

## C0. Introduction

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### C0.1

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#### **(C0.1) Give a general description and introduction to your organization.**

Mondelēz International, Inc. (NASDAQ: MDLZ) is a global snacking powerhouse, with 2017 revenue of approx. \$26 billion. Creating delicious moments of joy in 160 countries, we are a leader in chocolate, biscuits, gum, candy and powdered beverages, with many iconic brands, including Nabisco, Oreo, LU, belVita, Cadbury, Milka, Cadbury Dairy Milk, Toblerone, Trident, Halls, and Tang. Mondelēz International is a proud member of the Standard and Poor's 500, NASDAQ 100 and Dow Jones Sustainability Index- World and North America.

Our environmental policy is:

"Mondelēz International is committed to reducing the environmental impact of our activities, preventing pollution and promoting the sustainability of the natural resources upon which we depend, while providing quality products that meet the needs of our consumers. We also are committed to the continuous improvement of our environmental performance and to meeting or exceeding the requirements of all applicable environmental laws and regulations. We expect all Mondelēz International employees to carry out their job responsibilities in accordance with this policy and to report any environmental concerns they have to management."

People globally are increasingly interested in well-being and a sustainable future. People expect more from companies and their products. We strongly believe our growth is linked to enhancing the well-being of the planet, the people who make and enjoy our products, and the communities we serve.

A key strategic goal for us is to Grow our Impact. As stated in our 10K Annual Report:

"We are focused on helping people snack in balance and enjoy life with products that are safely and sustainably sourced, produced and delivered. We are committed to driving business growth while making positive change in the world. We use our global scale and focus where we can have the greatest impact on people and planet - including communities, safety, sustainability and well-being snacks. This includes reducing our environmental footprint, empowering farmers in our supply chain and supporting the communities where our snacks are sourced, produced and sold."

Sustainability is about preserving our world and its people. We need to find ways to use less fossil-fuel energy, water and other resources; switch to renewable energy where feasible; and reduce the waste we generate. We know we can't do everything, so we focus on those areas where we can have the greatest impact: sustainable agriculture and reducing the environmental footprint of our own operations.

For many years, we've listened to and worked with smallholder farmers to promote sustainable supply chains. With our partners, we help increase the farmers' output, improve their livelihoods, build thriving communities, and protect the environment. For example, we have taken direct action for building a sustainable cocoa supply with our \$400 million Cocoa Life program. And we're improving sustainability in our wheat supply by working with farmers in North America and through our Harmony program in Europe.

In 2015, we established new 2020 sustainability goals that placed us at the forefront of the fight against climate change and support our 2020 ambition to be the leader in well-being snacks while driving down costs and creating efficiencies to accelerate our growth.

Working with leading organizations, our sustainability goals focus on reducing key end-to-end environmental impacts – from the field through distribution. We started operating as a new company in 2013. With 2013 as our baseline, by 2020\*, we will:

- Reduce absolute CO2 emissions from manufacturing by 15%. This aligns with current approaches to setting science-based targets

to support the global effort to limit climate change to less than 2°C.

- Reduce absolute incoming water use in manufacturing, focusing on priority sites where water is most scarce. We aim for 10% reduction at those priority sites.
- Reduce total manufacturing waste by 20%.
- Eliminate 65,000 tonnes of packaging, without contributing to food waste.

In addition, we have set the following sustainable agriculture goals:

- All cocoa will ultimately be sustainably sourced
- Source 100% of our EU wheat need via Harmony by 2022 [goal updated in 2018]
- Maintain 100% RSPO palm oil
- 100% palm oil traceable to the mill from suppliers with aligned policies
- 100% cage-free eggs in US and Canada by 2020 and rest of the world by 2025 (except Russia, Ukraine and China, where supply chain is developing and requires a longer period to secure cage-free)

We will also implement deforestation interventions in key agriculture supply programs, such as Cocoa Life and our Palm Oil Action Plan. As progress is made on the ground, we will publicly report the resulting end-to-end carbon footprint reduction.

Our focus on climate change is also consistent with our environmental policy, which is stated above.

## C0.2

**(C0.2) State the start and end date of the year for which you are reporting data.**

|       | Start date       | End date         | Indicate if you are providing emissions data for past reporting years | Select the number of past reporting years you will be providing emissions data for |
|-------|------------------|------------------|---|--|
| Row 1 | January 1 2017   | December 31 2017 | No  | <Not Applicable>   |
| Row 2 | <Not Applicable> | <Not Applicable> | <Not Applicable>  | <Not Applicable>   |
| Row 3 | <Not Applicable> | <Not Applicable> | <Not Applicable>  | <Not Applicable>   |
| Row 4 | <Not Applicable> | <Not Applicable> | <Not Applicable>  | <Not Applicable>   |

## C0.3

**(C0.3) Select the countries/regions for which you will be supplying data.**

Other, please specify (NA, LA, EU, AMEA )

## C0.4

**(C0.4) Select the currency used for all financial information disclosed throughout your response.**

USD

## C0.5

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**(C0.5) Select the option that describes the reporting boundary for which climate-related impacts on your business are being reported. Note that this option should align with your consolidation approach to your Scope 1 and Scope 2 greenhouse gas inventory.**

Operational control

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### C-AC0.6/C-FB0.6/C-PF0.6

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**(C-AC0.6/C-FB0.6/C-PF0.6) Are emissions from agricultural/forestry, processing/manufacturing, distribution activities or emissions from the consumption of your products – whether in your direct operations or in other parts of your value chain – relevant to your current CDP climate change disclosure?**

|                          | Relevance     |
|--------------------------|---------------|
| Agriculture/Forestry     | Please select |
| Processing/Manufacturing | Please select |
| Distribution             | Please select |
| Consumption              | Please select |

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### C-AC0.7/C-FB0.7/C-PF0.7

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**(C-AC0.7/C-FB0.7/C-PF0.7) Which agricultural commodity(ies) that your organization produces and/or sources are the most significant to your business by revenue? Select up to five.**

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## C1. Governance

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### C1.1

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**(C1.1) Is there board-level oversight of climate-related issues within your organization?**

Yes

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### C1.1a

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**(C1.1a) Identify the position(s) of the individual(s) on the board with responsibility for climate-related issues.**

| Position of individual(s)          | Please explain  |
|------------------------------------|---|
| Board/Executive board              | The Governance, Membership and Public Affairs Committee (“Governance Committee”) of our Board of Directors is responsible for overseeing sustainability as part of our strategy to Grow our Impact, with regular briefings from our Chief Well-being, Sustainability, Public and Government Affairs Officer.  |
| Chief Executive Officer (CEO)      | Our CEO is engaged in the review and progress of our Grow our Impact Strategy in conjunction with the Governance, Membership and Public Affairs Committee (“Governance Committee”) of our Board of Directors, which is responsible for overseeing sustainability as part of our strategy to Grow our Impact, with regular briefings from our Chief Well-being, Sustainability, Public and Government Affairs Officer. For Mondelēz International, sustainability is part of one of our three global growth strategies “Grow our Impact”. We take a comprehensive approach to the Grow our Impact strategy, integrating it throughout our business processes. Our sustainability goals are part of our strategic planning process, and therefore, progress and key activities are regularly reported to the Board and the business unit leadership teams. CO2 and energy are key focus areas in our sustainability strategy. See C1.2a.  |
| Chief Sustainability Officer (CSO) | Our strategy is managed by a cross-functional sust leadership team with members from our key global functions and regions. The team recommends sust strategy and goals and oversees their implementation and reporting of results. It is led by our Dir, Global Sustainability, who reports to the Chief Well-being, Sustainability, Public and; Government Affairs Officer, who in turn, reports on sust to our CEO and the Governance Committee. Also, executive sponsorship is provided by our EVP & General Counsel, EVP Integrated Supply Chain, EVP Research Development and; Quality, and EVP and; Region President. Clear business goals have been set as part of the sust strategy led by this Officer. In addition, each business unit (BU) is responsible for integrating sust into their strategic plans, including our operational goals such as CO2 reduction. The BUs are responsible for developing a plan that will enable them to deliver sust performance that will contribute to the overall corporate sust |
| Chief Risk Officer (CRO)           |   |

**C1.1b**

**(C1.1b) Provide further details on the board’s oversight of climate-related issues.**

| Frequency with which climate-related issues are a scheduled agenda item | Governance mechanisms into which climate-related issues are integrated   | Please explain  |
|---|--|---|
| Scheduled – some meetings   | Reviewing and guiding strategy<br>Reviewing and guiding risk management policies<br>Monitoring and overseeing progress against goals and targets for addressing climate-related issues | The Governance, Membership and Public Affairs Committee (“Governance Committee”) of our Board of Directors is responsible for overseeing sustainability as part of our strategy to Grow our Impact, with regular briefings from our Chief Well-being, Sustainability, Public and; Government Affairs Officer. |

**C1.2**

**(C1.2) Below board-level, provide the highest-level management position(s) or committee(s) with responsibility for climate-related issues.**

| Name of the position(s) and/or committee(s) | Responsibility  | Frequency of reporting to the board on climate-related issues |
|---|---|---|
| Chief Executive Officer (CEO)               | Both assessing and managing climate-related risks and opportunities | Half-yearly   |
| Chief Operating Officer (COO)               | Both assessing and managing climate-related risks and opportunities | Half-yearly   |
| Chief Procurement Officer (CPO)             | Both assessing and managing climate-related risks and opportunities | Half-yearly   |
| Chief Sustainability Officer (CSO)          | Both assessing and managing climate-related risks and opportunities | Half-yearly   |
| Risk committee                              | Both assessing and managing climate-related risks and opportunities | Half-yearly   |

## C1.2a

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**(C1.2a) Describe where in the organizational structure this/these position(s) and/or committees lie, what their associated responsibilities are, and how climate-related issues are monitored.**

For Mondelez International, sustainability is part of one of our three global growth strategies "Grow our Impact" Our growth is linked to enhancing the well-being of the people who make and enjoy our products, the communities we serve and the planet and its limited resources.

We take a comprehensive approach to the Grow our Impact strategy, integrating it throughout our business processes. Our CEO is engaged in the review and progress of the strategy in conjunction with the Governance, Membership and Public Affairs Committee (Governance Committee) of our Board of Directors, which is responsible for overseeing sustainability as part of our strategy to Grow our Impact, with regular briefings from our Chief Well-being, Sustainability, Public & Government Affairs Officer (CSO).

Our strategy is managed by a cross-functional sustainability leadership team with members from our key global functions and regions. The team recommends sustainability strategy and goals and oversees their implementation and reporting of results. It is led by our Director, Global Sustainability, who reports to the CSO, who in turn, reports on sustainability to our executive and the Governance Committee. In addition, executive sponsorship is provided by our EVP and General Counsel, EVP Integrated Supply Chain (COO), EVP Research Development and Quality and EVP and Region President.

Our sustainability goals are part of our strategic planning process, and therefore, progress and key activities are regularly reported to the Board and the business unit leadership teams. CO2 and hence energy are key focus areas in our sustainability strategy.

In 2015, established new 2020 sustainability goals that placed us at the forefront of the fight against climate change and support our 2020 ambition to be the leader in well-being snacks while driving down costs and creating efficiencies to accelerate our growth. We adopted science-based targets to reduce absolute CO2 emissions from manufacturing as part of our ambitious end-to-end approach. This represents a transition from normalized (to production) targets to an absolute target. We will also implement deforestation interventions in key agriculture supply programs, such as Cocoa Life and our Palm Oil Action Plan, and as progress is made on the ground, will publicly report the resulting end-to-end carbon footprint reduction.

Clear business goals have been set as part of the sustainability strategy led by the CSO. In addition, each business unit is responsible for integrating sustainability into their strategic plans, including our operational goals such as CO2 reduction. They are responsible for developing a plan that will enable them to deliver sustainability performance that will contribute to the overall corporate sustainability goals.

## C1.3

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**(C1.3) Do you provide incentives for the management of climate-related issues, including the attainment of targets?**

Yes

## C1.3a

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**(C1.3a) Provide further details on the incentives provided for the management of climate-related issues.**

**Who is entitled to benefit from these incentives?**

All employees

**Types of incentives**

Recognition (non-monetary)

**Activity incentivized**

Emissions reduction project

**Comment**

Our CEO and other members of our executive team (MLT) are accountable for delivering including Grow Impact goals, including CO2 emissions reduction and supply chain engagement. For non-monetary: Each business unit has sustainability on their strategic plan and is held accountable. Therefore incentives come in the form of internal recognition (publicly recognized by the CEO or highlighted with the Board, etc.) and external recognition (press releases, customers, etc.), which can drive incremental business. In 2017, we launched a Smart Sustainability Competition asking employees to propose ideas to reduce our environmental impact and save money. The competition was a great success, with winning ideas recognized in regional and global internal communications during Q2 of 2018. The KPIs can include emissions reduction, energy reduction, efficiency, purchasing, and/or supply chain engagement.

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**Who is entitled to benefit from these incentives?**

All employees

**Types of incentives**

Monetary reward

**Activity incentivized**

Emissions reduction target

**Comment**

Achievement of sustainability goals (including energy/CO2 reduction) as part of overall business unit goals may translate into monetary reward through standard monetary incentives at all levels and functions and according to performance.

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**C2. Risks and opportunities**

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**C2.1**

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**(C2.1) Describe what your organization considers to be short-, medium- and long-term horizons.**

|             | From (years) | To (years) | Comment |
|-------------|--------------|------------|---------|
| Short-term  |              |            |         |
| Medium-term |              |            |         |
| Long-term   |              |            |         |

**C2.2**

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**(C2.2) Select the option that best describes how your organization's processes for identifying, assessing, and managing climate-related issues are integrated into your overall risk management.**

Integrated into multi-disciplinary company-wide risk identification, assessment, and management processes

**C2.2a**

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**(C2.2a) Select the options that best describe your organization's frequency and time horizon for identifying and assessing climate-related risks.**

|       | Frequency of monitoring        | How far into the future are risks considered? | Comment   |
|-------|--------------------------------|---|---|
| Row 1 | Six-monthly or more frequently | >6 years                                      | We have a robust Enterprise Risk Management (ERM) process for identifying, measuring, monitoring, and managing risks, with oversight by the Risk and Compliance Committee (MRCC), which reports annually to the Audit Committee. The executive sponsors of the MRCC are the EVP and Chief Financial Officer, and the EVP and General Counsel. The purpose of the MRCC is to manage our process to identify and assess the most significant inherent risks to us so we may adequately mitigate them and/or monitor them across the company. All identified risks are vetted by the MRCC and remain under the MRCC's governance. Ownership of specific risks is assigned at the Leadership Team (MLT) level (MLT members report directly to the CEO). As owners of each specific risk, MLT members are responsible for verifying that appropriate mitigation controls and monitoring systems are in place. The risk universe considered during this process is wide and varied. Climate change is included in this risk universe. |

**C2.2b**

**(C2.2b) Provide further details on your organization's process(es) for identifying and assessing climate-related risks.**

In table 2.2a, we describe our enterprise risk management process.

In addition, we publicly describe our approach to assess materiality for sustainability issues in our Impact for Growth progress report. In our 2017 report, we state:

The four areas of action outlined in our Impact For Growth platform define our concept of materiality for social and environmental purposes. As a global snacks powerhouse, our worldwide reach and leadership position enables us to bring together diverse voices and identify new ideas to drive meaningful change on issues central to our business and our world.

Since 2012, we have sat down with internal and external experts to review the impact of major societal issues on our business, and to shape our strategic responses to them. This includes representatives from our Well-being Leadership team, as well as from our regional business units and global functions. External experts include World Wildlife Fund, Quantis and various investment groups. In addition, we consider perspectives from our ongoing stakeholder engagement, as well as participation in various shareholder indices.

Materials and processes that guided our assessment include our Enterprise Risk Management (ERM) process for identifying, measuring, monitoring and managing risks; external affairs analysis of stakeholder and regulatory issues; the greenhouse gas, land and water footprint of our total company; proprietary consumer insight data; and publicly available data on societal issues, including statistics and reports from authorities, NGOs and peer companies.

Below are the top environmental\* and social issues:

1. Consumer well-being — promote improved health and well-being through portfolio enhancements and community partnerships
2. Supply security of key agricultural commodities and social challenges in supply chain
3. Environmental footprint of agriculture and our operations
4. Safety of our people and products

\* We refer to our major environmental challenges collectively as the sustainability of resources and agriculture

**C2.2c**

**(C2.2c) Which of the following risk types are considered in your organization's climate-related risk assessments?**

|                     | Relevance & inclusion        | Please explain  |
|---------------------|------------------------------|---|
| Current regulation  | Relevant, always included    | We monitor current regulations and compliance with them as they directly and indirectly relate to climate risks. This is done at multiple levels, within a business unit and within the legal function. Identified risks are elevated within management appropriately and are part of our enterprise risk management (ERM) process.   |
| Emerging regulation | Relevant, always included    | We monitor emerging regulations as they directly and indirectly relate to climate risks. This is done at multiple levels, within a business unit and within the legal function. Identified risks are elevated within management appropriately and are part of our ERM process.  |
| Technology          | Relevant, sometimes included | As opportunities arise, we review new technologies that may reduce our CO2 emissions and energy use to meet our corporate sustainability goals. An example is the use of satellite monitoring of deforestation in supply chains.  |
| Legal               | Please select                |   |
| Market              | Relevant, always included    | We address market issues through a variety of ways, including through our sustainable agriculture programs, direct sourcing criteria, and commodity hedging. Risks considered include: environmental risks across our supply chain could damage our reputation and brand image. We manage it by our raw material sourcing programs.   |
| Reputation          | Relevant, always included    | We consider reputational risks associated with climate change during our ERM process. These risks are managed, ultimately, by the Audit Committee, which receives regular updates from our Chief Well-being, Sustainability, Public and Government Affairs Officer. Risks considered include: environmental risks across our supply chain could damage our reputation and brand image. We manage it by our raw material sourcing programs. We acknowledge the reputational risks related to climate change in our 10K Annual Report filed February 2018 (e.g., page 14).  |
| Acute physical      | Relevant, always included    | As an example, as acknowledged in our 10K Annual Report filed February 2018 (page 14), we have identified the risk that severe weather and climate change-related events can affect commodity pricing. At the asset level, we do business continuity planning for a variety of business matters. We have a business plan to react to disruptions caused by a given crisis, including potential facility interruptions, key sourcing interruptions and system interruptions. At the corporate level, we manage global reputational risks related to issues raised by continuity planning and raw material sourcing programs. |
| Chronic physical    | Relevant, always included    | The same considerations for acute physical apply for chronic physical.  |
| Upstream            | Relevant, always included    | We consider risks in our upstream supply because of their contribution to our end-to-end environmental footprint and because raw material supplies are vulnerable to climate change. As an example, as acknowledged in our 10K Annual Report filed February 2018 (page 14), we have identified the risk that severe weather and climate change-related events can affect commodity pricing. We manage these risks by our raw material sourcing programs.  |
| Downstream          | Please select                |   |

**C2.2d**

**(C2.2d) Describe your process(es) for managing climate-related risks and opportunities.**

Our ERM methodology is governed by the MRCC and includes annual reviews with all business regions, considering company level risks by using information gathered at the asset level (regions, countries, individual facilities and separate business units). The resulting climate change risks are captured in commodities, reputation and brand image, unanticipated business disruptions, and changes in regulations. These risks can be both company level and asset level risks.

At the asset level, we do business continuity planning for a variety of business matters. We have a business plan to react to disruptions caused by a given crisis, including potential facility interruptions, key sourcing interruptions and system interruptions. At the corporate level, we manage global reputational risks related to issues raised by continuity planning.

We use additional risk analysis tools for financial and business risks. Other examples come from operations, information systems, global environmental and safety (E&S) standards and agricultural commodities. For E&S standards, we operate a Global E&S Standards and Management System, that involve crisis preparedness / risk management. At the asset level, facilities worldwide are required to assess E&S risks including asset-level risks and facility-level risks, and implement these standards and address those risks. We use various multi-dimensional tools and models throughout the company to support the identification of risks to facilitate timely and effective risk. At the corporate level, we have assessed the long-term sustainability risks with World Wildlife Fund. We also map our total environmental footprint with a third party (Quantis). At the senior management level, risk mapping process to help identify the impact and likelihood of the risk, based upon a uniform framework. During procurement, critical single and sole source suppliers are prioritized for risk mitigation. Lastly, plants with the highest operating income must improve their property protection. We use various multi-dimensional tools and models throughout the company to support the identification of risks to facilitate timely and effective risk response and to have an adequate level of controls and safeguards, including SWOT analysis (Strength/Weakness/Opportunity/Threat), risk maps and third-party sources.

For the corporation to assess the most important risks at a senior management level, we use a risk mapping process to help identify the impact and likelihood of the risk, based upon a uniform framework. The mapping process also includes an assessment of the controls in place to mitigate the risk. This allows senior management to rank financial, operational, compliance and strategic risks to verify the proper resources (including people, capital, time, and oversight) are in place. The MRCC is responsible for driving the risk culture through standard measurement and language for risk exposure. The Region Presidents and their staff are responsible for integrating the culture and measurement into existing business practices. To verify this process is being adhered to, the Internal Audit department verifies the control expectations set up by the MRCC through the course of the audits performed during the year and regional internal audit leads also participate as members of Region Risk and Compliance Committees.

Manufacturing: plants with the highest operating income (OI) impact must improve their property protection (against fire, flood, wind and earthquake losses to their property) to protect the company from loss. This focuses the capital dollars on the plants with the highest impact.

Procurement: critical single and sole source suppliers are prioritized for risk mitigation through contractual agreements, business continuity planning or qualification of secondary suppliers. Specific focus is given to suppliers supporting strategic product categories.

**C2.3**

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**(C2.3) Have you identified any inherent climate-related risks with the potential to have a substantive financial or strategic impact on your business?**

Yes

**C2.3a**

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**(C2.3a) Provide details of risks identified with the potential to have a substantive financial or strategic impact on your business.**

**Identifier**

Risk 1

**Where in the value chain does the risk driver occur?**

Direct operations

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**Risk type**

Transition risk

**Primary climate-related risk driver**

Please select

**Type of financial impact driver**

Please select

**Company- specific description**

Fuel/energy taxes and regulations. Increased cost to generate and purchase energy.

**Time horizon**

Short-term

**Likelihood**

Unknown

**Magnitude of impact**

Unknown

**Potential financial impact****Explanation of financial impact****Management method**

Our sustainability strategy and our targets to reduce energy consumption and CO2 emission in our operations constitute a concrete approach to mitigating these risks by anticipating regulatory requirements.

**Cost of management****Comment**

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**Identifier**

Risk 2

**Where in the value chain does the risk driver occur?**

Customer

**Risk type**

Transition risk

**Primary climate-related risk driver**

Please select

**Type of financial impact driver**

Please select

**Company- specific description**

Renewable energy regulation Increased raw material cost due, among others, to the distortive effects of biofuel incentives.

**Time horizon**

Unknown

**Likelihood**

Unknown

**Magnitude of impact**

Unknown

**Potential financial impact****Explanation of financial impact****Management method**

Our sustainability strategy and our targets to reduce energy consumption and CO2 emission in our operations constitute a concrete approach to mitigating these risks by anticipating regulatory requirements.

**Cost of management****Comment**

**Identifier**

Risk 3

**Where in the value chain does the risk driver occur?**

Supply chain

**Risk type**

Physical risk

**Primary climate-related risk driver**

Please select

**Type of financial impact driver**

Please select

**Company- specific description**

Other physical climate drivers. In our 2016 10K Annual Report risk factors, we disclose that the price of commodities and other inputs may be influenced by climate change risks, and provide example of those risks. We also discuss reputational and supply chain risks. See "Commodity and other input prices . . ." section on page 12 of the 2016 10K Annual Report.

**Time horizon**

Long-term

**Likelihood**

Unknown

**Magnitude of impact**

Unknown

**Potential financial impact****Explanation of financial impact**

"Although we monitor our exposure to commodity prices and hedge against input price increases, we cannot fully hedge against changes in commodity costs, and our hedging strategies may not protect us from increases in specific raw material costs." See 2016 10k Annual Report at page 12.

**Management method**

Transforming our agricultural supply chains is an essential foundation for a sustainable future. We've launched innovative, industry-leading holistic programs in key commodities like cocoa and wheat. Cocoa Life: 10 year, \$400 million investment, empowering more than 200,000 farmers and improving the lives of more than 1 million people. Harmony: our European wheat program, Harmony, promotes biodiversity and good environmental practices in wheat production. Our palm oil action plan sets out milestones to increase suppliers' accountability for sustainability across their own operations and third-party supplies. Beyond this, we're embedding sustainability into our sourcing practices across our commodities.

**Cost of management****Comment****Identifier**

Risk 4

**Where in the value chain does the risk driver occur?**

Please select

**Risk type**

Physical risk

**Primary climate-related risk driver**

Please select

**Type of financial impact driver**

Please select

**Company- specific description**

Change in precipitation extremes and droughts. In addition, localized episodic extreme weather events such as floods and severe storms have the potential to temporarily disrupt Mondeléz International's business operations (including raw material sourcing, manufacturing and product distribution) in affected areas.

**Time horizon**

Unknown

**Likelihood**

Unknown

**Magnitude of impact**

Unknown

**Potential financial impact****Explanation of financial impact****Management method**

We have in place several protocols, including special situations management and emergency preparedness and response procedures. These allow us to address and help mitigate adverse effects.

**Cost of management****Comment**

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**Identifier**

Risk 5

**Where in the value chain does the risk driver occur?**

Customer

**Risk type**

Transition risk

**Primary climate-related risk driver**

Please select

**Type of financial impact driver**

Please select

**Company- specific description**

Changing consumer behavior. In our 2016 10K Annual Report, we acknowledge that “adverse publicity about . . . environmental and human and workplace rights risks in our supply chain could damage our reputation and brand image, undermine our customers’ confidence and reduce demand for our products, even if . . . these matters are immaterial to our operations.” See 2016 10K Annual Report at 10.

**Time horizon**

Unknown

**Likelihood**

Unknown

**Magnitude of impact**

Unknown

**Potential financial impact****Explanation of financial impact****Management method**

To stay abreast of evolving consumer attitudes regarding climate change we include questions related to sustainability in analyses of consumer attitudes and preferences. To avoid misleading marketing claims, we’ve developed a set of internal guidelines on environmental claims to guide the business in making the right decisions when considering these types of claims. With regard to land use/ deforestation, we have engaged with suppliers, NGOs and the Consumer Goods Forum and, in specific cases, supported certain sustainability standards for commodities

**Cost of management****Comment**

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**Identifier**

Risk 6

**Where in the value chain does the risk driver occur?**

Direct operations

**Risk type**

Transition risk

**Primary climate-related risk driver**

Please select

**Type of financial impact driver**

Please select

**Company- specific description**

Other regulatory drivers. The main risks for us and other food companies are the following: cost of complying with regulatory targets. One example is taxes on carbon emissions.

**Time horizon**

Unknown

**Likelihood**

Unknown

**Magnitude of impact**

Please select

**Potential financial impact**

**Explanation of financial impact**

**Management method**

Our sustainability strategy and our targets to reduce energy consumption and CO2 emissions in our operations constitute a concrete approach to mitigating these risks by anticipating regulatory requirements.

**Cost of management**

**Comment**

C2.4

**(C2.4) Have you identified any climate-related opportunities with the potential to have a substantive financial or strategic impact on your business?**

Yes, we have identified opportunities but are unable to realize them

C2.4b

**(C2.4b) Why do you not consider your organization to have climate-related opportunities?**

|       | Primary reason        | Please explain  |
|-------|-----------------------|---|
| Row 1 | Other, please specify | There may be opportunities linked to climate change regulation. Due to our ongoing efforts to reduce energy use and CO2e emissions and the ambitious targets we set, we may be in a better position to anticipate regulatory requirements, avoid cost and gain competitive advantage. Carbon offsets may provide financial incentives for farmers in our supply chain, while also mitigating climate change effects and providing marketing opportunities for our brands by communicating to conscious consumers about improved farming practices. Further tightening of emission caps and a clarification of international rules could make these opportunities more attractive from a cost/benefit perspective. Promotion of more efficient biofuels that do not use food crops may limit the impact that biofuels incentives may have on our agricultural supply chain. We work with some of our partners on activities aimed at preventing deforestation and mitigating related climate change effects. We announced our commitment to combat deforestation in cocoa at the UN Climate Summit COP21, where world leaders met in Paris to negotiate a new climate agreement. Mondelez International committed to lead private sector action in Côte d'Ivoire's national program to combat deforestation in cocoa. These actions will contribute to the United Nations' sponsored REDD+ program. We also work with the Roundtable on Sustainable Palm Oil and support the NY Declaration on Forests. We have opportunities to strengthen supplier relationships to seek common, non-competitive, solutions to face potential climate change challenges like weather, water and crop-specific uncertainties in yields and production locations. Climate change presents opportunities in the way we develop and market our products, especially in the EU and US. For example: • We're working to bring more products to market that have sustainably grown ingredients. |

C2.5

**(C2.5) Describe where and how the identified risks and opportunities have impacted your business.**

|                                      | Impact        | Description |
|--------------------------------------|---------------|-------------|
| Products and services                | Please select |             |
| Supply chain and/or value chain      | Please select |             |
| Adaptation and mitigation activities | Please select |             |
| Investment in R&D                    | Please select |             |
| Operations                           | Please select |             |
| Other, please specify                | Please select |             |

**C2.6**

**(C2.6) Describe where and how the identified risks and opportunities have factored into your financial planning process.**

|   | Relevance     | Description |
|---|---------------|-------------|
| Revenues                                  | Please select |             |
| Operating costs                           | Please select |             |
| Capital expenditures / capital allocation | Please select |             |
| Acquisitions and divestments              | Please select |             |
| Access to capital                         | Please select |             |
| Assets                                    | Please select |             |
| Liabilities                               | Please select |             |
| Other                                     | Please select |             |

**C3. Business Strategy**

**C3.1**

**(C3.1) Are climate-related issues integrated into your business strategy?**

Yes

**C3.1a**

**(C3.1a) Does your organization use climate-related scenario analysis to inform your business strategy?**

Yes, qualitative and quantitative

C-AC3.1b/C-CE3.1b/C-CH3.1b/C-CO3.1b/C-EU3.1b/C-FB3.1b/C-MM3.1b/C-OG3.1b/C-PF3.1b/C-ST3.1b/C-TO3.1b/C-TS3.1b)

**(C-AC3.1b/C-CE3.1b/C-CH3.1b/C-CO3.1b/C-EU3.1b/C-FB3.1b/C-MM3.1b/C-OG3.1b/C-PF3.1b/C-ST3.1b/C-TO3.1b/C-TS3.1b) Indicate whether your organization has developed a low-carbon transition plan to support the long-term business strategy.**

Please select

**(C3.1c) Explain how climate-related issues are integrated into your business objectives and strategy.**

1. We annually perform a comprehensive analysis of our env footprint, which includes carbon, water and land impacts across our whole lifecycle. This work provides us with a better understanding of the impacts across our supply chain and enables us to focus activities where it matters.
2. A key strategic goal for us is to Grow our Impact (see pages 2 and 7 of our 10K Annual Report filed February 2018), and we seek to do that by sourcing our products sustainably, reducing the env impact of our operations and packaging, and being mindful of the limited resources available around the world. We continue to leverage our global operating scale to secure sustainable raw materials and work with suppliers to drive meaningful social and env changes, focusing on where we can make the most impact.
3. Key aspects of climate change that influence our strategy are the need to mitigate the carbon footprint of our operations and supply chain. In addition, people around the globe are increasingly interested in well-being and ensuring a sustainable future. We know people expect more from companies and the products they make and sell. We believe our growth is linked to enhancing the well-being of the planet, the people, and the communities we serve.

Sustainability is about preserving our world and its people. We all depend on just one planet. Our sustainability journey has put us on a path that is making a real difference. We know we can't do everything, so our focus is in those areas where we can have the greatest impact: sustainable agriculture and reducing the env footprint of our own operations.

4. In 2015, we established new sustainability goals that placed us at the forefront of the fight against climate change and support our 2020 ambition to be the leader in well-being snacks while driving down costs and creating efficiencies to accelerate our growth.

Working with leading organizations, our sustainability goals focus on reducing key end-to-end env impacts – from the field through distribution. By 2020\*, we will:

- Reduce absolute CO2 emissions from manufacturing by 15%.
- Reduce 10% absolute incoming water use in manufacturing, focusing on sites where water is most scarce.
- Reduce total manufacturing waste by 20%.
- Eliminate 65,000 tonnes of packaging, without contributing to food waste.

\*By 2020 vs 2013 baseline, our first full year of operations.

In addition, we have set the following sustainable ag goals

- All cocoa will ultimately be sustainably sourced
- Source 100% of our EU wheat need via Harmony by 2022 [goal updated in 2018]
- Maintain 100% RSPO palm oil
- 100% palm oil traceable to the mill from suppliers with aligned policies
- 100% cage-free eggs in US, Canada by 2020 and rest of world by 2025 (except Russia, Ukraine and China, where supply chain is developing and requires a longer period to secure cage-free)

We will also implement deforestation interventions in key ag supply programs, such as Cocoa Life and our Palm Oil Action Plan, and as progress is made on the ground, will publicly report the resulting end-to-end carbon footprint reduction.

Our sustainability goals are applied across our business units and are included in their strategic plans.

We look at two key impact areas to reduce GHG emissions: direct and indirect control. Matters within our direct control are a relatively minor portion of our total footprint, but we have direct influence. From 2013-2017, we reduced energy-related emissions 10% on an absolute basis. For areas beyond our direct control, notably ag, which accounts for the largest share of our CO2e footprint, we have a longer-term strategy and consider our ability to secure the ag commodities we need to make our products and the impact that those ag commodities have on global warming.

We have focused where we may have better influence and opportunity to drive change. In 2012, through our Cocoa Life initiative, we

have committed \$400 million over 10 years to this large and our most comprehensive program to date to support sustainable production and improve the livelihoods of cocoa farmers. We are also tackling other commodities, such as sugar, palm oil, wheat, and dairy.

We also expanded our buying of RSPO certificates and segregated palm oil during 2013 to cover 100 percent of our palm oil purchases – two years ahead of our commitment. In 2014, we launched an ambitious action plan laying out steps so that the palm oil we buy is produced on legally held land, doesn't lead to deforestation or loss of peat land and respects human rights. We updated the plan in 2016, setting out new milestones to increase suppliers' accountability for sustainability across their own operations and third-party suppliers.

We are using life-cycle thinking to help uncover ways to eliminate waste in manufacturing, measure how product and packaging innovations improve on previous designs, and provide a common system to measure and explain those benefits. We're leveraging our consumers and partners where we can and we have several success stories from packaging innovations in 2016:

- North America: 23% thinner packaging for Oreo biscuits eliminated 1,496 MT of cartons annually.
- Latin America: Primary and secondary packaging redesign for Tang powdered beverages led to the following material reductions: 5% in flexible films, 12% in cartons, 19% in corrugate and 46% in trucks required to transport the finished product.

5. Our long-term strategy will continue to be influenced by climate change as we implement our sustainability goals. Our CO2 reduction goal aligns with approaches to setting science-based targets to support the global effort to limit climate change to less than 2°C. Likewise, our sourcing strategy will continue to take account of climate change as we seek to secure sustainable supplies of critical raw materials in the long term and to reduce the impact that those ag commodities have on climate change.

6. The Paris Agreement influenced the business strategy in two key ways:

First, we adopted the science-based target methodology to set our CO2 emissions reduction goal.

Secondly, we increased our commitments to address deforestation in our key ag supply chains, based on the insight from our lifecycle assessment that deforestation within our supply chain represents the largest contributor to our footprint. We announced our commitment to combat deforestation in cocoa at COP21. We committed to lead private sector action in Côte d'Ivoire's national program to combat deforestation. Deforestation accounts for over 10 percent of global GHG emissions and represents a major opportunity to reduce CO2 release into the atmosphere.

7. We use forward-looking scenario analyses, including a 2°C scenario, to inform our goal setting process. Our CO2 reduction goal aligns with approaches to setting science-based targets to support the global effort to limit climate change to less than 2°C, and we plan energy efficiency and renewable energy projects in our operations to enable us to meet goals.

### C3.1d

**(C3.1d) Provide details of your organization's use of climate-related scenario analysis.**

| Climate-related scenarios | Details   |
|---------------------------|---|
| Other, please specify     | <p>1. We perform annually a comprehensive analysis of our environmental footprint, which includes carbon, water and land impacts across our whole lifecycle. This work provides us with a better understanding of the impacts across our supply chain and enables us to focus activities where it matters.</p> <p>2. We use forward-looking scenario analyses, including a 2°C scenario, to inform our goal setting process. Our CO2 reduction goal aligns with approaches to setting science-based targets to support the global effort to limit climate change to less than 2°C, and we plan energy efficiency and renewable energy projects in our operations to enable us to meet this goal. Likewise, our sourcing strategy will continue to take account of climate change as we seek to secure sustainable supplies of critical raw materials in the long term and to reduce the impact that those agricultural commodities have on climate change.</p> <p>3. We also have worked with WWF to identify key environmental risks, including climate change, for our key commodities. This has informed our risk management procedures by analyzing what may affect our raw materials supplies.</p> <p>4. The Paris Agreement influenced the business strategy in two key ways: First, we adopted the science-based target methodology to set our CO2 emissions reduction goal. Secondly, we increased our commitments to address deforestation in our key agricultural supply chains, based on the insight from our lifecycle assessment that deforestation within our supply chain represents the largest contributor to our footprint. We announced our commitment to combat deforestation in cocoa at COP21. We committed to lead private sector action in Côte d'Ivoire's national program to combat deforestation. Deforestation accounts for over 10 percent of global GHG emissions and represents a major opportunity to reduce CO2 release into the atmosphere.</p> |

## C4. Targets and performance

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### C4.1

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#### (C4.1) Did you have an emissions target that was active in the reporting year?

Absolute target

### C4.1a

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#### (C4.1a) Provide details of your absolute emissions target(s) and progress made against those targets.

**Target reference number**

Abs 1

**Scope**

Scope 1+2 (location-based)

**% emissions in Scope**

90

**% reduction from base year**

15

**Base year**

2013

**Start year**

2013

**Base year emissions covered by target (metric tons CO<sub>2</sub>e)**

1608260

**Target year**

2020

**Is this a science-based target?**

Yes, we consider this a science-based target, but this target has not been approved as science-based by the Science-Based Targets initiative

**% achieved (emissions)**

10

**Target status**

Underway

**Please explain**

In 2015, we established new 2020 sustainability goals that placed us at the forefront of the fight against climate change and support our 2020 ambition to be the leader in well-being snacks while driving down costs and creating efficiencies to accelerate our growth. We adopted science-based targets to reduce absolute CO<sub>2</sub> emissions from manufacturing by 15% from base year 2013 as part of our ambitious end-to-end approach. This represents a transition from normalized (to production) targets to an absolute target.

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### C4.2

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#### (C4.2) Provide details of other key climate-related targets not already reported in question C4.1/a/b.

**Target**

Waste

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**KPI – Metric numerator**

20% reduction from base year for manufacturing

**KPI – Metric denominator (intensity targets only)****Base year**

2013

**Start year**

2013

**Target year**

2020

**KPI in baseline year**

418745

**KPI in target year**

335000

**% achieved in reporting year**

15

**Target Status**

Underway

**Please explain**

Units are metric tonnes. In 2015, we established new 2020 sustainability goals. By 2020, we will reduce total manufacturing waste by 20%, focusing on total waste and not just non-beneficial waste. Our waste volumes are recalculated annually and adjusted, if necessary, to incorporate changes in quantification methodologies, significant data corrections, and corporate structural changes, including acquisitions or divestitures.

**Part of emissions target**

We achieved 75% of our 2020 target by year end 2017.

**Is this target part of an overarching initiative?**

Other, please specify (CGF – Consumer Goods Forum)

---

**Target**

Other, please specify

**KPI – Metric numerator**

10% reduction from base year focusing on priority sites in manufacturing where water is most scarce

**KPI – Metric denominator (intensity targets only)****Base year**

2013

**Start year**

2013

**Target year**

2020

**KPI in baseline year**

3953100

**KPI in target year**

3558000

**% achieved in reporting year**

25

**Target Status**

Underway

**Please explain**

Units are cubic meters. Our 2020 goal is 10% reduction from base year focusing on priority sites in manufacturing where water is most scarce. Our 2020 water goal includes the anticipated impact of expansions for new lines and sites, which will add to our future absolute water use and, therefore, not evident in 2017 performance. Our incoming water usage volumes are recalculated annually

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and adjusted, if necessary, to incorporate changes in quantification methodologies, significant data corrections, and corporate structural changes, including acquisitions or divestitures.

**Part of emissions target**

We surpassed our 2020 target by year end 2017 and reduced our water usage by 15% more. Our 2020 water goal includes the anticipated impact of expansions for new lines and sites, which will add to our future absolute water use and, therefore, not evident in 2017 performance.

**Is this target part of an overarching initiative?**

Other, please specify (Global water scarcity)

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C4.3

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**(C4.3) Did you have emissions reduction initiatives that were active within the reporting year? Note that this can include those in the planning and/or implementation phases.**

Yes

C4.3a

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**(C4.3a) Identify the total number of projects at each stage of development, and for those in the implementation stages, the estimated CO2e savings.**

|                           | Number of projects | Total estimated annual CO2e savings in metric tonnes CO2e (only for rows marked *) |
|---------------------------|--------------------|--|
| Under investigation       | 205                |  |
| To be implemented*        | 22                 | 1792   |
| Implementation commenced* | 91                 | 18560  |
| Implemented*              | 65                 | 6820   |
| Not to be implemented     |                    |  |

C4.3b

---

**(C4.3b) Provide details on the initiatives implemented in the reporting year in the table below.**

**Activity type**

Energy efficiency: Processes

**Description of activity**

Other, please specify (EMS,Heat Recovery,Wastewater,Waste Reduc)

**Estimated annual CO2e savings (metric tonnes CO2e)**

2037

**Scope**

Scope 1

Scope 2 (location-based)

**Voluntary/Mandatory**

Voluntary

**Annual monetary savings (unit currency – as specified in CC0.4)**

**Investment required (unit currency – as specified in CC0.4)**

**Payback period**

Please select

**Estimated lifetime of the initiative**

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Please select

**Comment**

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**Activity type**

Energy efficiency: Building services

**Description of activity**

Other, please specify (boiler optimizations, heating, cooling, )

**Estimated annual CO2e savings (metric tonnes CO2e)**

4368

**Scope**

Scope 2 (location-based)

**Voluntary/Mandatory**

Voluntary

**Annual monetary savings (unit currency – as specified in CC0.4)**

**Investment required (unit currency – as specified in CC0.4)**

**Payback period**

Please select

**Estimated lifetime of the initiative**

Please select

**Comment**

---

**Activity type**

Other, please specify (HSE & Sustainability)

**Description of activity**

<Not Applicable>

**Estimated annual CO2e savings (metric tonnes CO2e)**

412

**Scope**

Scope 1

Scope 2 (location-based)

**Voluntary/Mandatory**

Voluntary

**Annual monetary savings (unit currency – as specified in CC0.4)**

**Investment required (unit currency – as specified in CC0.4)**

**Payback period**

Please select

**Estimated lifetime of the initiative**

Please select

**Comment**

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C4.3c

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**(C4.3c) What methods do you use to drive investment in emissions reduction activities?**

| Method  | Comment  |
|---|--|
| Compliance with regulatory requirements/standards         | At production facility level. Examples: EU Emission Trading Scheme (see relevant section of CDP); European IPPC legislation; UK Climate legislation  |
| Employee engagement                                       | Some examples: Smart Sustainability Competition, Earth Week initiatives, environmental volunteering initiatives, Green Teams, carpool networks, incentives for biking and running to work, parking spots dedicated for hybrid vehicles. Our employee communications and engagement programs at all of our manufacturing and office sites worldwide includes energy/CO2 awareness activities. |
| Dedicated budget for energy efficiency                    | Dedicated budget for energy efficiency, renewable energy projects, and other emissions reduction activities in our operations enables us to meet our publicly available science-based CO2 reduction goal.  |
| Dedicated budget for other emissions reduction activities | Dedicated budget for energy efficiency, renewable energy projects, and other emissions reduction activities in our operations enables us to meet our publicly available science-based CO2 reduction goal.  |

**C4.5**

**(C4.5) Do you classify any of your existing goods and/or services as low-carbon products or do they enable a third party to avoid GHG emissions?**

Yes

**C4.5a**

**(C4.5a) Provide details of your products and/or services that you classify as low-carbon products or that enable a third party to avoid GHG emissions.**

**Level of aggregation**

Group of products

**Description of product/Group of products**

We have changed packaging on numerous products. These changes have resulted in emissions avoidance because of the materials used and more efficient transportation.

**Are these low-carbon product(s) or do they enable avoided emissions?**

Low-carbon product

**Taxonomy, project or methodology used to classify product(s) as low-carbon or to calculate avoided emissions**

Other, please specify

**% revenue from low carbon product(s) in the reporting year**

9

**Comment**

Our Eco-Calc packaging tool is based on lifecycle principles to assess effects of packaging reduction, end of life (EOL), and sourcing. It encourages material reduction, more recycled content, efficiency, and less CO2e and energy use.

**C5. Emissions methodology**

**C5.1**

## **(C5.1) Provide your base year and base year emissions (Scopes 1 and 2).**

### **Scope 1**

#### **Base year start**

January 1 2013

#### **Base year end**

December 31 2013

#### **Base year emissions (metric tons CO2e)**

744531

#### **Comment**

The environmental reporting requirement is to remove all data from divestitures and add data from acquisitions for the year of acquisition and also prior years. (See The Greenhouse Gas Protocol, section Tracking Emissions Over Time, pages 34 - 39.) Our Scope 1 emissions are recalculated annually and adjusted, if necessary, to incorporate changes in quantification methodologies, significant data corrections, and corporate structural changes, including acquisitions or divestitures.

### **Scope 2 (location-based)**

#### **Base year start**

January 1 2013

#### **Base year end**

December 31 2013

#### **Base year emissions (metric tons CO2e)**

850269

#### **Comment**

The environmental reporting requirement is to remove all data from divestitures and add data from acquisitions for the year of acquisition and also prior years. (See The Greenhouse Gas Protocol, section Tracking Emissions Over Time, pages 34 - 39.) Our Scope 2 location-based emissions are recalculated annually and adjusted, if necessary, to incorporate changes in quantification methodologies, significant data corrections, and corporate structural changes, including acquisitions or divestitures.

### **Scope 2 (market-based)**

#### **Base year start**

January 1 2013

#### **Base year end**

December 31 2013

#### **Base year emissions (metric tons CO2e)**

900402

#### **Comment**

The environmental reporting requirement is to remove all data from divestitures and add data from acquisitions for the year of acquisition and also prior years. (See The Greenhouse Gas Protocol, section Tracking Emissions Over Time, pages 34 - 39.) Our Scope 2 market-based emissions are recalculated annually and adjusted, if necessary, to incorporate changes in quantification methodologies, significant data corrections, and corporate structural changes, including acquisitions or divestitures.

## **C5.2**

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### **(C5.2) Select the name of the standard, protocol, or methodology you have used to collect activity data and calculate Scope 1 and Scope 2 emissions.**

The Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard (Revised Edition)

US EPA Climate Leaders: Direct HFC and PFC Emissions from Use of Refrigeration and Air Conditioning Equipment

US EPA Climate Leaders: Indirect Emissions from Purchases/ Sales of Electricity and Steam

US EPA Climate Leaders: Direct Emissions from Stationary Combustion

## **C6. Emissions data**

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## C6.1

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**(C6.1) What were your organization's gross global Scope 1 emissions in metric tons CO2e?**

**Row 1**

**Gross global Scope 1 emissions (metric tons CO2e)**

778304

**End-year of reporting period**

<Not Applicable>

**Comment**

---

## C6.2

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**(C6.2) Describe your organization's approach to reporting Scope 2 emissions.**

**Row 1**

**Scope 2, location-based**

We are reporting a Scope 2, location-based figure

**Scope 2, market-based**

We are reporting a Scope 2, market-based figure

**Comment**

---

## C6.3

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**(C6.3) What were your organization's gross global Scope 2 emissions in metric tons CO2e?**

**Row 1**

**Scope 2, location-based**

852939

**Scope 2, market-based (if applicable)**

907536

**End-year of reporting period**

<Not Applicable>

**Comment**

Both location and market based emissions have reduced compared to last year for various reasons including our reduction efforts, rationalizing sites and production volumes, updated Scope 2 emission factors.

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## C6.4

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**(C6.4) Are there any sources (e.g. facilities, specific GHGs, activities, geographies, etc.) of Scope 1 and Scope 2 emissions that are within your selected reporting boundary which are not included in your disclosure?**

Yes

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## C6.4a

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**(C6.4a) Provide details of the sources of Scope 1 and Scope 2 emissions that are within your selected reporting boundary which are not included in your disclosure.**

**Source**

Non-manufacturing buildings (e.g., offices, warehouses, etc.)

**Relevance of Scope 1 emissions from this source**

Emissions are not relevant

**Relevance of location-based Scope 2 emissions from this source**

Emissions are not relevant

**Relevance of market-based Scope 2 emissions from this source (if applicable)**

Emissions are not relevant

**Explain why the source is excluded**

Some non-manufacturing buildings are not included because data have not been validated. GHG emissions based on available data have been determined to be insignificant compared to available data from our other non-manufacturing buildings.

---

**Source**

Leased product warehouses

**Relevance of Scope 1 emissions from this source**

Emissions are not relevant

**Relevance of location-based Scope 2 emissions from this source**

Emissions are not relevant

**Relevance of market-based Scope 2 emissions from this source (if applicable)**

Emissions are not relevant

**Explain why the source is excluded**

Some leased product warehouses are operationally controlled but not included. GHG emissions based on available data have been determined to be insignificant compared to available data from our other product warehouses.

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**Source**

Leased sales cars

**Relevance of Scope 1 emissions from this source**

Emissions are not relevant

**Relevance of location-based Scope 2 emissions from this source**

Emissions are not relevant

**Relevance of market-based Scope 2 emissions from this source (if applicable)**

Emissions are not relevant

**Explain why the source is excluded**

Some sales cars are operationally controlled but not included. GHG emissions are insignificant compared to owned sales fleet.

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## C6.5

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**(C6.5) Account for your organization's Scope 3 emissions, disclosing and explaining any exclusions.**

## Purchased goods and services

### Evaluation status

Relevant, calculated

### Metric tonnes CO<sub>2</sub>e

8964770

### Emissions calculation methodology

EMISSIONS ACCURACY +/- 40%. Used regionalized LCI data, which also covers category 'Purchased Goods and Services – Cradle-to-Grave Emissions,' in our supply chain. Agricultural raw materials are the main source of CO<sub>2</sub> scope 3 emissions, with packaging production contributing an important, but clearly secondary, source of emissions. Our most prominent commodities are: cocoa, wheat, dairy, sugar, vegetable oils, and nuts. The supply chain was characterized based on the total mass of purchases of nearly 100 food input material categories and three packaging material categories. For each of these material categories, information on the life cycle GHG emissions was taken from a variety of sources, including the most prominent Ecoinvent database, scientific literature and other available data. In cases where data for the exact commodity or category could not be found, the most suitable proxy available was selected to avoid large gaps. Emissions are determined as the mass purchased multiplied by these factors of GHG emissions per weight. For packaging materials, processing to produce a finished package has been assumed based on emissions information from the Ecoinvent database. In the case of agricultural commodities that require additional processing beyond the level of their representation in the database, insufficient information is available to represent such processes, except in the case that it takes place in one of our facilities. We engaged third-party experts in 2011 to review and help improve our methodology and quality of data.

### Percentage of emissions calculated using data obtained from suppliers or value chain partners

#### Explanation

## Capital goods

### Evaluation status

Not relevant, explanation provided

### Metric tonnes CO<sub>2</sub>e

### Emissions calculation methodology

### Percentage of emissions calculated using data obtained from suppliers or value chain partners

#### Explanation

Not relevant.

## Fuel-and-energy-related activities (not included in Scope 1 or 2)

### Evaluation status

Relevant, calculated

### Metric tonnes CO<sub>2</sub>e

457311

### Emissions calculation methodology

EMISSIONS ACCURACY +/- 20% Emissions from all direct uses of energy have been calculated based on amounts of electricity and fuel used throughout the company and applying cradle-to-gate emission factors from the Ecoinvent database, consistent with the methodology used throughout the Scope 3 calculations described here. From this result, the Scope 2 emissions, described above, were subtracted.

### Percentage of emissions calculated using data obtained from suppliers or value chain partners

#### Explanation

## Upstream transportation and distribution

### Evaluation status

Relevant, calculated

### Metric tonnes CO2e

1005369

### Emissions calculation methodology

EMISSIONS ACCURACY +/- 30% Data excludes warehouses. We use third-party transportation companies (common carriers) to transport raw materials to manufacturing facilities. The primary GHG emission source from common carriers is CO2 from diesel fuel combustion. Transportation CO2 emissions for production materials were estimated based on a number of simplifying assumptions: average distance (e.g., source country to country of use), common modes of transport, average fuel efficiency, assumed shipment weights, etc. The calculation is based on the multiplication of life cycle emissions information for the relevant modes of transport (in units of emission per weight\*distance) from the Ecoinvent database.

### Percentage of emissions calculated using data obtained from suppliers or value chain partners

### Explanation

## Waste generated in operations

### Evaluation status

Relevant, calculated

### Metric tonnes CO2e

74429

### Emissions calculation methodology

EMISSIONS ACCURACY +/- 50% Landfill, incineration and recycling of operation waste, inbound packaging, etc.

### Percentage of emissions calculated using data obtained from suppliers or value chain partners

### Explanation

## Business travel

### Evaluation status

Relevant, calculated

### Metric tonnes CO2e

80431

### Emissions calculation methodology

EMISSIONS ACCURACY +/- 20% Employee air, car and rail business travel emissions were estimated using spend data and EIO-LCA emission model

### Percentage of emissions calculated using data obtained from suppliers or value chain partners

### Explanation

## Employee commuting

### Evaluation status

Relevant, calculated

### Metric tonnes CO2e

210026

### Emissions calculation methodology

EMISSIONS ACCURACY +/- 20%. Assumptions: Passenger car, 30 miles per day, 235 days/ yr.

### Percentage of emissions calculated using data obtained from suppliers or value chain partners

### Explanation

## Upstream leased assets

### Evaluation status

Not relevant, explanation provided

### Metric tonnes CO<sub>2</sub>e

### Emissions calculation methodology

### Percentage of emissions calculated using data obtained from suppliers or value chain partners

### Explanation

Not relevant.

## Downstream transportation and distribution

### Evaluation status

Relevant, calculated

### Metric tonnes CO<sub>2</sub>e

641840

### Emissions calculation methodology

EMISSIONS ACCURACY +/- 25% Data excludes warehouses. We use third-party transportation companies (common carriers) to supplement our need to transport finished product from manufacturing facilities to distribution centers, warehouses and customers. The primary GHG emission source from common carriers is CO<sub>2</sub> from diesel fuel combustion. The calculation is based on the multiplication of life cycle emissions information for the relevant modes of transport per gallons consumed from the Ecoinvent database.

### Percentage of emissions calculated using data obtained from suppliers or value chain partners

### Explanation

## Processing of sold products

### Evaluation status

Not relevant, explanation provided

### Metric tonnes CO<sub>2</sub>e

### Emissions calculation methodology

### Percentage of emissions calculated using data obtained from suppliers or value chain partners

### Explanation

Not relevant.

## Use of sold products

### Evaluation status

Relevant, calculated

### Metric tonnes CO<sub>2</sub>e

90737

### Emissions calculation methodology

EMISSIONS ACCURACY +/- 40% The emissions reported here reflect a rough prediction of the emissions from the use of products. The end-of-life of the food products themselves is not included. The emissions during the use of products include refrigeration for dairy and cheeses. Assumptions have been made based on the proportion of the total of our products sold that are likely to undergo each use. For simplicity, it has currently been assumed that all use activities are fueled by electricity. Approximations are then made of the amount of electricity use required per kilogram of product. These approximations are made based on preliminary estimates of typical consumer behaviors and are generic among product categories. The total amount of electricity use is then estimated based on emissions factors taken from the Ecoinvent database for several countries or an adapted dataset from IEA electricity statistics.

### Percentage of emissions calculated using data obtained from suppliers or value chain partners

### Explanation

## End of life treatment of sold products

### Evaluation status

Relevant, calculated

### Metric tonnes CO2e

692102

### Emissions calculation methodology

EMISSIONS ACCURACY +/- 40% The end-of-life of packaging is determined based on the amount of various categories of packaging material that have been purchased in the relevant time period (with the assumption that this is also representative of the amount of packaging disposed in the same period). The proportions of various fates (landfilling, recycling and incineration) of each material have been determined by information available for several countries, which has then been applied as an approximation of disposal routes within each of the five global sales regions. Emissions information is taken from the Ecoinvent database to determine the amount of GHG emissions occurring during the landfilling, recycling and incineration of any given material. Generally, an "avoided burden" approach is taken at the end-of-life routes that result in a beneficial co-product of disposal. For example, in the case of recycling a plastic, it is assumed that the production of virgin plastic is avoided, and for the combustion of a plastic, it is assumed that a given amount of heat and/or electricity has been recovered and therefore prevented the production of electricity or heat by other means.

### Percentage of emissions calculated using data obtained from suppliers or value chain partners

#### Explanation

## Downstream leased assets

### Evaluation status

Not relevant, explanation provided

### Metric tonnes CO2e

### Emissions calculation methodology

### Percentage of emissions calculated using data obtained from suppliers or value chain partners

#### Explanation

Downstream leased assets are so far not associated with our business.

## Franchises

### Evaluation status

Not relevant, explanation provided

### Metric tonnes CO2e

### Emissions calculation methodology

### Percentage of emissions calculated using data obtained from suppliers or value chain partners

#### Explanation

Franchises are so far not associated with our business.

## Investments

### Evaluation status

Not relevant, explanation provided

### Metric tonnes CO2e

### Emissions calculation methodology

### Percentage of emissions calculated using data obtained from suppliers or value chain partners

#### Explanation

Investments are so far not associated with our business.

**Other (upstream)**

**Evaluation status**

Not relevant, explanation provided

**Metric tonnes CO2e**

**Emissions calculation methodology**

**Percentage of emissions calculated using data obtained from suppliers or value chain partners**

**Explanation**

Not relevant.to our business

**Other (downstream)**

**Evaluation status**

Not relevant, explanation provided

**Metric tonnes CO2e**

**Emissions calculation methodology**

**Percentage of emissions calculated using data obtained from suppliers or value chain partners**

**Explanation**

Not relevant.to our business

C6.7

---

**(C6.7) Are carbon dioxide emissions from biologically sequestered carbon relevant to your organization?**

Please select

C-AC6.8/C-FB6.8/C-PF6.8

---

**(C-AC6.8/C-FB6.8/C-PF6.8) Is biogenic carbon pertaining to your direct operations relevant to your current CDP climate change disclosure?**

Please select

C-AC6.9/C-FB6.9/C-PF6.9

---

**(C-AC6.9/C-FB6.9/C-PF6.9) Do you collect or calculate greenhouse gas emissions for each commodity reported as significant to your business in C-AC0.7/FB0.7/PF0.7?**

C6.10

---

**(C6.10) Describe your gross global combined Scope 1 and 2 emissions for the reporting year in metric tons CO2e per unit currency total revenue and provide any additional intensity metrics that are appropriate to your business operations.**

**Intensity figure**

0.0000631

**Metric numerator (Gross global combined Scope 1 and 2 emissions)**

1631243

**Metric denominator**

unit total revenue

---

**Metric denominator: Unit total**

25869000000

**Scope 2 figure used**

Location-based

**% change from previous year**

4.4

**Direction of change**

Decreased

**Reason for change**

Revenue was less than prior year.

---

**Intensity figure**

19.65

**Metric numerator (Gross global combined Scope 1 and 2 emissions)**

1631243

**Metric denominator**

full time equivalent (FTE) employee

**Metric denominator: Unit total**

83000

**Scope 2 figure used**

Location-based

**% change from previous year**

3.4

**Direction of change**

Increased

**Reason for change**

Number of FTEs was less than prior year.

---

**Intensity figure**

0.325

**Metric numerator (Gross global combined Scope 1 and 2 emissions)**

1631243

**Metric denominator**

unit of production

**Metric denominator: Unit total**

5016885

**Scope 2 figure used**

Location-based

**% change from previous year**

2.5

**Direction of change**

Decreased

**Reason for change**

Production was less than prior year.

---

**C7. Emissions breakdowns**

---

## C7.1

---

**(C7.1) Does your organization have greenhouse gas emissions other than carbon dioxide?**

Yes

### C7.1a

---

**(C7.1a) Break down your total gross global Scope 1 emissions by greenhouse gas type and provide the source of each used greenhouse warming potential (GWP).**

| Greenhouse gas                  | Scope 1 emissions (metric tons of CO2e) | GWP Reference                                  |
|---------------------------------|---|--|
| Other, please specify (CO2 eq.) | 778304                                  | IPCC Fourth Assessment Report (AR4 - 100 year) |
| CO2                             |   | IPCC Fourth Assessment Report (AR4 - 100 year) |
| CH4                             |   | IPCC Fourth Assessment Report (AR4 - 100 year) |
| N2O                             |   | IPCC Fourth Assessment Report (AR4 - 100 year) |

## C7.2

---

**(C7.2) Break down your total gross global Scope 1 emissions by country/region.**

| Country/Region                            | Scope 1 emissions (metric tons CO2e) |
|---|--------------------------------------|
| North America                             | 256648                               |
| Europe                                    | 270303                               |
| Latin America (LATAM)                     | 106666                               |
| Asia, Australasia, Middle East and Africa | 144747                               |

## C7.3

---

**(C7.3) Indicate which gross global Scope 1 emissions breakdowns you are able to provide.**

By activity

### C7.3c

---

**(C7.3c) Break down your total gross global Scope 1 emissions by business activity.**

| Activity                     | Scope 1 emissions (metric tons CO2e) |
|------------------------------|--------------------------------------|
| Manufacturing                | 634394                               |
| Private Fleet                | 53005                                |
| Non manufacturing facilities | 25856                                |
| Executive Transportation     | 1306                                 |
| Sales fleet                  | 64743                                |

## C7.5

---

**(C7.5) Break down your total gross global Scope 2 emissions by country/region.**

| Country/Region                            | Scope 2, location-based (metric tons CO2e) | Scope 2, market-based (metric tons CO2e) | Purchased and consumed electricity, heat, steam or cooling (MWh) | Purchased and consumed low-carbon electricity, heat, steam or cooling accounted in market-based approach (MWh) |
|---|--|--|--|--|
| North America                             | 201980                                     | 263835                                   | 462183   | 83   |
| Europe                                    | 272458                                     | 345262                                   | 757806   | 30202  |
| Latin America (LATAM)                     | 76527                                      | 77110                                    | 270326   | 0  |
| Asia, Australasia, Middle East and Africa | 301974                                     | 256615                                   | 442705   | 78257  |

**C7.6**

---

**(C7.6) Indicate which gross global Scope 2 emissions breakdowns you are able to provide.**

By activity

**C7.6c**

---

**(C7.6c) Break down your total gross global Scope 2 emissions by business activity.**

| Activity          | Scope 2, location-based emissions (metric tons CO2e) | Scope 2, market-based emissions (metric tons CO2e) |
|-------------------|--|--|
| Manufacturing     | 818653   | 864310   |
| Non-manufacturing | 34285  | 43226  |

**C7.9**

---

**(C7.9) How do your gross global emissions (Scope 1 and 2 combined) for the reporting year compare to those of the previous reporting year?**

Decreased

**C7.9a**

---

**(C7.9a) Identify the reasons for any change in your gross global emissions (Scope 1 and 2 combined) and for each of them specify how your emissions compare to the previous year.**

|   | Change in emissions (metric tons CO2e) | Direction of change | Emissions value (percentage) | Please explain calculation   |
|---|--|---------------------|------------------------------|--|
| Change in renewable energy consumption  |  | <Not Applicable>    |                              |  |
| Other emissions reduction activities    |  | <Not Applicable>    |                              | About the same. Emissions from our emissions reductions activities (e.g., energy saving projects, cleaner fuel use onsite) are about the same as prior year.   |
| Divestment                              |  | <Not Applicable>    |                              | About the same. We divested a few small plants in 2017. Historical data were excluded, and we recalculated 2013 base year emissions. Location-based emission factors were updated as needed for remaining sites. |
| Acquisitions                            |  | <Not Applicable>    |                              |  |
| Mergers                                 |  | <Not Applicable>    |                              |  |
| Change in output                        |  | <Not Applicable>    |                              |  |
| Change in methodology                   |  | <Not Applicable>    |                              |  |
| Change in boundary                      |  | <Not Applicable>    |                              |  |
| Change in physical operating conditions |  | <Not Applicable>    |                              |  |
| Unidentified                            |  | <Not Applicable>    |                              |  |
| Other                                   |  | <Not Applicable>    |                              |  |

## C7.9b

**(C7.9b) Are your emissions performance calculations in C7.9 and C7.9a based on a location-based Scope 2 emissions figure or a market-based Scope 2 emissions figure?**

Location-based

## C8. Energy

### C8.1

**(C8.1) What percentage of your total operational spend in the reporting year was on energy?**

More than 5% but less than or equal to 10%

### C8.2

**(C8.2) Select which energy-related activities your organization has undertaken.**

|  | Indicate whether your organization undertakes this energy-related activity |
|--|--|
| Consumption of fuel (excluding feedstocks)         | Yes  |
| Consumption of purchased or acquired electricity   | Yes  |
| Consumption of purchased or acquired heat          | Yes  |
| Consumption of purchased or acquired steam         | Yes  |
| Consumption of purchased or acquired cooling       | No   |
| Generation of electricity, heat, steam, or cooling | Yes  |

**C8.2a**

**(C8.2a) Report your organization’s energy consumption totals (excluding feedstocks) in MWh.**

|   | Heating value    | MWh from renewable sources | MWh from non-renewable sources | Total MWh        |
|---|------------------|----------------------------|--------------------------------|------------------|
| Consumption of fuel (excluding feedstock)               | Please select    | 0                          | 3035585                        | 3035585          |
| Consumption of purchased or acquired electricity        | <Not Applicable> | 108543                     | 1824477                        | 1933020          |
| Consumption of purchased or acquired heat               | <Not Applicable> | 0                          | 2776                           | 2776             |
| Consumption of purchased or acquired steam              | <Not Applicable> | 0                          | 60233                          | 60233            |
| Consumption of purchased or acquired cooling            | <Not Applicable> | <Not Applicable>           | <Not Applicable>               | <Not Applicable> |
| Consumption of self-generated non-fuel renewable energy | <Not Applicable> | 0                          | <Not Applicable>               | 0                |
| Total energy consumption                                | <Not Applicable> | 108543                     | 4923071                        | 5031614          |

**C8.2b**

**(C8.2b) Select the applications of your organization’s consumption of fuel.**

|   | Indicate whether your organization undertakes this fuel application |
|---|---|
| Consumption of fuel for the generation of electricity   | Yes   |
| Consumption of fuel for the generation of steam         | Yes   |
| Consumption of fuel for the generation of cooling       | No  |
| Consumption of fuel for co-generation or tri-generation | No  |

**C8.2c**

**(C8.2c) State how much fuel in MWh your organization has consumed (excluding feedstocks) by fuel type.**

**Fuels (excluding feedstocks)**

Natural Gasoline

**Heating value**

LHV (lower heating value)

**Total fuel MWh consumed by the organization**

2797722

**MWh fuel consumed for the self-generation of electricity**

26670

**MWh fuel consumed for self-generation of heat**

**MWh fuel consumed for self-generation of steam**

**MWh fuel consumed for self-generation of cooling**

<Not Applicable>

**MWh fuel consumed for self- cogeneration or self-trigeneration**

<Not Applicable>

---

**Fuels (excluding feedstocks)**

Propane Liquid

**Heating value**

LHV (lower heating value)

**Total fuel MWh consumed by the organization**

1171

**MWh fuel consumed for the self-generation of electricity**

0

**MWh fuel consumed for self-generation of heat**

**MWh fuel consumed for self-generation of steam**

**MWh fuel consumed for self-generation of cooling**

<Not Applicable>

**MWh fuel consumed for self- cogeneration or self-trigeneration**

<Not Applicable>

---

**Fuels (excluding feedstocks)**

Butane

**Heating value**

LHV (lower heating value)

**Total fuel MWh consumed by the organization**

25718

**MWh fuel consumed for the self-generation of electricity**

0

**MWh fuel consumed for self-generation of heat**

**MWh fuel consumed for self-generation of steam**

**MWh fuel consumed for self-generation of cooling**

<Not Applicable>

**MWh fuel consumed for self- cogeneration or self-trigeneration**

<Not Applicable>

---

**Fuels (excluding feedstocks)**

Liquefied Petroleum Gas (LPG)

**Heating value**

LHV (lower heating value)

**Total fuel MWh consumed by the organization**

94018

**MWh fuel consumed for the self-generation of electricity**

0

**MWh fuel consumed for self-generation of heat**

---

**MWh fuel consumed for self-generation of steam**

**MWh fuel consumed for self-generation of cooling**

<Not Applicable>

**MWh fuel consumed for self- cogeneration or self-trigeneration**

<Not Applicable>

---

**Fuels (excluding feedstocks)**

Light Distillate

**Heating value**

LHV (lower heating value)

**Total fuel MWh consumed by the organization**

58034

**MWh fuel consumed for the self-generation of electricity**

0

**MWh fuel consumed for self-generation of heat**

**MWh fuel consumed for self-generation of steam**

**MWh fuel consumed for self-generation of cooling**

<Not Applicable>

**MWh fuel consumed for self- cogeneration or self-trigeneration**

<Not Applicable>

---

**Fuels (excluding feedstocks)**

Heavy Gas Oil

**Heating value**

LHV (lower heating value)

**Total fuel MWh consumed by the organization**

21650

**MWh fuel consumed for the self-generation of electricity**

0

**MWh fuel consumed for self-generation of heat**

**MWh fuel consumed for self-generation of steam**

**MWh fuel consumed for self-generation of cooling**

<Not Applicable>

**MWh fuel consumed for self- cogeneration or self-trigeneration**

<Not Applicable>

---

**Fuels (excluding feedstocks)**

Coal

**Heating value**

LHV (lower heating value)

**Total fuel MWh consumed by the organization**

37274

**MWh fuel consumed for the self-generation of electricity**

0

**MWh fuel consumed for self-generation of heat**

**MWh fuel consumed for self-generation of steam**

**MWh fuel consumed for self-generation of cooling**

<Not Applicable>

---

**MWh fuel consumed for self- cogeneration or self-trigeneration**

<Not Applicable>

---

**Fuels (excluding feedstocks)**

Petroleum Products

**Heating value**

LHV (lower heating value)

**Total fuel MWh consumed by the organization**

0

**MWh fuel consumed for the self-generation of electricity**

0

**MWh fuel consumed for self-generation of heat**

**MWh fuel consumed for self-generation of steam**

**MWh fuel consumed for self-generation of cooling**

<Not Applicable>

**MWh fuel consumed for self- cogeneration or self-trigeneration**

<Not Applicable>

---

**C8.2d**

---

**(C8.2d) List the average emission factors of the fuels reported in C8.2c.**

**Butane**

**Emission factor**

61.6

**Unit**

kg CO2e per GJ

**Emission factor source**

EPA 2014

**Comment**

Scope 1 emission factor

**Coal**

**Emission factor**

99

**Unit**

kg CO2e per GJ

**Emission factor source**

2017 WRI GHG Emission Factors

**Comment**

Scope 1 emission factors

## Heavy Gas Oil

### Emission factor

77.8

### Unit

kg CO2e per GJ

### Emission factor source

2017 WRI GHG Emission Factors

### Comment

Scope 1 emission factors for heavy fuel oil

## Light Distillate

### Emission factor

74.5

### Unit

kg CO2e per GJ

### Emission factor source

2017 WRI GHG Emission Factors

### Comment

Scope 1 emission factors for light fuel oil

## Liquefied Petroleum Gas (LPG)

### Emission factor

66.3

### Unit

kg CO2e per GJ

### Emission factor source

2017 WRI GHG Emission Factors

### Comment

Scope 1 emission factor

## Natural Gasoline

### Emission factor

56.3

### Unit

kg CO2e per GJ

### Emission factor source

2017 WRI GHG Emission Factors

### Comment

Scope 1 emission factors

## Petroleum Products

### Emission factor

73.7

### Unit

kg CO2e per GJ

### Emission factor source

2017 WRI GHG Emission Factors

### Comment

Scope 1 emission factor

## Propane Liquid

### Emission factor

59.8

### Unit

kg CO2e per GJ

### Emission factor source

EPA 2014

### Comment

Scope 1 emission factor

## C8.2e

---

**(C8.2e) Provide details on the electricity, heat, steam, and cooling your organization has generated and consumed in the reporting year.**

|             | Total Gross generation (MWh) | Generation that is consumed by the organization (MWh) | Gross generation from renewable sources (MWh) | Generation from renewable sources that is consumed by the organization (MWh) |
|-------------|------------------------------|---|---|--|
| Electricity | 23055                        | 23055   | 237.4   | 237.4  |
| Heat        |                              |   |   |  |
| Steam       |                              |   |   |  |
| Cooling     |                              |   |   |  |

## C8.2f

---

**(C8.2f) Provide details on the electricity, heat, steam and/or cooling amounts that were accounted for at a low-carbon emission factor in the market-based Scope 2 figure reported in C6.3.**

### Basis for applying a low-carbon emission factor

Contract with suppliers or utilities (e.g. green tariff), not supported by energy attribute certificates

### Low-carbon technology type

Hydropower

### MWh consumed associated with low-carbon electricity, heat, steam or cooling

43634

### Emission factor (in units of metric tons CO2e per MWh)

0

### Comment

---

### Basis for applying a low-carbon emission factor

Contract with suppliers or utilities (e.g. green tariff), not supported by energy attribute certificates

### Low-carbon technology type

Solar PV

### MWh consumed associated with low-carbon electricity, heat, steam or cooling

2346

### Emission factor (in units of metric tons CO2e per MWh)

0

### Comment

---

### Basis for applying a low-carbon emission factor

Contract with suppliers or utilities (e.g. green tariff), not supported by energy attribute certificates

---

**Low-carbon technology type**

Other low-carbon technology, please specify (Renewable energy)

**MWh consumed associated with low-carbon electricity, heat, steam or cooling**

30202

**Emission factor (in units of metric tons CO2e per MWh)**

0

**Comment**

Primarily wind farms and hydropower

---

**Basis for applying a low-carbon emission factor**

Contract with suppliers or utilities (e.g. green tariff), not supported by energy attribute certificates

**Low-carbon technology type**

Other low-carbon technology, please specify (Coal fired gas plant)

**MWh consumed associated with low-carbon electricity, heat, steam or cooling**

32317

**Emission factor (in units of metric tons CO2e per MWh)**

0.14

**Comment**

---

**Basis for applying a low-carbon emission factor**

Contract with suppliers or utilities (e.g. green tariff), not supported by energy attribute certificates

**Low-carbon technology type**

Wind

**MWh consumed associated with low-carbon electricity, heat, steam or cooling**

44

**Emission factor (in units of metric tons CO2e per MWh)**

0

**Comment**

---

C9. Additional metrics

---

C9.1

---

**(C9.1) Provide any additional climate-related metrics relevant to your business.**

**Description**

Waste

**Metric value**

0

**Metric numerator**

Metric ton waste

**Metric denominator (intensity metric only)**

Metric ton product

**% change from previous year**

35

**Direction of change**

Decreased

**Please explain**

The waste metric is 0.0025 metric ton waste per metric ton product.

---

**Description**

Energy use

**Metric value**

1.01

**Metric numerator**

MWh energy

**Metric denominator (intensity metric only)**

Metric ton product

**% change from previous year**

0

**Direction of change**

No change

**Please explain**

---

**Description**

Other, please specify (Water)

**Metric value**

0

**Metric numerator**

Megaliters of incoming water

**Metric denominator (intensity metric only)**

Metric ton product

**% change from previous year**

5.15

**Direction of change**

Decreased

**Please explain**

The water metric is 0.000602 megaliters of incoming water per metric ton product.

---

**C10. Verification**

---

## C10.1

---

**(C10.1) Indicate the verification/assurance status that applies to your reported emissions.**

|  | Verification/assurance status                          |
|--|--|
| Scope 1                                  | Third-party verification or assurance process in place |
| Scope 2 (location-based or market-based) | Third-party verification or assurance process in place |
| Scope 3                                  | Third-party verification or assurance process in place |

## C10.1a

---

**(C10.1a) Provide further details of the verification/assurance undertaken for your Scope 1 and/or Scope 2 emissions and attach the relevant statements.**

**Scope**

Scope 1

**Verification or assurance cycle in place**

Annual process

**Status in the current reporting year**

Complete

**Type of verification or assurance**

Reasonable assurance

**Attach the statement**

Mondelez - GHG Verification Statement 2017.pdf  
Mondelez - EPI Verification Statement 2017 (1).pdf

**Page/ section reference**

All (file attached but status showing as (0/1))

**Relevant standard**

ISO14064-3

**Proportion of reported emissions verified (%)**

100

---

**Scope**

Scope 2 location-based

**Verification or assurance cycle in place**

Annual process

**Status in the current reporting year**

Complete

**Type of verification or assurance**

Reasonable assurance

**Attach the statement**

Mondelez - GHG Verification Statement 2017.pdf

**Page/ section reference**

All

**Relevant standard**

ISO14064-3

**Proportion of reported emissions verified (%)**

100

---

**Scope**

Scope 2 market-based

**Verification or assurance cycle in place**

Annual process

**Status in the current reporting year**

Complete

**Type of verification or assurance**

Reasonable assurance

**Attach the statement**

Mondelez - GHG Verification Statement 2017.pdf

**Page/ section reference**

All

**Relevant standard**

ISO14064-3

**Proportion of reported emissions verified (%)**

100

---

**C10.1b**

---

**(C10.1b) Provide further details of the verification/assurance undertaken for your Scope 3 emissions and attach the relevant statements.**

**Scope**

Scope 3- all relevant categories

**Verification or assurance cycle in place**

Annual process

**Status in the current reporting year**

Complete

**Attach the statement**

Mondelez - GHG Verification Statement 2017.pdf

**Page/section reference**

All

**Relevant standard**

ISO14064-3

---

**C10.2**

---

**(C10.2) Do you verify any climate-related information reported in your CDP disclosure other than the emissions figures reported in C6.1, C6.3, and C6.5?**

No, we do not verify any other climate-related information reported in our CDP disclosure

**C11. Carbon pricing**

---

**C11.1**

---

**(C11.1) Are any of your operations or activities regulated by a carbon pricing system (i.e. ETS, Cap & Trade or Carbon Tax)?**  
Yes

### C11.1a

---

**(C11.1a) Select the carbon pricing regulation(s) which impacts your operations.**  
EU ETS

### C11.1b

---

**(C11.1b) Complete the following table for each of the emissions trading systems in which you participate.**

#### EU ETS

**% of Scope 1 emissions covered by the ETS**

4.08

**Period start date**

January 1 2017

**Period end date**

December 31 2017

**Allowances allocated**

12721

**Allowances purchased**

19000

**Verified emissions in metric tons CO<sub>2</sub>e**

31755

**Details of ownership**

Facilities we own and operate

**Comment**

### C11.1d

---

**(C11.1d) What is your strategy for complying with the systems in which you participate or anticipate participating?**

We periodically evaluate exposure to EU ETS and decide if this justifies a centralized approach or local management. We continued to pursue a strategy of reducing emission at source, supported by evaluating internal trading before external trading.

### C11.2

---

**(C11.2) Has your organization originated or purchased any project-based carbon credits within the reporting period?**  
No

### C11.3

---

**(C11.3) Does your organization use an internal price on carbon?**  
No, and we do not currently anticipate doing so in the next two years

## C12. Engagement

---

### C12.1

---

**(C12.1) Do you engage with your value chain on climate-related issues?**

Yes, our suppliers

### C12.1a

---

**(C12.1a) Provide details of your climate-related supplier engagement strategy.**

**Type of engagement**

Innovation & collaboration (changing markets)

**Details of engagement**

Other, please specify (suppliers are partners in Cocoa Life)

**% of suppliers by number**

35

**% total procurement spend (direct and indirect)**

**% Scope 3 emissions as reported in C6.5**

**Rationale for the coverage of your engagement**

**Impact of engagement, including measures of success**

The number represents the proportion of our cocoa sourced via Cocoa Life during 2017. Our ultimate aim is to source all cocoa sustainably, mainly via Cocoa Life. At the end of 2017, we reached 120,500 farmers in 1,085 communities.

**Comment**

Our climate change strategy addresses deforestation in our raw material supply chain, with a particular focus on cocoa and palm oil. Cocoa Life is an integrated cocoa sourcing strategy, addressing farming, community, livelihoods, youth and environment. As part of Cocoa Life's climate change strategy, we have REDD+ partnerships with the governments of Cote d'Ivoire and Ghana, focused on addressing deforestation in cocoa producing areas. Cocoa Life helps to transform markets by connecting consumers with cocoa origin communities through the use of an on-pack logo on selected brands, including Cadbury Dairy Milk, Cote d'Or and Marabou. In addition to Cocoa Life, we helped instigate the sector-wide Cocoa and Forest Initiative, working with cocoa and chocolate companies, the governments of Cote d'Ivoire and Ghana and international partners.

---

**Type of engagement**

Engagement & incentivization (changing supplier behavior)

**Details of engagement**

Other, please specify (Traceability to mill)

**% of suppliers by number**

100

**% total procurement spend (direct and indirect)**

**% Scope 3 emissions as reported in C6.5**

**Rationale for the coverage of your engagement**

**Impact of engagement, including measures of success**

The number represents the proportion of our palm oil supply covered by our Palm Oil Action Plan. Since 2013 100% of our supply has been RSPO and in 2017 96% was traceable to the mill and 99% from suppliers with policies aligned to ours.

**Comment**

Our climate change strategy addresses deforestation in our raw material supply chain, with a particular focus on cocoa and palm oil. Among other things, our Palm Oil Action Plan requires suppliers to improve practices across entire operations. It also focuses on risk assessment and engagement of third-party suppliers to drive accountability for traded oil. Key provisions require suppliers to:

- Map and assess the risk for all supplying mills on Global Forest Watch to increase transparency and enable deforestation alerts
- Provide assurance that no deforestation occurs on their own concessions and exclude third-party suppliers who do not immediately cease deforestation
- Work with recognized third-party experts to protect labor rights

---

**C12.3**

**(C12.3) Do you engage in activities that could either directly or indirectly influence public policy on climate-related issues through any of the following?**

Direct engagement with policy makers

Trade associations

Other

### C12.3a

**(C12.3a) On what issues have you been engaging directly with policy makers?**

| Focus of legislation                         | Corporate position | Details of engagement  | Proposed legislative solution   |
|--|--------------------|--|---|
| Other, please specify (Sustainable palm oil) | Support            | We shared our commitment at the UN Climate Summit in September 2014 to extend our support for UNDP's plans to work with the Government of Indonesia and companies to support the scale up of sustainable palm oil in Indonesia via a commodity platform approach. In addition, we co-chair the Consumer Goods Forum's Palm Oil Working Group, which published palm oil sourcing guidelines for members during 2015; we work with the Roundtable on Sustainable Palm Oil; and we supported the NY Declaration on Forests. | The goal is to support the scale-up sustainable palm oil in Indonesia via a commodity platform approach.  |
| Climate finance                              | Support            | We announced our commitment to combat deforestation in cocoa at the UN Climate Summit COP21, where world leaders met in Paris to negotiate a new climate agreement. Mondelez International committed to lead private sector action in Côte d'Ivoire's national program to combat deforestation in cocoa. These actions will contribute to the United Nations sponsored REDD+ program, with financial support from the World Bank. In January 2018, we agreed a similar REDD+ partnership with the government of Ghana.   | In Cote d'Ivoire, we work together with the Ivorian government and other experts to map and monitor forested areas, and train farmers in good agricultural practices and agroforestry. The \$280 million Initiative for Sustainable Forest Landscapes, launched in November 2013, seeks to scale up land-management practices across large landscapes to protect forests and securing green supply chains. In Ghana, Mondelez International is contributing \$5 million USD over five years to the Ghana Cocoa Forest REDD+ Program (GCFRP), which aims to significantly reduce the high rate of deforestation and forest degradation, as well as their associated greenhouse carbon emissions, from cocoa farming within Ghana's High Forest Zone. |

### C12.3b

**(C12.3b) Are you on the board of any trade associations or do you provide funding beyond membership?**

Yes

### C12.3c

**(C12.3c) Enter the details of those trade associations that are likely to take a position on climate change legislation.**

**Trade association**

Consumer Goods Forum

**Is your position on climate change consistent with theirs?**

Consistent

**Please explain the trade association's position**

The Consumer Goods Forum ("CGF") is a global, parity-based industry network that is driven by its members to encourage the global adoption of practices and standards that serves the consumer goods industry worldwide. It brings together the CEOs and senior management of some 400 retailers, manufacturers, service providers, and other stakeholders across 70 countries, and it reflects the diversity of the industry in geography, size, product category and format. Its member companies have combined sales of EUR 3.5 trillion and directly employ nearly 10 million people, with a further 90 million related jobs estimated along the value chain. It is governed by its Board of Directors, which comprises more than 50 manufacturer and retailer CEOs. The Consumer Goods Forum's environmental sustainability work positions the consumer goods industry as a leader in tackling climate change, reducing waste and improving environmental stewardship in global supply chains. In pulling its weight to tackle climate change, the CGF has identified three key areas where its members are well-positioned to effect significant change. These are: • Reducing food waste across operations and throughout the rest of the value chain • Tackling deforestation • Phasing out the most polluting refrigerants. To help the industry align around a common set of targets, CGF members have publicly committed to certain business practices through resolutions on deforestation (2010), refrigeration (2010 and 2016) and food waste (2015): these issues continue to be recognised as significant sources of greenhouse gases. There is additional work with stakeholders to drive progress towards broader international goals, such as those set by the UN Sustainable Development Goals with a focus on developing partnerships (SDG 17). The CGF's environmental work is also working on SDG 12 (ensure sustainable consumption for all), SDG 13 (Combat climate change and its impacts) and SDG 15 (Protect the planet). By joining forces and acting collectively, members of The Consumer Goods Forum have a transformative impact.

**How have you, or are you attempting to, influence the position?**

We actively help develop CGF's refrigeration, deforestation and food waste positions and we resolved to do our part in achieving the Forum's goal of assisting countries achieve net-zero deforestation. We remain active in helping CGF develop its work in this area and co-chaired the development of sourcing guidelines for palm oil - published during 2015 - and contributed to discussions between CGF and the Tropical Forest Alliance.

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**C12.3e**

**(C12.3e) Provide details of the other engagement activities that you undertake.**

In 2016, we were one of more than 600 US-based companies that signed the "Business Backs Low-Carbon USA" letter calling on US policy makers to continue to support the transition to a low-carbon economy and the Paris Agreement.

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**C12.3f**

**(C12.3f) What processes do you have in place to ensure that all of your direct and indirect activities that influence policy are consistent with your overall climate change strategy?**

To maintain consistency, engagement is coordinated by a corporate sustainability team, which includes key functions involved in setting and delivering sustainability strategy, including the Corporate and Government Affairs function, which has responsibility for external engagement. In addition, our Public and Government Affairs team includes sustainability as part of its integrated global strategy. Decisions to participate in engagement relating to climate change are reviewed by key members of the sustainability and public and government affairs teams, under the leadership of the Vice President Well-Being, Sustainability and Public & Government Affairs..

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**C12.4**

**(C12.4) Have you published information about your organization's response to climate change and GHG emissions performance for this reporting year in places other than in your CDP response? If so, please attach the publication(s).**

**Publication**

In mainstream reports in accordance with the CDSB Framework

**Status**

Complete

**Attach the document**

C12.4.pdf

**Content elements**

Governance  
Strategy  
Risks & opportunities  
Other metrics

---

**Publication**

In voluntary communications

**Status**

Please select

**Attach the document**

Sustainability 2 0 Infographic\_FINAL\_10 20 15.jpg

**Content elements**

Emission targets  
Other metrics  
Other, please specify (sustainability performance against goals)

---

**Publication**

In voluntary communications

**Status**

Complete

**Attach the document**

Cocoa\_Life\_Climate\_Change\_Position\_Paper\_053117.PDF

**Content elements**

Please select

---

**Publication**

In voluntary communications

**Status**

Complete

**Attach the document**

palm\_oil\_action\_plan.pdf

**Content elements**

Please select

---

**Publication**

In voluntary communications

**Status**

Complete

**Attach the document**

MDLZ\_News\_2015\_10\_21\_General\_Releases.pdf

**Content elements**

Emission targets

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## C14. Signoff

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### C-FI

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**(C-FI) Use this field to provide any additional information or context that you feel is relevant to your organization's response. Please note that this field is optional and is not scored.**

### C14.1

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**(C14.1) Provide details for the person that has signed off (approved) your CDP climate change response.**

|       | Job title                      | Corresponding job category                             |
|-------|--------------------------------|--|
| Row 1 | Director Global Sustainability | Other, please specify (Director Global Sustainability) |

## SC. Supply chain module

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### SC0.0

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**(SC0.0) If you would like to do so, please provide a separate introduction to this module.**

### SC0.1

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**(SC0.1) What is your company's annual revenue for the stated reporting period?**

|       | Annual Revenue |
|-------|----------------|
| Row 1 | 25869000000    |

### SC0.2

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**(SC0.2) Do you have an ISIN for your company that you would be willing to share with CDP?**

No

### SC1.1

---

**(SC1.1) Allocate your emissions to your customers listed below according to the goods or services you have sold them in this reporting period.**

### SC1.2

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(SC1.2) Where published information has been used in completing SC1.1, please provide a reference(s).

### SC1.3

---

(SC1.3) What are the challenges in allocating emissions to different customers, and what would help you to overcome these challenges?

|                       |  |
|-----------------------|--|
| Allocation challenges | Please explain what would help you overcome these challenges |
|-----------------------|--|

### SC1.4

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(SC1.4) Do you plan to develop your capabilities to allocate emissions to your customers in the future?

Please select

### SC2.1

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(SC2.1) Please propose any mutually beneficial climate-related projects you could collaborate on with specific CDP Supply Chain members.

### SC2.2

---

(SC2.2) Have requests or initiatives by CDP Supply Chain members prompted your organization to take organizational-level emissions reduction initiatives?

Please select

### SC3.1

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(SC3.1) Do you want to enroll in the 2018-2019 CDP Action Exchange initiative?

Please select

### SC3.2

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(SC3.2) Is your company a participating supplier in CDP's 2017-2018 Action Exchange initiative?

Please select

### SC4.1

---

(SC4.1) Are you providing product level data for your organization's goods or services, if so, what functionality will you be using?

Please select

### SC4.2d

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**(SC4.2d) Have any of the initiatives described in SC4.2c been driven by requesting CDP Supply Chain members?**

Please select

Submit your response

---

**In which language are you submitting your response?**

English

**Please confirm how your response should be handled by CDP**

|                             | Public or Non-Public Submission | I am submitting to     | Are you ready to submit the additional Supply Chain Questions? |
|-----------------------------|---------------------------------|------------------------|--|
| I am submitting my response | Public                          | Investors<br>Customers | Yes, submit Supply Chain Questions now                         |

**Please confirm below**

I have read and accept the applicable Terms