C0. Introduction

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

At Darling Ingredients, we create sustainable food, feed and fuel ingredient solutions. We take the meat by-products from our animal-based diets, and process them to reclaim valuable and essential bio-nutrients, fats, oils, proteins, meals and more that are used daily in personal, commercial, and industrial products. Our natural and sustainable ingredients are marketed internationally to the pharmaceutical, food, animal feed, pet food, biofuel, fertilizer, sports nutrition and cosmetic industries.

Our Feed and Pet Food solutions, by re-purposing organic bio-nutrient residuals, have grown into one of the world’s leading suppliers of natural, sustainable feed ingredients. Additionally, the safe processing of organic meat co-products and animal mortalities has proven to be the most secure and efficient way of handling these materials, as compared to other methods which can harm the environment through the release of methane gases and pathogens.

What we do and how we do it helps protect the world’s food chain from farm to table. Through our bio-security standards at our processing facilities, our customers can be assured that our food ingredients are fully traceable and our products and processes are fully compliant with food safety regulations. Our industry is often referred to as “the gatekeeper,” keeping our food chain safe from harmful materials. By processing unconsumed meat co-products into usable ingredients rather than disposing of them in landfills or compost piles, our facilities prevent more greenhouse gases from being released into the air rather than what they add to it during operations. By re-purposing this material, we also help protect our land and groundwater from pathogens that occur during nature’s decomposition process. And, by ensuring our feed ingredients are traceable and safe, we protect the livestock that start this food cycle in motion. Through our secure operations, we are able to provide the world’s food manufacturers and supply chains with a range of safe and tested food ingredients and products that are sustainable and natural, and economically and ecologically viable. We’re the world’s leading supplier of gelatin and collagen peptides. We provide global food and meat manufacturers with safe, fully traceable sausage casings and meat co-products. We contribute to innovative, healthy food concepts through our natural proteins and other natural dietary supplements.

Darling Ingredients has taken the lead in developing new opportunities in renewable energy. Whether from re-purposed animal fats, organic residuals or the oil and grease we collect from restaurants, our energy solutions are one more contribution towards a paradigm shift in the world’s long-term energy balance. Our many years of experience in acquiring organic co-products and residuals and converting them into innovative, high-value products have positioned us as a global leader in renewable energy development. We were the first in the USA to pioneer the commercial production of biodiesel utilizing animal fats and used cooking oils. In 2001, we became Canada’s first producer of biodiesel from animal fats and cooking oils. In 2013, together with Valero Energy Corporation, we constructed North America’s largest facility to convert animal fats, used cooking oils and distiller oils into renewable diesel. In Europe, we are leading the way with innovative biofuel and renewable energy solutions.

At Darling Ingredients, we have over a century of experience in making the world a greener place. As an innovative developer of organic fertilizers, we take ‘going green’ quite literally, re-purposing industrial residuals and meat co-products into nutritional, life-sustaining solutions for horticultural gardens, organic farming, healthy sports turf and more. Using our fertilizer and soil enrichment solutions result in higher yields on conventional and organic farms, as well as greener golf courses, sports turf and lawns. We can also help to improve phosphate balances in agriculture. Developing these resources from residuals also means we make operations cleaner, smoother and more sustainable for a variety of industries. Our methods for storing, collecting and re-purposing these residuals demonstrate how our company serves as a leading steward of our planet’s natural resources.

Commercial bakeries and snack manufacturers throughout North America rely on us for the full-service management of their residuals. Bakery Feeds re-purpose them into a sustainable, quality ingredient for feed rations. Our services unburden the bakery and snack industry, add value to the feed industry, and improve the sustainability performance of both.

C0.2

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

<table>
<thead>
<tr>
<th>Start date</th>
<th>End date</th>
<th>Indicate if you are providing emissions data for past reporting years</th>
<th>Select the number of past reporting years you will be providing emissions data for</th>
</tr>
</thead>
<tbody>
<tr>
<td>January 1 2017</td>
<td>December 31 2017</td>
<td>No</td>
<td>&lt;Not Applicable&gt;</td>
</tr>
<tr>
<td>Row 2</td>
<td>&lt;Not Applicable&gt;</td>
<td>&lt;Not Applicable&gt;</td>
<td>&lt;Not Applicable&gt;</td>
</tr>
<tr>
<td>Row 3</td>
<td>&lt;Not Applicable&gt;</td>
<td>&lt;Not Applicable&gt;</td>
<td>&lt;Not Applicable&gt;</td>
</tr>
<tr>
<td>Row 4</td>
<td>&lt;Not Applicable&gt;</td>
<td>&lt;Not Applicable&gt;</td>
<td>&lt;Not Applicable&gt;</td>
</tr>
</tbody>
</table>

C0.3
Select the countries/regions for which you will be supplying data.
- Argentina
- Australia
- Belgium
- Brazil
- China
- Czechia
- France
- Germany
- Japan
- Malaysia
- Netherlands
- Poland
- Portugal
- Spain
- United Kingdom of Great Britain and Northern Ireland
- United States of America

Select the currency used for all financial information disclosed throughout your response.
- USD

C1. Governance

C1.1

Is there board-level oversight of climate-related issues within your organization?
No

C1.1c

Why is there no board-level oversight of climate-related issues and what are your plans to change this in the future?

<table>
<thead>
<tr>
<th>Primary reason</th>
<th>Board-level oversight of climate-related issues will be introduced within the next two years</th>
<th>Please explain</th>
</tr>
</thead>
<tbody>
<tr>
<td>Darling is in the developmental stages of creating and organizing its sustainability program. The board is engaged in this initial process but does not provide direct oversight at this time.</td>
<td>No, we do not currently plan to do so.</td>
<td>As our sustainability program progresses we will continually monitor and evaluate the degree to which the board is directly involved.</td>
</tr>
</tbody>
</table>

C1.3

Do you provide incentives for the management of climate-related issues, including the attainment of targets?
No

C2. Risks and opportunities

C2.2

Select the option that best describes how your organization's processes for identifying, assessing, and managing climate-related issues are integrated into your overall risk management.
There are no documented processes for identifying, assessing, and managing climate-related issues

C2.2e
(C2.2e) Why does your organization not have a process in place for identifying, assessing, and managing climate-related risks and opportunities, and do you plan to introduce such a process in the future?

<table>
<thead>
<tr>
<th>Primary reason</th>
<th>Please explain</th>
</tr>
</thead>
<tbody>
<tr>
<td>Row 1 Important but not an immediate business priority</td>
<td>Darling does identify any material climate-related risks and opportunities within our financial reporting but at this time we do not have a documented process for this assessment.</td>
</tr>
</tbody>
</table>

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?

No

C2.3b

(C2.3b) Why do you not consider your organization to be exposed to climate-related risks with the potential to have a substantive financial or strategic impact on your business?

<table>
<thead>
<tr>
<th>Primary reason</th>
<th>Please explain</th>
</tr>
</thead>
<tbody>
<tr>
<td>Row 1 Evaluation in process</td>
<td>At this stage of our evaluation Darling has not found any risks with potential for substantive financial or strategic impact on our business.</td>
</tr>
</tbody>
</table>

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

C2.4a
(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?**
Customer

**Opportunity type**
Products and services

**Primary climate-related opportunity driver**
Development and/or expansion of low emission goods and services

**Type of financial impact driver**
Increased revenue through demand for lower emissions products and services

**Company-specific description**
In a joint venture called Diamond Green Diesel, Diamond Alternative Energy LLC, a subsidiary of Valero Energy Corporation, partnered with Darling Ingredients Inc. to build a 10,000-barrel-per-day renewable diesel refinery near the Valero St. Charles Refinery in Norco, La., to process recycled animal fat, used cooking oil, and other feedstocks into renewable diesel fuel. For Darling, a leading global producer of sustainable food, feed and fuel ingredients from edible and inedible bionutrients, it is the first move into the mass scale production of renewable diesel. - Fuels produced in the U.S. from biomass feedstocks can reduce greenhouse-gas emissions, improve energy security and bring jobs and investment. - The plant is capable of annually converting approximately 1.3 billion pounds of fat into more than 150 million gallons of renewable “green” diesel. - The product is compatible with petroleum-based diesel fuel and can be shipped by pipeline. - Importantly, the fuel has a carbon lifecycle low enough to meet the most stringent low-carbon fuel standards.

**Time horizon**
Current

**Likelihood**
Virtually certain

**Magnitude of impact**
High

**Potential financial impact**
100000000

**Explanation of financial impact**
Diamond Green Diesel recorded an entity level EBITDA of $86.4 million, or $0.54 per gallon without the BTC. We anticipate receiving the entity share of the BTC of approximately $160.4 million, or $0.56 per share in late Spring of 2018.

**Strategy to realize opportunity**
Diamond Green Diesel ("DGD"), our 50/50 joint venture with Valero Energy Corporation, has proven to be the lowest-cost and highest green premium producer of renewable diesel in the world. While the regulatory environment surrounding the Renewable Fuel Standard was in flux during the year and the absence of the BTC impacted our results, DGD excelled operationally. We remain confident in its positioning to service both the U.S. renewable fuel standard demands as well as to satisfy the growing global demand for low carbon markets, which will drive enhanced margin opportunities. Additionally, we are looking forward to bringing the expanded DGD facility online in late second quarter 2018, boosting annual production to a 275-million-gallon run rate from the current 160-million-gallon run rate.

**Cost to realize opportunity**

**Comment**
Late November 2017, we made a joint announcement with Valero to perform an engineering and construction cost review for a proposed additional expansion of the facility to 550 million gallons per year. Our partnership with Valero through DGD has created a sustainable and efficient process of converting Darling’s feedstocks of waste fats and oils to high quality biofuels to meet the needs of our customers around the world.

---

**C3. Business Strategy**

**C3.1**

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

---

**C4. Targets and performance**

**C4.1**

(C4.1) Did you have an emissions target that was active in the reporting year?
No target
(C4.1c) Explain why you do not have emissions target and forecast how your emissions will change over the next five years.

<table>
<thead>
<tr>
<th>Primary reason</th>
<th>Five-year forecast</th>
<th>Please explain</th>
</tr>
</thead>
<tbody>
<tr>
<td>Important but not an immediate</td>
<td>We will continue to expand, build and acquire facilities processing nutrient-rich natural materials, including high growth proteins and further penetrating the specialty ingredient markets. In 2018, and beyond, we remain committed to superior customer service, diligent cost discipline, solid risk management and operational excellence as we elevate our disruptive platform to capitalize on the food, feed and fuel needs of a growing population.</td>
<td>Our industry is often referred to as the “original recycler.” Through our diverse global family of brands, we collect and repurpose millions of metric tons of inedible materials annually. Beef, poultry and pork by-product streams are converted into usable and specialty ingredients, such as gelatin, tallow, feed-grade fats, meat and bone meal, poultry meal, yellow grease, fuel feedstocks, green energy, natural casings and hides, which are sold to the pharmaceutical, food, pet food, feed, fuel, bio-energy and fertilizer industries around the world. The nature of this business is to sequester carbon into our products that would otherwise be emitted into the atmosphere through decomposition, composting, landfilling and the like. The net effect of Darling’s operations is a negative carbon footprint where for every pound of carbon emitted we prevent the release of almost 5 pounds.</td>
</tr>
<tr>
<td>business priority</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

C4.2

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

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.

No

C4.3d

(C4.3d) Why did you not have any emissions reduction initiatives active during the reporting year?

Please see C4.1c

C5. Emissions methodology

C5.2

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


C6. Emissions data

C6.1

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

Row 1

| Gross global Scope 1 emissions (metric tons CO2e) | 1126579 |
| End-year of reporting period | <Not Applicable> |

Comment
(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 have no operations where we are able to access electricity supplier emission factors or residual emissions factors and are unable to report 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?

Row 1

**Scope 2, location-based**
430375

**Scope 2, market-based (if applicable)**
<Not Applicable>

End-year of reporting period
<Not Applicable>

Comment

C6.5

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

**Purchased goods and services**

Evaluation status
Relevant, calculated

Metric tonnes CO2e
212744

Emissions calculation methodology
The inputs for Scope 3 emissions used several estimates. For employee transportation to our processing plants we took the total number of employees and used default values for days worked, miles traveled and fuel efficiency. Air travel was not included in this estimate. For raw material transportation we estimated emissions based on average tons per load, average miles per load and average fuel economy.

Percentage of emissions calculated using data obtained from suppliers or value chain partners
0

Explanation
The raw material transport estimate was based on total raw material deliveries and does not differentiate between company fleet deliveries and outside hauler deliveries.

**Capital goods**

Evaluation status
Not evaluated

**Metric tonnes CO2e**

Emissions calculation methodology

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

Explanation

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

Evaluation status
Not evaluated

**Metric tonnes CO2e**

Emissions calculation methodology

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

Explanation
Upstream transportation and distribution
Evaluation status
Not evaluated
Metric tonnes CO2e
Emissions calculation methodology
Percentage of emissions calculated using data obtained from suppliers or value chain partners
Explanation

Waste generated in operations
Evaluation status
Not evaluated
Metric tonnes CO2e
Emissions calculation methodology
Percentage of emissions calculated using data obtained from suppliers or value chain partners
Explanation

Business travel
Evaluation status
Not evaluated
Metric tonnes CO2e
Emissions calculation methodology
Percentage of emissions calculated using data obtained from suppliers or value chain partners
Explanation

Employee commuting
Evaluation status
Relevant, calculated
Metric tonnes CO2e
29484
Emissions calculation methodology
For employee transportation to our processing plants we took the total number of employees and used default values for days worked, miles traveled and fuel efficiency.
Percentage of emissions calculated using data obtained from suppliers or value chain partners
0
Explanation

Upstream leased assets
Evaluation status
Not evaluated
Metric tonnes CO2e
Emissions calculation methodology
Percentage of emissions calculated using data obtained from suppliers or value chain partners
Explanation

Downstream transportation and distribution
Evaluation status
Not evaluated
Metric tonnes CO2e
Emissions calculation methodology
Percentage of emissions calculated using data obtained from suppliers or value chain partners
Explanation

Processing of sold products
Evaluation status
Not evaluated
Metric tonnes CO2e
Emissions calculation methodology
Percentage of emissions calculated using data obtained from suppliers or value chain partners
Explanation
<table>
<thead>
<tr>
<th>Category</th>
<th>Evaluation status</th>
<th>Metric tonnes CO2e</th>
<th>Emissions calculation methodology</th>
<th>Percentage of emissions calculated using data obtained from suppliers or value chain partners</th>
<th>Explanation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Use of sold products</td>
<td>Not evaluated</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>End of life treatment of sold products</td>
<td>Not evaluated</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Downstream leased assets</td>
<td>Not evaluated</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Franchises</td>
<td>Not evaluated</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Investments</td>
<td>Not evaluated</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Other (upstream)</td>
<td>Not evaluated</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Other (downstream)</td>
<td>Not evaluated</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

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
0.00425

Metric numerator (Gross global combined Scope 1 and 2 emissions)
1556954

Metric denominator
unit total revenue

Metric denominator: Unit total
3662251000

Scope 2 figure used
Location-based

% change from previous year
<Not Applicable>

Direction of change
<Not Applicable>

Reason for change

---

C7. Emissions breakdowns

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?
This is our first year of reporting, so we cannot compare to last year

---

C8. Energy

C8.2

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

<table>
<thead>
<tr>
<th>Activity</th>
<th>Indicate whether your organization undertakes this energy-related activity</th>
</tr>
</thead>
<tbody>
<tr>
<td>Consumption of fuel (excluding feedstocks)</td>
<td>Yes</td>
</tr>
<tr>
<td>Consumption of purchased or acquired electricity</td>
<td>Yes</td>
</tr>
<tr>
<td>Consumption of purchased or acquired heat</td>
<td>No</td>
</tr>
<tr>
<td>Consumption of purchased or acquired steam</td>
<td>No</td>
</tr>
<tr>
<td>Consumption of purchased or acquired cooling</td>
<td>No</td>
</tr>
<tr>
<td>Generation of electricity, heat, steam, or cooling</td>
<td>No</td>
</tr>
</tbody>
</table>

---

C8.2a

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

<table>
<thead>
<tr>
<th>Activity</th>
<th>Heating value</th>
<th>MWh from renewable sources</th>
<th>MWh from non-renewable sources</th>
<th>Total MWh</th>
</tr>
</thead>
<tbody>
<tr>
<td>Consumption of fuel (excluding feedstock)</td>
<td>HHV (higher heating value)</td>
<td>0</td>
<td>6390510</td>
<td>6390510</td>
</tr>
<tr>
<td>Consumption of purchased or acquired electricity</td>
<td>&lt;Not Applicable&gt;</td>
<td>165904</td>
<td>624116</td>
<td>790020</td>
</tr>
<tr>
<td>Consumption of purchased or acquired heat</td>
<td>&lt;Not Applicable&gt;</td>
<td>&lt;Not Applicable&gt;</td>
<td>&lt;Not Applicable&gt;</td>
<td>&lt;Not Applicable&gt;</td>
</tr>
<tr>
<td>Consumption of purchased or acquired steam</td>
<td>&lt;Not Applicable&gt;</td>
<td>&lt;Not Applicable&gt;</td>
<td>&lt;Not Applicable&gt;</td>
<td>&lt;Not Applicable&gt;</td>
</tr>
<tr>
<td>Consumption of purchased or acquired cooling</td>
<td>&lt;Not Applicable&gt;</td>
<td>&lt;Not Applicable&gt;</td>
<td>&lt;Not Applicable&gt;</td>
<td>&lt;Not Applicable&gt;</td>
</tr>
<tr>
<td>Consumption of self-generated non-fuel renewable energy</td>
<td>&lt;Not Applicable&gt;</td>
<td>&lt;Not Applicable&gt;</td>
<td>&lt;Not Applicable&gt;</td>
<td>&lt;Not Applicable&gt;</td>
</tr>
<tr>
<td>Total energy consumption</td>
<td>&lt;Not Applicable&gt;</td>
<td>165904</td>
<td>7014626</td>
<td>7180530</td>
</tr>
</tbody>
</table>

---

C12. Engagement

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

No, we do not engage

C14. Signoff

C-FI

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

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

<table>
<thead>
<tr>
<th>Job title</th>
<th>Corresponding job category</th>
</tr>
</thead>
<tbody>
<tr>
<td>Director of Environmental Affairs and Sustainability</td>
<td>Environment/Sustainability manager</td>
</tr>
</tbody>
</table>

SC. Supply chain module

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

At Darling Ingredients, we create sustainable food, feed and fuel ingredient solutions. We take the meat by-products from our animal-based diets, and process them to reclaim valuable and essential bio-nutrients, fats, oils, proteins, meals and more that are used daily in personal, commercial, and industrial products. Our natural and sustainable ingredients are marketed internationally to the pharmaceutical, food, animal feed, pet food, biofuel, fertilizer, sports nutrition and cosmetic industries. Our Feed and Pet Food solutions, by re-purposing organic bio-nutrient residuals, have grown into one of the world's leading suppliers of natural, sustainable feed ingredients. Additionally, the safe processing of organic meat co-products and animal mortalities has proven to be the most secure and efficient way of handling these materials, as compared to other methods which can harm the environment through the release of methane gases and pathogens. What we do and how we do it helps protect the world's food chain from farm to table. Through our bio-security standards at our processing facilities, our customers can be assured that our food ingredients are fully traceable and our products and processes are fully compliant with food safety regulations. Our industry is often referred to as "the gatekeepers," keeping our food chain safe from harmful materials. By processing un consumed meat co-products into usable ingredients rather than disposing of them in landfills or compost piles, our facilities prevent more greenhouse gases from being released into the air rather than what they add to it during operations. By re-purposing this material, we also help protect our land and groundwater from pathogens that occur during nature's decomposition process. And, by ensuring our feed ingredients are traceable and safe, we protect the livestock that start this food cycle in motion. Through our secure operations, we are able to provide the world's food manufacturers and supply chains with a range of safe and tested food ingredients and products that are sustainable and natural, and economically and ecologically viable. We're the world's leading supplier of gelatin and collagen peptides. We provide global food and meat manufacturers with safe, fully traceable sausage casings and meat co-products. We contribute to innovative, healthy food concepts through our natural proteins and other natural dietary supplements. Darling Ingredients has taken the lead in developing new opportunities in renewable energy. Whether from re-purposed animal fats, organic residuals or the oil and grease we collect from restaurants, our energy solutions are one more contribution towards a paradigm shift in the world's long-term energy balance. Our many years of experience in acquiring organic co-products and residuals and converting them into innovative, high-value products have positioned us as a global leader in renewable energy development. We were the first in the USA to pioneer the commercial production of biodiesel utilizing animal fats and used cooking oils. In 2001, we became Canada's first producer of biodiesel from animal fats and cooking oils. In 2013, together with Valero Energy Corporation, we constructed North America's largest facility to convert animal fats, used cooking oils and distiller oils into renewable diesel. In Europe, we are leading the way with innovative biofuel and renewable energy solutions. At Darling Ingredients, we have over a century of experience in making the world a greener place. As an innovative developer of organic fertilizers, we take "going green" quite literally, re-purposing industrial residuals and meat co-products into nutritional, life-sustaining solutions for horticultural gardens, organic farming, healthy sports turf and more. Using our fertilizer and soil enrichment solutions result in higher yields on conventional and organic farms, as well as greener golf courses, sports turf and lawns. We can also help to improve phosphate balances in agriculture. Developing these resources from residuals also means we make operations cleaner, smoother and more sustainable for a variety of industries. Our methods for storing, collecting and re-purposing these residuals demonstrate how our company serves as a leading steward of our planet's natural resources. Commercial bakeries and snack manufacturers throughout North America rely on us for the full-service management of their residuals. Bakery Feeds we re-purpose them into a sustainable, quality ingredient for feed rations. Our services unburden the bakery and snack industry, add value to the feed industry, and improve the sustainability performance of both.

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

<table>
<thead>
<tr>
<th>Annual Revenue</th>
</tr>
</thead>
<tbody>
<tr>
<td>3662251000</td>
</tr>
</tbody>
</table>

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.

SC1.2

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

SC1.3

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

<table>
<thead>
<tr>
<th>Allocation challenges</th>
<th>Please explain what would help you overcome these challenges</th>
</tr>
</thead>
<tbody>
<tr>
<td>Diversity of product lines makes accurately accounting for each product/product line</td>
<td>We are in the process of developing product specific carbon</td>
</tr>
<tr>
<td>cost ineffective</td>
<td>footprints for select finished products. The difficulty</td>
</tr>
<tr>
<td></td>
<td>lies in collecting specific input data.</td>
</tr>
</tbody>
</table>

SC1.4

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

SC1.4a

(SC1.4a) Describe how you plan to develop your capabilities.

We are in the process of collecting product specific production data to aid in the accurate determination of specific product carbon footprints.

SC2.1

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

 Requesting member
Kellogg Company

 Group type of project
Relationship sustainability assessment

 Type of project
Aligning goals to feed into customers targets and ambitions

 Emissions targeted
Other, please specify (Importance of ingredient CF.)

 Estimated timeframe for carbon reductions to be realized
0-1 year

 Estimated lifetime CO2e savings

 Estimated payback
Please select

 Details of proposal

SC2.2

(SC2.2) Have requests or initiatives by CDP Supply Chain members prompted your organization to take organizational-level emissions reduction initiatives?
No

SC3.1
Do you want to enroll in the 2018-2019 CDP Action Exchange initiative?
No

Is your company a participating supplier in CDP's 2017-2018 Action Exchange initiative?
No

Submit your response

In which language are you submitting your response?
English

Please confirm how your response should be handled by CDP

<table>
<thead>
<tr>
<th>I am submitting my response</th>
<th>Public or Non-Public Submission</th>
<th>I am submitting to</th>
<th>Are you ready to submit the additional Supply Chain Questions?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Non-public</td>
<td></td>
<td>Investors</td>
<td>Yes, submit Supply Chain Questions now</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Customers</td>
<td></td>
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</tbody>
</table>

Please confirm below
I have read and accept the applicable Terms