



MONDELĒZ INTERNATIONAL

EU/Japan Lean Café
14th October 2021

Ian O'Toole



Mondelēz
International
SNACKING MADE RIGHT



OUR GLOBAL BUSINESS AND BRANDS

80K

Approximately **80,000** employees around the world

37%

37% of 2019 net revenues from emerging markets

\$26B

2019 net revenues of approximately **\$26 billion**

4

4 regions with **14 Business Units** around the world

150+

Products sold and enjoyed in over **150 countries**

\$800M

Investing over **\$800 million** to positively impact people and the planet in local communities*

* Includes ~\$450MM in donations, both cash and products since 2012 and a \$400MM investment for our Cocoa Life program



OUR PURPOSE

EMPOWER PEOPLE TO SNACK RIGHT

Think about it. All around the world, there's a universal cultural tension: the lines between meals and snacks are blurring.

From on-the-go "second breakfast" needs to a mindful moment of indulgence in the evening, our brands and products have opportunities to satisfy consumers throughout the day.

So there's an increasing snacking need – but consumers don't want to have to choose between snacking and eating right.

Insert Mondelēz International ... and our Purpose to empower people to snack right.

Consumers decide what and how they want to eat. We simply obsess over their interests and innovate to make sure they continue to reach for the goodness of our snacks when they want a delicious, wholesome, nutritious or indulgent bite made from ingredients and with packaging they can feel good about.

Our Purpose drives each decision we make. It is the lens through which we see the world. It inspires us to give our best each day. And it gives our work deeper meaning.

We empower people to snack right.





OUR MISSION

LEAD THE FUTURE OF SNACKING

Our Mission is crystal clear: lead the future of snacking by offering the right snack for the right moment made the right way.

What does this mean exactly?

- Right Snack = make a broader assortment of delicious, high-quality snacks, iconic global and local brands that nourish life's moments
- Right Moment = offer a range of snacks from indulgent to wholesome and everything in between, convenient and innovative formats, always locally relevant
- Right Way = celebrate our proud heritage as makers and bakers, advance our sustainable sourcing and packaging and obsess over consumer-inspired quality

This is not only our Mission. It is our growth opportunity.

Why? Snacking is the place to be! It performs significantly better than the rest of the food sector because it's a behavior that continues to grow all around the world.

We have everything it takes to lead the future of snacking.

OUR VALUES



VALUES & COMMITMENTS

LOVE

♥ OUR CONSUMERS AND BRANDS 🇵🇷

GROW

EVERY DAY

★ DO WHAT'S RIGHT

DIVERSITY & INCLUSION – OUR GOALS

We're committed to creating and sustaining a diverse, inclusive and connected community where differences are valued and everyone can be themselves.

WE'RE TAKING A STAND ON D&I WITH THREE GOALS:



WOMEN IN LEADERSHIP

Close our senior level gap to drive diversity, inclusion and high performance.



INCLUSIVE BIAS-FREE WORKPLACE

Create a winning growth culture to drive higher employee engagement and better business performance.



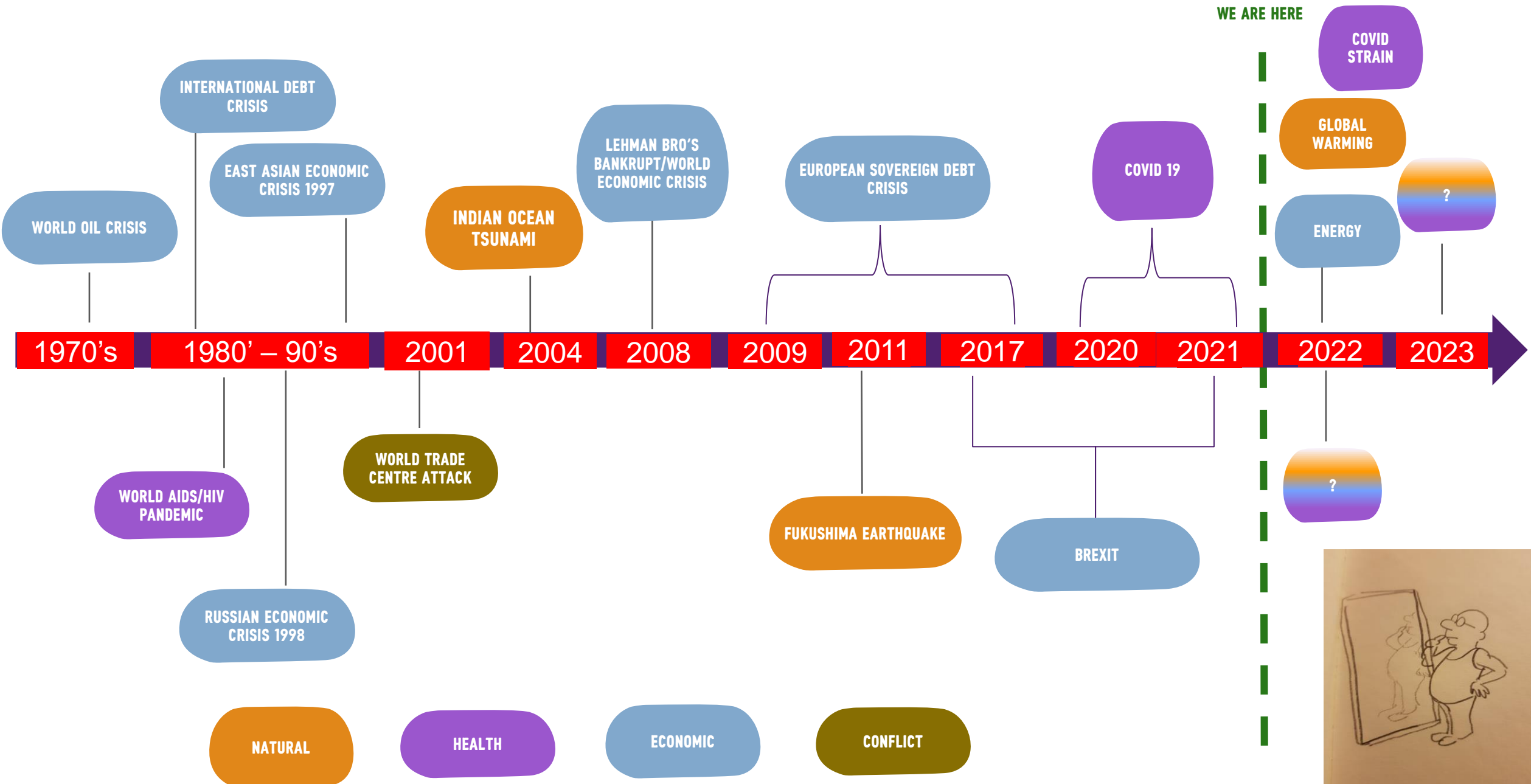
ACTIVE & PURPOSEFUL D&I COMMUNITY

Inspire, connect and recognize colleagues around the world and reflect the diverse needs and perspectives of consumers

AGENDA

- 1 “How to recapture the pace of improvement and realign at this phase of the Covid crisis”?
- 2 But what about our Colleagues?

Crisis V's Business Environment



WE DO NOT KNOW WHAT OR WHEN.....



**BUT WE DO KNOW ANOTHER
CHALLENGE IS INEVITABLE**

CONFIDENCE RETURNS



**BUT HOW MUCH HAS THE
WORLD CHANGED ?**

IN THE ABSENCE OF A PLAN



OPPORTUNITY V'S NECESSITY

“ The pandemic has reinforced the necessity for digital evolution. At our firm, people are now more accepting of the need for change, for doing things differently and committing to that.”

Simon Levine

HOW TO MAINTAIN THE CHANGE MOMENTUM?

- Do nothing?
- Revert to Pre-Covid Models?
- Take time to Review, Learn & Apply?

What will be the impact upon our Colleagues?



THE 'WAR' FOR TALENT

“What I generally hear from HR is that they need people who are nimble, flexible, adaptable and willing for their roles to evolve over time. The skillsets and mindsets needed now are already different to those required four or five years ago.”

Helen Colquhoun, DLA Piper

THE 'WAR' FOR TALENT

During Covid, many employees have demonstrated Flexibility, Resilience, Competence and the ability to work with Reduced supervision(interference!!)

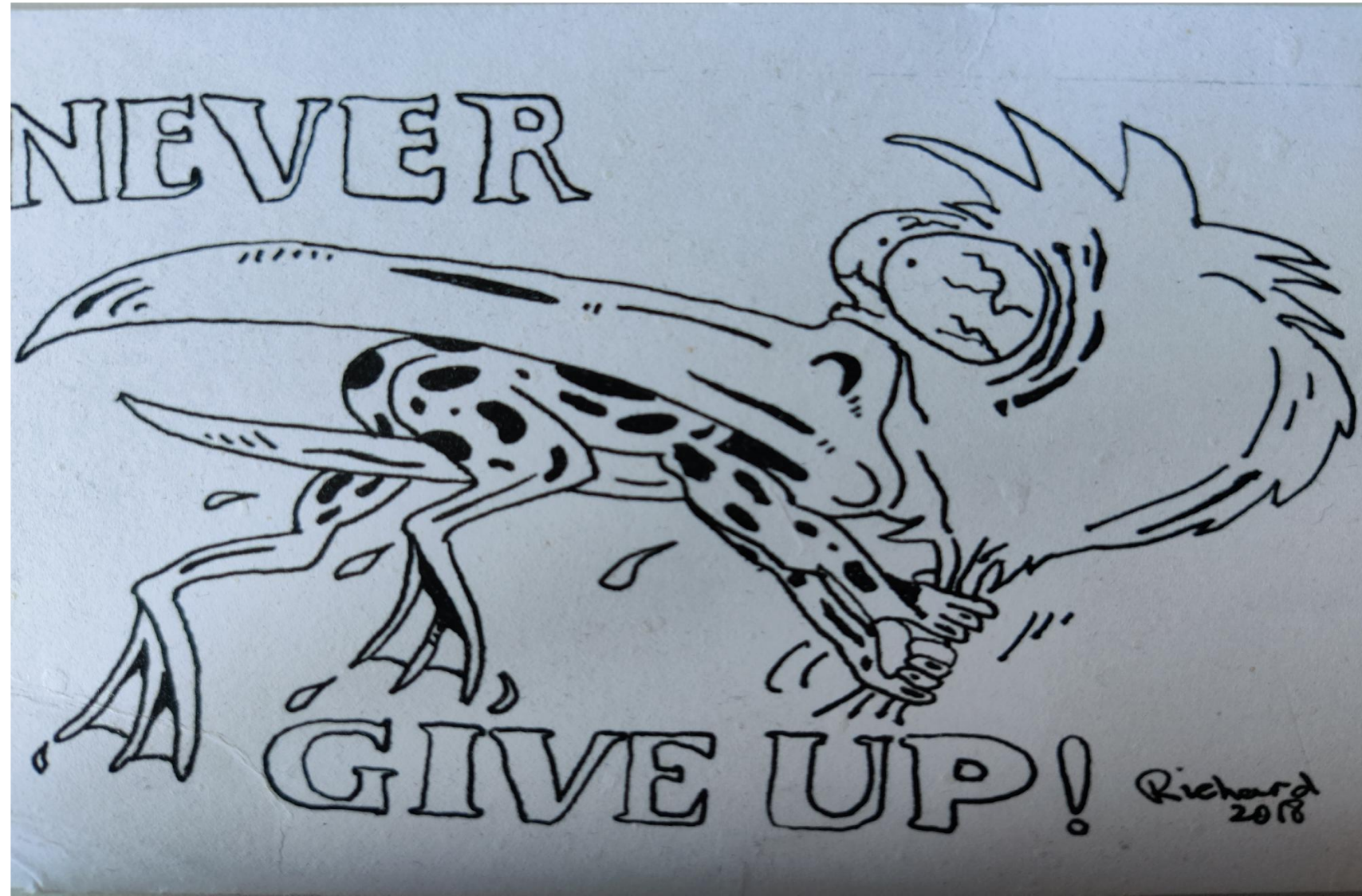
- How to build upon these attributes?
- Are there dangers in returning to pre-Covid work systems?
- What are employees expectations now?
- Is a new definition of 'Management' Required?



CONCEDE DEFEAT?

It's not that I'm wiser
It's just that I've spent more time with
my back to the wall

Willie Nelson





THANK YOU!