

## C0. Introduction

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### C0.1

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

For years, we have been working diligently toward our commitments to help feed people in need, responsibly source our ingredients and conserve natural resources. We believe in great tasting food you can feel good about, too. We must live our values and communicate with transparency to earn our seat at millions of tables every day.

That's why we are leading the charge through World Business Council of Sustainable Development (WBCSD), part of the United Nations (UN) Global Compact, and incorporating the UN Sustainable Development Goals in all that we do. Our aim is to produce our foods more efficiently, with less energy, fewer greenhouse gas (GHG) emissions, less water and less waste across our manufacturing and supply chain. Our existing Global Sustainability commitments sunset at the end of 2020 and we are already working towards our new, more ambitious Kellogg's® Better Days commitments for 2030.

From a 2015 baseline, we have committed to:

- Reduce our absolute Scope 1 & 2 emissions by 45% by the end of 2030, and by 65% by 2050
- Reduce our Scope 3 (Tier 1 suppliers) greenhouse gas emissions by 15% in by 2030, and by 50% by 2050
- Reduce our energy use, greenhouse gas emissions, water use and total waste (per metric ton of food produced) by 15% by 2020
- Source 100% renewable electricity by 2050
- Increase the use of low-carbon energy and water reuse in our facilities by 2020

Our reach and impact:

- Since 2015, we've helped more than 440,000 farmers adopt sustainable agriculture practices that support biodiversity and improve climate resiliency
- Reduced normalized GHG emissions in our manufacturing sites by more than 25%, exceeding our 15% reduction goal for 2020
- Increased to 28.3% the amount of the renewable electricity used in our food production facilities
- Achieved a 25.4% absolute reduction in Scope 1 and 2 greenhouse gas emissions
- Engaged suppliers that represent 74% of our global spend to report their emissions through the global CDP Supply Chain disclosure system

## C0.2

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

	Start date	End date	Indicate if you are providing emissions data for past reporting years	Select the number of past reporting years you will be providing emissions data for
Reporting year	January 1 2020	December 31 2020	No	<Not Applicable>

## C0.3

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

Australia  
Austria  
Belgium  
Brazil  
Canada  
China  
Colombia  
Denmark  
Ecuador  
Egypt  
Finland  
France  
Germany  
Ghana  
Greece  
Guatemala  
India  
Ireland  
Italy  
Japan  
Malaysia  
Mexico  
Netherlands  
New Zealand  
Nigeria  
Norway  
Poland  
Puerto Rico  
Republic of Korea  
Romania  
Russian Federation  
Singapore  
South Africa  
Spain  
Switzerland  
Taiwan, Greater China  
Thailand  
Ukraine  
United Arab Emirates  
United Kingdom of Great Britain and Northern Ireland  
United States of America

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#### C0.4

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

USD

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#### C0.5

**(C0.5) Select the option that describes the reporting boundary for which climate-related impacts on your business are being reported. Note that this option should align with your chosen approach for consolidating your GHG inventory.**

Operational control

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

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

	Relevance
Agriculture/Forestry	Elsewhere in the value chain only [Agriculture/Forestry/processing/manufacturing/Distribution only]
Processing/Manufacturing	Both direct operations and elsewhere in the value chain [Processing/manufacturing/Distribution only]
Distribution	Elsewhere in the value chain only [Agriculture/Forestry/processing/manufacturing/Distribution only]
Consumption	No

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

**(C-AC0.6b/C-FB0.6b/C-PF0.6b) Why are emissions from agricultural/forestry activities undertaken on your own land not relevant to your current CDP climate change disclosure?**

**Row 1**

**Primary reason**

Do not own/manage land

**Please explain**

Kellogg does not own farms.

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

**(C-AC0.6f/C-FB0.6f/C-PF0.6f) Why are emissions from distribution activities within your direct operations not relevant to your current CDP climate change disclosure?**

**Row 1**

**Primary reason**

Analysis in progress

**Please explain**

Kellogg does not have operational control of distribution. Kellogg exited its direct sales distribution network in 2016. We are evaluating the scale of distribution from our joint ventures and third party distribution as part of our revised Scope 3 emissions evaluation.

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

**(C-AC0.6g/C-FB0.6g/C-PF0.6g) Why are emissions from the consumption of your products not relevant to your current CDP climate change disclosure?**

**Row 1**

**Primary reason**

Evaluated but judged to be unimportant

**Please explain**

Kellogg Company's foods are mostly comprised of ready to eat cereals and snacks. Although a very small number of products require warming, the emissions from these activities are not relevant regarding our overall scope of activities.

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

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

**Agricultural commodity**

Rice

**% of revenue dependent on this agricultural commodity**

20-40%

**Produced or sourced**

Sourced

**Please explain**

Kellogg has committed to responsibly source its priority ingredients and support agriculture, which is smart for our climate and smart for the growers. This commitment will enable improved resilience to impacts from things such as weather events or market shocks, productivity, particularly for smallholder farmers, and reduction of greenhouse gas emissions. We are committed to responsibly sourcing ingredients such as rice, wheat, corn, sugar and potatoes. These ingredients are most material to our business due to spend and prevalence in our portfolio. As a leading global plant-based food company, one of these ingredients are in almost every food we make.

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**Agricultural commodity**

Sugar

**% of revenue dependent on this agricultural commodity**

More than 80%

**Produced or sourced**

Sourced

**Please explain**

Kellogg has committed to responsibly source its priority ingredients and support agriculture, which is smart for our climate and smart for the growers. This commitment will enable improved resilience to impacts from things such as weather events or market shocks, productivity, particularly for smallholder farmers, and reduction of greenhouse gas emissions. We are committed to responsibly sourcing ingredients such as rice, wheat, corn, sugar and potatoes. These ingredients are most material to our business due to spend and prevalence in our portfolio. As a leading global plant-based food company, one of these ingredients are in almost every food we make.

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**Agricultural commodity**

Wheat

**% of revenue dependent on this agricultural commodity**

60-80%

**Produced or sourced**

Sourced

**Please explain**

Kellogg has committed to responsibly source its priority ingredients and support agriculture, which is smart for our climate and smart for the growers. This commitment will enable improved resilience to impacts from things such as weather events or market shocks, productivity, particularly for smallholder farmers, and reduction of greenhouse gas emissions. We are committed to responsibly sourcing ingredients such as rice, wheat, corn, sugar and potatoes. These ingredients are most material to our business due to spend and prevalence in our portfolio. As a leading global plant-based food company, one of these ingredients are in almost every food we make.

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**Agricultural commodity**

Other, please specify (Corn)

**% of revenue dependent on this agricultural commodity**

40-60%

**Produced or sourced**

Sourced

**Please explain**

Kellogg has committed to responsibly source its priority ingredients and support agriculture, which is smart for our climate and smart for the growers. This commitment will enable improved resilience to impacts from things such as weather events or market shocks, productivity, particularly for smallholder farmers, and reduction of greenhouse gas emissions. We are committed to responsibly sourcing ingredients such as rice, wheat, corn, sugar and potatoes. These ingredients are most material to our business due to spend and prevalence in our portfolio. As a leading global plant-based food company, one of these ingredients are in almost every food we make.

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**Agricultural commodity**

Other, please specify (Potatoes)

**% of revenue dependent on this agricultural commodity**

10-20%

**Produced or sourced**

Sourced

**Please explain**

Kellogg has committed to responsibly source its priority ingredients and support agriculture, which is smart for our climate and smart for the growers. This commitment will enable improved resilience to impacts from things such as weather events or market shocks, productivity, particularly for smallholder farmers, and reduction of greenhouse gas emissions. We are committed to responsibly sourcing ingredients such as rice, wheat, corn, sugar and potatoes. These ingredients are most material to our business due to spend and prevalence in our portfolio. As a leading global plant-based food company, one of these ingredients are in almost every food we make.

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**C1. Governance**

## C1.1

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

Yes

#### C1.1a

##### (C1.1a) Identify the position(s) (do not include any names) of the individual(s) on the board with responsibility for climate-related issues.

Position of individual(s)	Please explain
Other, please specify (Social Responsibility Board of Directors)	The Social Responsibility & Public Policy Committee of our Board of Directors oversees the company's sustainability efforts and climate policy. All four committee members are independent. The Social Responsibility and Public Policy Committee, among other things, assists the Board in discharging its oversight responsibilities with respect to climate, environment, social and public policy issues. The Committee reviews the Company's policies, programs and practices concerning public policy, government relations, philanthropic activities/charitable contributions, climate, sustainability and related topics. The Committee reviews the company's climate-related commitments, programs, metrics and outcomes in service of addressing the company's risks and opportunities. Climate issues are managed by the Chief Sustainability Officer, Senior Vice President of Global Supply Chain and Senior Vice President of Corporate Affairs. These leaders have accountability in their annual incentives to implement the company's climate strategy and deliver against the company's climate commitments.

#### C1.1b

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

Frequency with which climate-related issues are a scheduled agenda item	Governance mechanisms into which climate-related issues are integrated	Scope of board-level oversight	Please explain
Scheduled – all meetings	Reviewing and guiding strategy Reviewing and guiding major plans of action Reviewing and guiding risk management policies Monitoring implementation and performance of objectives Monitoring and overseeing progress against goals and targets for addressing climate-related issues	<Not Applicable>	The Social Responsibility and Public Policy Committee, among other things, assists the Board in discharging its oversight responsibilities with respect to certain social and public policy issues. The Committee reviews the Company's policies, programs and practices concerning public policy, government relations, philanthropic activities/charitable contributions, climate, sustainability and related topics. The Committee is particularly focused on the intersection of philanthropy, public policy, and sustainability and the Company's goals. The Board had the following standing committees in 2018: (i) Audit; (ii) C&T; (iii) Nominating and Governance; (iv) Manufacturing; (v) Social Responsibility and Public Policy; and (vi) Executive.

## C1.2

### (C1.2) Provide the highest management-level position(s) or committee(s) with responsibility for climate-related issues.

Name of the position(s) and/or committee(s)	Reporting line	Responsibility	Coverage of responsibility	Frequency of reporting to the board on climate-related issues
Other C-Suite Officer, please specify (Senior Vice President, Corporate Affairs)	<Not Applicable>	Both assessing and managing climate-related risks and opportunities	<Not Applicable>	Quarterly
Chief Sustainability Officer (CSO)	<Not Applicable>	Both assessing and managing climate-related risks and opportunities	<Not Applicable>	Quarterly
Sustainability committee	<Not Applicable>	Both assessing and managing climate-related risks and opportunities	<Not Applicable>	Not reported to the board
Other C-Suite Officer, please specify (SVP, Global Supply Chain)	<Not Applicable>	Both assessing and managing climate-related risks and opportunities	<Not Applicable>	Quarterly

#### C1.2a

**(C1.2a) Describe where in the organizational structure this/these position(s) and/or committees lie, what their associated responsibilities are, and how climate-related issues are monitored (do not include the names of individuals).**

The Senior Vice President of Corporate Affairs and the Chief Sustainability Officer report at least three times per year to the Social Responsibility & Public Policy Committee of our Board of Directors. This committee oversees the company's sustainability efforts and climate policy. All four committee members are independent. The Social Responsibility and Public Policy Committee, among other things, assists the Board in discharging its oversight responsibilities with respect to certain social and public policy issues. The Committee reviews the Company's policies, programs and practices concerning public policy, government relations, philanthropic activities/charitable contributions, climate, sustainability and related topics. The Committee reviews the company's climate-related commitments, programs, metrics and outcomes in service of addressing the company's risks and opportunities.

The Senior Vice President of Global Corporate Affairs and Chief Sustainability Officer are both responsible for assessing and managing climate-related risks and opportunities. These leaders have accountability in their annual incentives to implement the company's climate strategy and deliver against the company's climate commitments. The Chief Sustainability Officer reports to the SVP of Corporate Affairs, who reports to the CEO. To help guide us as we work to achieve our Global Sustainability Commitments, we have a Sustainability Governance Team. Made up of five senior executives and led by our Chief Sustainability Officer, the team assesses progress toward the commitments, helps inform strategic decisions and addresses any barriers to achieving progress. Members of this governance team represent manufacturing, procurement, and other key internal business partners. Each member of the team has expertise in how to execute these programs, identification of risks, and internal accountability to deliver the programs. Specific climate-related issues are monitored through the procurement, sustainability, EHS, and risk teams. They monitor issues through regular assessments of external resources, benchmarking from suppliers and industry groups, and internal feedback. These risks are then shared with the Sustainability Governance team and the VP of Treasury who leads our Enterprise Risk Management process.

### C1.3

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

	Provide incentives for the management of climate-related issues	Comment
Row 1	Yes	

### C1.3a

**(C1.3a) Provide further details on the incentives provided for the management of climate-related issues (do not include the names of individuals).**

Entitled to incentive	Type of incentive	Activity incentivized	Comment
Chief Executive Officer (CEO)	Monetary reward	Energy reduction target	Among other performance incentives, our CEO is measured on operating profit, based in part on cost savings from energy reductions and continuity of supply.
Buyers/purchasers	Monetary reward	Supply chain engagement	As part of their Annual Incentive Plan, Buyers are incentivized based on their priorities which include engagement on responsible sourcing and environmental criteria for their suppliers.
Facilities manager	Monetary reward	Energy reduction target	As part of their Annual Incentive Plan, facility and business unit managers are incentivized based on their priorities which include their ability to hit sustainability targets including energy and emission reduction targets.
All employees	Non-monetary reward	Energy reduction project	All employees have an opportunity to nominate colleagues for the W.K. Kellogg Values Award, our company's highest honor. This award recognizes employees who consistently model our company values while making significant contributions to our business results.

## C2. Risks and opportunities

### C2.1

**(C2.1) Does your organization have a process for identifying, assessing, and responding to climate-related risks and opportunities?**

Yes

### C2.1a

**(C2.1a) How does your organization define short-, medium- and long-term time horizons?**

	From (years)	To (years)	Comment
Short-term	0	1	
Medium-term	1	3	
Long-term	3	10	

### C2.1b

**(C2.1b) How does your organization define substantive financial or strategic impact on your business?**

Kellogg uses a comprehensive Enterprise Risk Management (ERM) process for day-to-day risk management, including assessing regulatory and physical risks. The risk assessment process is global; developed to identify and assess Kellogg's current and emerging risks, including the nature of the risk and to identify steps to mitigate and manage the controllable aspects of each risk. Climate has been identified as a risk and is included in our ERM mitigation approach. In addition to the ERM process, global Corporate Affairs has continuous monitoring of short and long term reputational risks at a brand, regional and global level. For the ERM process, we assess the potential size and scope of identified risks through the completion of a global internal survey of several hundred key business leaders, functional heads and other managers. We assess the risks by consulting internal and external experts, monitoring media and consumer sentiment, and using external benchmarking tools like RepTrak. The ERM process also may identify climate-related risks at an asset level. These risks can also be identified through our internal audit protocol where all sites are audited at least every three years.

Kellogg defines substantive change as including but not limited to plant relocation, curtailment of operations, product relocation, interruptions in availability, increased cost for municipal water, increased cost for raw materials, lack of security of supply of raw materials, and significant investment in water reduction/recycling that are likely to happen. The metrics for this would include increased costs, lack of availability causing shutdowns, and increased water treatment. The threshold for these indicators would vary from facility to facility but would be assessed against profit and loss and operational budgets. This covers both operations and supply chain. Climate-related risks are also identified during asset mergers, acquisition, and new development. Assessing the size and scope of the identified risks is built into our due diligence process. The ERM process compares risk severity, likelihood and impact between risks to determine the relative significance. Through this process we determine if the risk has a substantive financial or strategic impact on the business. We define this when a major brand or manufacturing will be impacted across their portfolio, resulting in lost sales and/or plant shutdowns. A substantive impact may also be defined from a reputational aspect when a risk would cause significant shareholder and customer concern that cannot be easily managed.

The Audit committee of the Board is responsible for monitoring the ERM process. Results are also shared with the Social Responsibility & Public Policy Committee of the Board. The results of the risk assessment are integrated into the Board's processes. Oversight responsibility for each risk is allocated among the full Board and its Committees. Each key risk is reviewed at least annually, with many topics reviewed on several occasions throughout the year. The identified climate risks are integrated into our 10-K and Annual Report and Kellogg is among the first CPG companies to do so. Risk models and correlation assessments are used in the following ways: 1. better understand procurement risks for sourcing our ingredients in the future 2. better understand reputational risks from our consumers and key stakeholders 3. inform our commitments and business strategy.

The Chief Financial Officer and Vice President of Internal Audit are responsible and accountable for ERM in terms of risk appetite and tolerance, monitoring and reporting. Bi-yearly updates on risk-related topics are provided to the Audit Committee members of the Board of Directors. The Internal Audit function reports directly to the Board of Directors and is independent of business unit functions. Procurement has dedicated resources that perform risk assessments for commodities including risks of availability/pricing due to climate change. At the asset level, we use risk assessments to identify where to invest in low carbon technologies to address physical and transitional risk. At regular intervals, Kellogg Company assesses the water risk profiles of our facilities to better understand the risk from water use and discharge as it relates to current conditions, regulation and climate change. Kellogg assesses water risk by using a combination of internal site surveys and external sources to determine an overall water risk score for each location. The external sources include leading data sets that consider exposure to current and projected changes in water quantity. Kellogg has specific risks as a food manufacturer because we use water in production processes and as an ingredient in our foods. Prioritizing risk is an important part of how we can implement our climate change strategy. We use a cost-benefit ratio to determine if the benefits of intended action will outweigh the short-term costs.

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**C2.2**

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**(C2.2) Describe your process(es) for identifying, assessing and responding to climate-related risks and opportunities.**

**Value chain stage(s) covered**

Direct operations

**Risk management process**

Integrated into multi-disciplinary company-wide risk management process

**Frequency of assessment**

More than once a year

**Time horizon(s) covered**

Medium-term

Long-term

**Description of process**

Kellogg uses a comprehensive Enterprise Risk Management (ERM) process for day-to-day risk management, including assessing regulatory and physical risks. The risk assessment process is global; developed to identify and assess Kellogg's current and emerging risks, including the nature of the risk and to identify steps to mitigate and manage the controllable aspects of each risk. Climate has been identified as a risk and is included in our ERM mitigation approach. In addition to the ERM process, Global Corporate Affairs has continuous monitoring of short and long term reputational risks at a brand, regional and global level. For the ERM process, we assess the potential size and scope of identified risks through the completion of a global internal survey of several hundred key business leaders, functional heads and other managers. Within Corporate Affairs, we assess the risks by consulting internal and external experts, monitoring media and consumer sentiment, and using external benchmarking tools like RepTrak. The ERM process also may identify climate-related risks at an asset level. These risks can also be identified through our internal audit protocol where all sites – at a minimum – are planned to be audited every three years. Climate-related risks are also identified during asset mergers, acquisition, and new development. Assessing the size and scope of the identified risks is built into our due diligence process. The ERM process compares risk severity, likelihood and impact between risks to determine the relative significance. Through this process we determine if the risk has a substantive financial or strategic impact on the business. We define this when a major brand or manufacturing will be impacted across their portfolio, resulting in lost sales and/or plant shutdowns. A substantive impact may also be defined from a reputational aspect when a risk would cause significant shareholder and customer concern that cannot be easily managed. The Audit committee of the Board is responsible for monitoring the ERM process and results are integrated into the Board's processes. Each key risk is reviewed at least annually, with many topics reviewed on several occasions throughout the year. The identified climate risks are integrated into our 10-K and Annual Report and Kellogg is among the first CPG companies to do so. We develop and use risk assessments and opportunity identification to inform work we do in every business unit as we continue to drive beyond compliance, toward an efficient growth model. This is incorporated into our corporate growth and business unit strategies. This includes assessments of climate risk and resiliency. Risk models and correlation assessments are used in the following ways: 1. better understand procurement risks for sourcing our ingredients in the future 2. better understand reputational risks from our consumers and key stakeholders 3. inform our Global 2020 Sustainability Commitments and Deploy for Growth Strategy. The Chief Financial Officer and Vice President of Internal Audit are responsible and accountable for ERM in terms of risk appetite and tolerance, monitoring and reporting. Bi-yearly updates on risk-related topics are provided to the Audit Committee members of the Board of Directors. The Internal Audit function reports directly to the Board of Directors and is independent of business unit functions. Procurement has dedicated resources that perform risk assessments for commodities including risks of availability/pricing due to climate change. At the asset level, we use risk assessments to identify where to invest in low carbon and high efficiency technologies to address physical and transitional risk. We know that water scarcity can lead to increased energy costs, price volatility and GHG emission factors when utilities are unable to utilize hydropower due to drought. At regular intervals, Kellogg Company assesses the water risk profiles of our facilities to better understand the risk from water use and discharge as it relates to current conditions, regulation and climate change. Kellogg assesses water risk by using a combination of internal site surveys and external sources to determine an overall water risk score for each location. The external sources include leading data sets that consider exposure to current and projected changes in water quantity. Kellogg has specific risks as a food manufacturer because we use water in production processes and as an ingredient in our foods. Prioritizing risk is an important part of how we can implement our climate change strategy. We use a cost-benefit ratio to determine if the benefits of intended action will outweigh the short-term costs. By using this metric, we can incorporate our resilience to the event by shifting supply or production and include additional long-term costs like switching suppliers. For example, in the case of a 2017 biomass boiler installation in Sri City, the costs of implementing a greener technology were far outweighed by the benefits of improved reliability, lower future energy costs and environmental benefit. We review our material issues against the ever-changing business conditions, including the Deploy for Growth Strategy, and current issues and technologies that relate to the business. An example of evaluating transitional risks and opportunities is the assessment of combined heat and power installations in selected facilities in Europe and Latin America. These projects entail a partial switch between purchasing electricity from the grid towards generating electricity onsite using natural gas, plus the efficiencies using the heat created in the generation process to provide heat energy to the site. In countries where the electricity grid is highly reliant on hydrocarbon fuels, like Mexico, the transition from grid electricity to natural gas purchases delivers significant emission reductions.

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**C2.2a**

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

	Relevance & inclusion	Please explain
Current regulation	Relevant, always included	Kellogg uses a comprehensive Enterprise Risk Management (ERM) process for day-to-day risk management, including assessing regulatory and physical risks. An example of a current regulation risk includes exceedance of legal discharge/emissions limits.
Emerging regulation	Relevant, always included	Kellogg uses a comprehensive Enterprise Risk Management (ERM) process for day-to-day risk management, including assessing regulatory and physical risks. In addition, the ERM process, Kellogg has a cross-functional "Emerging Issues Council" which reviews potential corporate risks including future regulation. Sustainability, regulatory, government relations, technical experts, and corporate affairs are all part of this process. An example of an emerging risk includes future regulatory requirements on plastic content in packaging.
Technology	Relevant, always included	New technologies are always included in risk assessments. As a member of RE100, Kellogg is committed to transitioning to 100% renewable electricity and regularly assessing technology risks and opportunities to deliver business value. Other types of technologies, like Blockchain, are also reviewed as we engage our supply chain in identifying and mitigating climate risks. An example of a technology risk includes new equipment development that can provide a competitive advantage to an industry sector.
Legal	Not relevant, included	Legal action in the area of climate risk is not common in our industry and therefore not relevant but are always monitored by our legal departments. An example of a legal risk includes community legal action against a site or company.
Market	Relevant, always included	Market changes – resulting in availability, pricing, or quality issues – are consistently monitored by our procurement and risk teams. As they relate to climate impacts, the sustainability team may also be involved and track impact. If these impacts are significant, they are incorporated into our ERM process. An example of a market risk is a rise in price of a key ingredient due to scarcity or increased demand.
Reputation	Relevant, always included	Within Corporate Affairs, we assess the risks by consulting internal and external experts, monitoring media and consumer sentiment, and using external benchmarking tools like RepTrak. An example of a reputation risk includes the perception of a company to be polluting or degrading the natural environment.
Acute physical	Relevant, always included	Flooding, drought, and other climate-related acute weather events are included in our ERM process as well as our development and M&A process. Security of supply interruptions or plant shut downs can have significant business impact and are often elevated to senior leadership. An example of an acute physical risk includes a seasonal drought in an area where we source ingredients, affecting the productivity of our suppliers.
Chronic physical	Relevant, always included	For key crops, increases in long-term temperature and other chronic physical climate impacts can cause risks for Kellogg. This may impact total yield or nutrient content of the foods. If significant and prolonged they may be included in the ERM process. An example of a chronic physical risk includes a multi-year flooding pattern in a region where we source ingredients.

## C2.3

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

Yes

### C2.3a

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

**Identifier**

Risk 1

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

Upstream

**Risk type & Primary climate-related risk driver**

Acute physical	Increased severity and frequency of extreme weather events such as cyclones and floods
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**Primary potential financial impact**

Other, please specify (Increased costs due to limited availability and logistics costs associated with alternative sourcing arrangements.)

**Climate risk type mapped to traditional financial services industry risk classification**

<Not Applicable>

**Company-specific description**

In 2019 and 2020, unusually heavy rainfall, snow and unseasonably cold weather in the United States and Europe negatively affected crop productivity. This resulted in reduced delivery of contracted ingredient volumes in 2020.

**Time horizon**

Short-term

**Likelihood**

Virtually certain

**Magnitude of impact**

Medium

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

Yes, an estimated range

**Potential financial impact figure (currency)**

<Not Applicable>

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

0

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

3000000

**Explanation of financial impact figure**

Financial impact is calculated based on market prices of commodities impacted within the reporting year. Short-term continuity of ingredient supply. Long-term risk of

increased costs in future years due to limited availability and logistics costs associated with alternative sourcing arrangements.

#### Cost of response to risk

0

#### Description of response and explanation of cost calculation

This example was flagged by procurement and shared to Global Sustainability team. In the short term, Kellogg partnered with suppliers to address 2020 gaps in volume deliveries. In addition, by working with suppliers and farmers to measure continuous improvement via the Kellogg Grower Survey and secure future supply, we can mitigate the operational risk and find opportunities to support best management practices on the field. Geographic climate risk, agribusiness and sustainable agriculture practices are assessed as part of ingredient category strategies, that inform long-term sourcing strategy for key ingredients. Costs were estimated based on historic pricing and volumes. Kellogg is pursuing low and zero-cost opportunities to ensure continuity of supply with our suppliers and find viable logistics opportunities as part of ongoing supplier partnerships.

#### Comment

Kellogg is pursuing low- and zero-cost opportunities to ensure continuity of supply with our suppliers and find viable logistics opportunities as part of ongoing supplier partnerships.

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#### Identifier

Risk 2

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

Upstream

#### Risk type & Primary climate-related risk driver

Acute physical	Increased severity and frequency of extreme weather events such as cyclones and floods
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#### Primary potential financial impact

Other, please specify (Increased costs due to limited availability and logistics costs associated with alternative sourcing arrangements.)

#### Climate risk type mapped to traditional financial services industry risk classification

<Not Applicable>

#### Company-specific description

Drought during the 2020 crop season in Central America impacted crop quality. This resulted in the necessity to explore alternate supply

#### Time horizon

Short-term

#### Likelihood

Virtually certain

#### Magnitude of impact

Low

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

No, we do not have this figure

#### Potential financial impact figure (currency)

<Not Applicable>

#### Potential financial impact figure – minimum (currency)

<Not Applicable>

#### Potential financial impact figure – maximum (currency)

<Not Applicable>

#### Explanation of financial impact figure

Financial impact is calculated based on market prices of commodities impacted within the reporting year. The estimated cost impact of this weather event was estimated within the remote range, though there was no disruption to ingredient supply.

#### Cost of response to risk

#### Description of response and explanation of cost calculation

This example was flagged by procurement and shared to Global Sustainability team. In the short term, Kellogg partnered with suppliers to address 2020 gaps in volume deliveries. In addition, by working with suppliers and farmers to measure continuous improvement via the Kellogg Grower Survey and secure future supply, we can mitigate the operational risk and find opportunities to support best management practices on the field. Geographic climate risk, agribusiness and sustainable agriculture practices are assessed as part of ingredient category strategies, that inform long-term sourcing strategy for key ingredients. Costs were estimated based on historic pricing and volumes. Kellogg is pursuing low- and zero-cost opportunities to ensure continuity of supply with our suppliers and find viable logistics opportunities as part of ongoing supplier partnerships.

#### Comment

Kellogg is pursuing low- and zero-cost opportunities to ensure continuity of supply with our suppliers and find viable logistics opportunities as part of ongoing supplier partnerships.

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## C2.4

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

Yes

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## C2.4a

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**(C2.4a) Provide details of opportunities identified with the potential to have a substantive financial or strategic impact on your business.**

**Identifier**

Opp1

**Where in the value chain does the opportunity occur?**

Direct operations

**Opportunity type**

Resource efficiency

**Primary climate-related opportunity driver**

Use of more efficient production and distribution processes

**Primary potential financial impact**

Reduced indirect (operating) costs

**Company-specific description**

Our goal is to achieve our 2020 and 2050 emissions reduction targets. To achieve these goals, we employ several strategies to reduce energy use and GHG emissions. We are focused on assessing opportunities to reduce the food waste because of the financial and greenhouse gas reductions. To do this, we have mapped yield concentrations, supported operational changes, and assessed equipment opportunities. We are improving our measurement of food waste in order to better manage its volume.

**Time horizon**

Medium-term

**Likelihood**

Likely

**Magnitude of impact**

Medium

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

Yes, an estimated range

**Potential financial impact figure (currency)**

<Not Applicable>

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

0

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

20000000

**Explanation of financial impact figure**

Kellogg North America aimed to deliver \$20M in Yield Improvement in 2017 by using the Yield Concentration maps to drive the improvements through plant line teams. This Yield Improvement is driving OEE, total waste reduction, and cost savings. This represents the sum of savings from 2017 strategies across all regions.

**Cost to realize opportunity**

0

**Strategy to realize opportunity and explanation of cost calculation**

In 2019, we continue to focus on assessing opportunities to reduce the food waste because of the financial and greenhouse gas reductions. To do this, we mapped yield concentrations, supported operational changes, and assessed equipment opportunities. In all our facilities, we've prioritized improving production processes and modifying equipment to reduce food waste. For example: our Manchester plant ran a pilot project on how to take split / underweight bags of cereal and put them back into production in a way which is safe and traceable. They came up with a system that involved reprocessing this food in specially created safe and sanitized area where the food is unpacked, recorded and put back into the beginning of the production line (so it passes through the usual quality and safety filters). Beyond our manufacturing, in the U.S., we're making a concerted effort to work with suppliers who use "perfectly imperfect" apples, strawberries and other fruits in the filling for several foods, including Kellogg's Nutri-Grain® bars and Pop-Tarts®. Although not the first choice for supermarket shoppers, these fruits are every bit as wholesome and delicious.

**Comment**

Kellogg is pursuing zero-cost opportunities to drive efficiency and improve targeted practices focused on yield improvements.

---

**Identifier**

Opp2

**Where in the value chain does the opportunity occur?**

Direct operations

**Opportunity type**

Resource efficiency

**Primary climate-related opportunity driver**

Use of more efficient production and distribution processes

**Primary potential financial impact**

Reduced indirect (operating) costs

**Company-specific description**

We achieved our 2020 goal, and we aim to achieve our 2030 and 2050 emissions reduction targets. To achieve these goals, we employ several strategies to reduce energy use and GHG emissions. In 2020, we: 1) Engaged employees through Go Green teams in offices and plants to improve practices including centralizing printers and reducing electricity usage 2) leveraged capital spending to improve processes and implement low carbon and high efficiency capital projects, and 3) partnered with peers and other initiatives to share best practices.

**Time horizon**

Short-term

**Likelihood**

Virtually certain

**Magnitude of impact**

Medium-low

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

Yes, an estimated range

**Potential financial impact figure (currency)**

<Not Applicable>

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

0

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

6000000

**Explanation of financial impact figure**

Cost reduction was from specific initiatives to address utilities management and zero-based budgeting within Kellogg. This represents the sum of savings from 2020 strategies across the regions.

**Cost to realize opportunity**

0

**Strategy to realize opportunity and explanation of cost calculation**

To achieve these goals, we employ several strategies to reduce energy use and GHG emissions. Investment in low carbon and high efficiency capital projects including projects in our plants to: • Generate savings on natural gas, electricity and water consumption and CO<sub>2</sub> emission by implementation combined heat and power systems. • Improve the efficiency of steam generation by installing and boiler economizer, an automatic bottom blowdown system, a heat recovery system for blowdown from boilers, and implementing an energy management system for steam generation.

**Comment**

Kellogg is pursuing zero-cost opportunities to drive efficiency and improve targeted practices including increased efficiency in operations.

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**Identifier**

Opp3

**Where in the value chain does the opportunity occur?**

Direct operations

**Opportunity type**

Energy source

**Primary climate-related opportunity driver**

Use of lower-emission sources of energy

**Primary potential financial impact**

Other, please specify (Reduced exposure to GHG emissions and therefore less sensitivity to changes in cost of carbon.)

**Company-specific description**

Kellogg facilities in Spain, Belgium, Poland, the United Kingdom, Colombia, Australia, the United States, India, Mexico and Malaysia source green power through their utilities or by onsite solar installations, in support of our goal is to achieve our 2020 and 2050 emissions reduction targets. This reduced total emissions significantly and overall. Currently our operations source 28.3% of their electricity from renewable resources. This reduces exposure to GHG emissions and our sensitivity to changes in cost of carbon.

**Time horizon**

Short-term

**Likelihood**

Virtually certain

**Magnitude of impact**

Medium-high

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

No, we do not have this figure

**Potential financial impact figure (currency)**

<Not Applicable>

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

<Not Applicable>

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

<Not Applicable>

**Explanation of financial impact figure**

Although there are no direct cost reductions, our GHG reductions are part of a cost avoidance strategy.

**Cost to realize opportunity**

0

**Strategy to realize opportunity and explanation of cost calculation**

Kellogg has and will continue to pursue green energy procurement strategies with our utility companies. Our partnership with the Beryl Solar Farm in New South Wales, Australia powers our Botany manufacturing facility and Pagewood regional headquarters. The reduced greenhouse gas emissions from this partnership are equivalent to planting more than 2.3 million trees or taking about 30,000 cars off the road. Our facilities in India, Mexico and Malaysia have installed solar panels, which are already delivering between 2-10 percent of these operations' power needs.

**Comment**

Green energy cost is at parity with conventional electricity.

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### C3. Business Strategy

#### C3.1

##### (C3.1) Have climate-related risks and opportunities influenced your organization's strategy and/or financial planning?

Yes, and we have developed a low-carbon transition plan

#### C3.1a

##### (C3.1a) Is your organization's low-carbon transition plan a scheduled resolution item at Annual General Meetings (AGMs)?

	Is your low-carbon transition plan a scheduled resolution item at AGMs?	Comment
Row 1	No, but we intend it to become a scheduled resolution item within the next two years	Our low-carbon transition plan is reviewed at the Board level through the Social Responsibility & Public Policy Committee. Our progress against our climate commitments – informed by our transition plan – are often reviewed in the opening of the Annual General Meeting, but are not currently a schedule resolution item. As stakeholder expectations regarding interest in our low carbon transition plan evolves, Kellogg may include climate as a scheduled resolution item in the future. We include in the boundaries of the low carbon transition concept the process by which we want to transition the current use of a mix of both high carbon energy and low carbon energy to just using low carbon energy.

#### C3.2

##### (C3.2) Does your organization use climate-related scenario analysis to inform its strategy?

Yes, qualitative and quantitative

#### C3.2a

##### (C3.2a) Provide details of your organization's use of climate-related scenario analysis.

Climate-related scenarios and models applied	Details
Nationally determined contributions (NDCs)	This scenario was identified as part of our work with the United Nations Global Compact & Science Based Targets Initiative. Inputs include the Intergovernmental Panel on Climate Change (IPCC), which has shown that to avoid significant impacts, global warming must be limited to well below 2°C above pre-industrial levels. As part of the agricultural and industry sectors, the IPCC indicates that sector emissions should be 5 GtCO2 by 2050. Baseline emissions for the industry are approximately 14 GtCO27, meaning a 65% reduction would be needed to align to these science-based targets. Assumptions include steady corporate growth, reliance on current data models, predictions on energy mix, and using sector methodologies. We analyzed our historic and current emissions and energy mix and extrapolated to 2050. A long-term time horizon was considered – 35 years – as well as short- and medium-term milestones. This was relevant as a 100+ year old company, we want to take a short- and long-term view of our business and were seeking to align to the Paris Agreements and NDC commitment. The global footprint of Kellogg was considered for this including manufacturing, fleet, offices and warehouses. Our Scope 3 emissions, products and services, were also considered. As an example of how this scenario influenced business strategy, this scenario helped inform our 2050 Climate Policy and science-based target which put forth a reduction commitment of 65% in our owned operations and 50% in our supply chain. This continued our focus on greenhouse gas emissions through efficiency in our facilities, caused us to join RE100, and increased our green power purchase.
Other, please specify (3% Solution)	This scenario was identified as part of our work with WWF, WRI and others to create a science-based target. The 3% Solution identifies how US-based corporations can set GHG reduction targets that lead to a collective cost-savings of \$780 Billion USD between 2010 and 2020, while aligning targets with IPCC's 2°C pathway. Developed by WWF with CDP, McKinsey & Company, and Point380, these savings are achieved by boosting energy-efficiency measures and transitioning to low-carbon energy sources. Assumptions included the US corporate sector would need to cut carbon emissions by 3% annually on average and that Kellogg would have steady corporate growth, reliance on current data models, predictions on energy mix, and using sector methodologies. Our methodology included leveraging their corporate guidance and The Carbon Target Profit Calculator as well as analyzing our historic and current emissions and energy mix and extrapolated to 2050. A long-term time horizon was considered – 35 years – as well as short- and medium-term milestones. This was relevant as a 100+ year old company, we want to take a short- and long-term view of our business and were seeking to align to the Paris Agreements and NDC commitment. The global footprint of Kellogg was considered for this including manufacturing, fleet, offices and warehouses. Our Scope 3 emissions, products and services, were also considered. As an example of how this scenario influenced business strategy, this scenario helped inform our 2050 Climate Policy and science-based target which put forth a reduction commitment of 65% in our owned operations and 50% in our supply chain. This continued our focus on greenhouse gas emissions through efficiency in our facilities, caused us to join RE100, and increased our green power purchase.
Other, please specify (Sector Decarbonization Approach)	This scenario was identified as part of our work with WWF, WRI and others to create a science-based target. The Sectoral Decarbonization Approach (SDA) is a freely available open-source methodology that allows companies to set emission reduction targets in line with a 2°C decarbonization scenario. It is based on the 2°C scenario (2DS) developed by the International Energy Agency (IEA) as part of its publication, Energy Technology Perspectives 2014 (IEA, 2014). The methodology was developed by CDP, WRI and WWF with the technical support of Ecorys, the consultancy partner. The methodology includes input from a group of technical advisors, two public stakeholder workshops and one online workshop, and aims to provide businesses with a convenient and research-backed way to set their emissions goals. It is currently available in draft stage and the final version that incorporates feedback from a public stakeholder consultation will be published in 2015. Kellogg's methodology included leveraging their SDA Tool Calculator, and its flexible baseline and timeline, to calculate SDA science-based targets as well as analyzing our historic and current emissions and energy mix and extrapolated to 2050. The SDA Draft Tool calculator evaluates Scope 1 and 2 separately, as well as electricity usage data. Kellogg input historic and publicly available data into the tool. Assumptions include that Kellogg is considered part of the "Other Industry" sector (the tool does not segregate within this sector) and the targets are therefore more aggressive than with other calculators because food companies are compared to other industries, including nonferrous metal manufacturing, electronics, and the construction industry. Also, unlike other calculators, the tool shows a cumulative optimal reduction rather than an annual reduction (a commonly used metric for internal company communication). From this calculation, a 74% Scope 1 and 2 emissions reduction is recommended by 2050. This result was averaged with the result from the 3% Solution, resulting in an ultimate commitment of a 65% reduction by 2050. A long-term time horizon was considered – 35 years – as well as short- and medium-term milestones. This was relevant as a 100+ year old company, we want to take a short- and long-term view of our business and were seeking to align to the Paris Agreements and NDC commitment. The global footprint of Kellogg was considered for this including manufacturing, fleet, offices and warehouses. Our Scope 3 emissions, products and services, were also considered. As an example of how this scenario influenced business strategy, this scenario helped inform our 2050 Climate Policy and science-based target which put forth a reduction commitment of 65% in our owned operations and 50% in our supply chain. This continued our focus on greenhouse gas emissions through efficiency in our facilities, caused us to join RE100, and increased our green power purchase.

#### C3.3

**(C3.3) Describe where and how climate-related risks and opportunities have influenced your strategy.**

Have climate-related risks and opportunities influenced your strategy in this area?	Description of influence
Products and services	Yes Products and services - particularly raw materials like corn, wheat, or rice - are crucial to our business. Acute and chronic impacts are felt strongly in agricultural supply chains and present a risk and opportunity based on our management. One of Kellogg's biggest drivers of cost across the business is in our raw materials and interruptions in supply can cripple our ability to produce and deliver products for our customers in both the short- and long-term. Kellogg is committed to nourishing people and, at the same time, nurturing the planet, with our plant-based foods. Our company's portfolio is 86% plant-based, including our cereals, snacks and meat alternatives, which makes us a leading global plant-based food company. As such, Kellogg plays a unique role in this transformation by introducing foods that support the physical and planetary benefits of a plant-based diet. This strategy is informed by a 2015 lifecycle assessment on the environmental benefits of plant-based dietary choices. The study found that an adult choosing a meatless breakfast, lunch or dinner – rather than one that contains meat – reduces carbon footprint, water use, and other environmental indicators on average by 40%. This work was published under peer review ( <a href="https://www.mdpi.com/2071-1050/11/22/6235">https://www.mdpi.com/2071-1050/11/22/6235</a> ) and translated into an interactive website ( <a href="https://www.morningstarfarms.com/en_US/comparisonfacts.html">https://www.morningstarfarms.com/en_US/comparisonfacts.html</a> ).
Supply chain and/or value chain	Yes Supply chain and value chain are crucial to our business. Acute and chronic impacts can have a significant impact on our ability to manufacture foods on time and in full per our contracts with customers. This presents a significant risk to our business. Most Kellogg employees, capex, and costs are within our supply chain and value chain. Interruptions in the supply chain have impacted our ability to produce and deliver products for our customers in both the short- and long-term. In addition, raw materials like corn, wheat, or rice are crucial to our business. Acute and chronic impacts are felt strongly in agricultural supply chains and present a risk and opportunity based on our management. One of Kellogg's biggest drivers of cost across the business is in our raw materials and interruptions in supply can cripple our ability to produce and deliver products for our customers in both the short- and long-term.
Investment in R&D	No R&D, including the research we do on grain varieties, can and will likely have climate risks and opportunities. For Kellogg, that might mean increasing our R&D investment into new grains or new varieties that are more climate resilient. Although this is not yet significantly impacting the business, within the next 10 years we may need to make sizable investments in research and technologies. Kellogg's investment in sustainable packaging also contributes to reduce the GHG emissions associated with their packaging by: replacing virgin materials with post-consumer recycled content; replacing plastics made from fossil fuels with biopolymers; re-designing packaging to use materials more efficiently; and recycling at end of the packaging's life.
Operations	Yes Operations were impacted negatively in 2017 when two significant hurricanes hit the United States, resulting in impacts to our North America operations. The hurricane in Florida significantly impacted the Southeast and shut down three plants in the region and supply issues related to core ingredients impacted the business for approximately 10 days. In addition, the sales organization was impacted significantly in its ability to deliver products to customers and respond to customer and consumer needs. We have the opportunity in our operations when we can achieve our 2020 and 2050 emissions reduction targets. To achieve these goals, we employ several strategies to reduce energy use and GHG emissions. In 2018, we continued our focus on assessing opportunities to reduce the food waste because of the financial and greenhouse gas reductions. To do this, we mapped yield concentrations, supported operational changes, and assessed equipment opportunities. Supply chain and value chain are crucial to our business. Acute and chronic impacts are can have a significant impact on our ability to manufacture foods on time and in full per our contracts with customers. This presents a significant risk to our business. Most Kellogg employees, capex, and costs are within our supply chain and value chain. Interruptions in the supply chain have impacted our ability to produce and deliver products for our customers in both the short- and long-term.

**C3.4**

**(C3.4) Describe where and how climate-related risks and opportunities have influenced your financial planning.**

Financial planning elements that have been influenced	Description of influence
Row 1 Direct costs Indirect costs Capital expenditures Capital allocation	Manufacturing and supply chain interruptions are already impacting operating costs - with over \$4M in 2017 alone. Kellogg is incorporating this into financial planning by ensuring that future mergers and acquisitions identify and address these risks, develop security of supply strategies for key ingredients and incorporate them into our Enterprise Risk Management process. These risks are present in the short term and our mitigation approaches have already been built into our financial planning process. Kellogg is incorporating this into financial planning by focusing on reducing fossil fuel energy and water dependency through our Sustainability Commitments.

**C3.4a**

**(C3.4a) Provide any additional information on how climate-related risks and opportunities have influenced your strategy and financial planning (optional).**

It is important to acknowledge that our science-based targets are made recognizing the interconnected and inter-reliant nature of the business with suppliers, farmers, customers, consumers and governments. The execution of government commitments, including Independent Nationally Determined Contributions (INDCs), will enable and support the execution of Kellogg's commitments. That is why Kellogg, as part of BICEP, has advocated for policies like the United States' Clean Power Plan. We know, however that INDCs, will not be enough alone. Kellogg has decided to look beyond the short-term framework of most of these provisions and self-impose a "ratchet" to 2050, aligned with the IPCC guidance to limit global warming to 2°C above pre-industrial levels. Kellogg's commitment to deliver a Scope 1 and 2 target of 65% reduction and Scope 3 target of 50% reduction by 2050 must be coordinated and executed across national and geographic boundaries, in over 20 countries of the world, and across suppliers with varying levels of resourcing and expertise.

Kellogg has created a detailed glide path to enable and track execution with key milestones, including reaching 100% renewable electricity by 2050 through RE100. Kellogg reports our progress annually and re-evaluate the targets and the tools, technologies and sciences that deliver them every 5 years at a minimum, as well as a re-evaluation and re-establishment of the targets, with the tools, technologies and sciences that deliver them. Between now and 2020, Kellogg will continue to drive energy efficiency and the implementation of low-carbon technologies through the execution of the 2020 Global Sustainability Commitments. This will deliver a 15% normalized GHG reduction and drive annual absolute reductions in our manufacturing, both of which will be reported annually. New absolute targets will be set for warehouse, office and distribution emissions, while establishing improved tracking mechanisms.

We know that during the early stages of our journey, we will rely heavily on energy efficiency and that we are working to optimize our manufacturing and distribution, with specific targets to double our emerging markets, between now and 2020. As we progress towards 2050, we will rely more on improvements in grid technology and assume that countries will deliver and go beyond the existing INDC commitments. Kellogg will continue to develop partnerships to expand our use of onsite and offsite low-carbon energy generation.

Kellogg Company will continue to support the execution of the Scope 1 & 2 goals through the following tools and strategies:

- Continue to use a reduced internal rate of return for sustainability capital projects
- Increase the use of facility metering, project monitoring and verification, and alternative financing structures, such as PPA and lease.
- Increase the use of onsite low carbon energy sources and Innovative transportation technologies, like CNG and electric vehicles
- Continue to use best practice sharing, training, and recognition
- Continue and expand the use of strategic partnership for technical and funding assistance, such as the US Department of Energy and local utility companies.

Kellogg will target a Scope 3 GHG reduction of 15% by 2030. Kellogg will engage all suppliers in the following ways:

- Continue and expand CDP Supply Chain participation, engagement and education
- Continue supplier education through video training, best practice sharing, and communication
- Embed CDP Supply Chain submittal into supplier expectations
- Acknowledge excellence through supplier awards and recognition (including through [www.Kelloggs.com](http://www.Kelloggs.com))

A baseline will be set for our Scope 3 emissions from tier 1 suppliers, including our agricultural emissions, in 2015. This baseline may adjust over time according to the GHG Protocol and the changing supplier base. When we are measuring GHG emissions and reductions in our priority ingredients, as outlined in our 2020, 2030 and 2050 Global Sustainability Commitments. The calculations will be based off actual reported yields for engaged growers and combined with emission estimates from academic studies for that crop. Farmer measurement tools, like the Cool Farm Tool, will also be deployed to capture specific emissions from rice production, nitrogen fertilizer application, and on-farm energy use. To find opportunities for reducing GHG emissions in our agricultural supply chain, Kellogg will continue to engage in collaborative initiatives with growers, suppliers and external partners to encourage agricultural sustainability on farm. These include Field to Market, Sustainable Agricultural Initiative Platform, Cool Farm Alliance, AIM-Progress, International Rice Research Institute (IRRI), International Maize and Wheat Improvement Center (CIMMYT) and others. We will continue our work to measure and reduce food waste from post-harvest loss through the value chain to our own manufacturing, through the WRI Food Waste and Lost Standard.

## C4. Targets and performance

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### C4.1

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

Both absolute and intensity targets

#### C4.1a

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

**Target reference number**

Abs 1

**Year target was set**

2015

**Target coverage**

Company-wide

**Scope(s) (or Scope 3 category)**

Scope 1+2 (location-based)

**Base year**

2015

**Covered emissions in base year (metric tons CO2e)**

1316242

**Covered emissions in base year as % of total base year emissions in selected Scope(s) (or Scope 3 category)**

100

**Target year**

2050

**Targeted reduction from base year (%)**

65

**Covered emissions in target year (metric tons CO2e) [auto-calculated]**

460684.7

**Covered emissions in reporting year (metric tons CO2e)**

921682

**% of target achieved [auto-calculated]**

46.1173085660072

**Target status in reporting year**

Underway

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

Yes, and this target has been approved by the Science-Based Targets initiative

**Target ambition**

Well-below 2°C aligned

**Please explain (including target coverage)**

By 2050, Kellogg is committed to reducing total absolute Scope 1 and 2 GHG emissions 65% from a 2015 baseline. While Biogas and Biomass emissions are not included in Scope 1 emissions under CDP guidance for Question 8, we include these emissions in our combined Scope 1+2 reporting against our commitments.

---

**Target reference number**

Abs 2

**Year target was set**

2015

**Target coverage**

Company-wide

**Scope(s) (or Scope 3 category)**

Scope 3: Purchased goods & services

**Base year**

2015

**Covered emissions in base year (metric tons CO2e)**

5626482

**Covered emissions in base year as % of total base year emissions in selected Scope(s) (or Scope 3 category)**

100

**Target year**

2050

**Targeted reduction from base year (%)**

50

**Covered emissions in target year (metric tons CO2e) [auto-calculated]**

2813241

**Covered emissions in reporting year (metric tons CO2e)**

5332799

**% of target achieved [auto-calculated]**

10.4393118115369

**Target status in reporting year**

Underway

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

Yes, and this target has been approved by the Science-Based Targets initiative

**Target ambition**

Well-below 2°C aligned

**Please explain (including target coverage)**

By 2050, Kellogg is committed to working with our suppliers to reduce absolute Scope 3 GHG emissions 50% from a 2015 baseline. As these are recently set targets, Kellogg is currently validating the baseline emissions. This evaluation will continue based on data from supplier engagement and from internal data on corporate purchases.

---

**Target reference number**

Abs 3

**Year target was set**

2015

<b>Target coverage</b>	Company-wide
<b>Scope(s) (or Scope 3 category)</b>	Scope 1+2 (location-based)
<b>Base year</b>	2015
<b>Covered emissions in base year (metric tons CO2e)</b>	1316242
<b>Covered emissions in base year as % of total base year emissions in selected Scope(s) (or Scope 3 category)</b>	100
<b>Target year</b>	2030
<b>Targeted reduction from base year (%)</b>	47
<b>Covered emissions in target year (metric tons CO2e) [auto-calculated]</b>	697608.26
<b>Covered emissions in reporting year (metric tons CO2e)</b>	921682
<b>% of target achieved [auto-calculated]</b>	63.7792565274568
<b>Target status in reporting year</b>	Underway
<b>Is this a science-based target?</b>	Yes, and this target has been approved by the Science-Based Targets initiative
<b>Target ambition</b>	Well-below 2°C aligned
<b>Please explain (including target coverage)</b>	By 2030, Kellogg is committed to reducing total absolute Scope 1 and 2 GHG emissions 47% from a 2015 baseline. While Biogas and Biomass emissions are not included in Scope 1 emissions under CDP guidance for Question 8, we include these emissions in our combined Scope 1+2 reporting against our commitments.
<b>Target reference number</b>	Abs 4
<b>Year target was set</b>	2015
<b>Target coverage</b>	Company-wide
<b>Scope(s) (or Scope 3 category)</b>	Scope 3: Purchased goods & services
<b>Base year</b>	2015
<b>Covered emissions in base year (metric tons CO2e)</b>	6072571
<b>Covered emissions in base year as % of total base year emissions in selected Scope(s) (or Scope 3 category)</b>	100
<b>Target year</b>	2030
<b>Targeted reduction from base year (%)</b>	15
<b>Covered emissions in target year (metric tons CO2e) [auto-calculated]</b>	5161685.35
<b>Covered emissions in reporting year (metric tons CO2e)</b>	6072571
<b>% of target achieved [auto-calculated]</b>	0
<b>Target status in reporting year</b>	Underway
<b>Is this a science-based target?</b>	Yes, and this target has been approved by the Science-Based Targets initiative
<b>Target ambition</b>	Well-below 2°C aligned
<b>Please explain (including target coverage)</b>	By 2030, Kellogg is committed to working with our suppliers to reduce absolute Scope 3 GHG emissions 15% from a 2015 baseline. As these are recently set targets, Kellogg is currently validating the baseline emissions. This evaluation will continue based on data from supplier engagement.

## C4.1b

(C4.1b) Provide details of your emissions intensity target(s) and progress made against those target(s).

**Target reference number**

Int 1

**Year target was set**

2015

**Target coverage**

Company-wide

**Scope(s) (or Scope 3 category)**

Scope 1+2 (location-based)

**Intensity metric**

Metric tons CO<sub>2</sub>e per unit of production

**Base year**

2015

**Intensity figure in base year (metric tons CO<sub>2</sub>e per unit of activity)**

0.48

**% of total base year emissions in selected Scope(s) (or Scope 3 category) covered by this intensity figure**

100

**Target year**

2020

**Targeted reduction from base year (%)**

15

**Intensity figure in target year (metric tons CO<sub>2</sub>e per unit of activity) [auto-calculated]**

0.408

**% change anticipated in absolute Scope 1+2 emissions**

15

**% change anticipated in absolute Scope 3 emissions**

0

**Intensity figure in reporting year (metric tons CO<sub>2</sub>e per unit of activity)**

0.36

**% of target achieved [auto-calculated]**

166.6666666666667

**Target status in reporting year**

Achieved

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

Yes, and this target has been approved by the Science Based Targets initiative

**Target ambition**

Well-below 2°C aligned

**Please explain (including target coverage)**

By 2020, Kellogg is committed to reducing energy and GHG emissions in our plants by an additional 15 percent (per metric tonne of food produced) from our 2015 performance. To drive these reductions, each plant has an annual energy usage target. While Biogas and Biomass emissions are not included in Scope 1 emissions under CDP guidance, we include these emissions in our combined Scope 1+2 reporting against our commitments.

## C4.2

(C4.2) Did you have any other climate-related targets that were active in the reporting year?

Target(s) to increase low-carbon energy consumption or production

## C4.2a

**(C4.2a) Provide details of your target(s) to increase low-carbon energy consumption or production.**

**Target reference number**

Low 1

**Year target was set**

2017

**Target coverage**

Company-wide

**Target type: absolute or intensity**

Absolute

**Target type: energy carrier**

Electricity

**Target type: activity**

Consumption

**Target type: energy source**

Renewable energy source(s) only

**Metric (target numerator if reporting an intensity target)**

Percentage

**Target denominator (intensity targets only)**

<Not Applicable>

**Base year**

2015

**Figure or percentage in base year**

0

**Target year**

2050

**Figure or percentage in target year**

100

**Figure or percentage in reporting year**

28.3

**% of target achieved [auto-calculated]**

28.3

**Target status in reporting year**

Underway

**Is this target part of an emissions target?**

This target is part of our goal to reduce Scope 1 & 2 emissions by 65%.

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

RE100

**Please explain (including target coverage)**

We are particularly proud of the GHG emission reductions we have achieved through our purchase of renewable electricity, in partnership with RE100. By 2050, we plan to source 100 percent renewable electricity. Achieving this goal is the obvious next step in delivering on our science-based GHG emission reduction targets. Doing so helps lower business risk, generates financial savings, and encourages other companies to do the same. In 2020, we purchased more than 28 percent renewable electricity due to our ambitious procurement strategies in Europe and the U.S., up from less than 1 percent in 2016.

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## C4.3

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

Yes

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## C4.3a

**(C4.3a) Identify the total number of initiatives at each stage of development, and for those in the implementation stages, the estimated CO<sub>2</sub>e savings.**

	Number of initiatives	Total estimated annual CO <sub>2</sub> e savings in metric tonnes CO <sub>2</sub> e (only for rows marked *)
Under investigation	5	0
To be implemented*	6	0
Implementation commenced*	1	1255
Implemented*	6	14555
Not to be implemented	0	0

#### C4.3b

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

##### Initiative category & Initiative type

Energy efficiency in buildings	Lighting
--------------------------------	----------

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

1

##### Scope(s)

Scope 2 (location-based)  
Scope 2 (market-based)

##### Voluntary/Mandatory

Voluntary

##### Annual monetary savings (unit currency – as specified in C0.4)

227500

##### Investment required (unit currency – as specified in C0.4)

543859

##### Payback period

4-10 years

##### Estimated lifetime of the initiative

6-10 years

##### Comment

Three plants installed LED lighting in their buildings

---

##### Initiative category & Initiative type

Energy efficiency in production processes	Other, please specify (CHP)
---	-----------------------------

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

14049

##### Scope(s)

Scope 1  
Scope 2 (location-based)  
Scope 2 (market-based)

##### Voluntary/Mandatory

Voluntary

##### Annual monetary savings (unit currency – as specified in C0.4)

3903975

##### Investment required (unit currency – as specified in C0.4)

5038778

##### Payback period

4-10 years

##### Estimated lifetime of the initiative

6-10 years

##### Comment

Two plants updated chillers, HVAC and other production essential equipment.

---

##### Initiative category & Initiative type

Please select

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

1255

##### Scope(s)

Scope 1  
Scope 2 (location-based)  
Scope 2 (market-based)

##### Voluntary/Mandatory

Voluntary

##### Annual monetary savings (unit currency – as specified in C0.4)

848000

##### Investment required (unit currency – as specified in C0.4)

2523634

**Payback period**

4-10 years

**Estimated lifetime of the initiative**

6-10 years

**Comment**

One plant implemented a Combined heat and power system.

**Initiative category & Initiative type**

Low-carbon energy consumption	Solar PV
-------------------------------	----------

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

506

**Scope(s)**Scope 2 (location-based)  
Scope 2 (market-based)**Voluntary/Mandatory**

Voluntary

**Annual monetary savings (unit currency – as specified in C0.4)**

86000

**Investment required (unit currency – as specified in C0.4)**

740842

**Payback period**

4-10 years

**Estimated lifetime of the initiative**

6-10 years

**Comment**

One plant completed onsite solar installations.

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

Method	Comment
Lower return on investment (ROI) specification	While emission reduction projects compete with other productivity projects for capital funding, a lower Internal Rate of Return is acceptable for projects with demonstrated energy savings and associated emission reductions.
Employee engagement	Employee ideas and suggestions continue to be a source of emission reduction projects. We invested in our local employee-led Go Green committees, providing them with additional tools for organization and success in helping inform and activate our work force around environmental sustainability.
Compliance with regulatory requirements/standards	Emission reduction activities are driven by a variety of regulatory requirements and/or standards throughout the globe.
Internal incentives/recognition programs	Performance pay is linked to achievement of energy and GHG reduction goals for our CEO, business unit managers, and facility managers. Internal leaders at the facility and corporate employee level are recognized internally through Global Supply Chain Townhall and Go Green recognitions, as well as external recognitions.
Internal price on carbon	Kellogg has an implicit cost of carbon globally, aligned to the UN Global Compact. Kellogg has absolute and normalized targets for 2050 and 2020, for which the Global Supply Chain function is accountable. The emissions reduction goals drive discussions that influence operational changes or project acceptance outside of other business-related goals. As part of this process, Global Supply Chain has implemented a lower internal rate of return threshold for capital projects that reduce energy use, greenhouse gas emissions and water use.

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

Yes

**C4.5a**

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

**Level of aggregation**

Company-wide

**Description of product/Group of products**

Approximately 85% of Kellogg's foods are vegetarian and 86% of our ingredients are plant-based. Foods that are plant-based use, in general, less natural resources and cause less emissions than animal products, both meat and dairy Eat Forum (2019\_ Food in the Anthropocene: the EAT–Lancet Commission on healthy diets from sustainable food systems. By choosing plant-based meals and snacks, consumers can avoid emissions caused by diet.

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

Avoided emissions

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

Other, please specify (Life cycle assessment)

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

85

**% of total portfolio value**

<Not Applicable>

**Asset classes/ product types**

<Not Applicable>

**Comment**

Approximately 86% of Kellogg's foods are vegetarian and 86% of our ingredients are plant-based. Foods that are plant-based use, in general, less natural resources and cause less emissions than animal products, both meat and dairy Eat Forum (2019\_ Food in the Anthropocene: the EAT–Lancet Commission on healthy diets from sustainable food systems. By choosing plant-based meals and snacks, consumers can avoid emissions caused by diet.

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## C5. Emissions methodology

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### C5.1

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

**Scope 1**

**Base year start**

January 1 2015

**Base year end**

December 31 2015

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

541697

**Comment**

**Scope 2 (location-based)**

**Base year start**

January 1 2015

**Base year end**

December 31 2015

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

750039

**Comment**

**Scope 2 (market-based)**

**Base year start**

January 1 2015

**Base year end**

December 31 2015

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

763034

**Comment**

### C5.2

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

- Australia - National Greenhouse and Energy Reporting Act
- Defra Environmental Reporting Guidelines: Including streamlined energy and carbon reporting guidance, 2019
- IPCC Guidelines for National Greenhouse Gas Inventories, 2006
- Japan Ministry of the Environment, Law Concerning the Promotion of the Measures to Cope with Global Warming, Superceded by Revision of the Act on Promotion of Global Warming Countermeasures (2005 Amendment)
- The Cool Farm Tool
- The Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard (Revised Edition)
- The Greenhouse Gas Protocol: Scope 2 Guidance
- US EPA Center for Corporate Climate Leadership: Indirect Emissions From Purchased Electricity
- US EPA Center for Corporate Climate Leadership: Direct Emissions from Stationary Combustion Sources
- Other, please specify (EGRID, EU ETS)

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## C5.2a

**(C5.2a) Provide details of the standard, protocol, or methodology you have used to collect activity data and calculate emissions.**

- Defra Voluntary Reporting Guidelines
- EGRID
- EUETS
- US EPA Climate Leaders: Indirect Emissions from Purchases/ Sales of Electricity and Steam
- US EPA Climate Leaders: Direct Emissions from Stationary Combustion
- The Greenhouse Gas Protocol

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## C6. Emissions data

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### C6.1

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

**Reporting year**

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

465042

**Start date**

<Not Applicable>

**End date**

<Not Applicable>

**Comment**

---

### C6.2

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

**Row 1**

**Scope 2, location-based**

We are reporting a Scope 2, location-based figure

**Scope 2, market-based**

We are reporting a Scope 2, market-based figure

**Comment**

---

### C6.3

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

**Reporting year**

**Scope 2, location-based**

587999

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

443725

**Start date**

<Not Applicable>

**End date**

<Not Applicable>

**Comment**

C6.4

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

Yes

C6.4a

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

**Source**

Refrigerant Losses

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

Emissions are not relevant

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

No emissions from this source

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

No emissions from this source

**Explain why this source is excluded**

Kellogg Company operates HVAC refrigeration units at its manufacturing facilities. Fugitive refrigerant losses are currently not tracked for inclusion in the Scope 1 inventory but are expected to be minimal. Further, some of these refrigerants are HCFCs, so do not fall within the Scope 1 boundary according to the GHG Protocol. As a Consumer Goods Forum (CGF) member, in 2010 Kellogg committed to the use of sustainable refrigerants. Kellogg Company's six frozen foods manufacturing plants, all of which are in the U.S., use ammonia in their large-scale refrigeration systems. Ammonia is a natural refrigerant and is not a greenhouse gas.

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**Source**

International Sales Fleet

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

Emissions are not relevant

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

No emissions from this source

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

No emissions from this source

**Explain why this source is excluded**

Kellogg Company is developing a process to collect sales fleet emissions globally. At this time, only the United States and the Mexico sales fleet data is included in the inventory. The largest sales fleet historically has been in the US, in 2018 we optimized and reduced the US fleet significantly, with very limited fleet cars in other countries; emissions from the international sales fleet are estimated to compose less than 4% of Scope 1 emissions.

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**Source**

Process Emissions

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

Emissions are not relevant

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

Emissions are not relevant

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

Emissions are not relevant

**Explain why this source is excluded**

Kellogg Company has process emissions that result from the use of carbonates and bicarbonates in the baking process. These emissions are estimated to compose less than 0.1% of Scope 1 emissions.

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**Source**

Facilities owned less than one year

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

Emissions excluded due to recent acquisition

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

Emissions excluded due to recent acquisition

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

Emissions excluded due to recent acquisition

**Explain why this source is excluded**

Kellogg Company excludes facilities in operation for less than one complete calendar year in this disclosure information. This allows data collection processes to be initiated for new or acquired facilities as they come online. Only one facility falls in this category in this reporting cycle.

---

## C6.5

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

## Purchased goods and services

### Evaluation status

Relevant, calculated

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

5332799

### Emissions calculation methodology

Ingredient volumes were paired with representative global industry average emission factors based on the ingredient type and unit of measurement. Emission factors were sourced from a Carbon Trust Database compiled from a literature review consisting of sources from EcoInvent, World Food Life Cycle Database, Agrifootprint database and academic journals. Packaging volumes were paired with representative global industry average emission factors based on the material type and unit of measurement. Emission factors were sourced from the Carbon Trust's Footprint Expert (FPX) Database compiled from literature reviews and consisting of sources from EcoInvent, World Food Life Cycle Database, Agrifootprint database and academic journals. For certain historical years or regions, no primary data on weights/volumes existed but the total spend was recorded. In more recent years the spend and the total weights by region were recorded. The carbon intensity per dollar spend by region was used for more recent years to proxy calculate what historic years were likely to be. For non-product related goods and services, spend data was paired with organizations and industry average emissions per \$ spend sourced from CDP supply chain. For co-manufacturing the ingredients and packaging have been accounted for, but the service offered has not. In these cases, the scope 1,2 emissions of the organizations are used but scope 3 (effectively the ingredients and packaging) have not, to avoid double counting. When comparing annual spend reported to CDP and total spend for Kellogg's in the given years, CDP spend is incomplete. As such the results are proportionately uplifted to create a complete picture.

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

74

### Please explain

Direct suppliers accounting for 74 percent of our spent report data in CDP SC, this year CDP updated its emission factors using industry averages for direct emissions, we have used the latest CDP factors in this calculation. A different methodology was used this year, we incorporated CDP data into a wider model developed with the Carbon Trust.

## Capital goods

### Evaluation status

Relevant, calculated

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

26487

### Emissions calculation methodology

Capital spend data was paired with organizations and industry average emissions per dollar spend sourced from CDP supply chain. When comparing annual spend reported to CDP and total spend for Kellogg's in the given years, CDP spend is incomplete. As such the results are proportionately uplifted to create a complete picture.

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

0

### Please explain

A different methodology was used this year, we incorporated CDP and Kellogg spend data into a wider model developed with the Carbon Trust.

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

### Evaluation status

Relevant, calculated

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

166530

### Emissions calculation methodology

The modelling approach uses known consumption data from Scope 1, and 2 multiplied by WTT and T&D emission factors from BEIS (DEFRA) to calculate the upstream emissions (WTT) of purchased fuels and electricity by country, including transport and distribution (T&D) losses

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

0

### Please explain

A different methodology was used this year, we incorporated CDP and Kellogg spend data into a wider model developed with the Carbon Trust.

## Upstream transportation and distribution

### Evaluation status

Relevant, calculated

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

363826

### Emissions calculation methodology

Relevant spend data was paired with organizations and industry average emissions per dollar spend sourced from CDP supply chain. When comparing annual spend reported to CDP and total spend for Kellogg's in the given years, CDP spend is incomplete. As such the results are proportionately uplifted to create a complete picture.

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

0

### Please explain

A different methodology was used this year, we incorporated CDP and Kellogg spend data into a wider model developed with the Carbon Trust.

## **Waste generated in operations**

### **Evaluation status**

Relevant, calculated

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

13966

### **Emissions calculation methodology**

Using waste totals by tonnage and by fate at a global level, representative emission factors from BEIS (DEFRA) from 2020 are applied to the different waste streams.

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

0

### **Please explain**

A different methodology was used this year, we incorporated CDP and Kellogg spend data into a wider model developed with the Carbon Trust.

## **Business travel**

### **Evaluation status**

Relevant, calculated

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

6240

### **Emissions calculation methodology**

The direct data used consisted of distance travelled by flights and some spend on rental cars and ubers. The other spend data on rental cars and ubers was sourced from CDP supply chain data. The emission factors for all business travel were based on BEIS 2020 emission factors.

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

80

### **Please explain**

A different methodology was used this year, we incorporated CDP and Kellogg spend data into a wider model developed with the Carbon Trust. This value for 2020 unusually low because of the Covid-19 effect on business travel.

## **Employee commuting**

### **Evaluation status**

Relevant, calculated

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

16748

### **Emissions calculation methodology**

BEIS (DEFRA) emissions factors are used for each method of travel for 2020. Countries are split into five categories based upon income. These categories are taken from UN country classifications on the UN website. High-income countries are further categorized into those with good public transport and relatively dense populations, and those with poor public transport links and relatively sparse populations. Research was undertaken: to determine the average return trip distance per day per country group of operation; to find out the average number of working days per year per country group; and the proportion travelling by each travel mode per country group. Kellogg data was at global headcount level, so an average commuting factor was used.

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

0

### **Please explain**

A different methodology was used this year, we incorporated CDP and Kellogg spend data into a wider model developed with the Carbon Trust.

## **Upstream leased assets**

### **Evaluation status**

Not relevant, explanation provided

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

<Not Applicable>

### **Emissions calculation methodology**

<Not Applicable>

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

<Not Applicable>

### **Please explain**

Emissions from Kellogg leased assets, such as offices, warehouses, and natural gas fuel cells are included in Scope 1 and 2 emissions.

## **Downstream transportation and distribution**

### **Evaluation status**

Relevant, calculated

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

47094

### **Emissions calculation methodology**

A few Kellogg's regions were able to compile downstream distance to their largest customers. An average of this onward distance was used to approximate this category. Weight and volume data from product sales records was used. BEIS (DEFRA) emission factors were used to calculate WTT and combustion emissions for the approximated tonne.km (tonnage of products sold \* approximated downstream distance). All regional downstream transport assumed to be by HGV.

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

0

### **Please explain**

A different methodology was used this year, we incorporated CDP and Kellogg spend data into a wider model developed with the Carbon Trust.

## **Processing of sold products**

### **Evaluation status**

Not relevant, explanation provided

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

<Not Applicable>

### **Emissions calculation methodology**

<Not Applicable>

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

<Not Applicable>

### **Please explain**

Most Kellogg foods are not processed further once sold. Minor exceptions include partnerships with Burger King, in which Fruit Loops are processed into milkshakes, and Danone, where cereal is packaged with yogurt. In each of these cases, further processing is minimal and generally focused on repackaging, rather than energy intensive processing. Minimal emissions are expected to be generated in the processing of sold Kellogg products.

## **Use of sold products**

### **Evaluation status**

Relevant, calculated

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

22633

### **Emissions calculation methodology**

Sales product sales volumes were multiplied with emission factors for chilling, freezing, and cooking which were all generated in the Carbon Trust's Footprint Expert (FPX) calculators, taking into account regional electricity emissions variations, as well as considering certain assumptions on chilling/freezing/cooking time.

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

0

### **Please explain**

Most Kellogg products do not require cooking, freezing, or refrigeration; therefore, minimal emissions are expected to be generated in the use of Kellogg products.

## **End of life treatment of sold products**

### **Evaluation status**

Relevant, calculated

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

452688

### **Emissions calculation methodology**

Emission factors for the different materials and their disposal routes come from DEFRA and account for waste disposal consisting of transportation, processing, and degradation of waste. For ingredients, 1% of the purchased volume is assumed to be disposed of in landfill by the end user. Food waste by the user is assumed to be low as the food products all have long shelf-lives. For packaging, most of the purchased volume is assumed to go through to the end user and be disposed of by them. Analysis of the waste tonnage and its disposal routes reported in Category 5 led to an assumption that most of that organizational waste is ingredients rather than packaging. Therefore, it is assumed that 90% of purchased packaging materials go through to the end user to be disposed of.

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

0

### **Please explain**

A different methodology was used this year, we incorporated CDP and Kellogg spend data into a wider model developed with the Carbon Trust. Packaging sizes and recyclability, product shelf life, and communicated portion control information, minimize food and packaging waste from Kellogg products.

## **Downstream leased assets**

### **Evaluation status**

Not relevant, calculated

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

0

### **Emissions calculation methodology**

The calculated value is less than 1%

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

0

### **Please explain**

Kellogg has extremely minimal downstream leased assets. Emissions from these assets are estimated to be less than 1% of total Scope 3 emissions, therefore emissions from downstream assets remain not relevant.

## **Franchises**

### **Evaluation status**

Not relevant, explanation provided

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

<Not Applicable>

### **Emissions calculation methodology**

<Not Applicable>

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

<Not Applicable>

### **Please explain**

Kellogg does not operate franchises.

## **Investments**

### **Evaluation status**

Relevant, calculated

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

374542

### **Emissions calculation methodology**

The data used as inputs for the calculations was drawn from the investments made by Kellogg as equity investments, joint ventures, pensions and retiree healthcare. The methodology was Revenue of company \$ x EEIO Factor for their sector kgCO<sub>2</sub>e/\$ x %equity owned

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

0

### **Please explain**

A different methodology was used this year, we incorporated Kellogg investment data into a wider model developed with the Carbon Trust.

## **Other (upstream)**

### **Evaluation status**

Not evaluated

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

<Not Applicable>

### **Emissions calculation methodology**

<Not Applicable>

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

<Not Applicable>

### **Please explain**

## **Other (downstream)**

### **Evaluation status**

Not evaluated

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

<Not Applicable>

### **Emissions calculation methodology**

<Not Applicable>

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

<Not Applicable>

### **Please explain**

## C-AC6.6/C-FB6.6/C-PF6.6

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### (C-AC6.6/C-FB6.6/C-PF6.6) Can you break down your Scope 3 emissions by relevant business activity area?

Partially

## C-AC6.6a/C-FB6.6a/C-PF6.6a

**(C-AC6.6a/C-FB6.6a/C-PF6.6a) Disclose your Scope 3 emissions for each of your relevant business activity areas.**

**Activity**

Processing/Manufacturing

**Scope 3 category**

Purchased goods and services

**Emissions (metric tons CO<sub>2</sub>e)**

5332799

**Please explain**

Ingredient volumes were paired with representative global industry average emission factors based on the ingredient type and unit of measurement. Emission factors were sourced from a Carbon Trust Database compiled from a literature review consisting of sources from Ecoinvent, World Food Life Cycle Database, Agrifootprint database and academic journals. Packaging volumes were paired with representative global industry average emission factors based on the material type and unit of measurement. Emission factors were sourced from the Carbon Trust's Footprint Expert (FPX) Database compiled from literature reviews and consisting of sources from Ecoinvent, World Food Life Cycle Database, Agrifootprint database and academic journals. For certain historical years or regions, no primary data on weights/volumes existed but the total spend was recorded. In more recent years the spend and the total weights by region were recorded. The carbon intensity per dollar spent by region was used for more recent years to proxy calculate what historic years were likely to be. For non-product related goods and services, spend data was paired with organizations and industry average emissions per \$ spent sourced from CDP supply chain. For co-manufacturing the ingredients and packaging have been accounted for, but the service offered has not. In these cases, the scope 1,2 emissions of the organizations are used but scope 3 (effectively the ingredients and packaging) have not, to avoid double counting. When comparing annual spend reported to CDP and total spend for Kellogg's in the given years, CDP spend is incomplete. As such the results are proportionately uplifted to create a complete picture.

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

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

Yes

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

**(C-AC6.8a/C-FB6.8a/C-PF6.8a) Account for biogenic carbon data pertaining to your direct operations and identify any exclusions.**

**CO<sub>2</sub> emissions from biofuel combustion (processing/manufacturing machinery)**

**Emissions (metric tons CO<sub>2</sub>)**

12914

**Methodology**

Default emissions factors

**Please explain**

Kellogg has biogas and biomass emissions, associated with agricultural pellet boilers in our plants. Our methodology is based on volume of biomass and standard emission factors to calculate your biogenic carbon figure.

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

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

**Agricultural commodities**

Rice

**Do you collect or calculate GHG emissions for this commodity?**

Yes

**Please explain**

Yes, we collect GHG emissions data from these commodity supply chains, as part of our 2030 Global Better Days Commitments, as well as our 2030 and 2050 science-based targets for scope 3 emissions reductions. The calculations will be based off actual reported yields for engaged growers and combined with emission estimates from academic studies for that crop. Farmer measurement tools, like the Cool Farm Tool and Field to Market, are also deployed to estimate specific emissions from rice production, nitrogen fertilizer application, and on-farm energy use. To find opportunities for reducing GHG emissions in our agricultural supply chain, Kellogg will continue to engage in collaborative initiatives with growers, suppliers and external partners to encourage agricultural sustainability on farm. These include Field to Market, Sustainable Agricultural Initiative Platform, Cool Farm Alliance, International Rice Research Institute (IRRI), and others. We will continue our work to measure and reduce food waste from postharvest loss through the value chain to our own manufacturing, through the WRI Food Waste and Lost Standard.

<http://crreport.kelloggcompany.com/download/Kellogg+2019+Responsible+Sourcing+Milestones.pdf> [https://www.kelloggs.com/en\\_US/sustainability/working-with-farmers.html](https://www.kelloggs.com/en_US/sustainability/working-with-farmers.html)

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**Agricultural commodities**

Sugar

**Do you collect or calculate GHG emissions for this commodity?**

Yes

**Please explain**

Yes, we collect GHG emissions data from these commodity supply chains, as part of our 2020 Global Sustainability Commitments, as well as our 2030 and 2050 science-based targets for scope 3 emissions reductions. The calculations will be based off actual reported yields for engaged growers and combined with emission estimates from academic studies for that crop. To find opportunities for reducing GHG emissions in our agricultural supply chain, Kellogg will continue to engage in collaborative initiatives

with growers, suppliers and external partners to encourage agricultural sustainability on farm. These could include Sustainable Agricultural Initiative Platform, Cool Farm Alliance, AIM-Progress, and others. We will continue our work to measure and reduce food waste from postharvest loss through the value chain to our own manufacturing, through the WRI Food Waste and Lost Standard. <http://crreport.kelloggcompany.com/download/Kellogg+2019+Responsible+Sourcing+Milestones.pdf>

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#### Agricultural commodities

Wheat

##### Do you collect or calculate GHG emissions for this commodity?

Yes

##### Please explain

Yes, we collect GHG emissions data from these commodity supply chains, as part of our 2020 Global Sustainability Commitments, as well as our 2030 and 2050 science-based targets for scope 3 emissions reductions. The calculations will be based off actual reported yields for engaged growers and combined with emission estimates from academic studies for that crop. Farmer measurement tools, like the Cool Farm Tool and Field to Market, are also deployed to estimate specific emissions from wheat production, nitrogen fertilizer application, and on-farm energy use. To find opportunities for reducing GHG emissions in our agricultural supply chain, Kellogg will continue to engage in collaborative initiatives with growers, suppliers and external partners to encourage agricultural sustainability on farm. These include Field to Market, Sustainable Agricultural Initiative Platform, Cool Farm Alliance, International Maize and Wheat Improvement Center (CIMMYT) and others. We will continue our work to measure and reduce food waste from postharvest loss through the value chain to our own manufacturing, through the WRI Food Waste and Lost Standard.

<http://crreport.kelloggcompany.com/download/Kellogg+2019+Responsible+Sourcing+Milestones.pdf> [https://www.kelloggs.com/en\\_US/sustainability/working-with-farmers.html](https://www.kelloggs.com/en_US/sustainability/working-with-farmers.html) <https://crreport.kelloggcompany.com/advancing-sustainable-agriculture>

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#### Agricultural commodities

Other (Corn)

##### Do you collect or calculate GHG emissions for this commodity?

Yes

##### Please explain

Yes, we collect GHG emissions data from these commodity supply chains, as part of our 2020 Global Sustainability Commitments, as well as our 2030 and 2050 science-based targets for scope 3 emissions reductions. The calculations will be based off actual reported yields for engaged growers and combined with emission estimates from academic studies for that crop. Farmer measurement tools, like the Cool Farm Tool and Field to Market, are also deployed to estimate specific emissions from corn production, nitrogen fertilizer application, and on-farm energy use. To find opportunities for reducing GHG emissions in our agricultural supply chain, Kellogg will continue to engage in collaborative initiatives with growers, suppliers and external partners to encourage agricultural sustainability on farm. These include Field to Market, Sustainable Agricultural Initiative Platform, Cool Farm Alliance, International Maize and Wheat Improvement Center (CIMMYT) and others. We will continue our work to measure and reduce food waste from postharvest loss through the value chain to our own manufacturing, through the WRI Food Waste and Lost Standard.

<http://crreport.kelloggcompany.com/download/Kellogg+2019+Responsible+Sourcing+Milestones.pdf> [https://www.kelloggs.com/en\\_US/sustainability/working-with-farmers.html](https://www.kelloggs.com/en_US/sustainability/working-with-farmers.html) <https://crreport.kelloggcompany.com/advancing-sustainable-agriculture>

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#### Agricultural commodities

Other (Potatoes)

##### Do you collect or calculate GHG emissions for this commodity?

Yes

##### Please explain

Yes, we collect GHG emissions data from these commodity supply chains, as part of our 2020 Global Sustainability Commitments, as well as our 2030 and 2050 science-based targets for scope 3 emissions reductions. The calculations will be based off actual reported yields for engaged growers and combined with emission estimates from academic studies for that crop. Farmer measurement tools, like the Cool Farm Tool and Field to Market, are also deployed to estimate specific emissions from potato production, nitrogen fertilizer application, and on-farm energy use. To find opportunities for reducing GHG emissions in our agricultural supply chain, Kellogg will continue to engage in collaborative initiatives with growers, suppliers and external partners to encourage agricultural sustainability on farm. These include Sustainable Agricultural Initiative Platform, Cool Farm Alliance, and others. We will continue our work to measure and reduce food waste from postharvest loss through the value chain to our own manufacturing, through the WRI Food Waste and Lost Standard. <http://crreport.kelloggcompany.com/download/Kellogg+2019+Responsible+Sourcing+Milestones.pdf> [https://www.kelloggs.com/en\\_US/sustainability/working-with-farmers.html](https://www.kelloggs.com/en_US/sustainability/working-with-farmers.html) <https://crreport.kelloggcompany.com/advancing-sustainable-agriculture>

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

---

**(C-AC6.9a/C-FB6.9a/C-PF6.9a) Report your greenhouse gas emissions figure(s) for your disclosing commodity(ies), explain your methodology, and include any exclusions.**

**Rice**

**Reporting emissions by**

Unit of production

**Emissions (metric tons CO<sub>2</sub>e)**

2.59

**Denominator: unit of production**

Metric tons

**Change from last reporting year**

About the same

**Please explain**

Although we collect this data, it is not in our operational control as all agricultural products are in our supply chain. We also directly measure GHG emissions in specific projects in our supply chain through Field to Market, Cool Farm Tool, etc.

**Sugar**

**Reporting emissions by**

Unit of production

**Emissions (metric tons CO<sub>2</sub>e)**

1.08

**Denominator: unit of production**

Metric tons

**Change from last reporting year**

About the same

**Please explain**

Although we collect this data, it is not in our operational control as all agricultural products are in our supply chain. We also directly measure GHG emissions in specific projects in our supply chain through Field to Market, Cool Farm Tool, etc.

**Wheat**

**Reporting emissions by**

Unit of production

**Emissions (metric tons CO<sub>2</sub>e)**

0.81

**Denominator: unit of production**

Metric tons

**Change from last reporting year**

About the same

**Please explain**

Although we collect this data, it is not in our operational control as all agricultural products are in our supply chain. We also directly measure GHG emissions in specific projects in our supply chain through Field to Market, Cool Farm Tool, etc.

**Other**

**Reporting emissions by**

**Emissions (metric tons CO<sub>2</sub>e)**

**Denominator: unit of production**

<Not Applicable>

**Change from last reporting year**

**Please explain**

C6.10

---

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

**Intensity figure**

0.000066

**Metric numerator (Gross global combined Scope 1 and 2 emissions, metric tons CO2e)**

908767

**Metric denominator**

unit total revenue

**Metric denominator: Unit total**

13770000000

**Scope 2 figure used**

Market-based

**% change from previous year**

4.8

**Direction of change**

Decreased

**Reason for change**

Revenues increased approximately 1.4% while total combined scope 1 and 2 emissions intensity decreased 4.8%. Emissions decreased because of emission reduction activities as reported in relevant Scope in C4.3b and renewable electricity sources.

---

**Intensity figure**

29.32

**Metric numerator (Gross global combined Scope 1 and 2 emissions, metric tons CO2e)**

908767

**Metric denominator**

full time equivalent (FTE) employee

**Metric denominator: Unit total**

31000

**Scope 2 figure used**

Market-based

**% change from previous year**

3.4

**Direction of change**

Decreased

**Reason for change**

Number of FTE stayed equal to previous year while total combined scope 1 and 2 emissions intensity decreased 3.4%. Emissions decreased because of emission reduction activities as reported in relevant Scope in C4.3b and renewable electricity sources.

---

**Intensity figure**

0.9

**Metric numerator (Gross global combined Scope 1 and 2 emissions, metric tons CO2e)**

908767

**Metric denominator**

unit of production

**Metric denominator: Unit total**

2349939

**Scope 2 figure used**

Market-based

**% change from previous year**

5.8

**Direction of change**

Decreased

**Reason for change**

Global production increased approximately 2.5% while total combined scope 1 and 2 emissions intensity decreased 5.8%. Emissions decreased because of emission reduction activities as reported in relevant Scope in C4.3b and renewable electricity sources.

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## C7. Emissions breakdowns

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### C7.1

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**(C7.1) Does your organization break down its Scope 1 emissions by greenhouse gas type?**

No

## C7.2

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

Country/Region	Scope 1 emissions (metric tons CO2e)
Australia	13075.7
Austria	3.4
Belgium	41970
Brazil	16434.8
China	1.1
Colombia	2493.1
Denmark	5.9
Ecuador	342.7
Egypt	2836.2
Finland	2.2
France	30
Greece	1.7
Guatemala	12.1
India	3439.5
Ireland	70.2
Italy	17.9
Japan	2640.7
Malaysia	4461.6
Mexico	51951.57
Netherlands	3.1
New Zealand	7.1
Norway	2.9
Republic of Korea	3139.1
Poland	13655
Romania	56.6
Russian Federation	6194.2
Singapore	24.2
South Africa	8695.4
Spain	11412.1
Switzerland	1.8
Taiwan, Greater China	5.6
Thailand	3257.2
United Arab Emirates	17.1
United Kingdom of Great Britain and Northern Ireland	23539.4
United States of America	242908.7
Germany	312.5
Canada	11730.2
Ghana	100.7
Nigeria	189.1

## C7.3

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

By business division

### C7.3a

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

Business division	Scope 1 emissions (metric ton CO2e)
Kellogg AMEA	41873.2
Kellogg Europe	97296
Kellogg Latin America	71234.17
Kellogg North America	254638.9

## C-AC7.4/C-FB7.4/C-PF7.4

---

**(C-AC7.4/C-FB7.4/C-PF7.4) Do you include emissions pertaining to your business activity(ies) in your direct operations as part of your global gross Scope 1 figure?**

Yes

## C-AC7.4b/C-FB7.4b/C-PF7.4b

---

**(C-AC7.4b/C-FB7.4b/C-PF7.4b) Report the Scope 1 emissions pertaining to your business activity(ies) and explain any exclusions. If applicable, disaggregate your agricultural/forestry by GHG emissions category.**

**Activity**

Processing/Manufacturing

**Emissions category**

<Not Applicable>

**Emissions (metric tons CO<sub>2</sub>e)**

439941

**Methodology**

Region-specific emissions factors

**Please explain**

Includes manufacturing plants. Excludes refrigerant losses; process emissions; facilities owned less than one year.

---

## C7.5

---

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

Country/Region	Scope 2, location-based (metric tons CO <sub>2</sub> e)	Scope 2, market-based (metric tons CO <sub>2</sub> e)	Purchased and consumed electricity, heat, steam or cooling (MWh)	Purchased and consumed low-carbon electricity, heat, steam or cooling accounted for in Scope 2 market-based approach (MWh)
Australia	25705.7	0	363431.62	363431.62
Austria	5.66	20.34	0.04	
Belgium	6363.25	43.07	813501.26	813501.26
Brazil	4406.7	4406.7	457425.86	
Canada	4204.51	4204.51	294619.21	
Colombia	56.81	56.81	66269.38	66269.38
Denmark	13.58	37.45	0.07	
Ecuador	341.86	341.86	9738.57	
Egypt	6694.27	6694.27	104932.86	
Finland	2.81	7.56	0.02	
France	17.46	15.37	0.33	
Germany	1554.21	2515.84	3.46	
Greece	9.89	11.06	0.02	
Guatemala	56.43	56.43	0.13	
India	11123.19	12563.8	163134.95	2524.64
Ireland	322.66	591.73	0.78	
Italy	65.85	92.26	0.2	
Japan	3333.54	3030.46	73286.94	
Malaysia	13039.9	13771.45	164398.11	4867.88
Mexico	35298.37	35298.37	1090858.85	2177.75
Netherlands	16.12	18.66	0.03	
Norway	0.26	14.21	0.03	
Poland	29824.36	1927.34	401981.08	401981.08
Romania	453.25	453.25	0.63	
Russian Federation	4608.05	4608.05	160251.58	
Singapore	105.92	105.92	0.27	
South Africa	18433.29	18433.29	233471.01	
Republic of Korea	4973.46	4973.46	101917.43	
Spain	7244.68	1682.3	304357.57	304357.57
Switzerland	0.56	5.64	0.02	
Taiwan, Greater China	36.74	36.74	0.06	
Thailand	5218.04	5218.04	102923.36	
United Arab Emirates	125.65	125.65	0.19	
United Kingdom of Great Britain and Northern Ireland	47627.05	31182.94	1047539.21	1047539.21
United States of America	356039.6	290545.86	6844884.72	246499.86
New Zealand	8.21	8.21	0.08	
China	7.46	7.46	0.01	
Ghana	134.04	134.04	0.67	
Nigeria	525.59	525.59	1.27	

## C7.6

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

By business division

### C7.6a

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

Business division	Scope 2, location-based (metric tons CO <sub>2</sub> e)	Scope 2, market-based (metric tons CO <sub>2</sub> e)
Kellogg AMEA	89339.4	65462
Kellogg Latin America	40160.2	40160.2
Kellogg Europe	98255.3	43352.7
Kellogg North America	360244.1	294750.4

## C7.9

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

Decreased

## C7.9a

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

	Change in emissions (metric tons CO2e)	Direction of change	Emissions value (percentage)	Please explain calculation
Change in renewable energy consumption	28739	Decreased	3.1	We reduced absolute Scope 1 and 2 emissions by increasing the procurement of renewable electricity in 2020. We calculated the reduction in the following way: • A= (2020 Scope 2 Location based emissions) - (2020 Scope 2 Market based emissions) • B= (2019 Scope 2 Location based emissions) - (2019 Scope 2 Market based emissions) • Change in Renewable consumption= A-B
Other emissions reduction activities	15305	Decreased	1.66	Emissions reduction projects completed in 2020 reduced combined scope 1 and 2 emissions 15307 metric tons. This value is calculated from the combined savings of all projects as documented in our capital projects database.
Divestment	0	No change	0	Kellogg had no divestments in 2020
Acquisitions	0	No change	0	No acquisitions were made in 2020
Mergers	0	No change	0	No mergers occurred in 2020.
Change in output	22252	Increased	2.4	Global production increased by approximately 2.4%. This increased combined scope 1 and 2 emissions an estimated 22252 MT. We calculated the reduction in the following way: (2019 production – 2020 production)*(2019 Scope 1&2 emissions)/(2019 production)
Change in methodology	0	No change	0	No changes in calculation methodology occurred in 2020.
Change in boundary	0	No change	0	We sold 6 sites in North America in 2019, our current and historical data has been adjusted by elimination those sites from our calculations. The Egypt sites changed reporting division from EU to AMEA in 2019.
Change in physical operating conditions	0	No change	0	No change in physical operating conditions occurred in 2020
Unidentified	0	No change	0	No changes in emissions from unidentified sources.
Other	0	No change	0	No changes in emissions from other sources.

## C7.9b

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

Location-based

## C8. Energy

### C8.1

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

More than 0% but less than or equal to 5%

### C8.2

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

	Indicate whether your organization undertook this energy-related activity in the reporting year
Consumption of fuel (excluding feedstocks)	Yes
Consumption of purchased or acquired electricity	Yes
Consumption of purchased or acquired heat	No
Consumption of purchased or acquired steam	No
Consumption of purchased or acquired cooling	No
Generation of electricity, heat, steam, or cooling	Yes

### C8.2a

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

	Heating value	MWh from renewable sources	MWh from non-renewable sources	Total (renewable and non-renewable) MWh
Consumption of fuel (excluding feedstock)	LHV (lower heating value)	8277	2424176	2432453
Consumption of purchased or acquired electricity	<Not Applicable>	328696	991451	1320148
Consumption of purchased or acquired heat	<Not Applicable>	<Not Applicable>	<Not Applicable>	<Not Applicable>
Consumption of purchased or acquired steam	<Not Applicable>	<Not Applicable>	<Not Applicable>	<Not Applicable>
Consumption of purchased or acquired cooling	<Not Applicable>	<Not Applicable>	<Not Applicable>	<Not Applicable>
Consumption of self-generated non-fuel renewable energy	<Not Applicable>	2713.91	<Not Applicable>	2713.91
Total energy consumption	<Not Applicable>	368833	3415627	3784461

**C8.2b**

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

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

**C8.2c**

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

**Fuels (excluding feedstocks)**

Hardwood

**Heating value**

LHV (lower heating value)

**Total fuel MWh consumed by the organization**

31859

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

0

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

31859

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

0

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

<Not Applicable>

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

0

**Emission factor**

120.179

**Unit**

kg CO2e per million Btu

**Emissions factor source**

U.S. Energy Information Administration estimate

**Comment**

**Fuels (excluding feedstocks)**

Biogas

**Heating value**

LHV (lower heating value)

**Total fuel MWh consumed by the organization**

8277

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

0

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

8277

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

0

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

<Not Applicable>

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

0

**Emission factor**

52.327

**Unit**

kg CO<sub>2</sub>e per million Btu

**Emissions factor source**

U.S. Energy Information Administration estimate

**Comment**

---

**Fuels (excluding feedstocks)**

Natural Gas

**Heating value**

LHV (lower heating value)

**Total fuel MWh consumed by the organization**

2318448

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

266258

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

2052189

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

0

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

<Not Applicable>

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

0

**Emission factor**

53.115

**Unit**

kg CO<sub>2</sub>e per million Btu

**Emissions factor source**

U.S. Energy Information Administration estimate

**Comment**

---

**Fuels (excluding feedstocks)**

Propane Gas

**Heating value**

LHV (lower heating value)

**Total fuel MWh consumed by the organization**

803

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

0

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

803

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

0

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

<Not Applicable>

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

0

**Emission factor**

63.11

**Unit**

kg CO<sub>2</sub>e per million Btu

**Emissions factor source**

U.S. Energy Information Administration estimate

**Comment**

---

**Fuels (excluding feedstocks)**

Diesel

**Heating value**

LHV (lower heating value)

**Total fuel MWh consumed by the organization**

22070

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

0

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

22070

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

0

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

<Not Applicable>

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

0

**Emission factor**

73.49

**Unit**

kg CO<sub>2</sub>e per million Btu

**Emissions factor source**

U.S. Energy Information Administration estimate

**Comment**

---

**Fuels (excluding feedstocks)**

Fuel Oil Number 1

**Heating value**

LHV (lower heating value)

**Total fuel MWh consumed by the organization**

4916

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

0

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

4916

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

0

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

<Not Applicable>

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

0

**Emission factor**

73.493

**Unit**

kg CO<sub>2</sub>e per million Btu

**Emissions factor source**

U.S. Energy Information Administration estimate

**Comment**

---

**Fuels (excluding feedstocks)**

Liquefied Natural Gas (LNG)

**Heating value**

LHV (lower heating value)

**Total fuel MWh consumed by the organization**

77938

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

0

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

77938

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

0

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

<Not Applicable>

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

0

**Emission factor**

63.113

**Unit**

kg CO<sub>2</sub>e per million Btu

**Emissions factor source**

U.S. Energy Information Administration estimate

**Comment**

---

## C8.2d

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

	Total Gross generation (MWh)	Generation that is consumed by the organization (MWh)	Gross generation from renewable sources (MWh)	Generation from renewable sources that is consumed by the organization (MWh)
Electricity	93320	93320	2714	2714
Heat	0	0	0	0
Steam	70258	70258	0	0
Cooling	0	0	0	0

## C8.2e

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

**Sourcing method**

Standard product offering by an energy supplier supported by energy attribute certificates

**Low-carbon technology type**

Wind

**Country/area of consumption of low-carbon electricity, heat, steam or cooling**

United States of America

**MWh consumed accounted for at a zero emission factor**

57149

**Comment**

---

**Sourcing method**

Standard product offering by an energy supplier supported by energy attribute certificates

**Low-carbon technology type**

Hydropower

**Country/area of consumption of low-carbon electricity, heat, steam or cooling**

Colombia

**MWh consumed accounted for at a zero emission factor**

4783

**Comment**

---

**Sourcing method**

Unbundled energy attribute certificates, Renewable Energy Certificates (RECs)

**Low-carbon technology type**

Wind

**Country/area of consumption of low-carbon electricity, heat, steam or cooling**

United Kingdom of Great Britain and Northern Ireland

**MWh consumed accounted for at a zero emission factor**

60480

**Comment**

---

**Sourcing method**

Unbundled energy attribute certificates, Renewable Energy Certificates (RECs)

**Low-carbon technology type**

Wind

**Country/area of consumption of low-carbon electricity, heat, steam or cooling**

Spain

**MWh consumed accounted for at a zero emission factor**

25108

**Comment**

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**Sourcing method**  
Unbundled energy attribute certificates, Renewable Energy Certificates (RECs)

**Low-carbon technology type**  
Wind

**Country/area of consumption of low-carbon electricity, heat, steam or cooling**  
Belgium

**MWh consumed accounted for at a zero emission factor**  
36543

**Comment**

---

**Sourcing method**  
Unbundled energy attribute certificates, Renewable Energy Certificates (RECs)

**Low-carbon technology type**  
Wind

**Country/area of consumption of low-carbon electricity, heat, steam or cooling**  
Poland

**MWh consumed accounted for at a zero emission factor**  
38574

**Comment**

---

**Sourcing method**  
Power purchase agreement (PPA) with a grid-connected generator with energy attribute certificates

**Low-carbon technology type**  
Solar

**Country/area of consumption of low-carbon electricity, heat, steam or cooling**  
Australia

**MWh consumed accounted for at a zero emission factor**  
29833

**Comment**

---

## C9. Additional metrics

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### C9.1

---

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

**Description**  
Waste

**Metric value**  
6684

**Metric numerator**  
MT CO<sub>2</sub>e

**Metric denominator (intensity metric only)**  
NA

**% change from previous year**  
9.8

**Direction of change**  
Increased

**Please explain**  
Waste increased due to increased production, network changes, increased product turnover, and new processes being implemented in some locations.

---

## C10. Verification

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### C10.1

---

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

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

**C10.1a**

---

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

**Verification or assurance cycle in place**

Annual process

**Status in the current reporting year**

Complete

**Type of verification or assurance**

Limited assurance

**Attach the statement**

Kellogg Company - CDP Verification Statement Limited - GHG - 2020 data.pdf

**Page/ section reference**

1-2

**Relevant standard**

ISO14064-3

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

90

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**C10.1b**

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

**Scope 2 approach**

Scope 2 location-based

**Verification or assurance cycle in place**

Annual process

**Status in the current reporting year**

Complete

**Type of verification or assurance**

Limited assurance

**Attach the statement**

Kellogg Company - CDP Verification Statement Limited - GHG - 2020 data.pdf

**Page/ section reference**

1-2

**Relevant standard**

ISO14064-3

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

90

---

**Scope 2 approach**

Scope 2 market-based

**Verification or assurance cycle in place**

Annual process

**Status in the current reporting year**

Complete

**Type of verification or assurance**

Limited assurance

**Attach the statement**

Kellogg Company - CDP Verification Statement Limited - GHG - 2020 data.pdf

**Page/ section reference**

1-2

**Relevant standard**

ISO14064-3

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

90

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## C10.1c

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

**Scope 3 category**

Scope 3: Purchased goods and services

**Verification or assurance cycle in place**

Annual process

**Status in the current reporting year**

Complete

**Type of verification or assurance**

Limited assurance

**Attach the statement**

CDP Verification Statement Limited Kellogg Company - S1, S2, S3.pdf

**Page/section reference**

Page 1-2

**Relevant standard**

ISO14064-3

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

100

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**Scope 3 category**

Scope 3: Capital goods

**Verification or assurance cycle in place**

Annual process

**Status in the current reporting year**

Complete

**Type of verification or assurance**

Limited assurance

**Attach the statement**

CDP Verification Statement Limited Kellogg Company - S1, S2, S3.pdf

**Page/section reference**

Page 1-2

**Relevant standard**

ISO14064-3

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

100

---

**Scope 3 category**

Scope 3: Fuel and energy-related activities (not included in Scopes 1 or 2)

**Verification or assurance cycle in place**

Annual process

**Status in the current reporting year**

Complete

**Type of verification or assurance**

Moderate assurance

**Attach the statement**

CDP Verification Statement Limited Kellogg Company - S1, S2, S3.pdf

**Page/section reference**

Page 1-2

**Relevant standard**

ISO14064-3

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

100

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**Scope 3 category**

Scope 3: Upstream transportation and distribution

**Verification or assurance cycle in place**

Annual process

**Status in the current reporting year**

Complete

**Type of verification or assurance**

Limited assurance

**Attach the statement**

CDP Verification Statement Limited Kellogg Company - S1, S2, S3.pdf

**Page/section reference**

Page 1-2

**Relevant standard**

ISO14064-3

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

100

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**Scope 3 category**

Scope 3: Waste generated in operations

**Verification or assurance cycle in place**

Annual process

**Status in the current reporting year**

Complete

**Type of verification or assurance**

Limited assurance

**Attach the statement**

CDP Verification Statement Limited Kellogg Company - S1, S2, S3.pdf

**Page/section reference**

Page 1-2

**Relevant standard**

ISO14064-3

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

100

---

**Scope 3 category**

Scope 3: Business travel

**Verification or assurance cycle in place**

Annual process

**Status in the current reporting year**

Complete

**Type of verification or assurance**

Limited assurance

**Attach the statement**

CDP Verification Statement Limited Kellogg Company - S1, S2, S3.pdf

**Page/section reference**

Page 1-2

**Relevant standard**

ISO14064-3

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

100

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**Scope 3 category**

Scope 3: Employee commuting

**Verification or assurance cycle in place**

Annual process

**Status in the current reporting year**

Complete

**Type of verification or assurance**

Limited assurance

**Attach the statement**

CDP Verification Statement Limited Kellogg Company - S1, S2, S3.pdf

**Page/section reference**

Page 1-2

**Relevant standard**

ISO14064-3

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

100

---

**Scope 3 category**

Scope 3: Downstream transportation and distribution

**Verification or assurance cycle in place**

Annual process

**Status in the current reporting year**

Complete

**Type of verification or assurance**

Limited assurance

**Attach the statement**

CDP Verification Statement Limited Kellogg Company - S1, S2, S3.pdf

**Page/section reference**

Page 1-2

**Relevant standard**

ISO14064-3

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

100

---

**Scope 3 category**

Scope 3: Use of sold products

**Verification or assurance cycle in place**

Annual process

**Status in the current reporting year**

Complete

**Type of verification or assurance**

Limited assurance

**Attach the statement**

CDP Verification Statement Limited Kellogg Company - S1, S2, S3.pdf

**Page/section reference**

Page 1-2

**Relevant standard**

ISO14064-3

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

100

---

**Scope 3 category**

Scope 3: End-of-life treatment of sold products

**Verification or assurance cycle in place**

Annual process

**Status in the current reporting year**

Complete

**Type of verification or assurance**

Limited assurance

**Attach the statement**

CDP Verification Statement Limited Kellogg Company - S1, S2, S3.pdf

**Page/section reference**

Page 1-2

**Relevant standard**

ISO14064-3

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

100

---

**Scope 3 category**

Scope 3: Investments

**Verification or assurance cycle in place**

Annual process

**Status in the current reporting year**

Complete

**Type of verification or assurance**

Limited assurance

**Attach the statement**

CDP Verification Statement Limited Kellogg Company - S1, S2, S3.pdf

**Page/section reference**

Page 1-2

**Relevant standard**

ISO14064-3

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

100

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## C10.2

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

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

## C11. Carbon pricing

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### C11.1

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

Yes

#### C11.1a

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

EU ETS

#### C11.1b

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**(C11.1b) Complete the following table for each of the emissions trading schemes you are regulated by.**

**EU ETS**

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

21

**% of Scope 2 emissions covered by the ETS**

0

**Period start date**

January 1 2020

**Period end date**

December 31 2020

**Allowances allocated**

20067

**Allowances purchased**

47930

**Verified Scope 1 emissions in metric tons CO2e**

67997

**Verified Scope 2 emissions in metric tons CO2e**

0

**Details of ownership**

Facilities we own and operate

**Comment**

---

## C11.1d

**(C11.1d) What is your strategy for complying with the systems you are regulated by or anticipate being regulated by?**

Kellogg UK facilities are subject to the EU ETS and operate under a Climate Change Agreement. Our strategy to maintain compliance with these frameworks is to proactively track and monitor our energy and greenhouse gas metrics, ensure that monitoring is aligned to these program requirements, and build annual and 3-5 year plans to reduce our use of natural gas, electricity, and associated GHG emissions through behavior and operational changes. For example, in these facilities we have explored and implemented new to Kellogg technologies such as combined heat and power. Our Belgium facility benchmarked against its peer facilities to drive continuous improvement programs on energy and waste. We are also exploring the use of new technologies and low carbon energy sources in our production sites.

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## C11.2

**(C11.2) Has your organization originated or purchased any project-based carbon credits within the reporting period?**

No

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## C11.3

**(C11.3) Does your organization use an internal price on carbon?**

Yes

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## C11.3a

**(C11.3a) Provide details of how your organization uses an internal price on carbon.**

**Objective for implementing an internal carbon price**

- Drive energy efficiency
- Drive low-carbon investment
- Identify and seize low-carbon opportunities

**GHG Scope**

- Scope 1
- Scope 2

**Application**

The price is applied at a corporate level for all business units and available for all facilities.

**Actual price(s) used (Currency /metric ton)**

0

**Variance of price(s) used**

Kellogg has an implicit price of carbon through a lower internal rate of return threshold for sustainability-related projects. The lower threshold is 21% compared to the standard 35%.

**Type of internal carbon price**

Implicit price

**Impact & implication**

Kellogg has an implicit cost of carbon globally, aligned to the UN Global Compact. Kellogg has absolute and normalized targets for 2020 and 2050, for which the Global Supply Chain function is accountable. These reduction goals act as an implicit carbon price and drive discussions that influence operational changes or project acceptance outside of other business-related goals. Global Supply Chain has also implemented a lower internal rate of return threshold for capital projects that reduce energy use, GHG emissions and water use. Through specific efforts to decarbonize energy sources and improve facility operating efficiency, total emissions have reduced over time. Kellogg investments between 2015 and 2020 include new fuel cells, solar panels for office buildings, co-generation, and biomass boilers across the globe. As part of our Science Based Target for Scope 1 and 2 emissions, we have a goal to reduce another 65% absolute GHG by 2050 from a 2015 baseline. In the Science Based Target methodology Kellogg identified a roadmap to achieve these goals, which includes continued investment in low carbon technology, increased throughput, and reduced waste.

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## C12. Engagement

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### C12.1

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

- Yes, our suppliers
- Yes, our customers
- Yes, other partners in the value chain

### C12.1a

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

**Type of engagement**

Engagement & incentivization (changing supplier behavior)

**Details of engagement**

Climate change performance is featured in supplier awards scheme

**% of suppliers by number**

100

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

100

**% of supplier-related Scope 3 emissions as reported in C6.5**

74

**Rationale for the coverage of your engagement**

All material suppliers are asked to complete CDP Supply Chain and we target the most significant suppliers to ensure reporting - including raw material, packaging and service providers - but all suppliers are required to sign our Code of Conduct, which includes provisions on emissions, and are part of our Supplier Relationship Management process. Through this SRM process, suppliers are scored based on their willingness and ability to report emissions via CDP Supply Chain.

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

Kellogg engages suppliers on collaboration and innovation for social and environmental outcomes as part of our Supplier Relationship Management process. Joint Business Plans are executed with all Tier 1 and Tier 2 suppliers which includes responsible sourcing as one of 5 strategic areas of partnership. We also include compliance with our CDP Supply Chain request in their annual performance review. Each year we measure compliance against this request at the supplier, regional, and global level to track year on year performance.

**Comment**

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**Type of engagement**

Information collection (understanding supplier behavior)

**Details of engagement**

Collect climate change and carbon information at least annually from suppliers

**% of suppliers by number**

2

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

80

**% of supplier-related Scope 3 emissions as reported in C6.5**

100

**Rationale for the coverage of your engagement**

Each year, Kellogg requests suppliers in the top 80% of global spend to complete CDP Supply Chain reporting to Kellogg. While these suppliers may only represent 2% of our suppliers by number, they do represent approximately 80% of Kellogg's global spend and most salient to our Scope 3 GHG emissions"

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

We measure response to CDP SC. In 2020, 74% of Kellogg's global addressable spend completed CDP Supply Chain reporting.

**Comment**

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**Type of engagement**

Compliance & onboarding

**Details of engagement**

Included climate change in supplier selection / management mechanism

Code of conduct featuring climate change KPIs

Climate change is integrated into supplier evaluation processes

**% of suppliers by number**

100

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

100

**% of supplier-related Scope 3 emissions as reported in C6.5**

100

**Rationale for the coverage of your engagement**

All suppliers are required to sign our Code of Conduct as part of our onboarding process, which includes provisions on emissions, and are part of our Supplier Relationship Management process. Prior to awarding business, suppliers are informed of the requirement to report annual emissions via CDP during our sourcing events, if required.

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

Kellogg engages suppliers on collaboration and innovation for social and environmental outcomes as part of our Supplier Relationship Management process. Joint Business Plans are executed with all Tier 1 and Tier 2 suppliers which includes responsible sourcing as one of 5 strategic areas of partnership. We also include compliance with our CDP Supply Chain request in their annual performance review. Each year we measure compliance against this request at the supplier, regional, and global level to track year on year performance.

**Comment**

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**C12.1b**

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**(C12.1b) Give details of your climate-related engagement strategy with your customers.**

**Type of engagement**

Collaboration & innovation

**Details of engagement**

Run a campaign to encourage innovation to reduce climate change impacts

**% of customers by number**

10

**% of customer - related Scope 3 emissions as reported in C6.5**

0

**Portfolio coverage (total or outstanding)**

<Not Applicable>

**Please explain the rationale for selecting this group of customers and scope of engagement**

We partner with our top 10 customers/retailers by reporting regularly on our emissions and other sustainability engagements.

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

Kellogg does not have significant emissions stemming from consumers and the consumption of our food. Instead, we partner with customers and retailers to reduce emissions upstream. For example, we partner with Walmart on their Project Gigaton initiative, where we have committed to work with farmers to optimize fertilizer use on 500,000 acres.

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## C12.1d

**(C12.1d) Give details of your climate-related engagement strategy with other partners in the value chain.**

Kellogg recognizes that our most significant environmental impacts occur in our agricultural supply chain. We are thus committed to helping minimize the environmental impacts of agricultural production, assisting the agricultural sector in being more sustainable and promoting and supporting sustainable growing practices. In addition to tracking scope 3 emissions through CDP Supply Chain engagement with our top 75% of suppliers by spend, we partner ,we created the *Kellogg's Origins*TM program to build partnerships with farmers that support their climate, social, and economic resiliency. We work with our ingredient suppliers, research institutions, and non-profit organizations around the world to provide farmers and workers in our sourcing regions with training and technical assistance they need to improve farm productivity, regenerate soil health, protect species and habitats, reduce greenhouse gas emissions, and improve their livelihoods in ways that protect and respect human rights. Our goal by the end of 2030 is to reach 1 million farmers and workers, including smallholders and women, with *Origins* programs. As of 2020, our programs have reached more than 440,000 farmers around the world.

Many *Origins* projects have explicit emphasis on greenhouse gas reduction and/or removals in partnership with peer companies, suppliers, farmers, scientists, and non-profits. This work supports our science-based targets to reduce our scope 3 emissions by 15% by EOY 2030 and 50% by EOY 2050 (2015 baseline). For example, in 2020, Kellogg joined the Australian Cool Soil Initiative partnership with Mars Petcare, Manildra Group (a Kellogg supplier), Allied Pinnacle, Sustainable Food Lab, and leading researchers at Charles Sturt University and Food Agility to launch the Cool Soil Initiative. This \$2 million "paddock to product" partnership will help 200 Australian wheat farmers over three years to adopt soil health practices including cover crops and crop rotation to improve resiliency to climate change. Healthy soils can store carbon, and if the Cool Soil Initiative can restore a 0.1% increase in soil carbon across 1.7 million acres, the impact would be the equivalent of removing more than 1 million cars from the road. Partners have embraced the program, with 100% retention of participating farmers and more than 30,000 acres of "Innovation Paddocks" enrolled.

In another case study, for many years, Kellogg has partnered with a local network of 68 Spanish farmers managing over 12,000 acres partners and the Institute of Agri-food Research and Technology to address these challenges in rice production through training, field research and demonstration plots to promote practices that also support local ecosystems and reduce emissions. Rice grown in Spain's Valencia and Delta Del Ebro regions goes into Kellogg's® Special K cereals and other foods across Europe, but local challenges with soil salinity and crop pests can make rice production challenging. The program helped farmers implement native floral margins along rice fields to encourage beneficial insects, test diverse crop rotations with ryegrass, pea, oats and vetch, install on-farm habitat for natural pest predators such as bats and swallows, and shift irrigation techniques to improve productivity and reduce emissions. The program has benefited farmers economically. By 2018, farmers reported an average 15% increase in production and an average profitability increase of €285 per hectare from their demonstration plots. In 2019, the program showed its first greenhouse gas reduction results: demonstration plots compared alternate wet-dry (AWD) irrigation to standard methods and found that AWD plots showed GHG reductions of up to 45% (estimated with the Cool Farm Tool), improved water use efficiency, and no yield losses.

Further information about our climate strategy with value chain partners can be found on our *Kellogg's Origins* homepage, our 2019 Responsible Sourcing Milestones, and our 2019 Climate Milestones.

[https://www.kelloggs.com/en\\_US/sustainability/working-with-farmers.html](https://www.kelloggs.com/en_US/sustainability/working-with-farmers.html)

<http://crreport.kelloggcompany.com/download/Kellogg+2019+Responsible+Sourcing+Milestones.pdf>

<https://crreport.kelloggcompany.com/download/2019+Climate+Milestones+FINAL.pdf>

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## C-AC12.2/C-FB12.2/C-PF12.2

**(C-AC12.2/C-FB12.2/C-PF12.2) Do you encourage your suppliers to undertake any agricultural or forest management practices with climate change mitigation and/or adaptation benefits?**

Yes

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## C-AC12.2a/C-FB12.2a/C-PF12.2a

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**(C-AC12.2a/C-FB12.2a/C-PF12.2a) Specify which agricultural or forest management practices with climate change mitigation and/or adaptation benefits you encourage your suppliers to undertake and describe your role in the implementation of each practice.**

**Management practice reference number**

MP1

**Management practice**

Fertilizer management

**Description of management practice**

At Kellogg, grains are at the heart of our foods, and we believe the best grains are those that are sustainably grown and responsibly sourced. Our grower engagement programs around the world demonstrate our commitment to lead the way in promoting sustainable agriculture for grains and other key agricultural commodities. We have invested significant time and resources in recent years working with growers, millers, breeders, NGOs, universities and retailers to promote sustainable and climate smart growing practices. This work aligns with our company's purpose and with consumers, who increasingly care about where their foods come from and how they are grown and made. Our sustainable agriculture program, Kellogg's Origins™, puts an emphasis on connecting growers with other agricultural experts to help improve soil health and nutrient efficiency, and on using practices that help support the environment and biodiversity.

**Your role in the implementation**

Financial

Knowledge sharing

Operational

Procurement

**Explanation of how you encourage implementation**

We participate, with suppliers and farmers, in more than 40 Kellogg's Origins™ projects. These programs measure continuous improvement via Field to Market Fieldprint Calculator, SAI Farmer Self-Assessment, Cool Farm Tool, and/or the Kellogg Grower Survey. Projects provide farmers with support in the form of training, technical assistance, or funds to enable adoption of improved practices. These projects have shown measurable improvements in fertilizer management. For example, in the 2018-2019 season, farmers trained through our partnership with CIMMYT in Mexico reported doubling their nitrogen fertilizer application efficiency, which can help to reduce GHG emissions. This partnership had directly supported 370 farmers since 2017 and built a local sourcing model for our Latin America business, further contributing to GHG reductions by reducing freight distances otherwise required to import corn ingredients. As of 2019, Kellogg also hosts six Fieldprint® Projects in our US corn, wheat, and rice sourcing regions to track GHG emissions and other environmental metrics with our suppliers and farmers. These are multi-year relationships that allow participating farmers to review their environmental performance in a peer group through annual farmer meetings and agronomic insights.

**Climate change related benefit**

Emissions reductions (mitigation)

Increasing resilience to climate change (adaptation)

Increase carbon sink (mitigation)

Reduced demand for fossil fuel (adaptation)

Reduced demand for fertilizers (adaptation)

Reduced demand for pesticides (adaptation)

**Comment**

Please see more information at: [https://www.kelloggs.com/en\\_US/sustainability/working-with-farmers.html](https://www.kelloggs.com/en_US/sustainability/working-with-farmers.html) and <http://crreport.kelloggcompany.com/download/Kellogg+2019+Responsible+Sourcing+Milestones.pdf>

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**Management practice reference number**

MP2

**Management practice**

Rice management

**Description of management practice**

At Kellogg, grains are at the heart of our foods, and we believe the best grains are those that are sustainably grown and responsibly sourced. Our grower engagement programs around the world demonstrate our commitment to lead the way in promoting sustainable agriculture for grains and other key agricultural commodities. We have invested significant time and resources in recent years working with growers, millers, breeders, NGOs, universities and retailers to promote sustainable and climate smart growing practices. This work aligns with our company's purpose to nourish families so they can flourish and thrive. It also aligns with consumers, who increasingly care about where their foods come from and how they are grown. Our sustainable agriculture program, Kellogg's Origins™, emphasizes connecting growers with other agricultural experts to help improve soil health and nutrient efficiency, promote irrigation techniques that can reduce emissions from rice production, and demonstrate practices that support biodiversity.

**Your role in the implementation**

Financial

Knowledge sharing

Operational

Procurement

**Explanation of how you encourage implementation**

We participate, with suppliers and farmers, in 6 Kellogg's Origins™ projects that are specifically focused on rice management. These programs measure continuous improvement via Field to Market Fieldprint Calculator, SAI Farmer Self-Assessment, Cool Farm Tool, and/or the Kellogg Grower Survey. Projects provide farmers with support in the form of training, technical assistance, or funds to enable adoption of improved practices. These projects have shown measurable results. For example, in 2019, demonstration plots in our rice Origins project in Spain's Delta del Ebro compared alternate wet-dry (AWD) irrigation and other improved techniques to standard methods. These demonstration plots showed 15-45% GHG emission reductions estimated with the Cool Farm Tool, along with improved irrigation efficiency and no yield losses. These results enable a peer network of 47 farmers, with technical support from the Institute of Agri-food Research and Technology (IRTA), in the region to implement practices that can reduce GHGs while maintaining or improving productivity.

**Climate change related benefit**

Emissions reductions (mitigation)

Increasing resilience to climate change (adaptation)

**Comment**

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## C-AC12.2b/C-FB12.2b/C-PF12.2b

**(C-AC12.2b/C-FB12.2b/C-PF12.2b) Do you collect information from your suppliers about the outcomes of any implemented agricultural/forest management practices you have encouraged?**

Yes

## C12.3

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

- Direct engagement with policy makers
- Trade associations
- Funding research organizations

### C12.3a

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

Focus of legislation	Corporate position	Details of engagement	Proposed legislative solution
Clean energy generation	Support	Through our membership in BICEP, we shared our concern about the immediate and long-term implications of climate change. We strongly supported the principles behind the 2016 Carbon Pollution Standard for existing power plants and signed on to the American Business Act on Climate Pledge. We also participated in BICEP advocacy days. In 2017, the President of Kellogg Asia Pacific spoke to policy makers and business leaders on the urgency of climate change in support of healthy food systems at the Business Climate Summit.	US Clean Power Plan
Energy efficiency	Support	As members of BICEP, we presented our concern about the immediate and long-term implications of climate change. We strongly supported the principles behind the draft Carbon Pollution Standard for existing power plants, including signing onto letters to congress (American Business Act on Climate Pledge) and Hill visits. The U.S. Environmental Protection Agency's (USEPA) proposed Carbon Pollution Standard for existing power plants represents a critical step in moving our country towards a clean energy economy. In 2017, the President of Kellogg Asia Pacific spoke to policy makers and business leaders on the urgency of climate change in support of healthy food systems at the Business Climate Summit.	2016 Michigan Energy Bill
Other, please specify (Climate Change Mitigation)	Support	Kellogg supported the global climate negotiations in COP21 in 2015 and again at COP22 in 2016 by encouraging global action with policy makers. Kellogg senior leaders spoke on multiple panels, participated in public-private workshops, and met with government leaders. In 2017, the President of Kellogg Asia Pacific spoke to policy makers and business leaders on the urgency of climate change in support of healthy food systems at the Business Climate Summit.	COP 21, COP 22, COP 23
Other, please specify (Climate Change Mitigation)	Support	Kellogg joined more than 150 other companies in signing a statement asking officials to ensure their response to the COVID pandemic is grounded in climate action and to prioritize moving towards a green economy.	Green Recovery
Other, please specify (Growing Climate Solutions Act)	Support	Kellogg joined more than 175 national farm organizations, food and agriculture companies, and environmental advocates expressing their support for the Growing Climate Solutions Act. The legislation provides resources and incentives to help farmers and foresters scale up conservation practices on their land to benefit the environment and generate new sources of income through carbon markets at the same time. As part of our Kellogg's® Better Days purpose platform, Kellogg has collaborated with The Nature Conservancy to provide incentives to farmers to implement regenerative agriculture practices on 67,000 acres of Michigan farmland, preventing almost 3,900 tons of soil runoff from entering the Saginaw Bay Watershed since 2015.	Conservation Practice

### C12.3b

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

Yes

### C12.3c

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

#### Trade association

Consumer Brands Association (CBA) formerly Grocery Manufacturers Association (GMA)

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

Consistent

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

CBA and the companies it represents work to enhance the lives of consumers by providing safe, affordable and nutritious products, while having a positive impact on our communities. We recognize the complex challenges of a growing world and accept responsibility to consider our impact on the environment in all that we do. Applying sustainable solutions in all areas of our work while continuing to deliver products that enhance consumers' lives is a top priority for CBA and its members. The industry is taking steps to reduce greenhouse gas emissions, reduce the amount of material used in packaging, improve energy efficiency, bolster water conservation efforts, meet the challenge of food waste and solid waste management, and source commodities from sustainable suppliers. CBA member companies are regularly recognized as leaders and collaborative partners by nongovernmental organizations, policymakers and consumers as we work together to preserve and protect our natural resources.

#### How have you influenced, or are you attempting to influence their position?

Kellogg has worked directly with CBA on the development of and implementation of their sustainability programs and policies. We also intend to encourage industry associations, including CBA, as well as peers to engage in meaningful climate action

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**Trade association**

UK Food and Drink Federation

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

Consistent

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

Food and Drink Federation members are committed to making a significant contribution to improving the environment. UK Food and Drink Federation's role is to supply consumers with safe, nutritious, appetizing and affordable food and to help them make sustainable choices which will secure these benefits for the future. The UK Food and Drink Federation leads by example, building on the success of FDF's Five-fold Environmental Ambition to extend influence across the supply chain as part of a longer term food strategy. The UK Food and Drink Federation works with suppliers, customers, employees, policy makers and other stakeholders to develop the necessary information, skills and business environment to deliver continuous improvement in the use of energy, water and other natural resources to help address the pressing global issues of climate change and loss of biodiversity. UK Food and Drink Federation encourages the development of life-cycle thinking throughout the supply chain and aims to remove systemic barriers to improving resource efficiency, from the sourcing of raw materials to the disposal of post-consumer waste. UK Food and Drink Federation promotes innovation and technology to reduce waste and extract maximum value from the resources we use and to help consumers get the most from our products.

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

Kellogg is represented on the Climate Change and Energy Working Group of the UK Food and Drink Federation (FDF) and has worked directly with this organization on the development of their programs related to climate change. We are early signers of the UK FDF Five-fold Environmental Ambition and report our progress regularly through this organization

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**Trade association**

FoodDrinkEurope

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

Consistent

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

The food and drink sector, in providing this vital nutritional contribution to humankind, crucially depends on healthy eco-systems in which its raw materials are grown. The sector is particularly vulnerable to the harmful consequences of climate change on the availability of agricultural raw materials, both in terms of quality and quantity. Climate change is expected to have a profound impact on food production. Rising temperatures altered rainfall patterns and more frequent extreme events will increasingly affect agricultural productivity. While climate change will affect different regions in different manners, effects such as extreme heat, drought, salinity and flooding will exacerbate stresses on crop plants and will affect soil fertility, water availability and the incidence of pests, diseases and weeds. The industry shares a strong common interest with policy makers, consumers and society worldwide to create an environmentally effective and globally equitable legal framework on climate change which will enable the sector to deliver continuous cuts in GHG emissions without compromising its vital contribution to the nutritional, economic and social wellbeing of a growing world population.

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

Kellogg serves on the Board of Directors of FoodDrinkEurope and is aligned with their position on climate change.

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**Trade association**

Australian Food and Grocery Council

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

Consistent

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

Climate change is an important global issue and energy and emission reductions in food and grocery manufacturing will play a part in meeting Australia's commitments. While the industry's direct energy use is small and contributes one percent of Australia's scope one emissions, our impact stretches into the wider supply chain such as agriculture, retail and consumers, and industry will work to reduce our energy use and emissions. Energy is essential in the industry for manufacturing and transportation to provide safe and quality food and grocery products for Australian people. Increasing consumer demand for products with longer shelf life requires more energy for processing and storage. Energy consumption patterns also influence the industry greenhouse gas emissions. With the food and grocery manufacturing industry vulnerable to weather changes from climate change, the industry is exploring energy efficient technologies leading to economic and environmental benefits

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

Kellogg is a member of the Australian Food and Grocery Council and is aligned with their position on climate change.

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**Trade association**

Consumer Goods Forum

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

Consistent

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

The Board of the Consumer Goods Forum pledged to mobilize resources within respective member businesses to help achieve zero net deforestation in sourcing commodities like palm oil, soy, beef, paper and board in a sustainable fashion by 2020.

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

Kellogg is a member of CGF and has adopted the zero net deforestation commitment for all relevant categories (paper and board, palm oil, and soy) by 2020. We also encourage industry associations as well as peers to engage in meaningful climate action.

---

**Trade association**

ConMéxico (Consumer Products Industry Mexican Council)

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

Consistent

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

ConMexico came to promote consumer welfare, establish and develop trade links with suppliers and strengthen the consumer products industry and thus contribute to economic and social development. The creation and maintenance of ConMexico respond to the transformation of the socio-economic and political life of the country in recent years. The Sustainability Committee administers an environmental agenda that aims to unify and add the actions taken by our partners throughout the life cycle of

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products resulting in reduced environmental impact; promote a modern regulatory framework compatible with the development of the industry and create synergies with companies and other regional and international organizations, all with the mission to promote Mexico in the national and global environmental agenda.

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

Kellogg is a member of ConMexico and is aligned with their position on climate change.

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**Trade association**

ABIA (Brazilian Association of Food Industries)

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

Consistent

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

The main partner of the Food Industry in dialogue with the government, international organizations and society. Currently represents about 70% of industry production value. Among its concerns are: ensuring an adequate law to the constant technological developments of processed food; encourage the use of improved production techniques; promote the economic and financial strengthening of the sector; and stimulate the development of the food industry in Brazil, focusing on consumer interest and protection of the environment. Through the meeting of its members, the ABIA form sectorial committees of technical, legal and economic content in order to discuss relevant issues and strategies for the sector.

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

Kellogg is a member of ABIA and is aligned with their position on climate change.

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**Trade association**

World Business Council on Sustainable Development (WBCSD)

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

Consistent

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

As part of WBCSD, we work with leading companies to create a set of business solutions that are good for business and will deliver our vision when set at scale. Our focus with WBCSD is to continue to engage in policy relating to climate action, climate smart agriculture and sustainable food systems. Kellogg is a co-lead for the work stream on Climate Smart Agriculture. Through WBCSD, Kellogg participated in support of the global climate negotiations in COP21 in 2015 and again at COP22 in 2016 by encouraging global action with policy makers. Kellogg senior leaders spoke on multiple panels, participated in public-private workshops, and met with government leaders. We also continue to partner and advocate through the UN General Assembly meetings and Climate Week annually.

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

WBCSD supports companies on climate and other policy engagements and Kellogg joins WBCSD in these communications wherever appropriate.

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**Trade association**

UN Global Compact (UNGC)

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

Consistent

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

Caring for Climate was launched by UN Secretary-General Ban Ki-moon in July 2007. The initiative is jointly convened by the United Nations Global Compact, the secretariat of the United Nations Framework Convention on Climate Change (UNFCCC) and the United Nations Environment Programme (UNEP).

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

Kellogg participates in the UN Global Compact's Caring for Climate initiative and is one of the two North American representatives on the steering committee.

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**Trade association**

Business for Nature

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

Consistent

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

Business for Nature is a global coalition bringing together influential organizations and forward-thinking businesses. Business for Nature is amplifying a business movement for nature by convening a united business voice to influence key political decisions on nature, demonstrating business ambition and action to protect and enhance nature by aggregating, amplifying and helping scale existing business commitment platforms, showcasing business solutions that are already translating commitments into action and meaningful impact, and driving business decisions, and communicating the business case for reversing nature loss in order to galvanize a change in our global economy to incorporate nature protection.

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

Kellogg is a member of Business for Nature and is aligned with their position on climate change and participates as a signatory.

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**C12.3d**

**(C12.3d) Do you publicly disclose a list of all research organizations that you fund?**

Yes

**C12.3f**

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

Kellogg carefully researches and reviews the mission and goals of the organizations we support to ensure they are aligned with our strategy. This work is overseen by Senior Vice President of Global Corporate Affairs, who leads global communications, sustainability, philanthropy and government relations. Engagement on direct and indirect activities are further coordinated by our Chief Sustainability Officer, who interacts regularly with company leaders on our sustainability goals, including our Government Relations teams, and the work in place to achieve these business objectives. We only engage with those organizations to which we can be directly involved in the development and implementation of their program and to remain involved with as participating members/contributors. Consistency is ensured through our reporting structure, as all policy and climate activities are accountable to our SVP of Global Corporate Affairs and shared reporting to the Social Responsibility and Public Policy Subcommittee of the Board of Directors.

## C12.4

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

**Publication**

In mainstream reports, in line with the CDSB framework (as amended to incorporate the TCFD recommendations)

**Status**

Complete

**Attach the document**

K\_FY2020\_Annual-Report.pdf

**Page/Section reference**

Part I. Business – pp.3, 4, 5

**Content elements**

Strategy

Risks & opportunities

Emissions figures

Emission targets

**Comment**

**Publication**

In voluntary communications

**Status**

Underway – previous year attached

**Attach the document**

KCR-ExecSummary-2019-2020\_FINAL.pdf

**Page/Section reference**

- Materiality: pp. 9
- Progress: pp. 10, 11
- Corporate Responsibility Website: Nurturing Our Planet – Energy Conservation (<http://crreport.kelloggcompany.com/energy-conservation>)

**Content elements**

Governance

Strategy

Risks & opportunities

Emissions figures

Emission targets

Other metrics

**Comment**

Additional supporting information at: <https://crreport.kelloggcompany.com/nurturing-our-planet> We are currently updating our CR report data online, the updated data will be available in August 2021.

## C13. Other land management impacts

### C-AC13.2/C-FB13.2/C-PF13.2

**(C-AC13.2/C-FB13.2/C-PF13.2) Do you know if any of the management practices mentioned in C-AC12.2a/C-FB12.2a/C-PF12.2a that were implemented by your suppliers have other impacts besides climate change mitigation/adaptation?**

Yes

### C-AC13.2a/C-FB13.2a/C-PF13.2a

**(C-AC13.2a/C-FB13.2a/C-PF13.2a) Provide details of those management practices implemented by your suppliers that have other impacts besides climate change mitigation/adaptation.**

**Management practice reference number**

MP1

**Overall effect**

Positive

**Which of the following has been impacted?**

Biodiversity

**Description of impacts**

Nature is a source of solutions for resilient food systems and economies. Agriculture is both a driver of global biodiversity loss and a tool to protect and restore the landscapes and species our communities need to flourish. Through our foods, we are helping to unlock the potential of communities around the world. Our commitment to responsibly sourcing our priority ingredients is a key way we are doing so. This work starts on the farm, supporting the people and communities who grow our ingredients. That's why, as part of Kellogg Better Days™ global purpose platform, we committed to support 1 million farmers and workers, particularly smallholders and women, by the end of 2030 (using a 2015 baseline) through programs focused on climate, social and financial resiliency. Within this commitment, we recognize the important role smallholder farmers and women play in the global agriculture community. As of 2020, we've engaged over 440,000 farmers toward our 2030 goal. We deliver against this commitment through our Kellogg OriginsTM global program. Origins programs maintain a global focus on climate, biodiversity, and farmer livelihoods, while tailoring their approaches to meet local needs and growing conditions. Together with our ingredient suppliers, NGO partners, research institutions, and farmers in our sourcing regions, we assess areas of opportunity for improvement, provide training and technical assistance, and share best practices.

**Have any response to these impacts been implemented?**

Yes

**Description of the response(s)**

Multiple supplier partnerships in our Origins program promote agrobiodiversity, support wildlife on-farm, protect forests and ecosystems, and promote integrated pest management in our ingredient sourcing regions. 5 multiyear programs promote cover crop adoption with farmers in the US, UK, Spain, and Madagascar. Partnership with supplier Olam: 1,653 cocoa farmers (486 women) in Ecuador received training/materials to diversify their crops, boosting resilience to climate/market shocks. We expect this partnership to reach 3,000 farmers over 3years. Partnership with supplier Symrise: 1,000 vanilla farmers have been trained in agroforestry, alternatives to slash-and-burn practices, and other climate-smart strategies to boost resilience and protect ecosystems in Madagascar, which Conservation International has classified as a biodiversity hot spot. Multi-year partnership with rice suppliers: farmers in Spain's Delta del Ebro Region, and the Institute of Agri-food Research and Technology, farmers have installed 323 bat boxes providing on-farm habitats for natural pest predators and pollinators. 6 Origins programs with ingredient suppliers promote integrated pest management or alternatives to synthetic pesticides in the US, UK, Spain, Mexico, Ecuador, Argentina and Madagascar. This supports biodiversity by reducing impacts to non-target species. To better address and act upon issues within the palm oil sector, we: 1) aim to reach 100% Roundtable on Sustainable Palm Oil physically certified Segregated or Mass Balance palm oil by the end of 2025 (as of 2020, we source 81% certified palm oil); 2) continue to engage and manage our supply chain on grievances, traceability, and due diligence that adheres to our policy; and 3) created an Impact Incubator to invest in on-the-ground projects that have scalability potential to tackle the root causes of deforestation, land issues, and human rights. In 2020, we partnered with Wild Asia to support the Wild Asia Group Scheme program to increase the production of sustainable palm oil by smallholders and to help them connect to global markets. We support funding and training of independent smallholders in Malaysia to improve their production processes, social and environmental performance, and transition to certified sustainable palm oil.

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## C15. Signoff

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### C-FI

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

In 2019 we divested 6 facilities in North America. Our data has been adjusted to account for this divestiture. Also, in 2019 we closed two facilities, one in North America and one in Latin America. In 2019 our Egypt plants started reporting our AMEA region, previously they reported into our Europe organization. Our current data reflects this structural change.

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## C15.1

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**(C15.1) Provide details for the person that has signed off (approved) your CDP climate change response.**

	<b>Job title</b>	<b>Corresponding job category</b>
Row 1	Amy Senter, Chief Sustainability Officer	Chief Sustainability Officer (CSO)

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## SC. Supply chain module

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### SC0.0

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

NA

## SC0.1

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

	Annual Revenue
Row 1	13770000000

## SC0.2

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

No

## SC1.1

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

**Requesting member**

Ahold Delhaize

**Scope of emissions**

Scope 1

**Allocation level**

Company wide

**Allocation level detail**

<Not Applicable>

**Emissions in metric tonnes of CO2e**

12556

**Uncertainty (±%)**

10

**Major sources of emissions**

Natural gas and other fuel sources in making our foods.

**Verified**

No

**Allocation method**

Allocation based on the market value of products purchased

**Please explain how you have identified the GHG source, including major limitations to this process and assumptions made**

Kellogg has robust tracking systems with our manufacturing to determine energy, water, waste and greenhouse gas emissions. This is tracked monthly by each plant and annually through external reporting.

**Requesting member**

Ahold Delhaize

**Scope of emissions**

Scope 2

**Allocation level**

Company wide

**Allocation level detail**

<Not Applicable>

**Emissions in metric tonnes of CO2e**

11981

**Uncertainty (±%)**

10

**Major sources of emissions**

Electricity in making our foods. These scope 2 emissions are location based.

**Verified**

No

**Allocation method**

Allocation based on the market value of products purchased

**Please explain how you have identified the GHG source, including major limitations to this process and assumptions made**

Kellogg has robust tracking systems with our manufacturing to determine energy, water, waste and greenhouse gas emissions. This is tracked monthly by each plant and annually through external reporting.

**Requesting member**

Target Corporation

**Scope of emissions**

Scope 1

**Allocation level**

Company wide

**Allocation level detail**

&lt;Not Applicable&gt;

**Emissions in metric tonnes of CO2e**

13951

**Uncertainty (±%)**

10

**Major sources of emissions**

Natural gas and other fuel sources in making our foods.

**Verified**

No

**Allocation method**

Allocation based on the market value of products purchased

**Please explain how you have identified the GHG source, including major limitations to this process and assumptions made**

Kellogg has robust tracking systems with our manufacturing to determine energy, water, waste and greenhouse gas emissions. This is tracked monthly by each plant and annually through external reporting.

---

**Requesting member**

Please select

**Scope of emissions**

Scope 2

**Allocation level**

Company wide

**Allocation level detail**

&lt;Not Applicable&gt;

**Emissions in metric tonnes of CO2e**

13312

**Uncertainty (±%)**

10

**Major sources of emissions**

Electricity in making our foods. These scope 2 emissions are location based.

**Verified**

No

**Allocation method**

Allocation based on the market value of products purchased

**Please explain how you have identified the GHG source, including major limitations to this process and assumptions made**

Kellogg has robust tracking systems with our manufacturing to determine energy, water, waste and greenhouse gas emissions. This is tracked monthly by each plant and annually through external reporting.

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**Requesting member**

Wal Mart de Mexico

**Scope of emissions**

Scope 1

**Allocation level**

Company wide

**Allocation level detail**

&lt;Not Applicable&gt;

**Emissions in metric tonnes of CO2e**

1642

**Uncertainty (±%)**

10

**Major sources of emissions**

Natural gas and other fuel sources in making our foods.

**Verified**

No

**Allocation method**

Allocation based on the market value of products purchased

**Please explain how you have identified the GHG source, including major limitations to this process and assumptions made**

Kellogg has robust tracking systems with our manufacturing to determine energy, water, waste and greenhouse gas emissions. This is tracked monthly by each plant and annually through external reporting.

---

**Requesting member**

Wal Mart de Mexico

**Scope of emissions**

Scope 2

**Allocation level**

Commodity

**Allocation level detail**

<Not Applicable>

**Emissions in metric tonnes of CO2e**

1642

**Uncertainty (±%)**

10

**Major sources of emissions**

Electricity in making our foods. These scope 2 emissions are location based.

**Verified**

No

**Allocation method**

Allocation based on the market value of products purchased

**Please explain how you have identified the GHG source, including major limitations to this process and assumptions made**

Kellogg has robust tracking systems with our manufacturing to determine energy, water, waste and greenhouse gas emissions. This is tracked monthly by each plant and annually through external reporting.

---

**Requesting member**

Walmart, Inc.

**Scope of emissions**

Scope 1

**Allocation level**

Company wide

**Allocation level detail**

<Not Applicable>

**Emissions in metric tonnes of CO2e**

80452

**Uncertainty (±%)**

10

**Major sources of emissions**

Natural Gas and other fuel sources used in making our foods.

**Verified**

No

**Allocation method**

Allocation based on the market value of products purchased

**Please explain how you have identified the GHG source, including major limitations to this process and assumptions made**

Kellogg has robust tracking systems with our manufacturing to determine energy, water, waste and greenhouse gas emissions. This is tracked monthly by each plant and annually through external reporting.

---

**Requesting member**

Walmart, Inc.

**Scope of emissions**

Scope 2

**Allocation level**

Company wide

**Allocation level detail**

<Not Applicable>

**Emissions in metric tonnes of CO2e**

76764

**Uncertainty (±%)**

10

**Major sources of emissions**

Electricity in making our foods. These Scope 2 emissions are location based.

**Verified**

No

**Allocation method**

Allocation based on the chemical content of products purchased

**Please explain how you have identified the GHG source, including major limitations to this process and assumptions made**

Kellogg has robust tracking systems with our manufacturing to determine energy, water, waste and greenhouse gas emissions. This is tracked monthly by each plant and annually through external reporting.

---

**Requesting member**

S Group

**Scope of emissions**

Scope 1

**Allocation level**

Company wide

**Allocation level detail**

<Not Applicable>

**Emissions in metric tonnes of CO2e**

419

**Uncertainty (±%)**

10

**Major sources of emissions**

Natural Gas and other fuel sources used in making our foods.

**Verified**

No

**Allocation method**

Allocation based on the market value of products purchased

**Please explain how you have identified the GHG source, including major limitations to this process and assumptions made**

Kellogg has robust tracking systems with our manufacturing to determine energy, water, waste and greenhouse gas emissions. This is tracked monthly by each plant and annually through external reporting.

---

**Requesting member**

S Group

**Scope of emissions**

Scope 2

**Allocation level**

Company wide

**Allocation level detail**

<Not Applicable>

**Emissions in metric tonnes of CO2e**

399

**Uncertainty (±%)**

10

**Major sources of emissions**

Electricity in making our foods. These Scope 2 emissions are location based.

**Verified**

No

**Allocation method**

Allocation based on the market value of products purchased

**Please explain how you have identified the GHG source, including major limitations to this process and assumptions made**

Kellogg has robust tracking systems with our manufacturing to determine energy, water, waste and greenhouse gas emissions. This is tracked monthly by each plant and annually through external reporting.

---

**Requesting member**

J Sainsbury Plc

**Scope of emissions**

Scope 1

**Allocation level**

Company wide

**Allocation level detail**

<Not Applicable>

**Emissions in metric tonnes of CO2e**

4650

**Uncertainty (±%)**

10

**Major sources of emissions**

Natural Gas and other fuel sources used in making our foods.

**Verified**

No

**Allocation method**

Allocation based on the market value of products purchased

**Please explain how you have identified the GHG source, including major limitations to this process and assumptions made**

Kellogg has robust tracking systems with our manufacturing to determine energy, water, waste and greenhouse gas emissions. This is tracked monthly by each plant and annually through external reporting.

---

**Requesting member**

J Sainsbury Plc

**Scope of emissions**

Scope 2

**Allocation level**

Company wide

**Allocation level detail**

<Not Applicable>

**Emissions in metric tonnes of CO2e**

4437

**Uncertainty (±%)**

10

**Major sources of emissions**

Electricity in making our foods. These Scope 2 emissions are location based.

**Verified**

No

**Allocation method**

Allocation based on the market value of products purchased

**Please explain how you have identified the GHG source, including major limitations to this process and assumptions made**

Kellogg has robust tracking systems with our manufacturing to determine energy, water, waste and greenhouse gas emissions. This is tracked monthly by each plant and annually through external reporting.

---

**Requesting member**

CVS Health

**Scope of emissions**

Scope 1

**Allocation level**

Company wide

**Allocation level detail**

<Not Applicable>

**Emissions in metric tonnes of CO2e**

2325

**Uncertainty (±%)**

10

**Major sources of emissions**

Natural Gas and other fuel sources used in making our foods.

**Verified**

No

**Allocation method**

Allocation based on the market value of products purchased

**Please explain how you have identified the GHG source, including major limitations to this process and assumptions made**

Kellogg has robust tracking systems with our manufacturing to determine energy, water, waste and greenhouse gas emissions. This is tracked monthly by each plant and annually through external reporting.

---

**Requesting member**

CVS Health

**Scope of emissions**

Scope 2

**Allocation level**

Company wide

**Allocation level detail**

<Not Applicable>

**Emissions in metric tonnes of CO2e**

2219

**Uncertainty (±%)**

10

**Major sources of emissions**

Electricity in making our foods. These Scope 2 emissions are location based.

---

**Verified**

No

**Allocation method**

Allocation based on the market value of products purchased

**Please explain how you have identified the GHG source, including major limitations to this process and assumptions made**

Kellogg has robust tracking systems with our manufacturing to determine energy, water, waste and greenhouse gas emissions. This is tracked monthly by each plant and annually through external reporting.

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

The Scope 1 and 2 data used to determine customer-specific emissions is available on our website here: <http://crreport.kelloggcompany.com/>

We also disclose publicly through CDP.

---

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

Allocation challenges	Please explain what would help you overcome these challenges
Diversity of product lines makes accurately accounting for each product/product line cost ineffective	More clear and consistent methodology for more accurate comparisons between suppliers and supply chains.

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

No

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**SC1.4b****(SC1.4b) Explain why you do not plan to develop capabilities to allocate emissions to your customers.**

We use our sales data as our methodology to allocate emissions. We continue to explore other ways to provide more specific allocation methodologies.

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

Accor

**Group type of project**

Change to supplier operations

**Type of project**

Other, please specify (Sustainable agriculture)

**Emissions targeted**

Actions that would reduce our own supply chain emissions (our own scope 3)

**Estimated timeframe for carbon reductions to be realized**

1-3 years

**Estimated lifetime CO2e savings**

0

**Estimated payback**

1-3 years

**Details of proposal**

We are always open to partnering with our customers to drive environmental and social impact at scale. We also want to bring this to life for shoppers by identifying claims and with in-store activations so that they can join us on the journey. Programs on sustainable agriculture can have significant environmental benefit while also connecting consumers to the foods they have every day.

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**Requesting member**

Ahold Delhaize

**Group type of project**

Change to supplier operations

**Type of project**

Other, please specify (Food Waste Reduction)

**Emissions targeted**

Actions that would reduce our own supply chain emissions (our own scope 3)

**Estimated timeframe for carbon reductions to be realized**

1-3 years

**Estimated lifetime CO2e savings**

0

**Estimated payback**

1-3 years

**Details of proposal**

At Ahold's request we have accepted their invitation to join the 10x20x30 food waste reduction initiative.

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**Requesting member**

Coop Danmark A/S

**Group type of project**

Change to supplier operations

**Type of project**

Other, please specify (Sustainable agriculture)

**Emissions targeted**

Actions that would reduce our own supply chain emissions (our own scope 3)

**Estimated timeframe for carbon reductions to be realized**

1-3 years

**Estimated lifetime CO2e savings**

0

**Estimated payback**

1-3 years

**Details of proposal**

We are always open to partnering with our customers to drive environmental and social impact at scale. We also want to bring this to life for shoppers by identifying claims and with in-store activations so that they can join us on the journey. Programs on sustainable agriculture can have significant environmental benefit while also connecting consumers to the foods they have every day.

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**Requesting member**

California Department of General Services (DGS)

**Group type of project**

Change to supplier operations

**Type of project**

Other, please specify (Sustainable Agriculture)

**Emissions targeted**

Actions that would reduce our own supply chain emissions (our own scope 3)

**Estimated timeframe for carbon reductions to be realized**

1-3 years

**Estimated lifetime CO2e savings**

0

**Estimated payback**

1-3 years

**Details of proposal**

We are always open to partnering with our customers to drive environmental and social impact at scale. We also want to bring this to life for shoppers by identifying claims and with in-store activations so that they can join us on the journey. Programs on sustainable agriculture can have significant environmental benefit while also connecting consumers to the foods they have every day.

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**Requesting member**

CVS Health

**Group type of project**

Change to supplier operations

**Type of project**

Other, please specify (Sustainable Agriculture)

**Emissions targeted**

Actions that would reduce our own supply chain emissions (our own scope 3)

**Estimated timeframe for carbon reductions to be realized**

1-3 years

**Estimated lifetime CO2e savings**

0

**Estimated payback**

0-1 year

**Details of proposal**

We are always open to partnering with our customers to drive environmental and social impact at scale. We also want to bring this to life for shoppers by identifying claims and with in-store activations so that they can join us on the journey. Programs on sustainable agriculture can have significant environmental benefit while also connecting consumers to the foods they have every day.

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**Requesting member**

J Sainsbury Plc

**Group type of project**

Change to supplier operations

**Type of project**

Other, please specify (Sustainable agriculture)

**Emissions targeted**

Actions that would reduce our own supply chain emissions (our own scope 3)

**Estimated timeframe for carbon reductions to be realized**

1-3 years

**Estimated lifetime CO2e savings**

0

**Estimated payback**

1-3 years

**Details of proposal**

We are always open to partnering with our customers to drive environmental and social impact at scale. We also want to bring this to life for shoppers by identifying claims and with in-store activations so that they can join us on the journey. Programs on sustainable agriculture can have significant environmental benefit while also connecting consumers to the foods they have every day.

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**Requesting member**

Kesko Corporation

**Group type of project**

Change to supplier operations

**Type of project**

Please select

**Emissions targeted**

Actions that would reduce our own supply chain emissions (our own scope 3)

**Estimated timeframe for carbon reductions to be realized**

1-3 years

**Estimated lifetime CO2e savings**

0

**Estimated payback**

1-3 years

**Details of proposal**

We are always open to partnering with our customers to drive environmental and social impact at scale. We also want to bring this to life for shoppers by identifying claims and with in-store activations so that they can join us on the journey. Programs on sustainable agriculture can have significant environmental benefit while also connecting consumers to the foods they have every day.

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**Requesting member**

S Group

**Group type of project**

Change to supplier operations

**Type of project**

Other, please specify (Sustainable agriculture)

**Emissions targeted**

Actions that would reduce our own supply chain emissions (our own scope 3)

**Estimated timeframe for carbon reductions to be realized**

1-3 years

**Estimated lifetime CO2e savings**

0

**Estimated payback**

1-3 years

**Details of proposal**

We are always open to partnering with our customers to drive environmental and social impact at scale. We also want to bring this to life for shoppers by identifying claims and with in-store activations so that they can join us on the journey. Programs on sustainable agriculture can have significant environmental benefit while also connecting consumers to the foods they have every day.

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**Requesting member**

Target Corporation

**Group type of project**

Change to supplier operations

**Type of project**

Other, please specify (Sustainable Agriculture)

**Emissions targeted**

Actions that would reduce our own supply chain emissions (our own scope 3)

**Estimated timeframe for carbon reductions to be realized**

1-3 years

**Estimated lifetime CO2e savings**

0

**Estimated payback**

1-3 years

**Details of proposal**

We are always open to partnering with our customers to drive environmental and social impact at scale. We also want to bring this to life for shoppers by identifying claims and with in-store activations so that they can join us on the journey. Programs on sustainable agriculture can have significant environmental benefit while also connecting consumers to the foods they have every day.

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**Requesting member**

Wal Mart de Mexico

**Group type of project**

Change to supplier operations

**Type of project**

Other, please specify (Sustainable Agriculture)

**Emissions targeted**

Actions that would reduce our own supply chain emissions (our own scope 3)

**Estimated timeframe for carbon reductions to be realized**

1-3 years

**Estimated lifetime CO2e savings**

0

**Estimated payback**

1-3 years

**Details of proposal**

We are always open to partnering with our customers to drive environmental and social impact at scale. We also want to bring this to life for shoppers by identifying claims and with in-store activations so that they can join us on the journey. Programs on sustainable agriculture can have significant environmental benefit while also connecting consumers to the foods they have every day.

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**Requesting member**

Walmart, Inc.

**Group type of project**

Change to supplier operations

**Type of project**

Other, please specify (Sustainable agriculture)

**Emissions targeted**

Actions that would reduce both our own and our customers' emissions

**Estimated timeframe for carbon reductions to be realized**

1-3 years

**Estimated lifetime CO2e savings**

0

**Estimated payback**

1-3 years

**Details of proposal**

We are always open to partnering with our customers to drive environmental and social impact at scale. We also want to bring this to life for shoppers by identifying claims and with in-store activations so that they can join us on the journey. Programs on sustainable agriculture can have significant environmental benefit while also connecting consumers to the foods they have every day.

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

No

**SC4.1**

**(SC4.1) Are you providing product level data for your organization's goods or services?**

No, I am not providing data

Submit your response

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**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, I will submit the Supply Chain questions now

**Please confirm below**

I have read and accept the applicable Terms