

## Investing in BRIC Markets

Mondelēz International (NASDAQ: MDLZ) is building the best snacking company in the world, with 2016 net revenues of approximately \$26 billion. Nearly 75 percent of revenues come from outside North America and, among emerging markets, the BRICs (Brazil, Russia, India and China) are some of our most important countries.

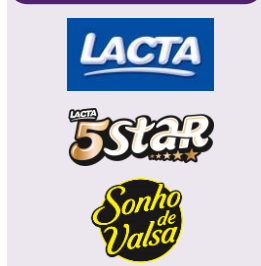
### Brazil

- **Net revenues:** ~\$1.5 billion (2016)
- **Employees:** 10,000 at 15 sites
- **Locations:** 6 plants in 3 states (São Paulo, Paraná and Pernambuco)
- **Market Position:** No. 1 in Chocolate, Gum, Candy, Powdered Beverages, Meals/Cheese; No. 2 in Meals/Gelatin; No. 3 in Biscuits (source: Nielsen)

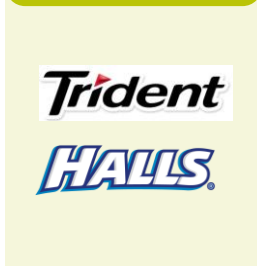
#### Biscuits



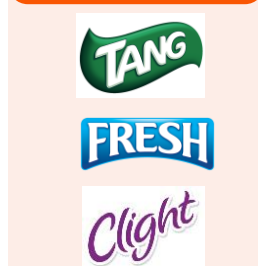
#### Chocolate



#### Gum & Candy



#### Powdered Beverages



#### Meals



#### Investments Since 2012

- Expansion of powdered beverage factory in Curitiba (2014)
- Expansion of chocolate factory in Vitória de Santo Antão (2014)
- Expansion of biscuit factory in Piracicaba (2014 and 2015)
- Expansion of chocolate factory in Curitiba to produce 5Star chocolate (2015 and 2016)

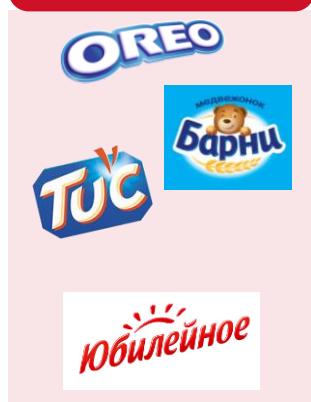
#### Community Involvement

- Health in Action (Ação Saudável) promotes nutrition, physical activities and community engagement in more than 1,000 schools and is projected to reach more than 400,000 students in 14 communities.
- Health in Action collaborates with INMED Partnerships for Children, INMED Brasil, Mondelēz International Foundation, and the Instituto Esporte e Educação (IEE). Since 2010, the program has established 300 school gardens with local governments, providing seeds and training for teachers. Students help plant, maintain, and harvest gardens while getting exercise and learning about agriculture and responsibility. The program increases children's access to healthy foods for school lunches, and encourages home and community gardens.

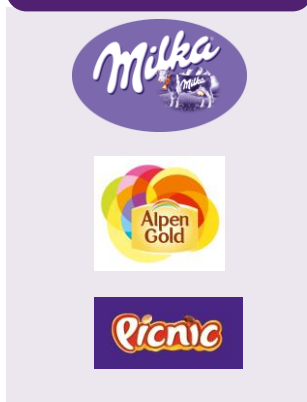
## Russia

- **Net revenues:** ~\$550 million (2016)
- **Employees:** 1,900+
- **Locations:** 3 manufacturing locations in Novgorod, Vladimir regions; one new location under construction in Siberia (Novosibirsk)
- **Market Position:** No. 1 in Biscuits, Chocolate; No. 2 in Gum (source: Nielsen)

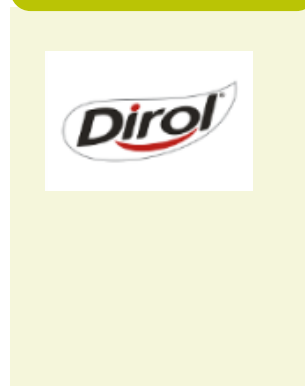
### Biscuits



### Chocolate



### Gum



### Investments Since 2012

- Investments in local manufacturing development of approximately \$350 million (2012-2016)
- Investment in new greenfield manufacturing location near Novosibirsk (2014)
- OREO national launch and local production in Sobinka (2015)
- Expansion of chocolate factory in Pokrov (2016)

### Community Involvement

- Launched “Be Healthy!” program in 2007 to educate children, families and school staff on healthy habits through good nutrition and daily physical activity, benefiting over 25,000 students in the Leningrad, Vladimir, Novgorod and Novosibirsk regions.
- Partnered with food bank since 2013, and donated more than 478 tons of snacks at a total cost of \$2.7 million in 2016.

## India

- **Net revenues:** ~\$750 million (2016)
- **Employees:** ~4,500
- **Locations:** 5 manufacturing sites in Maharashtra, Madhya Pradesh, Himachal Pradesh, Telangana, Andhra Pradesh
- **Market Position:** No. 1 in Chocolate (source: Nielsen)

### Biscuits

### Chocolate

### Gum & Candy

### Powdered Beverages

### Investments Since 2012

- Routes to market: More than 200,000 visicoolers (low-cost refrigeration systems) deployed across the country. From mid-2016 through March 2017, added visicoolers to nearly 30,000 villages and 100,000 urban outlets.
- Invested more than \$190 million in company's largest multi-category production facility in Asia Pacific at Sri City in Andhra Pradesh, which was inaugurated in April 2016
- Invested \$15 million in global Research & Development hub, scheduled to open in 2018

### Community Involvement

- National community program, Shubh Aarambh (New Beginnings), has been active for more than two years and continues to focus on nutrition education, active play and kitchen gardens. The program has touched lives of about 100,000 people across seven states in India.
- Cocoa Life sustainability program has impacted about 100,000 cocoa farmers to date across four states in south India -- Tamil Nadu, Kerala, Karnataka and Andhra Pradesh -- helping farmers understand and subsequently adopt sustainable cocoa farming.

## China

- **Net revenues:** ~\$1.0 billion (2016)
- **Employees:** ~5,000
- **Locations:** 7 manufacturing sites in Beijing, Suzhou, Shanghai, Guangzhou and Jiangmen
- **R&D Center:** Biscuits R&D center established in 2009 in Suzhou, China
- **Market Position:** No. 1 in Biscuits; No. 2 in Gum (source: Nielsen)

### Biscuits



### Gum & Candy



### Chocolate



### Powdered Beverages



### Investments Since 2012

- Nearly \$100 million investment to expand biscuit manufacturing network (2013)
- \$65 million investment in new *Milka* chocolate manufacturing facility in Suzhou (2016)

### Community Involvement

- 2014 to 2016 investments of \$1.7 million in the Mondelēz Hope Kitchen Program benefits rural Chinese students by promoting healthy lifestyles through nutrition education, access to more fresh vegetables and increased active play.
- By partnering with China Youth Development Foundation (CYDF) since 2009, the Mondelēz Hope Kitchen Program, has built 307 standardized school kitchens and 50 vegetable gardens in 21 provinces and cities, improving the health and wellness of 150,000 rural Chinese students through 2016.

## For more information:

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