

# OUR ESG PROGRESS

We are committed to regularly and transparently reporting our progress.

We have achieved or exceeded all but one of our 2020 goals; indeed we achieved a number of them ahead of schedule. We are on track against our 2025 goals.

We have communicated that we are tracking adoption of standards such as those published by the Sustainability Accounting Standards Board ("SASB") and the Task Force on Climate-related Financial Disclosures ("TCFD"). We will reflect shareholder feedback as we continue to align our sustainability reporting with evolving standards. For more information on the areas of alignment between those standards and our current disclosure please visit our website where we have published SASB and TCFD indices and further data.

## LONG-TERM GOALS DRIVING SUSTAINABLE BUSINESS GROWTH THE RIGHT WAY FOR PEOPLE AND PLANET

Reducing environmental impact & sourcing sustainably, empowering people and communities.

Promoting accountability, strong board oversight, transparency, stakeholder engagement, aligned incentives.

### CATEGORY KEY:



Environmental



Social



Governance

\* 2012 baseline  
\*\* 2013 baseline  
\*\*\* 2018 baseline  
\*\*\*\* 2020 baseline

TOPIC	GOALS	2020 PROGRESS	ESG
<b>Right Snack</b>			
<b>Well-being</b>	Grow well-being snacks by 2X core***	<b>On track</b> Roadmap developed	
<b>Right Moment</b>			
<b>Portion control</b>	20% snacks net revenue from portion control snacks by 2025*	<b>On track</b> 16%	
	Mindful Snacking: Snack Mindfully portion icon on all packs by 2025****	<b>On track</b> 14%	
<b>Right Way</b>			
<b>Sustainable ingredients</b>	Cocoa Life: 100% volume for chocolate brands sourced through Cocoa Life by 2025*	<b>On track</b> 68%	
	Harmony Wheat: 100% wheat for EU biscuits sourced through Harmony by 2022*	<b>On track</b> 76%	
	Palm oil forest monitored: 100% by 2025****	<b>On track</b> to report in 2021	
	Palm oil RSPO certified: 100% by 2025 (since 2013)	<b>Achieved</b> 100%	
<b>Environmental impact</b>	Palm from suppliers aligned with Palm Oil Action Plan/policy: 100% by 2025 (since 2014)	<b>On track</b> 99%	
	CO <sub>2</sub> : 15% reduction in CO <sub>2</sub> emissions across manufacturing operations by 2020**	<b>Exceeded</b> -24%	
	Water: 10% reduction in priority water usage by 2020**	<b>Exceeded</b> -33%	
	Waste: 20% reduction in total waste from manufacturing by 2020**	<b>Exceeded</b> -31%	
<b>Packaging innovation</b>	Reduction: 65,000 tonnes packaging elimination by 2020**	<b>Exceeded</b> 68kT	
	Recyclability: 100% of packaging designed to be recycled, labeled with recycling info by 2025	<b>On track</b> 94%	
<b>Social sustainability</b>	Human Rights: 100% human rights due diligence system coverage in own operations & tier-1 suppliers by 2025	<b>Achieved</b> 100%	
	Child labor: monitoring & remediation measures at 100% Cocoa Life communities in West Africa by 2025***	<b>On track</b> 28%	
	Invest in innovative Sustainable Futures ventures and funds	<b>On track</b>	
<b>Diversity, Equity &amp; Inclusion</b>	Double representation percentage of Black colleagues in U.S. management ***	<b>On track</b>	
	\$1 billion in diverse supplier spend globally by 2024****	<b>On track</b>	
	Increase representation percentage of women in executive leadership roles by 2024**	<b>Strong</b> 34%	
<b>Quality &amp; Safety</b>	Consistently achieve 100% Global Food Safety Initiative certification for manufacturers and suppliers	<b>On track</b> 100%	
	Consistently achieve world-class Total Incident Rate of 0.5	<b>Strong</b> 10% TIR reduction 2020	
<b>Other</b>	Cage Free Eggs: 100% N.A. by 2020***; 100% global by 2025 (excl. Russia and Ukraine)***	<b>On track</b> 100% N.A., 27% global	

KPI reporting excludes acquisitions