

# Welcome to your CDP Water Security Questionnaire 2020

## W0. Introduction

### W0.1

#### **(W0.1) Give a general description of and introduction to your organization.**

Mondelez International, Inc. (NASDAQ: MDLZ) empowers people to snack right in over 150 countries around the world. With 2019 net revenues of approximately \$26 billion, MDLZ is leading the future of snacking with iconic global and local brands such as Oreo, belVita and LU biscuits; Cadbury Dairy Milk, Milka and Toblerone chocolate; Sour Patch Kids candy and Trident gum. Mondelez International is a proud member of the Standard and Poor's 500, Nasdaq 100 and Dow Jones Sustainability Index. Visit [www.mondelezinternational.com](http://www.mondelezinternational.com) or follow the company on Twitter at [www.twitter.com/MDLZ](https://www.twitter.com/MDLZ).

Our environmental policy is:

"Mondelez International is committed to doing what is right for our planet and meeting the aspirations of our consumers every day. We aim to make an end-to-end positive impact on the world and the communities where we do business. This is core to who we are as a company. We are committed to: • Increasing the sustainable sourcing of ingredients used to make our much-loved brands; • Enhancing the efficient and sustainable use of resources along our supply chain; • Continuous improvement of our environmental performance driving measurable change; and • Meeting or exceeding the requirements of all applicable environmental laws and regulations. Accordingly, Mondelez International expects all employees to carry out their job responsibilities in accordance with this Policy and to report any environmental concerns they have to management."

Our iconic snacks bring people together and nourish life's moments. In these simple moments, we want to have a meaningful impact on the lives of our consumers and the world. It's why we are driven to live up to our purpose to empower people to snack right, and why our vision for impact is to lead the future of snacking by making snacks for both people and planet to love.

We understand that the way we live is changing the way we eat—people are more conscious of their health and well-being and are leading lives that are more complicated than ever before. And the world around us is also changing—we're all more aware of the environmental impact of a growing global population on everything from deforestation and ocean plastics to climate change.

Our consumers shouldn't have to choose between snacking and eating right. And they shouldn't have to worry about the impact their snacking choices have on the world and their communities. We want them to be confident when they are choosing our brands, that they are choosing snacks made the right way. Which is why we're committed to ensuring that snacking

can be both sustainable and mindful. These twin priorities are the driving force of our 2025 Snacking Made Right Impact Strategy.

Sustainability is a key strategic priority for us, as stated in our 10K Annual Report: "Our 2025 sustainable snacking strategy provides a clear roadmap, which we believe puts us at the forefront of sustainable ingredient sourcing and continuing to contribute to addressing climate change by reducing emissions. We are focused on making our snacks with less energy, water and waste, with ingredients consumers know and trust. We have specific goals to which we hold ourselves accountable, and we are continuing to make progress in our efforts to deliver meaningful change."

Our sustainability goals focus on reducing key end-to-end environmental impacts – from the field through distribution. We started operating as a new company at the end of 2012. With 2013 as our baseline, by 2020, our goals are to:

- In manufacturing, reduce absolute CO2 emissions by 15%; incoming water use by 10% in priority sites where water is most scarce; and total waste by 20%.
- Eliminate 65,000 tonnes of packaging, without contributing to food waste.

Our 2025 sustainability goals include:

- Scaling Cocoa Life to source 100% cocoa volume for chocolate
- Scaling Harmony Wheat to source 100% wheat for biscuits in Europe (by 2022)
- Maintain 100% RSPO palm oil
- Setting science-based targets to reduce end-to-end CO2 emissions by 10%\*, with a focus on protecting and restoring forests
- 10% reduction in priority water usage in areas where water is most scarce\*
- 15% reduction in food waste in manufacturing and 50 reduction in food waste from distribution\*
- Advancing packaging innovation and tackling plastic waste with 100% of packaging designed to be recyclable and labelled with recycling information

\*vs 2018 baseline

Our focus on reducing water impact is also consistent with our environmental policy, which is stated above.

## W-FB0.1a

**(W-FB0.1a) Which activities in the food, beverage, and tobacco sector does your organization engage in?**

Processing/Manufacturing

## W0.2

**(W0.2) State the start and end date of the year for which you are reporting data.**

	Start date	End date
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Reporting year	January 1, 2019	December 31, 2019
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## W0.3

**(W0.3) Select the countries/areas for which you will be supplying data.**

Argentina  
Australia  
Austria  
Bahrain  
Belgium  
Bolivia (Plurinational State of)  
Brazil  
Bulgaria  
Canada  
Chile  
China  
Colombia  
Costa Rica  
Croatia  
Czechia  
Denmark  
Dominican Republic  
Ecuador  
Egypt  
El Salvador  
Eswatini  
Finland  
France  
Georgia  
Germany  
Ghana  
Greece  
Guatemala  
Honduras  
Hungary  
India  
Indonesia  
Ireland  
Israel  
Italy  
Japan  
Kazakhstan  
Lebanon  
Lithuania  
Malaysia  
Mexico

Morocco  
Netherlands  
Nicaragua  
Nigeria  
Norway  
Pakistan  
Panama  
Peru  
Philippines  
Poland  
Portugal  
Puerto Rico  
Romania  
Russian Federation  
Serbia  
Singapore  
Slovakia  
Slovenia  
South Africa  
Spain  
Sweden  
Switzerland  
Thailand  
Turkey  
Ukraine  
United Arab Emirates  
United Kingdom of Great Britain and Northern Ireland  
United States of America  
Uruguay  
Viet Nam

## W0.4

**(W0.4) Select the currency used for all financial information disclosed throughout your response.**

USD

## W0.5

**(W0.5) Select the option that best describes the reporting boundary for companies, entities, or groups for which water impacts on your business are being reported.**

Companies, entities or groups over which operational control is exercised

## W0.6

**(W0.6) Within this boundary, are there any geographies, facilities, water aspects, or other exclusions from your disclosure?**

Yes

### W0.6a

**(W0.6a) Please report the exclusions.**

Exclusion	Please explain
Some non-manufacturing buildings, including offices and warehouses in some regions, may not be included.	Water use in these facilities is insignificant compared to our global manufacturing operations.

## W1. Current state

### W1.1

**(W1.1) Rate the importance (current and future) of water quality and water quantity to the success of your business.**

	Direct use importance rating	Indirect use importance rating	Please explain
Sufficient amounts of good quality freshwater available for use	Vital	Important	A lack of good quality freshwater might disrupt our operations in factories. A sufficient amount of good quality freshwater is important to our purchased agricultural commodities.
Sufficient amounts of recycled, brackish and/or produced water available for use	Neutral	Neutral	Recycled, brackish/ produced water has little impact on our operations except in a small number of factories that use once-through borrowed water for cooling purposes. Recycled, brackish/ produced water has little impact on our supply chain.

### W-FB1.1a

**(W-FB1.1a) Which water-intensive agricultural commodities that your organization produces and/or sources are the most significant to your business by revenue?**

Select up to five.

Agricultural commodities	% of revenue dependent on these agricultural commodities	Produced and/or sourced	Please explain
Sugar	More than 80%	Sourced	<p>The percent of revenue is a rough estimate. We are reporting revenue from one or more of our product categories as outlined in our 2019 Form 10-K. For this CDP response, we are using the 10K reported revenue for a category if an estimated majority of products in that category uses the selected commodity, even though not all the products in the category use the commodity selected in CDP.</p> <p>For sugar, the % is based on the approximately 93.0% of 2019 revenue attributable to our Chocolate, Biscuits, Gum and Candy, and Beverages categories, even though there are non-sugar products in the category and even though sugar may be in products in other categories.</p>
Other, please specify Dairy	21-40	Sourced	<p>The percent of revenue is a rough estimate. We are reporting revenue from one or more of our product categories as outlined in our 2019 Form 10-K. For this CDP response, we are using the 10K reported revenue for a category if an estimated majority of products in that category uses the selected commodity, even though not all the products in the category use the commodity selected in CDP.</p> <p>For dairy, the % is based on the approximately 38.6% of 2019 revenue attributable to our Chocolate and Cheese &amp; Grocery categories, even though there are non-dairy products in the category and even though dairy may be in products in other categories.</p> <p>Sugar, Dairy and nuts are the most water-intense commodities in our supply-chain. We don't have information on revenue for Nuts, at this moment.</p>

## W1.2

**(W1.2) Across all your operations, what proportion of the following water aspects are regularly measured and monitored?**

	<b>% of sites/facilities/operations</b>	<b>Please explain</b>
Water withdrawals – total volumes	76-99	We use the Enablon database to track water withdrawal volume each month by manufacturing site in terms of: municipal water consumption, borehole/well water consumption, river cooling water (borrowed), rain water harvested, and other water (e.g., tankered, onsite surface water consumption, etc.).
Water withdrawals – volumes by source	76-99	We use the Enablon database, a centralized system, to track water withdrawal volume each month by manufacturing site in terms of: municipal water consumption, borehole/well water consumption, river cooling water (borrowed), rain water harvested, and other water (e.g., tankered, onsite surface water consumption, etc.).
Water withdrawals quality	76-99	Water withdrawal quality is monitored locally at each manufacturing site in accordance with our Food Safety and Quality standards. Our plants are required to carry out routine sampling and analysis of water supply streams and review water quality reports from utility provider. In addition, we use the WRI Aqueduct Water Risk Mapping tool, a complementary tool to WBSCD water tool, to map our sites in terms of overall water risk, including water quality
Water discharges – total volumes	76-99	We use the Enablon database to track water discharge volume each month per manufacturing site in

		terms of: wastewater discharged to municipal sewer, wastewater discharged directly to water body (river/lake/sea), wastewater tankered away for disposal, outgoing (borrowed) cooling water, and all other wastewater.
Water discharges – volumes by destination	76-99	We use the Enablon database to track water discharge volume each month per manufacturing site in terms of: wastewater discharged to municipal sewer, wastewater discharged directly to water body (river/lake/sea), wastewater tankered away for disposal, outgoing (borrowed) cooling water, and all other wastewater.
Water discharges – volumes by treatment method	76-99	Plants regularly measure and monitor water discharges volume by treatment methods. We do not have a centralized system for tracking this information.
Water discharge quality – by standard effluent parameters	76-99	Plants regularly measure and monitor water discharges quality by standard effluent parameters in accordance with discharge permits, if applicable. We do not have a centralized system for tracking this information.
Water discharge quality – temperature	76-99	Plants regularly measure and monitor water discharges quality by temperature in accordance with discharge permits, if applicable. We do not have a centralized system for tracking this information.
Water consumption – total volume	76-99	Water consumption is calculated as the difference between total water withdrawal and total water discharge.
Water recycled/reused	76-99	Plants are encouraged to recycle/reuse water where possible. For example, rainwater can be harvested for reuse in plant utility and non-contact food areas, and cooling



		towers can use re-purposed water especially from other once-through cooling systems.
The provision of fully-functioning, safely managed WASH services to all workers	100%	This is tracked as part of employee Health & Safety requirements at our facilities.

## W1.2b

**(W1.2b) What are the total volumes of water withdrawn, discharged, and consumed across all your operations, and how do these volumes compare to the previous reporting year?**

	Volume (megaliters/year)	Comparison with previous reporting year	Please explain
Total withdrawals	14,565	Lower	Mondelez reduced Total Withdrawals in 5% versus 2018, this is a result of focused investments we have executed to reduce water demand in our manufacturing facilities. Includes fresh surface water (tankered, onsite surface water), rain water harvested, borehole/well water consumption, municipal water supply, borrowed cooling water. The thresholds for comparing quantity year on year were defined as: Lower: less than -1% About the same: between -1% and +1% Higher: greater than +1%
Total discharges	11,031	Much lower	Mondelez reduced Total discharges by 11%, as a consequence of the reduction in withdrawals and it may indicate that data collection for discharges is an opportunity for improvement. This figure includes wastewater discharged directly to water body (river/lake/sea), outgoing (borrowed) cooling water, wastewater discharged to municipal sewer, wastewater tankered away for disposal, all other wastewater. The thresholds for comparing quantity year on year were defined as: Lower: less than -1% About the same: between -1% and +1% Higher: greater than +1%. Much Lower/Higher: -5%/+5%

Total consumption	3,209	Much higher	<p>Mondelez increased by 18% Total Water consumption in 2019, comparing to 2018. This is a consequence of the reduction in withdrawals and it may indicate that data collection for discharges is an opportunity for improvement.</p> <p>This is calculated as the difference of water withdrawal and water discharge. The thresholds for comparing quantity year on year were defined as: Lower: less than -1% About the same: between -1% and +1% Higher: greater than +1%. Much Lower/Higher: -5%/+5%</p>
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## W1.2d

(W1.2d) Indicate whether water is withdrawn from areas with water stress and provide the proportion.

	Withdrawals are from areas with water stress	% withdrawn from areas with water stress	Comparison with previous reporting year	Identification tool	Please explain
Row 1	Yes	26-50	Much lower	WRI Aqueduct	<p>For 2018 report we used WBCSD to calculate withdrawn from water stressed areas. As this tool has been discontinued, we decided to use WRI Aqueduct, using the indicator "Baseline water stress" equal to/greater than 'High'. The % of water calculated was 36%, vs 58% last year.</p> <p>The thresholds for comparing quantity year on year were defined as: Lower: less than -1% About the same: between -1% and +1% Higher: greater than +1%. Much Lower/Higher: -5%/+5%</p>

## W-FB1.2e

**(W-FB1.2e) For each commodity reported in question W-FB1.1a, do you know the proportion that is produced/sourced from areas with water stress?**

Agricultural commodities	The proportion of this commodity produced in areas with water stress is known	The proportion of this commodity sourced from areas with water stress is known	Please explain
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## W1.2h

**(W1.2h) Provide total water withdrawal data by source.**

	Relevance	Volume (megaliters/year)	Comparison with previous reporting year	Please explain
Fresh surface water, including rainwater, water from wetlands, rivers, and lakes	Relevant	4,368	Much lower	Mondelez reduced withdrawal from this source by 9% versus previous year. This includes tankered, onsite surface water, borrowed cooling water and rain water. The thresholds for comparing quantity year on year were defined as: Lower: less than -1%. About the same: between -1% and +1%. Higher: greater than +1%. Much Lower/Higher: -5%/+5%
Brackish surface water/Seawater	Not relevant			Not applicable as Mondelez doesn't withdraw water from this source.
Groundwater – renewable	Not relevant			Not applicable as Mondelez doesn't withdraw water from this source.
Groundwater – non-renewable	Relevant	2,840	Much lower	Mondelez reduced withdrawal from this source by 10% versus previous year. Borehole/well water consumption. We do not differentiate between renewable or nonrenewable

				groundwater or track them separately. To be conservative, we have categorized the volume as non-renewable, though some of it may be renewable. The thresholds for comparing quantity year on year were defined as: Lower: less than -1% About the same: between -1% and +1% Higher: greater than +1%. Much Lower/Higher: -5%/+5%
Produced/Entrained water	Not relevant			Not applicable, as Mondelez is not in the Oil and Gas industry.
Third party sources	Relevant	7,358	About the same	Municipal Water supply. Total for 2018 was 7,382 mega liters, which is very close to the amount we consumed from this source in 2019; therefore, we are comparing to 2018 results as "about the same". The thresholds for comparing quantity year on year were defined as: Lower: less than -1%. About the same: between -1% and +1%. Higher: greater than +1%. Much Lower/Higher: -5%/+5%

## W1.2i

**(W1.2i) Provide total water discharge data by destination.**

	Relevance	Volume (megaliters/year)	Comparison with previous reporting year	Please explain
Fresh surface water	Relevant	5,675	Much lower	Mondelez reduced by 16% the discharges in fresh surface water. This indicator includes

				wastewater discharged directly to water body (river/lake/sea), outgoing (borrowed) cooling water. The thresholds for comparing quantity year on year were defined as: Lower: less than -1%. About the same: between -1% and +1%. Higher: greater than +1%. Much Lower/Higher: -5%/+5%.
Brackish surface water/seawater	Not relevant			Not applicable as Mondelez doesn't send wastewater to this destination.
Groundwater	Not relevant			Not applicable as Mondelez doesn't send wastewater to this destination.
Third-party destinations	Relevant	5,356	Lower	Mondelez reduced by 4.6% the discharges tankered away for disposal and discharged to Municipal Sewer. The thresholds for comparing quantity year on year were defined as: Lower: less than -1%. About the same: between -1% and +1%. Higher: greater than +1%. Much Lower/Higher: -5%/+5%.

### W-FB1.3

(W-FB1.3) Do you collect/calculate water intensity for each commodity reported in question W-FB1.1a?

Agricultural commodities	Water intensity information for this produced commodity is collected/calculated	Water intensity information for this sourced commodity is collected/calculated	Please explain
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### W1.4

(W1.4) Do you engage with your value chain on water-related issues?

Yes, our suppliers

## W1.4a

**(W1.4a) What proportion of suppliers do you request to report on their water use, risks and/or management information and what proportion of your procurement spend does this represent?**

### Row 1

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**% of suppliers by number**

1-25

**% of total procurement spend**

#### **Rationale for this coverage**

For this question, we only focused on tier 1 (that is, direct) suppliers. As a founding member of AIM-PROGRESS, we adhere to the Sedex Member Ethical Trade Audit. This audit evaluates suppliers against a common set of Corporate Social Responsibility standards to drive efficiency on performance improvement for the consumer goods industry. This involves a self-assessment questionnaire and, as determined needed, an audit. In 2019, 338 supplier sites—100 percent of our 2019 target group of highest priority suppliers—completed the audit. The SEDEX process includes questions about water use and management.

#### **Impact of the engagement and measures of success**

In addition to our involvement on environmental matters with our direct suppliers, we have sustainable agricultural programs that address environmental issues: Harmony, and North American Wheat. Through these programs we engage with farmers on water use, risks, and management.

#### **Comment**

## W1.4b

**(W1.4b) Provide details of any other water-related supplier engagement activity.**

## W2. Business impacts

### W2.1

**(W2.1) Has your organization experienced any detrimental water-related impacts?**

No

## W2.2

**(W2.2) In the reporting year, was your organization subject to any fines, enforcement orders, and/or other penalties for water-related regulatory violations?**

## W3. Procedures

### W-FB3.1

**(W-FB3.1) How does your organization identify and classify potential water pollutants associated with its food, beverage, and tobacco sector activities that could have a detrimental impact on water ecosystems or human health?**

We perform a comprehensive lifecycle analysis (LCA) of our environmental footprint, which includes carbon (air), water and land impacts across our whole lifecycle. This work has provided us with a better understanding of the impacts across our supply chain and will enable us to focus activities where it matters: CO<sub>2</sub>, water and land use. We update this analysis annually to help further refine our strategy. The LCA reviews quantity of water used along our supply chain, as well as impact on water quality from factors such as pollution, toxicity and accumulation of nutrients through fertilizer run-off.

We also have worked with WWF to identify key environmental risks, including water risks, for our key commodities. This has informed our risk management procedures by analyzing what may affect our raw materials supplies.

For our own operations, we use the WRI Aqueduct Water Risk Mapping tool, a complementary tool to WBSCD water tool, to map our sites in terms of overall water risk, water quality and legislative/media risk. We have already taken the results of the Aqueduct tool to help prioritize sites for focused water reduction assessments.

We have developed our own internal water risk management framework to assimilate risk factors from external sources into our overall water assessment at facility level and for key raw material production regions.

### W-FB3.1a

**(W-FB3.1a) Describe how your organization minimizes the adverse impacts of potential water pollutants on water ecosystems or human health associated with your food, beverage, and tobacco sector activities.**

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**Potential water pollutant**

Fertilizers

**Activity/value chain stage**

Agriculture – supply chain

### **Description of water pollutant and potential impacts**

Our innovative and award-winning sustainable agricultural programs work with local farmers to improve their lives and reduce environmental impacts.

We have three primary sustainable agriculture programs that we have developed that work to reduce water impacts from pesticides and other agrochemical products, including fertilizer.

One example is our NA Wheat program: Since 2015, we've partnered with Michigan State University (MSU) and our supplier of soft white wheat, Cooperative Elevator Company (Coop), a 100+ year old cooperative to embed good farming practices to help reduce water pollution risks from fertilizer run-off, among other impacts.

### **Management procedures**

Fertilizer management

### **Please explain**

Since 2015, we've partnered with Michigan State University (MSU) and our supplier of soft white wheat, Cooperative Elevator Company (Coop), a 100+ year old cooperative, to embed good farming practices to help reduce water risks from fertilizer run-off, among other impacts. Through data that has been collected, the group is developing learning tools to scale-up the benefits of good farming practices

Farmers track their farming practices, use of inputs such as fertilizer, and their yield. In 2018, MSU analyzed data over three years of the program and determined that farmers who used advanced agronomy practices improved their yields between 1.5 and 4 bushels per acre more than those who didn't. The study also found these improvements are based on better data, enabling better decision making by farmers. A key element of better practices is to manage fertilizer applications to maximize yield and minimize risk of run-off, including when to use them (i.e., at the most effective time for plant production) and in what amounts. Following these practices should beneficially impact surface water and groundwater.

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### **Potential water pollutant**

Pesticides and other agrochemical products

### **Activity/value chain stage**

Agriculture – supply chain

### **Description of water pollutant and potential impacts**

Our innovative and award-winning sustainable agricultural programs work with local farmers to improve their lives and reduce environmental impacts. The proper use of pesticides impacts both farmer health and the environment, including reducing runoff into surface water or potential leaching into groundwater. We have three primary



sustainable agriculture programs that we have developed that work to reduce impacts from pesticides and other agrochemical products, including fertilizer.

One program is our award-winning Cocoa Life program. Today, 63% of our chocolate sources cocoa through Cocoa Life. And we've committed that by 2025, all our chocolate brands will source their cocoa through Cocoa Life. As part of Cocoa Life, we have developed good environmental practices and good agricultural practices. Over 175,000 farmers have been trained on our good agricultural practices. Both practices include training on which pesticides, fertilizers, etc. to use and how to safely apply them, including when to use them (i.e., at the most effective time for plant production) and in what amounts. Following these practices should beneficially impact surface water and groundwater.

Harmony wheat: At the end of 2019, 65 percent of our biscuits across the EU—were made with Harmony wheat. Our planned scale-up will lead to increased planting to enable us to reach our ambition to source 100 percent of our wheat need in the EU by 2022. Through Harmony, we work with farmers across Europe to grow wheat in a way that helps conserve water, cares for the soil, protects and promotes biodiversity, and reduces carbon emissions. We also engage with governments and NGOs throughout the process, and 10 percent of farmers are audited each year by an independent organization to ensure compliance with the Harmony Charter. As a result, the program has led to a 20 percent reduction in pesticide use, and nearly 10 million bees and more than 25 species of butterflies have been observed in flowers sown around the Harmony fields.

### **Management procedures**

- Soil conservation practices
- Crop management practices
- Fertilizer management
- Pesticide management

### **Please explain**

Our 2019 Cocoa Life Annual Report ("CL Report") summarizes our progress to date as part of our Snacking Made Right 2019 Progress Report, available at [https://www.mondelezinternational.com/-/media/Mondelez/Snacking-Made-Right/SMR-Report/2019\\_MDLZ\\_Snacking\\_Made\\_Right\\_Report.pdf](https://www.mondelezinternational.com/-/media/Mondelez/Snacking-Made-Right/SMR-Report/2019_MDLZ_Snacking_Made_Right_Report.pdf). As part of Cocoa Life, IPSOS measures our progress on the ground by conducting farmer, farmer household and community studies comparing baseline conditions to developments over at least three years. Ipsos is a global non-partisan, objective and independent research organization. Ipsos's studies are designed to evaluate Cocoa Life's global KPIs across all Cocoa Life origins. Our good agricultural practices include proper pesticide and fertilizer use. IPSOS verifies the number of farmers trained on these practices. IPSOS also has done case studies, including one that concludes that following these practices improves yield. This would be expected to further benefit water resources.

For Harmony, farmers are trained and evaluated against the Harmony Charter, which

includes water quality measures. The Charter is annually reviewed and updated. In 2016, we began an ambitious monitoring system to measure and assess the environmental and economic impact of Harmony practices. Working in partnership with SMAG, a software solutions provider for the agricultural sector, and Agrosolutions, we've developed an automated reporting approach to calculate and monitor 12 key economic and environmental indicators on Harmony farms. The results will be used to inform continuous improvement with farmers and to advocate for the continued shift toward sustainable wheat.

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**Potential water pollutant**

Wastewater and sludge with high organic or suspended solids content

**Activity/value chain stage**

Manufacturing – direct operations

**Description of water pollutant and potential impacts**

In our manufacturing facilities across the world, we use water for cleaning and other processes which may become contaminated with organic matter and other potential pollutants. This could pollute rivers and other water courses leading to environmental impacts, or breach regulatory requirements.

**Management procedures**

Waste water management  
Follow regulation standards

**Please explain**

We work actively across our manufacturing operation to ensure that our factories return clean water to water courses after use. We have invested in water purification systems to remove organic matter and other potential pollutants from waste water and our factories have compliance processes to ensure we meet local regulatory requirements and our company-wide operating procedures for pollution management.

## **W3.3**

**(W3.3) Does your organization undertake a water-related risk assessment?**

Yes, water-related risks are assessed

## **W3.3a**

**(W3.3a) Select the options that best describe your procedures for identifying and assessing water-related risks.**

**Direct operations**

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**Coverage**

Full

### **Risk assessment procedure**

Water risks are assessed as part of an enterprise risk management framework

### **Frequency of assessment**

Annually

### **How far into the future are risks considered?**

3 to 6 years

### **Type of tools and methods used**

Tools on the market  
Enterprise Risk Management  
International methodologies  
Other

### **Tools and methods used**

WRI Aqueduct  
Life Cycle Assessment  
Internal company methods

### **Comment**

We perform a comprehensive lifecycle analysis (LCA) of our environmental footprint, which includes carbon (air), water and land impacts across our whole lifecycle. This work has provided us with a better understanding of the impacts across our supply chain and will enable us to focus activities where it matters: CO<sub>2</sub>, water and land use. We update this analysis annually to help further refine our strategy. The LCA reviews quantity of water used along our supply chain, as well as impact on water quality from factors such as pollution, toxicity and accumulation of nutrients through fertilizer run-off.

For our own operations, we use the WRI Aqueduct Water Risk Mapping tool, a complementary tool to WBSCD water tool, to map our sites in terms of overall water risk, water quality and legislative/media risk. We have already taken the results of the Aqueduct tool to help prioritize sites for focused water reduction assessments.

We have developed our own internal water risk management framework to assimilate risk factors from external sources into our overall water assessment at facility level and for key raw material production regions.

Water risks are considered as part of sustainability risks within our Enterprise Risk Management process.

## **Supply chain**

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### **Coverage**

Full

### **Risk assessment procedure**

Water risks are assessed as part of other company-wide risk assessment system

**Frequency of assessment**

Annually

**How far into the future are risks considered?**

3 to 6 years

**Type of tools and methods used**

Tools on the market  
Enterprise Risk Management

**Tools and methods used**

WRI Aqueduct  
Other, please specify  
Lifecycle analysis (LCA)

**Comment**

We perform a comprehensive lifecycle analysis (LCA) of our environmental footprint, which includes carbon (air), water and land impacts across our whole lifecycle. This work has provided us with a better understanding of the impacts across our supply chain and will enable us to focus activities where it matters: CO2, water and land use. We update this analysis annually to help further refine our strategy. The LCA reviews quantity of water used along our supply chain, as well as impact on water quality from factors such as pollution, toxicity and accumulation of nutrients through fertilizer run-off.

We also have worked with WWF to identify key environmental risks, including water risks, for our key commodities. This has informed our risk management procedures by analyzing what may affect our raw materials supplies.

We have developed our own internal water risk management framework to assimilate risk factors from external sources into our overall water assessment at facility level and for key raw material production regions.

Water risks are considered as part of sustainability risks within our Enterprise Risk Management process.

**Other stages of the value chain**

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**Coverage**

Full

**Risk assessment procedure**

Water risks are assessed as part of other company-wide risk assessment system

**Frequency of assessment**

Annually

**How far into the future are risks considered?**

3 to 6 years

**Type of tools and methods used**

Tools on the market  
Enterprise Risk Management

**Tools and methods used**

WRI Aqueduct  
Other, please specify  
Lifecycle analysis (LCA)

**Comment**

We perform a comprehensive lifecycle analysis (LCA) of our environmental footprint, which includes carbon (air), water and land impacts across our whole lifecycle. This work has provided us with a better understanding of the impacts across our supply chain and will enable us to focus activities where it matters: CO2, water and land use. We update this analysis annually to help further refine our strategy. The LCA reviews quantity of water used along our supply chain, as well as impact on water quality from factors such as pollution, toxicity and accumulation of nutrients through fertilizer run-off.

Consumer use is considered as part of our water footprint assessment. It is not, though, a driver of our water footprint.

Water risks are considered as part of sustainability risks within our Enterprise Risk Management process.

**W3.3b**

**(W3.3b) Which of the following contextual issues are considered in your organization’s water-related risk assessments?**

	<b>Relevance &amp; inclusion</b>	<b>Please explain</b>
Water availability at a basin/catchment level	Relevant, always included	Sufficient availability of good-quality water is vital for our operations. We use the WRI Aqueduct Water Risk Mapping tool, a complementary tool to WBSCD water tool, to map our sites in terms of overall water risk and water quality at the local level.
Water quality at a basin/catchment level	Relevant, always included	Sufficient availability of good-quality water is vital for our operations. We use the WRI Aqueduct Water Risk Mapping tool, a complementary tool to WBSCD water tool, to map our sites in terms of overall water risk and water quality at the local level.
Stakeholder conflicts concerning water resources at a basin/catchment level	Relevant, not included	The WRI Aqueduct water risk tool we currently use does not include scenario analyses relating to this issue at the basin/catchment level.

Implications of water on your key commodities/raw materials	Relevant, sometimes included	A sufficient amount of good quality freshwater is important to our purchased agricultural commodities. We use the WRI Aqueduct Water Risk Mapping tool, a complementary tool to WBSCD water tool to better understand the implications of water on our key commodities/raw materials.
Water-related regulatory frameworks	Relevant, always included	It is important for our facilities to scenario plan future regulatory or tariff changes.
Status of ecosystems and habitats	Relevant, always included	It is important for facilities to understand and manage how local ecosystems and their impact upon them may evolve.
Access to fully-functioning, safely managed WASH services for all employees	Relevant, always included	This is tracked as part of employee Health and Safety requirements at our facilities to assure the safety of our employees and the products they make.
Other contextual issues, please specify	Not considered	

### W3.3c

**(W3.3c) Which of the following stakeholders are considered in your organization’s water-related risk assessments?**

	Relevance & inclusion	Please explain
Customers	Relevant, always included	Consumer use is considered as part of our water footprint assessment. It is not, though, a driver of our water footprint.
Employees	Relevant, always included	We engage with our employees in multiple ways about water use. Sustainability employee engagement programs at all of our manufacturing sites worldwide include water management awareness activities.
Investors	Relevant, sometimes included	We consider water and other sustainability topics during ongoing engagement with investors, through scheduled sustainability briefings and one-to-one ad hoc engagement.
Local communities	Relevant, always included	Local communities are considered at a local risk assessment level by a given manufacturing facility.
NGOs	Relevant, always included	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. Our raw material

		sourcing programs work extensively with NGOs and other stakeholders as implementing partners.
Other water users at a basin/catchment level	Relevant, always included	Other water users are considered at a local risk assessment level by a given manufacturing facility.
Regulators	Relevant, always included	Regulators are considered at a local risk assessment level by a given manufacturing facility.
River basin management authorities	Relevant, always included	River basin management authorities may be considered at a local risk assessment level by a given manufacturing facility, especially facilities in water-stressed areas.
Statutory special interest groups at a local level	Relevant, not included	Statutory special interest groups may be considered at a local risk assessment level by a given manufacturing facility.
Suppliers	Relevant, always included	Our water footprint assessment takes a life-cycle approach to assess water use and its impact on human health and ecosystems, including from supply chain and direct operations to consumer use and waste disposal. We also engage direct suppliers through SEDEX, which includes a self-assessment questionnaire and, sometimes, an audit. SEDEX includes questions on water issues. We engage farmers on water issues for key commodities through our sustainable agriculture programs, Harmony, and North American wheat.
Water utilities at a local level	Relevant, always included	Water utilities/suppliers are considered at a local risk assessment level by a given manufacturing facility.
Other stakeholder, please specify		

### W3.3d

**(W3.3d) Describe your organization’s process for identifying, assessing, and responding to water-related risks within your direct operations and other stages of your value chain.**

We have a robust enterprise risk management (ERM) process for identifying, measuring, monitoring, and managing risks. The risk universe considered during this process is wide and varied; it includes water risk. The ERM process is overseen by the Risk and Compliance Committee (MRCC), which annually reports to the Board of Director’s 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. We have a standalone ERM risk category for Environmental & Social Sustainability, including water risk.

In addition, our VP and Chief of Global Impact (our CSO) updates our Board's Governance, Membership and Public Affairs Committee (the "Governance Committee") twice a year. The CSO chairs a cross-functional Impact Steering Committee (ISC) with members from our key global functions and regions to manage our strategy. Our CSO reports on sustainability, including water risks and how we manage them, to our CEO and the Governance Committee. A working team led by our Director, Global Sustainability, who reports to our CSO, recommends sustainability strategy and goals, oversees implementation and reporting, and is accountable to the ISC, which has executive sponsors. See C1.2 for more information.

Our ERM methodology is governed by the MRCC and includes annual reviews with all business units, considering company level risks by using information gathered at the asset level (regions, countries, individual facilities and business units). We use various multi-dimensional tools and models throughout the company to support the identification of risks to facilitate timely and effective risk.

In addition, we work with internal and external experts to review the impact of major societal issues on our business and to shape our strategic responses to them. Materials and processes that guide our assessment include our ERM process; analysis of stakeholder and regulatory issues; our total greenhouse gas, land and water footprint; proprietary consumer insight data; and publicly available data on societal issues, including statistics and reports from authorities, non-governmental organizations and peer companies.

We perform a comprehensive lifecycle analysis (LCA) of our environmental footprint, which includes carbon (air), water and land impacts across our whole lifecycle. This work has provided us with a better understanding of the impacts across our supply chain and will enable us to focus activities where it matters: CO<sub>2</sub>, water and land use. We update this analysis annually to help further refine our strategy. The LCA reviews quantity of water used along our supply chain, as well as impact on water quality from factors such as pollution, toxicity and accumulation of nutrients through fertilizer run-off. Enhanced LCA data are helping us refine our focus on commodities that contribute the most to greenhouse gas emissions and water footprint in our supply chain.

We also have worked with WWF to identify key environmental risks, including water risks, for our key commodities. This has informed our risk management procedures by analyzing what may affect our raw materials supplies.

For our own operations, we use the WRI Aqueduct Water Risk Mapping tool, a complementary tool to WBSCD water tool, to map our sites in terms of overall water risk, water quality and legislative/media risk. We have already taken the results of the Aqueduct tool to help prioritize sites for focused water reduction assessments.



We have developed our own internal water risk management framework to assimilate risk factors from external sources into our overall water assessment at facility level and for key raw material production regions.

## W4. Risks and opportunities

### W4.1

**(W4.1) Have you identified any inherent water-related risks with the potential to have a substantive financial or strategic impact on your business?**

Yes, only in our value chain beyond our direct operations

#### W4.1a

**(W4.1a) How does your organization define substantive financial or strategic impact on your business?**

We consider risks and opportunities to have substantive impact they meet the financial, reputational, legal or operational risk criteria in our Enterprise Risk Management framework at the level of “moderate” or above, combined with a likelihood of 50-50 or more. We use the following criteria to define moderate impact:

1. Financial: operating income changed by 0.5 to 1 percent.
2. Reputational: moderate brand impact in a localized region. National media, public, social media or political attention involving local corporate team to manage partner relationships and public image.
3. Legal (risk only): moderate violation of law potentially leading to sanctions and/or fines/penalties
4. Operational: moderate operational failure (risk), or reduce likelihood of occurrence (opportunity) - business impacted for hours: people, process and/or technology (two-four hours)

#### W4.1b

**(W4.1b) What is the total number of facilities exposed to water risks with the potential to have a substantive financial or strategic impact on your business, and what proportion of your company-wide facilities does this represent?**

	Total number of facilities exposed to water risk	% company-wide facilities this represents	Comment
Row 1			

## W4.1c

**(W4.1c) By river basin, what is the number and proportion of facilities exposed to water risks that could have a substantive financial or strategic impact on your business, and what is the potential business impact associated with those facilities?**

## W4.2a

**(W4.2a) Provide details of risks identified within your value chain (beyond direct operations) with the potential to have a substantive financial or strategic impact on your business, and your response to those risks.**

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### Country/Area & River basin

### Stage of value chain

Supply chain

### Type of risk & Primary risk driver

Physical

Increased water stress

### Primary potential impact

Increased production costs due to changing input prices from supplier

### Company-specific description

In our 2019 Form 10-K 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 16 and "Climate change..." on page 19 of the 2019 Form 10-K.

### Timeframe

More than 6 years

### Magnitude of potential impact

### Likelihood

About as likely as not

### Are you able to provide a potential financial impact figure?

No, we do not have this figure

### Potential financial impact figure (currency)

**Potential financial impact figure - minimum (currency)**

**Potential financial impact figure - maximum (currency)**

**Explanation of financial impact**

**Primary response to risk**

Upstream

Other, please specify

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

**Description of response**

Our innovative and award-winning sustainable agricultural programs work with local farmers to improve their lives and reduce environmental impacts.

We have three primary sustainable agriculture programs that we have developed that work to reduce water impacts from pesticides and other agrochemical products, including fertilizer.

Since 2015, we've partnered with Michigan State University (MSU) and our supplier of soft white wheat, Cooperative Elevator Company (Coop), a 100+ year old cooperative, to embed good farming practices to help reduce water risks from fertilizer run-off, among other impacts. Through data that has been collected, the group is developing learning tools to scale-up the benefits of good farming practices. Farmers track their farming practices, use of inputs such as fertilizer, and their yield. A key element of better practices is to manage fertilizer applications to maximize yield and minimize risk of run-off, including when to use them (i.e., at the most effective time for plant production) and in what amounts. Following these practices should beneficially impact surface water and groundwater.

Harmony wheat: At the end of 2019, 65 percent of our biscuits across the EU—were made with Harmony wheat. We plan to reach 100 percent by 2022. Through Harmony, we work with farmers across Europe to grow wheat in a way that helps conserve water, cares for the soil, protects and promotes biodiversity, and reduces carbon emissions. 10 percent of farmers are audited each year by an independent organization to ensure compliance with the Harmony Charter. As a result, the program has led to a 20 percent reduction in pesticide use, and nearly 10 million bees and more than 25 species of butterflies have been observed in flowers sown around the Harmony fields.

One program is our award-winning Cocoa Life program. Today, 63% of our chocolate sources cocoa through Cocoa Life. And we've committed that by 2025, all our chocolate brands will source their cocoa through Cocoa Life. As part of Cocoa Life, we have

developed good environmental practices and good agricultural practices. Over 175,000 farmers have been trained on our good agricultural practices. Both practices include training on which pesticides, fertilizers, etc. to use and how to safely apply them, including when to use them (i.e., at the most effective time for plant production) and in what amounts. Following these practices should beneficially impact surface water and groundwater.

**Cost of response**

400,000,000

**Explanation of cost of response**

Cost of response is based on Cocoa Life program investment of at least \$400 million over 10 years to 2022.

**W4.2b**

**(W4.2b) Why does your organization not consider itself exposed to water risks in its direct operations with the potential to have a substantive financial or strategic impact?**

	Primary reason	Please explain
Row 1	Risks exist, but no substantive impact anticipated	We recognize that we're exposed to risks: for physical risks, localized episodic extreme weather events could temporarily disrupt our mfg and product distribution in affected areas. We recognize operations risks in our CDP climate submission and work actively to mitigate them but we do not consider specific water risks to be substantive at this stage.

**W4.3**

**(W4.3) Have you identified any water-related opportunities with the potential to have a substantive financial or strategic impact on your business?**

No

**W4.3b**

**(W4.3b) Why does your organization not consider itself to have water-related opportunities?**

	Primary reason	Please explain
Row 1	Opportunities exist, but none with potential to have a substantive financial or strategic impact on business	We acknowledge there may be opportunities linked to water and we believe they deserve attention. We have concluded, however, that opportunities cited in this question cannot be categorized as having the potential to generate substantive change in our business operations in terms of new product or business growth opportunities related to water. Due to our past and ongoing efforts

		to reduce water use and the ambitious target we set (see question 0.1) we may be able to gain some competitive advantage
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## W6. Governance

### W6.1

#### (W6.1) Does your organization have a water policy?

Yes, we have a documented water policy that is publicly available

#### W6.1a

#### (W6.1a) Select the options that best describe the scope and content of your water policy.

	Scope	Content	Please explain
Row 1	Company-wide	Description of business dependency on water Description of business impact on water Company water targets and goals Commitments beyond regulatory compliance Commitment to stakeholder awareness and education	<p>Our environmental policy, includes water. Our policy states: Mondelez International is committed to doing what is right for our planet and meeting the aspirations of our consumers every day. We aim to make an end-to-end positive impact on the world and the communities where we do business. This is core to who we are as a company.</p> <p>We are committed to:</p> <ul style="list-style-type: none"> <li>• Increasing the sustainable sourcing of ingredients used to make our much-loved brands;</li> <li>• Enhancing the efficient and sustainable use of resources along our supply chain;</li> <li>• Continuous improvement of our environmental performance driving measurable change; and</li> <li>• Meeting or exceeding the requirements of all applicable environmental laws and regulations.</li> </ul> <p>Accordingly, Mondelez International expects all employees to carry out their job responsibilities in accordance with this Policy and to report any environmental concerns they have to management.</p> <p>Our policy, available on our website, requires us to set water use reduction targets for our operations, incorporate water issues into our internal env standards. Our 2020 target: reduce water in manufacturing 10% focusing on priority locations where water is most scarce vs. 2013 baseline. Our</p>

			2025 target: reduce water in manufacturing 10% focusing on priority locations where water is most scarce vs 2018 baseline. Our contracts include an env provision; we expect our suppliers to meet our Code of Conduct Rule 6 about the env.
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## W6.2

**(W6.2) Is there board level oversight of water-related issues within your organization?**

Yes

### W6.2a

**(W6.2a) Identify the position(s) (do not include any names) of the individual(s) on the board with responsibility for water-related issues.**

Position of individual	Please explain
Chief Executive Officer (CEO)	<p>Our CEO is engaged in the review and progress of our Snacking Made Right 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 Snacking Made Right Impact Strategy, with regular briefings from our VP and Chief of Global Impact.</p> <p>We take a comprehensive approach to sustainability, integrating it throughout our business processes.</p> <p>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. Water is a key focus area in our sustainability strategy. Our 2020 target: reduce water in mfg 10% focusing on priority locations where water is most scarce vs. 2013 baseline. Our 2025 target: reduce water in manufacturing 10% focusing on priority locations where water is most scarce vs 2018 baseline.</p>
Chief Sustainability Officer (CSO)	<p>Our VP and Chief of Global Impact (CSO) chairs a cross-functional Impact Steering Committee (ISC) with members from our key global functions and regions to manage our strategy. Our CSO reports on sust to our CEO and the Governance Committee. A working team led by our Dir, Global Sustainability, who reports to the CSO, recommends sust strategy and goals, oversees implementation and reporting, and is accountable to the ISC. Executive sponsorship is provided by our EVP &amp; General Counsel, EVP Research Development and Quality, and EVP and Region President MDLZ Europe.</p> <p>Clear business goals were set as part of the sust strategy led by our CSO. 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</p>

	are responsible for developing a plan that will enable them to deliver performance that will contribute to the overall corporate sustainability strategy.
Board-level committee	The Governance, Membership and Public Affairs Committee (“Governance Committee”) of our Board of Directors is responsible for overseeing sustainability as part of our Snacking Made Right Impact Strategy, with regular briefings from our VP and Chief of Global Impact (CSO per CDP categories).
Chief Risk Officer (CRO)	Our VP & Chief of Global Governance and Corporate Secretary (Chief Risk Officer) is responsible for our Enterprise Risk Management (ERM) process. See our response in Section 2.2a for more information about our ERM process.

## W6.2b

**(W6.2b) Provide further details on the board’s oversight of water-related issues.**

	Frequency that water-related issues are a scheduled agenda item	Governance mechanisms into which water-related issues are integrated	Please explain
Row 1	Scheduled - some meetings	Monitoring implementation and performance Reviewing and guiding risk management policies Reviewing and guiding strategy Reviewing and guiding corporate responsibility strategy	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 VP and Chief of Global Impact.

## W6.3

**(W6.3) Provide the highest management-level position(s) or committee(s) with responsibility for water-related issues (do not include the names of individuals).**

**Name of the position(s) and/or committee(s)**

Chief Executive Officer (CEO)

**Responsibility**

Both assessing and managing water-related risks and opportunities

**Frequency of reporting to the board on water-related issues**

Half-yearly

**Please explain**

---

**Name of the position(s) and/or committee(s)**

Chief Operating Officer (COO)

**Responsibility**

Both assessing and managing water-related risks and opportunities

**Frequency of reporting to the board on water-related issues**

Half-yearly

**Please explain**

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**Name of the position(s) and/or committee(s)**

Chief Procurement Officer (CPO)

**Responsibility**

Both assessing and managing water-related risks and opportunities

**Frequency of reporting to the board on water-related issues**

Half-yearly

**Please explain**

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**Name of the position(s) and/or committee(s)**

Chief Sustainability Officer (CSO)

**Responsibility**

Both assessing and managing water-related risks and opportunities

**Frequency of reporting to the board on water-related issues**

Half-yearly

**Please explain**

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**Name of the position(s) and/or committee(s)**

Risk committee

**Responsibility**

Both assessing and managing water-related risks and opportunities



**Frequency of reporting to the board on water-related issues**

Half-yearly

**Please explain**

**W6.4**

**(W6.4) Do you provide incentives to C-suite employees or board members for the management of water-related issues?**

	<b>Provide incentives for management of water-related issues</b>	<b>Comment</b>
Row 1	Yes	Executive compensation, including the CEO and direct reports, is linked directly to achieving sustainability metrics. The process to link sustainability to compensation is described in the 2020 MDLZ Proxy Statement at pages 52, 55, and 65 of the document. In addition, our CEO and executives are expected to drive the path to meet our public 2020 sustainability goals, as well as our 2025 sustainability commitments, including priority water usage as well as CO2 and food waste reduction, increasing sustainable sourcing and packaging designed for recyclability.

**W6.4a**

**(W6.4a) What incentives are provided to C-suite employees or board members for the management of water-related issues (do not include the names of individuals)?**

	<b>Role(s) entitled to incentive</b>	<b>Performance indicator</b>	<b>Please explain</b>
Monetary reward	Chief Executive Officer (CEO) Other, please specify All employees	Reduction of water withdrawals	Executive compensation, including the CEO and direct reports, is linked directly to achieving sustainability metrics. The process to link sustainability to compensation is described in the 2020 MDLZ Proxy Statement at pages 52, 55, and 65 of the document. In addition, our CEO and executives are expected to drive the path to meet our public 2020 sustainability goals, as well as our 2025 sustainability commitments including priority water usage as well as CO2 and food waste reduction and increasing sustainable sourcing and packaging designed for recyclability.  Achievement of sustainability goals (including water 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.
Non-monetary reward	Other, please specify All employees	Reduction of water withdrawals	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. The KPIs can include water reduction.

## W6.5

**(W6.5) Do you engage in activities that could either directly or indirectly influence public policy on water through any of the following?**

## W6.6

**(W6.6) Did your organization include information about its response to water-related risks in its most recent mainstream financial report?**

Yes (you may attach the report - this is optional)

 MDLZ\_2019\_Form\_10K\_-\_Final.pdf

## W7. Business strategy

### W7.1

**(W7.1) Are water-related issues integrated into any aspects of your long-term strategic business plan, and if so how?**

	Are water-related issues integrated?	Long-term time horizon (years)	Please explain
Long-term business objectives	Yes, water-related issues are integrated		We consider water sustainability issues as part of our long-term sustainability strategy. For example, we anticipate climate change will create greater risks of water scarcity in parts of the world and have focused our strategy on addressing water risks in priority locations.
Strategy for achieving	Yes, water-related issues are integrated		We consider water sustainability issues as part of our long-term sustainability strategy. For example, we anticipate climate change will create greater risks of

long-term objectives			water scarcity in parts of the world and have focused our strategy on addressing water risks in priority locations.
Financial planning	Yes, water-related issues are integrated		We consider water sustainability issues as part of our financial planning. For example, capital expenditure plans in our manufacturing network include initiatives to help reduce water withdrawals in priority locations.

## W7.2

**(W7.2) What is the trend in your organization’s water-related capital expenditure (CAPEX) and operating expenditure (OPEX) for the reporting year, and the anticipated trend for the next reporting year?**

Row 1

**Water-related CAPEX (+/- % change)**

**Anticipated forward trend for CAPEX (+/- % change)**

**Water-related OPEX (+/- % change)**

**Anticipated forward trend for OPEX (+/- % change)**

**Please explain**

## W7.3

**(W7.3) Does your organization use climate-related scenario analysis to inform its business strategy?**

	Use of climate-related scenario analysis	Comment
Row 1	Yes	We annually perform 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. In 2015, we established new sustainability goals which include reducing 10%

	absolute incoming water use in manufacturing, focusing on sites where water is most scarce.
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## W7.3a

**(W7.3a) Has your organization identified any water-related outcomes from your climate-related scenario analysis?**

Yes

## W7.3b

**(W7.3b) What water-related outcomes were identified from the use of climate-related scenario analysis, and what was your organization's response?**

	Climate-related scenarios and models applied	Description of possible water-related outcomes	Company response to possible water-related outcomes
Row 1	<p>2DS</p> <p>Other, please specify</p> <p>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.</p>	<p>As acknowledged in our Form 10-K filed in 2020 (page 15-16), we have identified the risk that acute physical factors such as severe weather may cause unanticipated business disruptions.</p> <p>We have also identified the risk that chronic physical factors, such as climate change can affect commodity pricing and supply.</p>	<p>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. At the corporate level, we manage global reputational risks related to issues raised by continuity planning. An example would be the impact of hurricanes or severe storms on factory and distribution operations.</p> <p>At the asset level, we also have a business plan to react to disruptions caused by a given crisis, including key sourcing interruptions. At the corporate level, we manage global reputational risks related to issues raised by continuity planning and raw material sourcing programs. An example would be the impact of climate change on the availability of raw materials, such as cocoa sourced from climate-sensitive regions.</p>

## W7.4

**(W7.4) Does your company use an internal price on water?**

Row 1

**Does your company use an internal price on water?**

No, and we do not anticipate doing so within the next two years

**Please explain**

## W8. Targets

### W8.1

**(W8.1) Describe your approach to setting and monitoring water-related targets and/or goals.**

	Levels for targets and/or goals	Monitoring at corporate level	Approach to setting and monitoring targets and/or goals
Row 1	Company-wide targets and goals	Targets are monitored at the corporate level	As we publicly state: "Based on a comprehensive risk assessment, we have identified priority sites in areas where water is most scarce. We target our water reductions in these locations. Our goal is to reduce absolute water use by 10 percent at priority manufacturing sites where water is most scarce." See "Saving Water" section at: <a href="http://mondelezinternational.cms.mdlzapps.com/impact/sustainable-resources-and-agriculture/environmental-footprint">http://mondelezinternational.cms.mdlzapps.com/impact/sustainable-resources-and-agriculture/environmental-footprint</a> . Our goal is to reach this target by 2020 and is compared to 2013 as our baseline. 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 our performance. Our 2025 target is to reduce water in manufacturing 10%, focusing on priority locations where water is most scarce vs 2018 baseline.

### W8.1a

**(W8.1a) Provide details of your water targets that are monitored at the corporate level, and the progress made.**

**Target reference number**

Target 1

**Category of target**

Water withdrawals

**Level**

Company-wide

**Primary motivation**

Reduced environmental impact

**Description of target**

From 2013-2020, our target is set to reduce absolute water in manufacturing by 10% at priority sites where water is most scarce.

**Quantitative metric**

% reduction in total water withdrawals

**Baseline year**

2013

**Start year**

2015

**Target year**

2020

**% of target achieved**

100

**Please explain**

Absolute reduction of water withdrawals was achieved at 270% of target, having reduced incoming water usage by 27% in priority locations through the implementation of several initiatives across our sites to reduce water withdrawal. For example, in our Snacking Made Right report for 2019, we reported that our Borg El Arab plant, in Egypt, reduced fresh water consumption by 40% with the implementation of a wastewater recycling project.

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**Target reference number**

Target 2

**Category of target**

Water withdrawals

**Level**

Company-wide

**Primary motivation**

Reduced environmental impact

**Description of target**

From 2018-2025, our target is set to reduce absolute water in manufacturing by 10% at priority sites where water is most scarce.

**Quantitative metric**

% reduction in total water withdrawals

**Baseline year**

2018

**Start year**

2020

**Target year**

2025

**% of target achieved**

**Please explain**

We are building our roadmap to achieve our 2025 water goal while continuing to focus reporting on progress towards our 2020 goal. See target 1 above.

## W9. Verification

### W9.1

**(W9.1) Do you verify any other water information reported in your CDP disclosure (not already covered by W5.1a)?**

Yes

 MDLZ - 2020 verification SGS.pdf

### W9.1a

**(W9.1a) Which data points within your CDP disclosure have been verified, and which standards were used?**

Disclosure module	Data verified	Verification standard	Please explain
W1 Current state	Environmental Performance Indicators for our operations, including: - Volume of water consumed - Volume of water discharged.	Other, please specify  ISO 14064-3	We have a third-party verification annually for the data collected from our operations, including water-related data.  The statement is uploaded to our website: <a href="https://www.mondelezinternational.com/Snacking-Made-Right/Reporting-and-Disclosure">https://www.mondelezinternational.com/Snacking-Made-Right/Reporting-and-Disclosure</a>  At the bottom of the page under the link: "2020 SGS Verifications".

## W10. Sign off

### W-FI

(W-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.

### W10.1

(W10.1) Provide details for the person that has signed off (approved) your CDP water response.

	Job title	Corresponding job category
Row 1	Global Director, Sustainability	Environment/Sustainability manager

### W10.2

(W10.2) Please indicate whether your organization agrees for CDP to transfer your publicly disclosed data on your impact and risk response strategies to the CEO Water Mandate's Water Action Hub [applies only to W2.1a (response to impacts), W4.2 and W4.2a (response to risks)].

Yes

## SW. Supply chain module

### SW0.1

(SW0.1) What is your organization's annual revenue for the reporting period?

	Annual revenue
Row 1	25,868,000,000

### SW0.2

(SW0.2) Do you have an ISIN for your organization that you are willing to share with CDP?

Yes

### SW0.2a

(SW0.2a) Please share your ISIN in the table below.

	ISIN country code	ISIN numeric identifier (including single check digit)
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Row 1	US	6092071058
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## SW1.1

**(SW1.1) Could any of your facilities reported in W5.1 have an impact on a requesting CDP supply chain member?**

No facilities were reported in W5.1

## SW1.2

**(SW1.2) Are you able to provide geolocation data for your facilities?**

	Are you able to provide geolocation data for your facilities?	Comment
Row 1		

## SW2.1

**(SW2.1) Please propose any mutually beneficial water-related projects you could collaborate on with specific CDP supply chain members.**

## SW2.2

**(SW2.2) Have any water projects been implemented due to CDP supply chain member engagement?**

## SW3.1

**(SW3.1) Provide any available water intensity values for your organization's products or services.**

## Submit your response

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

English

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

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

**Please confirm below**

I have read and accept the applicable Terms