

**Module: Introduction****Page: W0. Introduction****W0.1****Introduction**

**Please give a general description and introduction to your organization.**

Mondelez International, Inc. (NASDAQ: MDLZ) is a global snacking powerhouse, with 2015 revenue of \$29.6 billion. Creating delicious moments of joy in 165 countries, Mondelez International is a world leader in chocolate, biscuits, gum, candy and powdered beverages, with billion-dollar brands such as Cadbury, Cadbury Dairy Milk and Milka chocolate, LU, Nabisco and Oreo biscuits, Tang powdered beverages 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) and [www.facebook.com/mondelezinternational](http://www.facebook.com/mondelezinternational).

At Mondelez International, we know that the sustainable growth of our business is inextricably linked to the well-being of the people who make and enjoy our products, and the communities that we serve. That is why we launched our Call For Well-Being – a call to action for ourselves, our suppliers and our partners to work together to have a positive impact on the well-being of the world.

As explained in our annual report, the Call For Well-Being supports one of our five global growth strategies: "Protect the Well-being of Our Planet." It is focused on four areas that are critical to the well-being of the world and where we can make the greatest impact: mindful snacking, sustainability, community and safety. Our collective efforts in these areas are designed to enable our business to grow, operate more efficiently and create a sustainable future for our farmers and consumers.

Sustainability is about preserving our world and its people. We all depend on just one planet. So all of us need to work together and find ways to use less energy, water and other resources, as well as reduce the waste we generate. 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. We're using our resources to amplify this ongoing conversation.

Our sustainability journey has put us on a path that is making a real difference. But 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 environmental footprint of our own operations.

To reduce our environmental footprint by 2015, we set the following goals:

- Cut our energy and water use in manufacturing by 15% per tonne of production\*
- Reduce our greenhouse gas emissions and waste from manufacturing by 15% per tonne of production\*

- Make 60% of our production in Zero Waste to Landfill sites
- Eliminate 50 million pounds (22,500 tons) of packaging material

We set goals to help transform and secure our agricultural supply

- All cocoa will ultimately be sustainably-sourced
- 75% of Western European biscuits volume made with Harmony wheat by 2015
- Palm oil: 100% RSPO by 2015

\* By 2015 vs. 2010 baseline.

Beyond this, as the foundation for all our work in sustainable agriculture, we're embedding sustainability into our sourcing practices across our commodities.

For a number of years now, sustainability has been a strategic business priority for Mondelēz International, having first set aggressive five-year goals to reduce energy, carbon dioxide emissions, water, waste and packaging in 2006, under our former name, Kraft Foods Inc. Our focus on climate change is also consistent with our environmental policy, which states:

"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." Success requires vision and determination, great partners and seizing opportunities—from farm to fork. It's a journey. It'll take years. But we're in business for the long-term, which means we benefit from our investment in this area. And done right, we know building sustainability into our business is good for the planet, people and, ultimately, our profits.

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## W0.2

### Reporting year

Please state the start and end date of the year for which you are reporting data.

Period for which data is reported
Thu 01 Jan 2015 - Thu 31 Dec 2015

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**W0.3****Reporting boundary**

**Please indicate the category that describes the reporting boundary for companies, entities, or groups for which water-related impacts are reported.**

Companies, entities or groups over which operational control is exercised

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**W0.4****Exclusions**

**Are there any geographies, facilities or types of water inputs/outputs within this boundary which are not included in your disclosure?**

Yes

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**W0.4a****Exclusions**

**Please report the exclusions in the following table**

Exclusion	Please explain why you have made the exclusion
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.

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**Further Information**

**Module: Current State**

W1.1

Please rate the importance (current and future) of water quality and water quantity to the success of your organization

Water quality and quantity	Direct use importance rating	Indirect use importance rating	Please explain
Sufficient amounts of good quality freshwater available for use	Vital for operations	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.

W1.2

For your total operations, please detail which of the following water aspects are regularly measured and monitored and provide an explanation as to why or why not

Water aspect	% of sites/facilities/operations	Please explain
Water withdrawals- total volumes	76-100	We use a database system (called Enablon) to track water withdrawal volume each month by 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- volume by sources	76-100	Enablon tracks water withdrawal volume each month by site in terms of: municipal water consumption, borehole/well water consumption, river cooling water (borrowed), rain water

Water aspect	% of sites/facilities/operations	Please explain
		harvested, and other water (e.g., tankered, onsite surface water consumption, etc.)
Water discharges- total volumes	76-100	Enablon tracks water discharge volume each month per 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- volume by destination	76-100	Enablon tracks water discharge volume each month per 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- volume by treatment method	76-100	Plants regularly measure and monitor water discharges volume by treatment methods, though we do not have a centralized system for tracking this information.
Water discharge quality data- quality by standard effluent parameters	76-100	Plants regularly measure and monitor water discharges quality by standard effluent parameters, though we do not have a centralized system for tracking this information.
Water consumption- total volume	76-100	Water consumption is calculated as the difference between total water withdrawal and total water discharge.
Facilities providing fully-functioning WASH services for all workers	76-100	This is tracked as part of employee Health & Safety requirements at our facilities. Water use, which would include for these services, is incorporated into plant water use monthly reporting in our manufacturing database, Enablon.

#### W1.2a

**Water withdrawals: for the reporting year, please provide total water withdrawal data by source, across your operations**

Source	Quantity (megaliters/year)	How does total water withdrawals for this source compare to the last reporting year?	Comment
Fresh surface water	4690	About the same	This includes tankered, onsite surface water and borrowed cooling water
Brackish surface water/seawater		Not applicable	

Source	Quantity (megaliters/year)	How does total water withdrawals for this source compare to the last reporting year?	Comment
Rainwater	35	Higher	Rain water harvested
Groundwater - renewable		Not applicable	
Groundwater - non-renewable	5030	Lower	Borehole/well water consumption. We do not differentiate between renewable or non-renewable groundwater or track them separately. To be conservative, we have categorized the volume as non-renewable, though some of it may be renewable.
Produced/process water		Not applicable	
Municipal supply	8254	Lower	Municipal water consumption
Wastewater from another organization		Not applicable	
Total	18009	Lower	We divested our Coffee business in 2015 and have excluded Coffee data for this table and for comparison to last reporting year.

#### W1.2b

**Water discharges: for the reporting year, please provide total water discharge data by destination, across your operations**

Destination	Quantity (megaliters/year)	How does total water discharged to this destination compare to the last reporting year?	Comment
Fresh surface water	7534	Lower	Wastewater discharged directly to water body (river/lake/sea) + outgoing (borrowed) cooling water
Brackish surface water/seawater		Not applicable	
Groundwater		Not applicable	

Destination	Quantity (megaliters/year)	How does total water discharged to this destination compare to the last reporting year?	Comment
Municipal/industrial wastewater treatment plant	5822	Lower	Wastewater discharged to municipal sewer + wastewater tankered away for disposal + all other wastewater
Wastewater for another organization		Not applicable	
Total	13355	Lower	We divested our Coffee business in 2015 and have excluded Coffee data for this table and for comparison to last reporting year.

#### W1.2c

**Water consumption: for the reporting year, please provide total water consumption data, across your operations**

Consumption (megaliters/year)	How does this consumption figure compare to the last reporting year?	Comment
4653	Higher	Calculated as difference of water withdrawal and water discharge. We divested our Coffee business in 2015 and have excluded Coffee data for this table and for comparison to last reporting year.

#### W1.3

**Do you request your suppliers to report on their water use, risks and/or management?**

Yes

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**W1.3a**

Please provide the proportion of suppliers you request to report on their water use, risks and/or management and the proportion of your procurement spend this represents

Proportion of suppliers %	Total procurement spend %	Rationale for this coverage
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**W1.3b**

Please choose the option that best explains why you do not request your suppliers to report on their water use, risks and/or management

Primary reason	Please explain
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**W1.4**

Has your organization experienced any detrimental impacts related to water in the reporting year?

No

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**W1.4a**

Please describe the detrimental impacts experienced by your organization related to water in the reporting year



Country	River basin	Impact indicator	Impact	Description of impact	Length of impact	Overall financial impact	Response strategy	Description of response strategy
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W1.4b

Please choose the option below that best explains why you do not know if your organization experienced any detrimental impacts related to water in the reporting year and any plans you have to investigate this in the future

Primary reason	Future plans
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**Further Information**

**Module: Risk Assessment**

**Page: W2. Procedures and Requirements**

W2.1

**Does your organization undertake a water-related risk assessment?**

Water risks are assessed

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**W2.2**

Please select the options that best describe your procedures with regard to assessing water risks

Risk assessment procedure	Coverage	Scale	Please explain
Comprehensive company-wide risk assessment	Direct operations and supply chain	All facilities and some suppliers	Water-related risks are considered in the company's enterprise risk management process. See question 2.1b of our CDP Climate response for a description of this process.

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**W2.3**

Please state how frequently you undertake water risk assessments, what geographical scale and how far into the future you consider risks for each assessment

Frequency	Geographic scale	How far into the future are risks considered?	Comment
Annually	Facility	>6 years	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 also have helped develop Ecolab and Trucost's Water Risk Monetizer tool that should start to help us quantify water-related risks in financial terms. <a href="http://waterriskmonetizer.com/">http://waterriskmonetizer.com/</a> .

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**W2.4**

Have you evaluated how water risks could affect the success (viability, constraints) of your organization's growth strategy?

Yes, evaluated over the next 10 years

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**W2.4a**

**Please explain how your organization evaluated the effects of water risks on the success (viability, constraints) of your organization's growth strategy?**

Our water use awareness and management programs cover all sites in areas that are either currently water stressed or predicted to be water stressed in the near future (that is, by 2025 per WBCSD). We map water use and water stress using the WBCSD tool annually and will be developing programs to focus activity on those plants with the highest consumption in the most heavily stressed areas (both present and predicted). Many of our factories in water-stressed areas continue to implement water management programs and any new factories are also required to include water reduction design principles, especially if in a priority location for water risk management (for example our new factory in Sri City, India). While we mapped water use and water stress using the WBCSD Global Water Tool, we started in 2013 to also use the new WRI Aqueduct Water Risk Mapping tool to map our sites in terms of overall water risk. Our corporate life cycle water footprint studies also assess human health and ecosystem damage potential resulting from freshwater consumption and water degradation.

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**W2.4b**

**What is the main reason for not having evaluated how water risks could affect the success (viability, constraints) of your organization's growth strategy, and are there any plans in place to do so in the future?**

Main reason	Current plans	Timeframe until evaluation	Comment
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**W2.5**

**Please state the methods used to assess water risks**

Method	Please explain how these methods are used in your risk assessment
Life Cycle Assessment WBCSD Global Water Tool Other: Ecolab-Trucost Water Risk Monetizer	Our company water footprint assessment takes a life cycle approach to assess water use and its impact on human health and ecosystems, including from supply chain, direct operations to consumer use and waste disposal. Various programs we participate in address a number of water risks along our agricultural supply chains. We also use the WBCSD water scarcity Global Water definition to estimate a water stress factor for each of our operations. Meanwhile, WRI Aqueduct is used to map our facility water risks, including physical risk (both quality and quantity), regulatory risks and reputational risks. All business units/regions have annual water reduction targets. Water use and water discharge reporting and tracking are done monthly using our manufacturing database (Enablon). The Ecolab-Trucost Water Risk Monetizer is a financial modeling tool that enables us to better understand the value of our water requirements and the impact of water scarcity to our business, and to be able to quantify those risks in financial terms Link to website: <a href="http://waterriskmonetizer.com/">http://waterriskmonetizer.com/</a>

**W2.6**

**Which of the following contextual issues are always factored into your organization's water risk assessments?**

Issues	Choose option	Please explain
Current water availability and quality parameters at a local level	Relevant, included	Issue assessment includes use of WBCSD Global Water tool/WRI Aqueduct tool.
Current water regulatory frameworks and tariffs at a local level	Relevant, included	Issue assessment includes use of WBCSD Global Water tool/WRI Aqueduct tool.
Current stakeholder conflicts concerning water resources at a local level	Relevant, not yet included	Such conflicts may be considered at a local risk assessment level by a given manufacturing facility. They are not “always” included, though, at present.
Current implications of water on your key commodities/raw materials	Relevant, included	This assessment is based in part on WRI Aqueduct tool and Life cycle assessment.
Current status of ecosystems and habitats at a local level	Relevant, included	This assessment is based on WRI Aqueduct tool and Life cycle assessment.
Current river basin management plans	Relevant, not yet included	These plans may be considered at a local risk assessment level by a given manufacturing facility. They are not “always” included, though, at present.

Issues	Choose option	Please explain
Current access to fully-functioning WASH services for all employees	Relevant, included	This is tracked as part of employee Health & Safety requirements at our facilities. Water use, which would include for these services, is incorporated into plant water use monthly reporting in our manufacturing database, Enablon.
Estimates of future changes in water availability at a local level	Relevant, included	This assessment is based on WBCSD global Water Tool/WRI Aqueduct tool
Estimates of future potential regulatory changes at a local level	Relevant, included	This assessment is based on WRI Aqueduct tool.
Estimates of future potential stakeholder conflicts at a local level	Relevant, not yet included	Such conflicts may be considered at a local risk assessment level by a given manufacturing facility. They are not “always” included, though, at present.
Estimates of future implications of water on your key commodities/raw materials	Relevant, not yet included	We assess water footprint of key commodities, including future impact in our current analysis.
Estimates of future potential changes in the status of ecosystems and habitats at a local level	Relevant, included	This assessment is based on WRI Aqueduct tool.
Scenario analysis of availability of sufficient quantity and quality of water relevant for your operations at a local level	Relevant, included	This assessment is based on WRI Aqueduct tool.
Scenario analysis of regulatory and/or tariff changes at a local level	Relevant, included	This assessment is based on WRI Aqueduct tool.
Scenario analysis of stakeholder conflicts concerning water resources at a local level	Relevant, not yet included	The WRI Aqueduct water risk tool we currently use does not include scenario analyses relating to this issue.
Scenario analysis of implications of water on your key commodities/raw materials	Relevant, not yet included	The WRI Aqueduct water risk tool we currently use does not include scenario analyses relating to this issue.
Scenario analysis of potential changes in the status of ecosystems and habitats at a local level	Relevant, included	This assessment is based on WRI Aqueduct tool.
Other		

**W2.7**

**Which of the following stakeholders are always factored into your organization's water risk assessments?**

Stakeholder	Choose option	Please explain
Customers	Relevant, included	Consumer use is considered as part of our water footprint assessment. It is not, though, a driver of our water footprint.
Employees		
Investors		
Local communities	Relevant, not yet included	Local communities may be considered at a local risk assessment level by a given manufacturing facility.
NGOs		
Other water users at a local level		
Regulators	Relevant, not yet included	Regulators may be considered at a local risk assessment level by a given manufacturing facility.
River basin management authorities		
Statutory special interest groups at a local level	Relevant, not yet included	Statutory special interest groups may be considered at a local risk assessment level by a given manufacturing facility.
Suppliers	Relevant, 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.
Water utilities/suppliers at a local level	Relevant, not yet included	Water utilities/suppliers may be considered at a local risk assessment level by a given manufacturing facility.
Other		

W2.8

Please choose the option that best explains why your organisation does not undertake a water-related risk assessment

Primary reason	Please explain
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**Further Information**

**Module: Implications**

**Page: W3. Water Risks**

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**W3.1**

**Is your organization exposed to water risks, either current and/or future, that could generate a substantive change in your business, operations, revenue or expenditure?**

Yes, supply chain only

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**W3.2**

**Please provide details as to how your organization defines substantive change in your business, operations, revenue or expenditure from water risk**

We acknowledge that changes in water availability will have an impact on our company and we believe it deserves serious attention. However, based on our understanding of the CDP definition of "significance," (independent of any analysis used for U.S. Securities and Exchange Commission reporting purposes), we have concluded that change cited in this question cannot be categorized as having the potential to generate substantive change in our direct operations.

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**W3.2a**

**Please provide the number of facilities\* per river basin exposed to water risks that could generate a substantive change in your business, operations, revenue or expenditure and the proportion this represents of total operations company-wide**

Country	River basin	Number of facilities exposed to water risk	Proportion of total operations (%)	Comment
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**W3.2b**

Please provide the proportion of financial value that could be affected at river basin level associated with the facilities listed in W3.2a

Country	River basin	Financial reporting metric	Proportion of chosen metric that could be affected within the river basin	Comment
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**W3.2c**

Please list the inherent water risks that could generate a substantive change in your business, operations, revenue or expenditure, the potential impact to your direct operations and the strategies to mitigate them

Country	River basin	Risk driver	Potential impact	Description of impact	Timeframe	Likelihood	Magnitude of potential financial impact	Response strategy	Costs of response strategy	Details of strategy and costs
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**W3.2d**



Please list the inherent water risks that could generate a substantive change in your business operations, revenue or expenditure, the potential impact to your supply chain and the strategies to mitigate them

Country	River basin	Risk driver	Potential impact	Description of impact	Timeframe	Likelihood	Magnitude of potential financial impact	Response strategy	Costs of response strategy	Details of strategy and costs
	Not known			In our 10K Annual Report risk factors, we report that, among other risks, severe weather, the potential longer-term consequences of climate change on agricultural productivity, water risk and changes in governmental agricultural programs may influence the price of commodities. We also note that many of our commodities are grown by smallholder farmers who might lack the capacity to invest to increase productivity or adapt to changing conditions. If we are not successful in our mitigation activities, if we are unable to price to cover increased costs or must reduce our prices, or if we are limited by supply constraints, our financial condition and results of operations				Other: 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. Beyond this, as the foundation for all our work in sustainable agriculture, we're embedding sustainability into our sourcing practices across our commodities.	At least \$400 million. That is the amount committed over 10 years to agricultural signature program Cocoa Life.	

Country	River basin	Risk driver	Potential impact	Description of impact	Timeframe	Likelihood	Magnitude of potential financial impact	Response strategy	Costs of response strategy	Details of strategy and costs
				could be materially adversely affected.						

**W3.2e**

Please choose the option that best explains why you do not consider your organization to be exposed to water risks in your direct operations that could generate a substantive change in your business, operations, revenue or expenditure

Primary reason	Please explain
Risks exist, but no substantive impact anticipated	We certainly recognize that we are exposed to risks: In terms of physical risks, localized episodic extreme weather events could temporarily disrupt our manufacturing and product distribution in affected areas. But, there are no substantive impacts anticipated.

**W3.2f**

Please choose the option that best explains why you do not consider your organization to be exposed to water risks in your supply chain that could generate a substantive change in your business, operations, revenue or expenditure

Primary reason	Please explain

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W3.2g

Please choose the option that best explains why you do not know if your organization is exposed to water risks that could generate a substantive change in your business operations, revenue or expenditure and discuss any future plans you have to assess this

Primary reason	Future plans
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**Further Information**

**Page: W4. Water Opportunities**

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W4.1

**Does water present strategic, operational or market opportunities that substantively benefit/have the potential to benefit your organization?**

No

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W4.1a

Please describe the opportunities water presents to your organization and your strategies to realize them

Country or region	Opportunity	Strategy to realize opportunity	Estimated timeframe	Please explain
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**W4.1b**

Please choose the option that best explains why water does not present your organization with any opportunities that have the potential to provide substantive benefit

Primary reason	Please explain
Opportunities exist, but nothing substantive	We acknowledge there may be opportunities linked to water and we believe they deserve attention. However, based on our understanding of the significance, we have concluded 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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**W4.1c**

Please choose the option that best explains why you do not know if water presents your organization with any opportunities that have the potential to provide substantive benefit

Primary reason	Please explain
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**Further Information**

**Module: Accounting**

**Page: W5. Facility Level Water Accounting (I)**

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**W5.1**

Water withdrawals: for the reporting year, please complete the table below with water accounting data for all facilities included in your answer to W3.2a

Facility reference number	Country	River basin	Facility name	Total water withdrawals (megaliters/year) at this facility	How does the total water withdrawals at this facility compare to the last reporting year?	Please explain
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**Further Information**

**Page: W5. Facility Level Water Accounting (II)**

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W5.1a

Water withdrawals: for the reporting year, please provide withdrawal data, in megaliters per year, for the water sources used for all facilities reported in W5.1

Facility reference number	Fresh surface water	Brackish surface water/seawater	Rainwater	Groundwater (renewable)	Groundwater (non-renewable)	Produced/process water	Municipal water	Wastewater from another organization	Comment
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W5.2

Water discharge: for the reporting year, please complete the table below with water accounting data for all facilities included in your answer to W3.2a

Facility reference number	Total water discharged (megaliters/year) at this facility	How does the total water discharged at this facility compare to the last reporting year?	Please explain
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**W5.2a**

Water discharge: for the reporting year, please provide water discharge data, in megaliters per year, by destination for all facilities reported in W5.2

Facility reference number	Fresh surface water	Municipal/industrial wastewater treatment plant	Seawater	Groundwater	Wastewater for another organization	Comment
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**W5.3**

Water consumption: for the reporting year, please provide water consumption data for all facilities reported in W3.2a

Facility reference number	Consumption (megaliters/year)	How does this compare to the last reporting year?	Please explain
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**W5.4**

For all facilities reported in W3.2a what proportion of their water accounting data has been externally verified?

Water aspect	% verification	What standard and methodology was used?
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**Further Information**

**Module: Response**

**Page: W6. Governance and Strategy**

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**W6.1**

**Who has the highest level of direct responsibility for water within your organization and how frequently are they briefed?**

Highest level of direct responsibility for water issues	Frequency of briefings on water issues	Comment
Board of individuals/Sub-set of the Board or other committee appointed by the Board	Scheduled - twice per year	For Mondelēz International, sustainability is one part of our Call For Well-being, a set of coordinated actions that supports one of our five global strategies: "Protect the Well-being of Our Planet and Its People." 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.

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**W6.2**

**Is water management integrated into your business strategy?**

Yes

**W6.2a**

**Please choose the option(s) below that best explain how water has positively influenced your business strategy**

<b>Influence of water on business strategy</b>	<b>Please explain</b>
Establishment of sustainability goals	Our company water footprint assessment takes a life cycle approach to assess water use and its impact on human health and ecosystems, including from supply chain, direct operations to consumer use and waste disposal. Various programs we participate in address a number of water risks along our agricultural supply chains. We also use the WBCSD water scarcity definition to estimate a water stress factor for each of our operations. Meanwhile, WRI Aqueduct is used to map our facility water risks, including physical risk (both quality and quantity), regulatory risks and reputational risks. All business units/regions have annual water reduction targets. Water use and water discharge tracking are done monthly in the manufacturing database. We had a company-wide water intensity goal to reduce water intensity by 15% in manufacturing from 2010-2015, which we exceeded by achieving -17%.
Establishment of a clear water strategy	Our 2020 sustainability goals announced in October 2015, set ambitious targets that include cutting our absolute water footprint by reducing water use by 10% in manufacturing by 2020 vs. 2013 baseline, focusing on priority sites where water is most scarce. This builds on our prior water reduction goals, which started in 2006.
Exploration of water valuation practices	We have helped develop Ecolab and Trucost's Water Risk Monetizer tool that should start to help us quantify water-related risks in financial terms. <a href="http://waterriskmonetizer.com/">http://waterriskmonetizer.com/</a> .
Exploration of environmental impact	We had a company-wide water intensity goal to reduce water intensity by 15% in manufacturing from 2010-2015 which we exceeded by achieving -17%.
Investment in staff/training	We have partnered with Nalco and have offered the Nalco Customer Learning Center as one source for knowledge on operations that use water in industrial applications. Nalco is an Ecolab company, "the global leader in water, hygiene and energy technologies and services that protect people and vital resources." <a href="http://www.nalco.com/">http://www.nalco.com/</a>
Water resource considerations are factored into location planning for new operations	Our engineering management standard requires all facilities and functions to integrate our environmental requirements concerning changes or new projects for equipment, buildings, facilities and processes to facilitate legal compliance and to reduce environmental impact, including the use of natural sources, such as water.
Water resource considerations are factored into site expansions	Our engineering management standard requires all facilities and functions to integrate our environmental requirements concerning changes or new projects for equipment, buildings, facilities and processes to facilitate legal compliance and to reduce environmental impact, including the use of natural sources, such as water.
Publicly demonstrated our commitment to water	Our new water reductions target for 2020 was announced at the end of 2015 and is an average 10% absolute reduction in incoming water at identified priority water sites (vs 2013 baseline). We have been reporting on our progress for water



Influence of water on business strategy	Please explain
	reductions along the way, having first established a water reduction goal in 2006. Our current progress is in our 2015 Call for Well-being Progress Report.
Greater supplier engagement	We expect our suppliers and external manufacturers worldwide to live up to the same standards we have set for ourselves. We require certain direct suppliers to undergo the SEDEX/AIM-PROGRESS process, which includes questions about water use, risk, and management.
Greater employee engagement	We engage with our employees in multiple ways about water use. For example, our annual Health Safety Environmental Month employee engagement program at all of our manufacturing sites worldwide includes water management awareness activities.
Tighter operational performance standards	Our new water reductions target for 2020 was announced at the end of 2015 and is an average 10% absolute reduction in incoming water at identified priority water sites (vs 2013 baseline), using absolute rather than normalized metrics.
Water management incentives established for employees	Water targets are tied to plant performance incentives, which can affect employee compensation.
Water management incentives established for senior management	Our sustainability goals, which include water targets, are considered as part of senior management incentives.

**W6.2b**

**Please choose the option(s) below that best explains how water has negatively influenced your business strategy**

Influence of water on business strategy	Please explain
Other:	Prices for raw materials, other supplies and energy are volatile and can fluctuate due to conditions that are difficult to predict. These conditions include water risk.

**W6.2c**

Please choose the option that best explains why your organization does not integrate water management into its business strategy and discuss any future plans to do so

Primary reason	Please explain
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**W6.3**

**Does your organization have a water policy that sets out clear goals and guidelines for action?**

Yes

**W6.3a**

**Please select the content that best describes your water policy (tick all that apply)**

Content	Please explain why this content is included
Publicly available Company-wide	Our environmental policy includes water. In addition, we are developing a water-specific policy. Our environmental policy is as follows: "We are 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 of our employees to carry out their job responsibilities in accordance with this policy and to report any environmental concerns they have to management." Our policy, which is available on our website at <a href="http://www.mondelezinternational.com/well-being/sustainable-resources-and-agriculture/environmental-footprint">http://www.mondelezinternational.com/well-being/sustainable-resources-and-agriculture/environmental-footprint</a> , requires us to set water use reduction targets for our operations and incorporate water issues into our internal environmental standards. Our new target for 2020 to reduce water in manufacturing 10% focusing on priority locations where water is most scarce vs. 2013 baseline was announced in Oct 2015. Our contracts include an environment provision and we expect our suppliers to meet our Code of Conduct (see Rule 6 about environment).

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**W6.4**

**How does your organization's water-related capital expenditure (CAPEX) and operating expenditure (OPEX) during the most recent reporting year compare to the previous reporting year?**

<b>Water CAPEX (+/- % change)</b>	<b>Water OPEX (+/- % change)</b>	<b>Motivation for these changes</b>
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**Further Information**

**Page: W7. Compliance**

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**W7.1**

**Was your organization subject to any penalties, fines and/or enforcement orders for breaches of abstraction licenses, discharge consents or other water and wastewater related regulations in the reporting year?**

No

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**W7.1a**

Please describe the penalties, fines and/or enforcement orders for breaches of abstraction licenses, discharge consents or other water and wastewater related regulations and your plans for resolving them

Facility name	Incident	Incident description	Frequency of occurrence in reporting year	Financial impact	Currency	Incident resolution
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**W7.1b**

What proportion of your total facilities/operations are associated with the incidents listed in W7.1a

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**W7.1c**

Please indicate the total financial impacts of all incidents reported in W7.1a as a proportion of total operating expenditure (OPEX) for the reporting year. Please also provide a comparison of this proportion compared to the previous reporting year

Impact as % of OPEX	Comparison to last year
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**Further Information**

**Page: W8. Targets and Initiatives**

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**W8.1**

**Do you have any company wide targets (quantitative) or goals (qualitative) related to water?**

Yes, targets only

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**W8.1a**

Please complete the following table with information on company wide quantitative targets (ongoing or reached completion during the reporting period) and an indication of progress made

Category of target	Motivation	Description of target	Quantitative unit of measurement	Base-line year	Target year	Proportion of target achieved, % value
Other: Reduction of water intensity	Water stewardship	From 2010-2015, our target is set to reduce water intensity in manufacturing by 15%.	% reduction per unit of production	2010	2015	100%
Absolute reduction of water withdrawals	Water stewardship	From 2013-2020, our target is set to reduce water in manufacturing by 10%	Other: % reduction of water sourced from non-borrowed supply, and excludes rainwater	2013	2020	100%

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**W8.1b**

Please describe any company wide qualitative goals (ongoing or reached completion during the reporting period) and your progress in achieving these

Goal	Motivation	Description of goal	Progress

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**W8.1c**

Please explain why you do not have any water-related targets or goals and discuss any plans to develop these in the future

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**Further Information**

8.1a: Reduction of water intensity target was achieved at 113% of 2015 target. Absolute reduction of water withdrawals was achieved at 120% of 2020 target. Our 2020 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 2015 performance.

**Module: Linkages/Tradeoff****Page: W9. Managing trade-offs between water and other environmental issues**

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**W9.1**

**Has your organization identified any linkages or trade-offs between water and other environmental issues in its value chain?**

Yes

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**W9.1a**

**Please describe the linkages or trade-offs and the related management policy or action**

Environmental issues	Linkage or trade-off	Policy or action
A comprehensive and groundbreaking analysis of our environmental footprint includes carbon (air), water, and land impacts across our whole lifecycle. This work provides us with a better understanding of our supply chain and enables us to focus our activities. This review was first conducted in 2011 and updated annually to further refine our strategy.	Linkage	Our lifecycle assessment helped to inform our sustainability strategy

Environmental issues	Linkage or trade-off	Policy or action
2015 results help determine our new environmental sustainability goals for 2020 on carbon, waste and water.		

**Further Information**

**Module: Sign Off**

**Page: Sign Off**

**W10.1**

Please provide the following information for the person that has signed off (approved) your CDP water response

Name	Job title	Corresponding job category
Jonathan Horrell	Director, Global Sustainability	Environment/Sustainability manager

**W10.2**

Please select if your organization would like CDP to transfer your publicly disclosed response strategy from questions W1.4a, W3.2c and W3.2d to the CEO Water Mandate Water Action Hub.

No

**Further Information**

**CDP 2016 Water 2016 Information Request**