This presentation contains a number of forward-looking statements. Words, and variations of words, such as “will,” “expect,” “may,” “believe,” “plan” and similar expressions are intended to identify our forward-looking statements, including, but not limited to, statements about our long-term environmental, social and governance (ESG) targets and goals, and snacks category growth. These forward-looking statements are subject to a number of risks and uncertainties, many of which are beyond our control, including those set forth in our risk factors, as they may be amended from time to time, in our filings with the SEC, including our most recently filed Annual Report on Form 10-K and Quarterly Report on Form 10-Q. Mondelēz 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.
TODAY’S SPEAKERS

Dirk Van de Put  
Chairman & Chief Executive Officer, Mondelēz International

Shep Dunlap  
Vice President, Investor Relations

Christine Montenegro McGrath  
Vice President & Chief of Global Impact  
Board Director World Cocoa Foundation  
Co-Leader Consumer Goods Forum Forest Positive Coalition

Jonathan Horrell  
Director, Sustainability  
Co-Leader Consumer Goods Forum Palm Oil Coalition
• ESG at MDLZ – Snacking Made Right
  – Our Commitment and Approach

• Right Snack, Right Moment
  – Well-being Strategy

• Made The Right Way
  – Sustainability at Mondelēz International

• Performance Dashboard & Disclosure

• Q&A
• Protecting the well-being of our employees is first priority
  – Strict health & safety protocols
  – Enhanced benefits & support for front-line colleagues

• Supporting the communities where we operate
  – Over $20 million donations to community partners
  – Participating in World Cocoa Foundation COVID-19 response
  – Repurposed facilities to produce health & safety equipment

• Remaining committed to our long-term ESG agenda
  – Protect and support employees, suppliers, partners
  – Remain agile, ready to adapt and committed to long-term sustainability targets
ESG AT MDLZ
• Sustainable ingredients
• Environmental footprint
• Packaging innovation

• Consumer well-being
• Social sustainability
• Safety & quality

• Human capital management
• Diversity & inclusion
• Compliance
• Be informed by materiality
  – Prioritize where we can have the largest impact
  – Mitigate most significant risks

• Focus on sustainable outcomes for the long-term
  – Take a holistic approach: signature programs & partnerships
  – Integrate sustainability & well-being into strategic planning
ENGAGEMENT & INTEGRATION

• Commitment embedded in organization
  – Ingrained in Purpose and Values
  – Board of Directors & Mondelez Leadership
  Team engagement
  – Enterprise strategy integration
  – Incorporate sustainability into
    compensation program

• Acceleration of transparency & dialogue
  – Enhancing disclosure
  – Evolving engagement
WE’RE LEADING THE FUTURE OF SNACKING BY OFFERING the RIGHT SNACK for the RIGHT MOMENT made the RIGHT WAY
RIGHT SNACK, RIGHT MOMENT

RIGHT SNACK
BROAD PORTFOLIO • WELL BEING
Make a broader assortment of delicious, high-quality snacks, iconic global and local brands that nourish life’s moments.

RIGHT MOMENT
EASY ACCESS • MINDFUL SNACKING
Offer a range of snacks from indulgent to wholesome and everything in between, convenient and innovative formats, always locally relevant.

RIGHT WAY
SUSTAINABLE SNACKING • TAKE A STAND

Mondelez International
SNACKING MADE RIGHT
• **+18%** increase in average number of snacking occasions globally from 2015 to 2017

• **6 in 10** global adults prefer multiple small meals versus fewer large ones (7 in 10 Millennials)

• **Gen Z** snacks more times a day than anyone else
Packaged Snacks Category $ Growth 2019-2022

- Total Packaged Snacks: ~$700B, +$100B
- MDLZ Core Categories & Close-In Adjacencies: ~$410B, +$50B
  - 2019-22 CAGR: 4%+
- Predominantly Well-being Categories: ~$100B, +$20B
  - 2019-22 CAGR: 3%+
  - Growing $: +6-7%

Market Size: ~$700B
WELL-BEING OPPORTUNITIES EXIST WITHIN OUR CATEGORIES

ALIGNING OUR PORTFOLIO TO CONTEMPORARY WELL-BEING NEEDS

PERMISSIBLE INDULGENCE
- Dark chocolate
- Permissible inclusions
- Portion control

BETTER FOR YOU
- Reduced sugar
- Gluten free

AUTHENTIC, NATURAL & SIMPLE
- All natural
- Locally sourced
- Organic

FUNCTIONAL NUTRITION
- Protein / energy
- Superfood
- Functional fortified
PORTION CONTROL & MINDFUL SNACKING

OBJECTIVE

• Encourage portion-controlled consumption

• Promote mindful snacking

2025 TARGET

• 20% global snacks net revenue from portion control snacks

• 100% Snack Mindfully labeling across brands

16% AT 2019

ON TRACK
Cocoa Life
• Invest $400M by 2022
• Source 100% volume for chocolate brands by 2025

Harmony Wheat
• 100% EU Biscuits (Harmony) by 2022

Palm Oil
• Support sector-wide action towards consistent policies; maintain 100% RSPO sourcing

CO2 Emissions
• 10% reduction (end-to-end) by 2025

Water Reduction
• 10% (manufacturing) by 2025

Food Waste
• 15% reduction in manufacturing waste by 2025
• 50% reduction in distribution by 2025

Recyclability
• 100% of MDLZ packaging designed to be recyclable & labeled with recycling information by 2025

Ecosystem
• Advancing packaging waste infrastructure & consumer education

Human Rights
• 100% human rights due diligence system coverage in own operations & Tier 1 suppliers

Child Labor
• 100% Cocoa Life communities in West Africa have Child Labor monitoring & remediation measures by 2025

All 2025 targets versus a 2018 baseline
DATA-DRIVEN, FOCUSED APPROACH

• Environmental footprint and social risk assessment guides us
  – Identifies greatest risks
  – Drives focus
  – Informs priorities

• Aligned to key external frameworks
  – United Nations Sustainable Development Goals (UN SDGs)

• Informed by stakeholder expectations
  – Consumer insights
  – NGOs and advocacy groups engagement
  – Investor views

LIFE CYCLE ASSESSMENT
2019

- Raw Materials: 59%
- Packaging Materials: 14%
- Inbound Logistics: 5%
- Manufacturing: 10%
- Outbound Logistics: 5%
- Consumption: 4%
- Other: 2%

Our raw materials footprint will drive our future focus on areas like cocoa, wheat, dairy and palm as significant drivers of our carbon footprint.
Formed enduring stakeholder relationships

Began reporting against key frameworks

Adopted new frameworks to drive transparency

Aligning to further reporting trends

2011

Established environmental footprint

2012

Launched 10-year Cocoa Life program

2015

First to raise issue of deforestation in cocoa sector

2017

Founding member of public-private partnership

2019

Announced end-to-end CO2 targets
$400 million commitment leading a sustainable future for cocoa
- Secure cocoa supply imperative to growth
- Opportunity to address sourcing challenges and reduce deforestation, child labor risks
- Empowering 200,000 farmers

2025 Target
- 100% cocoa for chocolate brands sustainably sourced

2019 Progress
- 63% cocoa for chocolate brands sustainably sourced
• Driving systemic action industry-wide
  – Sustainable palm oil is efficient ingredient
  – Sector needs consistent supply practices to protect forests and people

• 2025 Target
  – Support sector-wide action towards consistent policies; maintain 100% RSPO sourcing

• 2019 Progress
  – 98% from suppliers with aligned policies across entire supply
  – 100% RSPO sourcing
• Partnering with 1,600 European farmers on sustainable farming approaches
  – Wheat 3rd biggest contributor to our raw material CO2 emissions

• 2022 Target
  – 100% EU wheat sourced sustainably through Harmony

• 2019 Progress
  – 65% EU wheat sourced sustainably through Harmony
2020 ENVIRONMENTAL TARGETS EXCEEDED¹

• CO2 Target
  – 15% reduction in CO2 emissions across manufacturing operations

• Water Target
  – 10% reduction in priority water usage in areas where water is most scarce

• Waste Target
  – 20% reduction in total waste from manufacturing

• CO2 Target ACHIEVED (2019)
  – 15% reduction in CO2 emissions across manufacturing operations

• Water Target EXCEEDED (2019)
  – 27% reduction in priority water usage in areas where water is most scarce

• Waste Target EXCEEDED (2019)
  – 21% reduction in total waste from manufacturing

>$87M COST SAVINGS

1. 2013 baseline against all 2020 Goals and 2019 Progress
• Set science-based targets for meaningful impact on climate change

• SBTI
  – Independently verified targets consistent with reductions necessary to keep global warming well below 2°C
  – Approach goes beyond own operations to address our end-to-end carbon footprint

• Water and Waste targets drive efficiency and reduce cost

• 2025 CO2 Target
  – 10% emissions reduction across value chain, over and above business growth

• 2025 Water Target
  – 10% reduction water usage in priority areas where water is most scarce

• 2025 Waste Target
  – 15% reduction in food waste in manufacturing

1. Baseline 2018
Transforming packaging and encouraging recycling

- We don’t want our packaging ending up in the environment
- The issue of plastic pollution is larger than the recyclability of our packaging

2025 Goal

- 100% packaging designed to be recycled and labeled with recycling information

2019 Progress

- 93% packaging designed to be recycled

Innovations & Partnerships

Focus Areas

NEW MATERIALS

IMPROVED INFRASTRUCTURE

ENCOURAGE RECYCLING
Focus on operations and key commodity growing areas
  - We respect people’s rights by identifying and mitigating risks
  - Labor risks challenge cocoa and palm oil supply chains

2025 Goal
  - 100% adoption of child labor monitoring and remediation in Cocoa Life West Africa

2019 Progress
  - 76% adoption of child labor monitoring and remediation systems in Cocoa Life Ghana
<table>
<thead>
<tr>
<th>Focus Area</th>
<th>2020 Goals (2013 baseline)</th>
<th>2019 Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>Well-being</td>
<td>Well-being snacks grow 2x rate of traditional snacks</td>
<td>More needed</td>
</tr>
<tr>
<td>Portion Control, Mindful Snacking</td>
<td>15% global snacks revenue from portion control snacks</td>
<td>Exceeded: 16%</td>
</tr>
<tr>
<td>Sustainable Ingredients</td>
<td>Palm oil: <strong>100%</strong> RSPO sourcing</td>
<td>Achieved</td>
</tr>
<tr>
<td>Environmental Impact</td>
<td>15% reduction in CO2 emissions across manufacturing operations</td>
<td>Achieved</td>
</tr>
<tr>
<td></td>
<td>10% reduction in priority water usage</td>
<td>Exceeded: 27%</td>
</tr>
<tr>
<td></td>
<td>20% reduction in total waste from manufacturing</td>
<td>Exceeded: 21%</td>
</tr>
<tr>
<td>Packaging Innovation</td>
<td>65,000 tonnes packaging elimination</td>
<td>On track</td>
</tr>
<tr>
<td>Social Sustainability</td>
<td>100% priority tier-1 suppliers covered by human rights due diligence</td>
<td>Achieved</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Focus Area</th>
<th>2025 Goals (2018 baseline)</th>
<th>2019 Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>Well-being</td>
<td>Renovate &amp; innovate portfolio to meet consumers well-being needs</td>
<td>Roadmap</td>
</tr>
<tr>
<td></td>
<td></td>
<td>developed</td>
</tr>
<tr>
<td>Portion Control, Mindful Snacking</td>
<td>20% global snacks revenue from portion control snacks</td>
<td>On track: 16%</td>
</tr>
<tr>
<td></td>
<td>100% Snack Mindfully labeling across brands</td>
<td>Roadmap in progress</td>
</tr>
<tr>
<td>Sustainable Ingredients</td>
<td>Palm oil: Support sector-wide action towards consistent policies; maintain <strong>100%</strong> RSPO sourcing</td>
<td>On track: 100%</td>
</tr>
<tr>
<td></td>
<td>Cocoa: <strong>100%</strong> volume for chocolate sourced through Cocoa Life</td>
<td>On track: 63%</td>
</tr>
<tr>
<td></td>
<td>Wheat: <strong>100%</strong> wheat for EU biscuits sourced through Harmony by 2022</td>
<td>On track: 65%</td>
</tr>
<tr>
<td>Environmental Impact</td>
<td><strong>10%</strong> reduction in end-to-end CO2 emissions</td>
<td>Roadmap in progress</td>
</tr>
<tr>
<td></td>
<td>10% reduction in priority water usage areas where water is most scarce</td>
<td>Roadmap in progress</td>
</tr>
<tr>
<td></td>
<td>15% reduction in food waste from manufacturing; <strong>50%</strong> from distribution</td>
<td>Roadmap in progress</td>
</tr>
<tr>
<td>Packaging Innovation</td>
<td><strong>100%</strong> of packaging designed to be recyclable, labeled with recycling info</td>
<td>On track: 93%</td>
</tr>
<tr>
<td>Social Sustainability</td>
<td><strong>100%</strong> human rights due diligence system coverage in own operations &amp; tier-1 suppliers</td>
<td>On track</td>
</tr>
<tr>
<td></td>
<td>Child labor monitoring &amp; remediation measures at <strong>100%</strong> Cocoa Life communities in West Africa</td>
<td>On track: 27%</td>
</tr>
</tbody>
</table>
• Committed to transparency & disclosure

• Enhancing engagement frequency

• Dedicated to annual reporting
  
  **Annual:** CDP Climate & Water Submissions
  
  **April 2020:** 2020 Annual Proxy Statement
  
  **May 2020:** 2019 Snacking Made Right Report
  - Materiality Assessment
  - Alignment to UN Sustainable Development Goals
  
  **May 2020:** Alignment of existing disclosures to TCFD & SASB frameworks
Q&A

Dirk Van de Put
Chairman & Chief Executive Officer, Mondelēz International

Shep Dunlap
Vice President, Investor Relations

Christine Montenegro McGrath
Vice President & Chief of Global Impact
Board Director World Cocoa Foundation
Co-Leader Consumer Goods Forum Forest Positive Coalition

Jonathan Horrell
Director, Sustainability
Co-Leader Consumer Goods Forum Palm Oil Coalition
Mondelēz International SNACKING MADE RIGHT