDE	12	-	-
In Process	-	16	13
<b>Total</b>	<b>31</b>	<b>47</b>	<b>14</b>



# ~40 “Lines of the Future” by year-end



# Lines of the Future driving savings



- 30%+ cost savings / ton
- 2x output of current North American assets

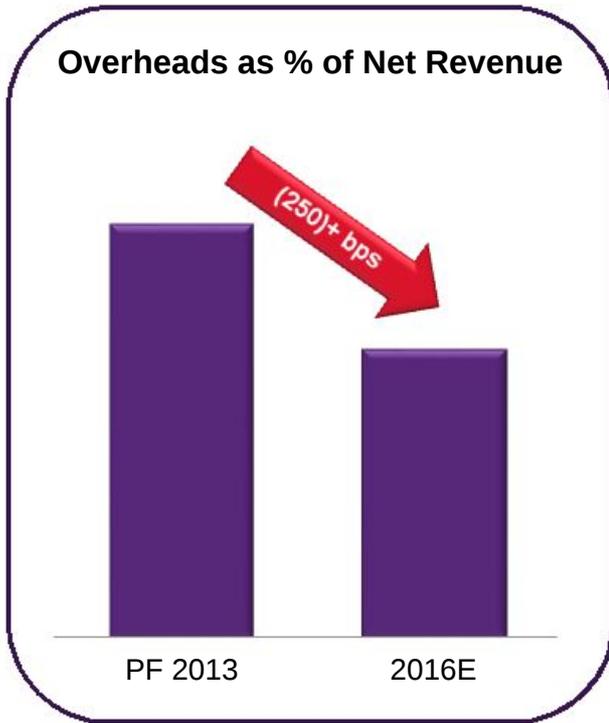


- 20%+ cost savings / ton
- Flexibility to produce wide range of package sizes



- 20%+ cost savings / ton
- Significantly reduced manufacturing time

# Significantly reducing overhead costs



- Identify and capture sustainable cost reductions with zero-based budgeting approach (ZBB)
- Three key initiatives:
  - Indirect costs
  - People costs and organizational model
  - Shared services
- Further reductions targeted beyond 2016
- Savings driving margin improvement **and** fueling growth investments

# Indirect cost progress ahead of plans & increasing/accelerating targets

Cost Package	2015 Status	Targeted Reduction	Update
1. Travel	✓ +	50%+	Accelerate progress & reset targets
2. Facilities	✓	50%+	Expanded scope & reset targets
3. Contractors & Consultants	✓ +	70%+	Hit '18 target in '15 ... reset target
4. Perquisite Vehicles	✓	40%	On track ... reset policies
5. Company Vehicles	✓ +	40%	Consolidated program & 1 vendor
6. Business Events	✓ +	50%+	Accelerate progress & reset targets
7. Legal Services	✓	30%	On track ... targeting best-in-class level
8. Financial Services	✓	30%	On track ... targeting best-in-class level
9. Information Systems	✓ +	40%	Exceeding '15 targets ... accelerate
10. Learning & Development	✓ +	30%	Exceeding '15 targets ... accelerate
11. Sales Support	tbd	tbd	New package ... set targets for '16
12. Marketing Support	tbd	tbd	New package ... set targets for '16



# Global Shared Services – driving process effectiveness and scale benefits

<u>Function</u>	<u>% Activities in Scope</u>	<u>Selected Key Activities</u>
Finance	~50%	<ul style="list-style-type: none"> <li>FP&amp;A, accounting, overhead management and supply chain finance</li> </ul>
Human Resources	~40%	<ul style="list-style-type: none"> <li>Payroll and HR administrative support</li> </ul>
Order Management	~40%	<ul style="list-style-type: none"> <li>Order-to-cash and collections</li> </ul>
Sourcing	~30%	<ul style="list-style-type: none"> <li>Indirect spend purchases and accounts payable</li> </ul>
Sales	~20%	<ul style="list-style-type: none"> <li>Sales back office and operational support</li> </ul>

40%+ of activities in scope

~50% average cost savings for in-scope

~150 separate process migrations over 3 years



# Cost reduction programs driving margin expansion and fueling growth

- Delivering supply chain and overhead cost savings faster than expected, while also finding new opportunities
- Cost savings fueling both margin expansion and increased growth investments
- On track to deliver 2015 and 2016 Adjusted Operating Income margin targets

# Mark Clouse

EVP and Chief Growth Officer



# Growth plan built on strong foundation of world's favorite snacks brands ...



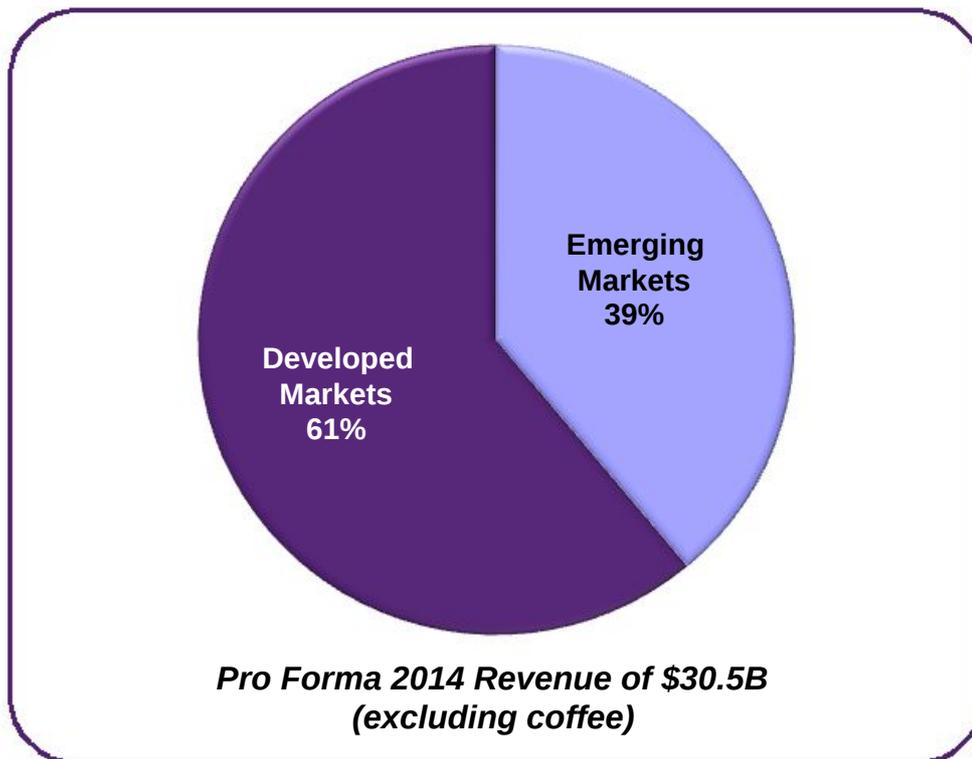
# ... global category leadership

	North America	Europe	Latin America	Asia Pacific	Eastern Europe	Middle East & Africa	Global
 Biscuits	#1	#1	#1	#1	#1	#1	#1
 Chocolate	#5	#1	#2	#1	#2	#1	#1
 Gum	#2	#3	#1	#3	#2	#1	#2
 Candy	#3	#2	#2	#3	--	#1	#1

Source: Euromonitor 2014



# ... and an advantaged geographic footprint



# Executing two strategies to drive long-term growth

**Accelerate  
Base  
Business  
Growth**

**Fill In Key  
Consumer  
Spaces**

# Stepping up investments in base business in proven areas

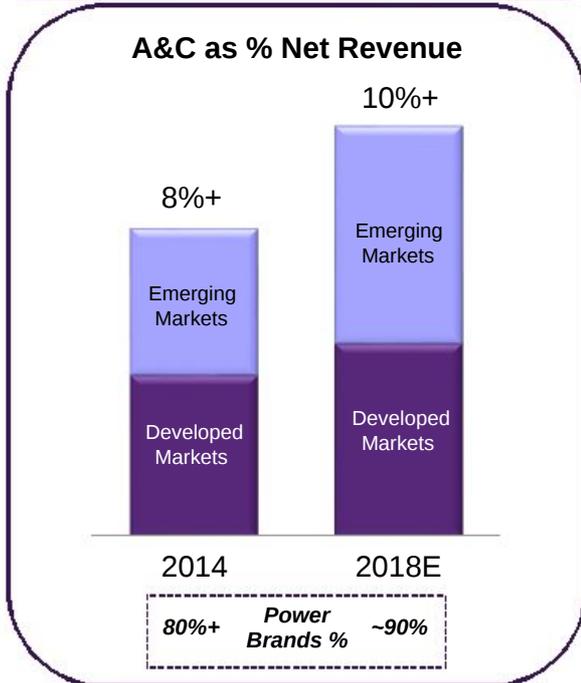
## Accelerate Base Business Growth

- Increase A&C investments to optimal levels
- Shift A&C to high ROI digital and social media outlets
- Leverage Price Pack Architecture
- Launch proven platforms into White Spaces

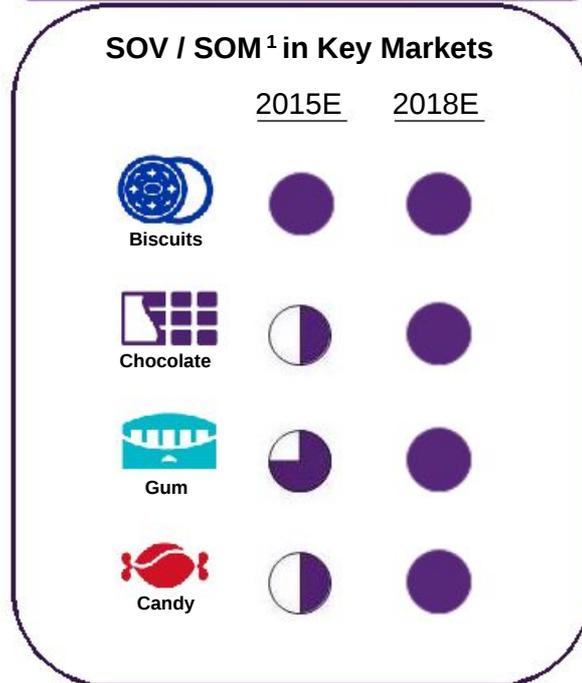


# Increasing A&C behind Power Brands to drive highest returns and improve share of voice

## Increasing Total A&C Support Especially in Emerging Markets

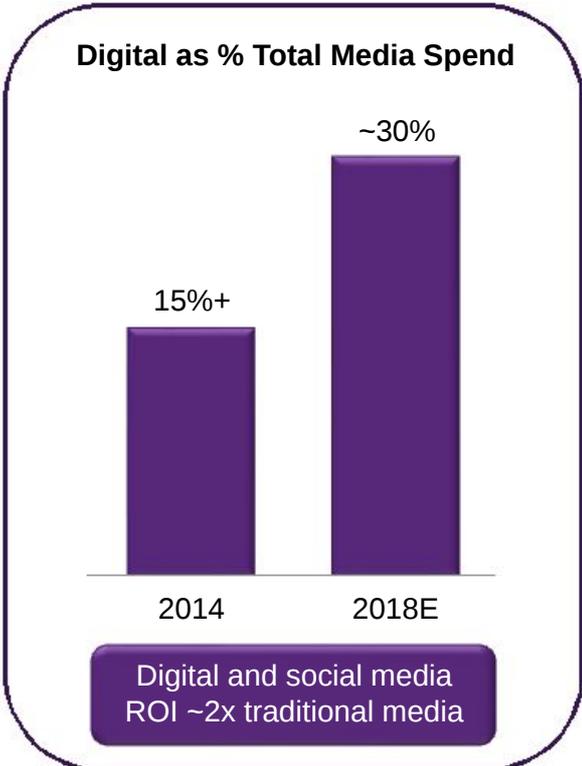


## Improving Share of Voice in Key Markets



1. SOV / SOM = Share of Voice divided by Share of Market.  
Source: SMG/Carat.

# Shifting support to high ROI digital and social media outlets



# Leveraging Price Pack Architecture to increase penetration and expand reach

Increase Accessibility with Small Formats at Low Price Points

Maximize Platforms to Expand Occasions

Grow Category and Share with Family Packs



Traditional Trade



Multi-pack



Minis To-Go Cup



Regular Family Size



Single Serve (e.g., 6 piece)



Gifting Tin



Bite-size bag



Minis Family Size

# Opportunities to accelerate innovation expansion globally

## Selected Biscuit Platform Opportunities



USA      Canada      UK      Germany      Australia      Brazil      Russia      India      China



Chocobakery



# Global roll out of chocolate tablet innovation is a great example of proven platform expansion



- \$0.5B+ revenue platform today; targeting \$1.0B+ revenue platform by 2020
- Already present in 57 countries
- Margin accretive to chocolate portfolio
- Aligned playbook and global menu cards for all launches
- Leveraging advantaged assets
- Category model driving faster deployment

# Opportunities to enter category White Spaces

## Selected Category White Space Opportunities

Brazil	Russia	India	China	Egypt	Indonesia	Mexico	Nigeria	Saudi Arabia	South Africa	Turkey	Vietnam
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Biscuits

✓	✓	✓	✓	✓	✓			✓			✓
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Chocolate

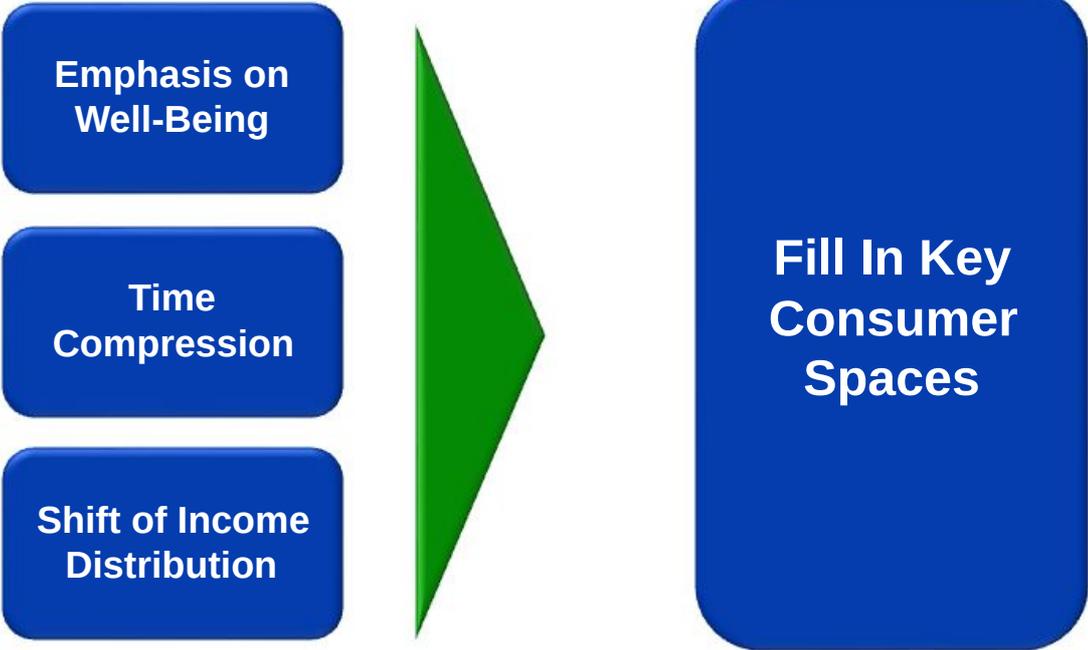
✓	✓	✓		✓					✓		
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Gum & Candy

✓	✓		✓	✓		✓	✓		✓	✓	
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# Macro trends shaping snacking global behavior & creating growth opportunities



# Well-Being is the biggest opportunity to accelerate growth

**Drive Well-Being focus through existing portfolio and innovation**

**Simplify and enhance existing portfolio**

**Focus innovation on consumer Well-Being needs**

**Targeting 50% of revenue in Well-Being snacks by 2020**



# Simplify and enhance existing portfolio

## 2020 Goals<sup>1</sup>

- Reduce saturated fat 10%
- Reduce sodium 10%
- Increase whole grains 25%
- Simplify ingredients
- Remove artificial colors and flavors
- Execute front-of-pack calorie labeling globally

1. Goals and results versus 2012 baseline.

# Triscuit

- Three ingredients: whole wheat, Canola oil and natural flavors
- No artificial colors
- Sodium <170 mg/serving today (11% reduction)
- 100% whole grains
- Thinner, crispier formats
- New simplified graphics with front-of-pack labeling



# Greater focus on Well-Being innovation already impacting portfolio



- \$600MM+ of revenue<sup>1</sup>
- Combines convenience and taste with proprietary energy bundle



- ~\$300MM of revenue<sup>2</sup>
- Playful treat, made with only wholesome, simple ingredients



- ~\$40MM of revenue<sup>1</sup>
- Acquired in 2015, developing global expansion plans



1. 2014 revenue.  
2. 2014 revenue for childrens' wholesome platform, which includes *Barni*, *Ourson* and *Teddy Grahams*.

# E-commerce is changing the way consumers are buying our brands

**Develop and build an industry-leading e-commerce snacks business**

**Optimize existing platforms in e-commerce**

**Build advantaged next-generation portfolio**

**\$1B revenue opportunity by 2020**

# Optimize existing platforms in e-commerce



Twitter



Facebook



Instagram



- Buy Now enabled media in 25 countries and with 130 retailers

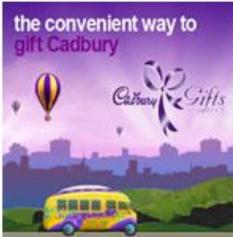
- Global e-commerce team established

- Forming strong partnerships with global e-commerce retail leaders



# Build advantaged next-generation portfolio

## Holiday Gifting



## Specialty Brand Expansion



## Custom Experiences / Personalization



## Licensed Products



# Broadening portfolio to meet growing consumer cohorts

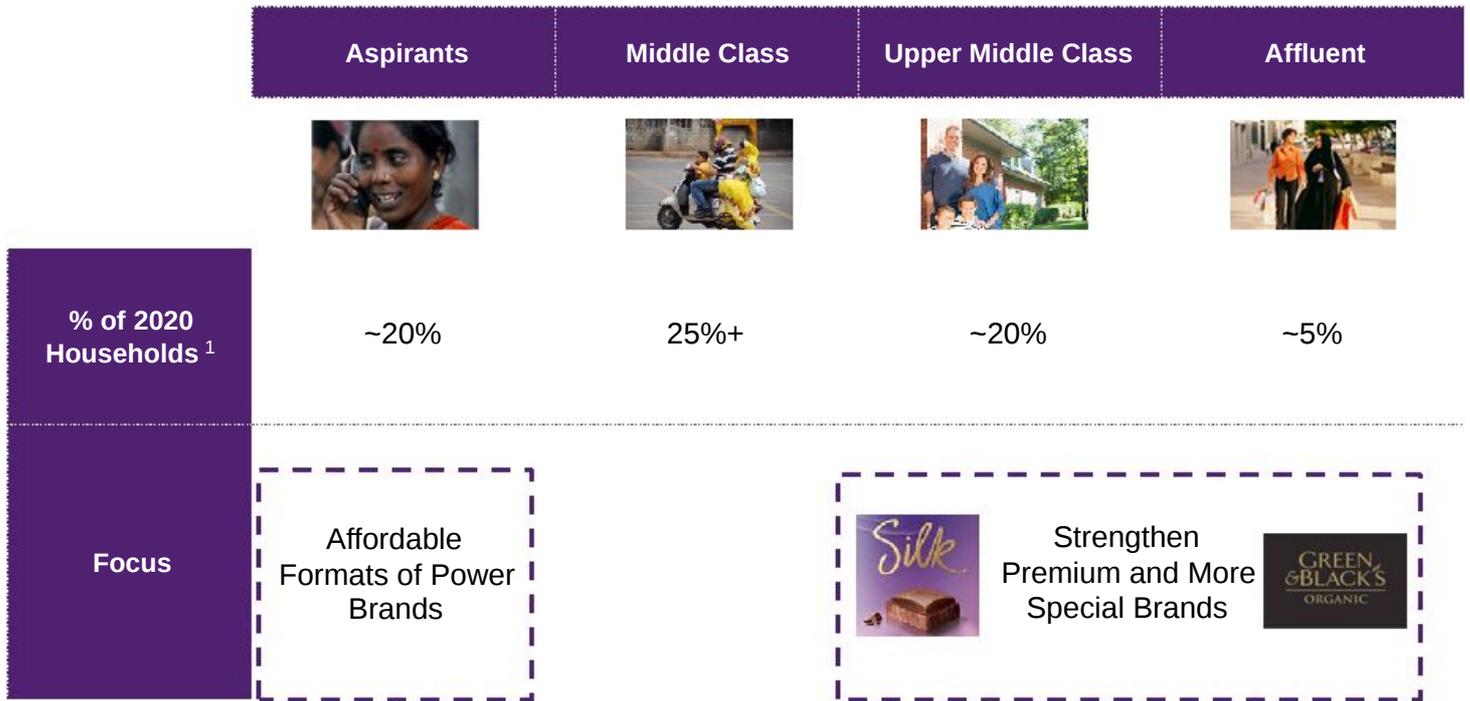
**Expand portfolio to include more Aspirant and Premium offerings**

**Access to Power Brands for Aspirants**

**Increase focus on Premium segments**

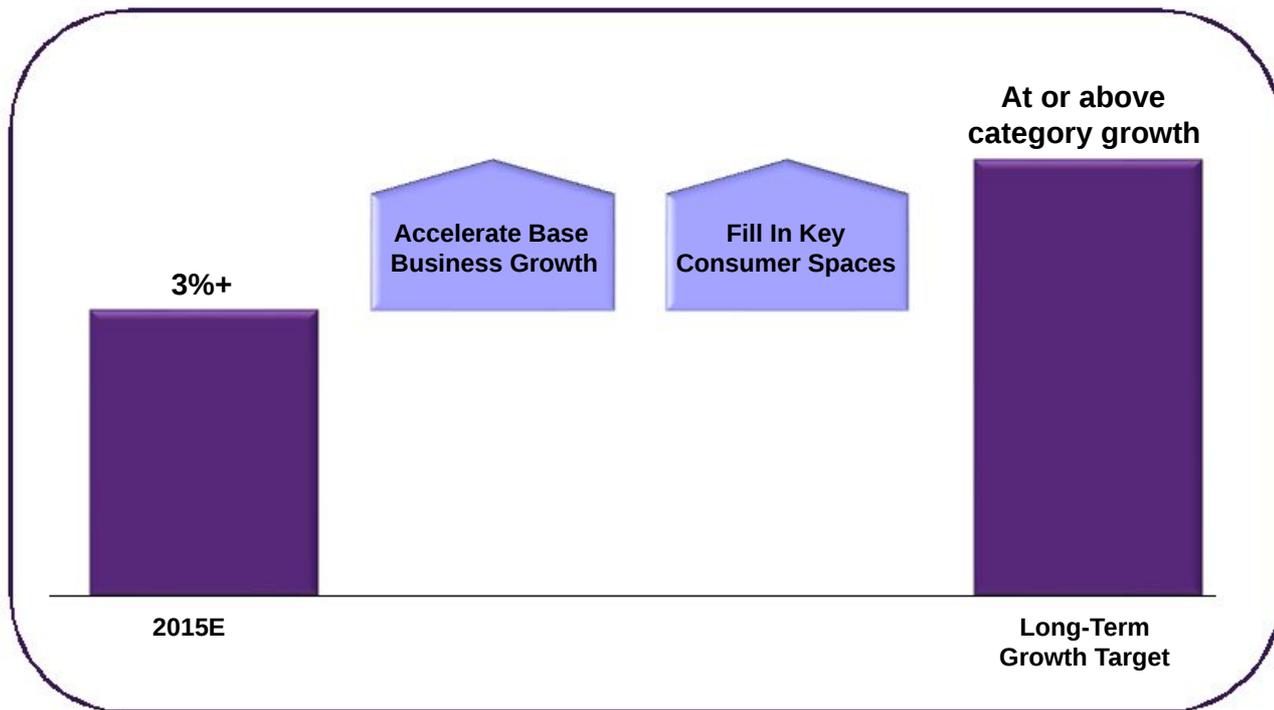
**Strengthen Category Growth and Shares**

# Expand portfolio to include more Aspirant and Premium offerings



1. Reflects percentage of global households. The balance of remaining households typically do not buy branded products Source: Euromonitor; Company Analysis

# Already executing strategies to drive strong Organic Net Revenue growth





# Driving sustainable top- and bottom-line growth to deliver top-tier shareholder returns





# GAAP to Non-GAAP Reconciliations

## Gross Profit/Operating Income to Pro Forma Adjusted Gross Profit/Operating Income

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

	For the Six Months Ended June 30, 2015				
	Net Revenues	Gross Profit	Gross Profit Margin	Operating Income	Operating Income Margin
<b>Reported (GAAP)</b>	\$ 15,423	\$ 6,007	38.9%	\$ 1,652	10.7%
2012-2014 Restructuring Program costs	-	-		(3)	
2014-2018 Restructuring Program costs	-	12		406	
Integration Program and other acquisition integration costs	-	-		1	
Remeasurement of net monetary assets in Venezuela	-	-		11	
Costs associated with the coffee business transaction	-	3		185	
Operating income from divestiture	-	-		(5)	
Gain on divestiture	-	-		(13)	
Acquisition-related costs	-	-		2	
Rounding	-	-		1	
<b>Adjusted (Non-GAAP)</b>	\$ 15,423	\$ 6,022	39.0%	\$ 2,237	14.5%
Reclassification of coffee business	(1,627)	(673)		(342)	
Reclassification of equity method investment earnings	-	-		(51)	
<b>Pro Forma Adjusted (Non-GAAP)</b>	\$ 13,796	\$ 5,349	38.8%	\$ 1,844	13.4%
Currency	-	715		271	
<b>Pro Forma Adjusted @ Constant FX (Non-GAAP)</b>	-	\$ 6,064		\$ 2,115	

	For the Six Months Ended June 30, 2014				
	Net Revenues	Gross Profit	Gross Profit Margin	Operating Income	Operating Income Margin
<b>Reported (GAAP)</b>	\$ 17,077	\$ 6,309	36.9%	\$ 1,800	10.5%
Spin-Off Costs	-	-		19	
2012-2014 Restructuring Program costs	-	6		139	
2014-2018 Restructuring Program costs	-	-		10	
Integration Program and other acquisition integration costs	-	-		(2)	
Remeasurement of net monetary assets in Venezuela	-	-		142	
Costs associated with the coffee business transaction	-	-		5	
Operating income from divestiture	-	-		(3)	
<b>Adjusted (Non-GAAP)</b>	\$ 17,077	\$ 6,315	37.0%	\$ 2,110	12.4%
Reclassification of coffee business	(1,858)	(750)		(310)	
Reclassification of equity method investment earnings	-	-		(57)	
<b>Pro Forma Adjusted (Non-GAAP)</b>	\$ 15,219	\$ 5,565	36.6%	\$ 1,743	11.5%

	Gross Profit	Operating Income
% Change - Reported (GAAP)	(4.8)%	(8.2)%
% Change - Adjusted (Non-GAAP)	(4.6)%	6.0 %
% Change - Pro Forma Adjusted (Non-GAAP)	(3.9)%	5.8 %
% Change - Pro Forma Adjusted @ Constant FX (Non-GAAP)	9.0 %	21.3 %



# GAAP to Non-GAAP Reconciliations

## Net Revenue / Operating Income to Pro Forma Adjusted Net Revenue / Operating Income

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

For the Twelve Months Ended December 31, 2014

	Net Revenues	Operating Income	Operating Income Margin
<b>Reported (GAAP)</b>	<b>\$ 34,244</b>	<b>\$ 3,242</b>	<b>9.5%</b>
Spin-Off Costs	-	35	
2012-2014 Restructuring Program costs	-	459	
2014-2018 Restructuring Program costs	-	381	
Integration Program and other acquisition integration costs	-	(4)	
Remeasurement of net monetary assets in Venezuela	-	167	
Costs associated with the coffee business transaction	-	77	
Operating income from divestiture	-	(8)	
Acquisition-related costs	-	2	
Intangible asset impairment charges	-	57	
<b>Adjusted (Non-GAAP)</b>	<b>\$ 34,244</b>	<b>\$ 4,408</b>	<b>12.9%</b>
Reclassification of coffee business	(3,776)	(646)	
Reclassification of equity method investment earnings	-	(104)	
<b>Pro Forma Adjusted (Non-GAAP)</b>	<b>\$ 30,468</b>	<b>\$ 3,658</b>	<b>12.0%</b>

For the Twelve Months Ended December 31, 2013

	Net Revenues	Operating Income	Operating Income Margin
<b>Reported (GAAP)</b>	<b>\$ 35,299</b>	<b>\$ 3,971</b>	<b>11.2%</b>
Spin-Off Costs	-	62	
2012-2014 Restructuring Program costs	-	330	
Integration Program and other acquisition integration costs	-	220	
Benefit from indemnification resolution	-	(336)	
Remeasurement of net monetary assets in Venezuela	-	54	
Gains on acquisition and divestitures, net	-	(30)	
Impact from divestitures	(70)	(12)	
Acquisition-related costs	-	2	
<b>Adjusted (Non-GAAP)</b>	<b>\$ 35,229</b>	<b>\$ 4,261</b>	<b>12.1%</b>
Reclassification of coffee business	(3,904)	(700)	
Reclassification of equity method investment earnings	-	(101)	
<b>Pro Forma Adjusted (Non-GAAP)</b>	<b>\$ 31,325</b>	<b>\$ 3,460</b>	<b>11.0%</b>

