

C0. Introduction

C0.1

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

Headquartered in Zurich, Switzerland, the Barry Callebaut Group is the world's leading manufacturer of high-quality chocolate and cocoa products, mastering every step in the value chain from the sourcing of raw materials to the production of the finest chocolates. We are the heart and engine of the chocolate industry and our mission is to be number one in all attractive customer segments. We are a business-to-business company, fully vertically integrated with a strong position in cocoa-origin countries and a unique global footprint.

Barry Callebaut:

- We employ more than 12,000 people operating out of more than 40 countries
- We operate more than 60 production facilities and 23 CHOCOLATE ACADEMY Centers across the globe
- We generated annual sales of about CHF 6.9 billion in fiscal year 2019/20
- We have comprehensive competencies in the art of making chocolate and cocoa products - from sourcing and processing cocoa beans to producing the finest chocolates, including chocolate fillings, decorations and compounds.
- With more than 175 years of chocolate heritage, the Barry Callebaut Group has an unparalleled blend of expertise in cocoa and chocolate.
- With a comprehensive portfolio of brands & products, we are serving three main customer audiences:
 - Food & Beverages Manufacturers: Global, regional and local food manufacturers use Barry Callebaut's chocolate and cocoa products as ingredients in their consumer products.
 - Artisans & Chefs: Professional users such as chocolatiers, pastry chefs, bakeries, hotels, restaurants and caterers rely on Barry Callebaut's premium chocolate products and on its convenient, ready-to-use and ready-to-sell products offered under a variety of gourmet brands.
 - Vending: Barry Callebaut's various beverage brands offer a rich variety of chocolate, cocoa and cappuccino vending mixes to its global customer base in the vending sector.

Barry Callebaut is a company with a purpose. We believe that business should re-invest its knowledge and resources into the greater society in which it operates. Approximately half of the dividend we pay goes to the Jacobs Foundation via our majority shareholder, Jacobs Holding, benefiting future generations by providing children and young people with better opportunities for development.

In cocoa producing countries, we have been engaging with cocoa farmer communities for more than a decade to provide them with education, know-how, services and access to finance. Through our interactions with farmer cooperatives in origin countries, as well as through our direct sourcing and farm services organization, we have invested and engaged in productivity and community development for the past decade. The premiums from the sale of our sustainable HORIZONS cocoa and chocolate products flow 100% to the Cocoa Horizons Foundation, funding initiatives to improve smallholder cocoa farmer livelihoods through a mission-driven, non-profit organization.

We are also working in partnership with our customers, sustainability initiatives like the International Cocoa Initiative (ICI) and the Sustainable Trade Initiative (IDH) and global development institutions such as the International Finance Corporation (IFC) to further address sustainability issues in our value chain.

But as chocolate manufacturers we have to look beyond cocoa. Our products contain ingredients other than just cocoa, such as dairy, sugar and palm oil, and have an impact on the world's natural resources, including forests. The urgency of taking action through a holistic approach on sustainable chocolate has never been greater.

To ensure that all the actors in our supply chain will be able to earn an equitable income, engage in responsible labor practices, safeguard the environment, and provide for the basic health and education needs and well-being of their families we need to scale up our reach and our impact. This is why we launched Forever Chocolate; an ambition for the entire chocolate industry to make sustainable chocolate the norm. To achieve this, we need to start a movement, including farmers, civil society, industry, governments and chocolate lovers around the world. The task is too big for any organization alone.

We have committed to four bold targets that we expect to achieve by 2025 and that address the biggest sustainability challenges in the chocolate supply chain.

- We will eradicate child labor from our supply chain.
- We will lift more than 500,000 cocoa farmers out of poverty
- We will be carbon and forest positive
- We will have 100% sustainable ingredients in all of our products

By setting four ambitious, time-bound targets on eradicating child labor, prospering farmers, thriving nature and sustainable chocolate we want to move beyond sustainable cocoa. By annually reporting our progress against these targets in a transparent and measurable way, we hope to unleash the sense of urgency required to find the creative solutions this cause deserves: <https://www.barry-callebaut.com/forever-chocolate>.

C0.2

(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	September 1 2019	August 31 2020	No	<Not Applicable>

C0.3

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

- Belgium
- Brazil
- Cameroon
- Canada
- Chile
- China
- Côte d'Ivoire
- France
- Germany
- Ghana
- India
- Indonesia
- Italy
- Japan
- Malaysia
- Mexico
- Netherlands
- Poland
- Russian Federation
- Singapore
- Spain
- Sweden
- Switzerland
- Turkey
- United Kingdom of Great Britain and Northern Ireland
- United States of America

C0.4

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

- CHF

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

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	Direct operations only [Processing/manufacturing/Distribution only]
Distribution	Elsewhere in the value chain only [Agriculture/Forestry/processing/manufacturing/Distribution only]
Consumption	No

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

We do not own any farms, but we are sourcing from farmers in the cocoa origin countries.

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

Outside the direct operations of my organization

Please explain

Transportation and distribution is outsourced to third parties.

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

After thorough analysis we have concluded that there are no significant direct emissions of greenhouse gases resulting from the consumption of cocoa and chocolate products since our products are based upon organic raw materials similar to other products in the food chain.

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

Palm Oil

% of revenue dependent on this agricultural commodity

10-20%

Produced or sourced

Sourced

Please explain

Depending on product recipes and their market demand, this commodity is on average used in products representing 10-20% of revenue. To calculate this figure, we have considered all of our product sales and its associated revenue in the past financial year.

Agricultural commodity

Soy

% of revenue dependent on this agricultural commodity

60-80%

Produced or sourced

Sourced

Please explain

Depending on product recipes and their market demand, this commodity is on average used in products representing 60-80% of revenue. To calculate this figure, we have considered all of our product sales and its associated revenue in the past financial year.

Agricultural commodity

Sugar

% of revenue dependent on this agricultural commodity

60-80%

Produced or sourced

Sourced

Please explain

This commodity is used in virtually all chocolate products, representing 60-80% of revenue. To calculate this figure, we have considered all of our product sales and its associated revenue in the past financial year.

Agricultural commodity

Other, please specify (Cocoa)

% of revenue dependent on this agricultural commodity

More than 80%

Produced or sourced

Both

Please explain

This commodity is used in virtually all products, representing 100% of revenue. To calculate this figure, we have considered all of our product sales and its associated revenue in the past financial year.

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
Board-level committee	The highest level of direct responsibility for climate-related issues lies with Barry Callebaut's Board of Directors. Rationale of why the position of individual(s) selected has oversight: Climate-related issues impact all areas of Barry Callebaut's business and therefore need oversight and steering at the highest level within the organization. The Board of Directors is ultimately responsible for the policies and management of the Company. The Board of Directors establishes the strategic, accounting, organizational and financing policies to be followed, and appoints the Executive Committee, to which the Board of Directors has delegated the operational management of the Company. Example of a climate-related decision made by the individual/committee: Approval for the Forever Chocolate strategy, which commits Barry Callebaut to becoming carbon and forest positive by 2025 was given by the Board of Directors to the Executive Committee in July 2016.

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 – some meetings	Reviewing and guiding strategy Reviewing and guiding annual budgets Overseeing major capital expenditures, acquisitions and divestitures Monitoring and overseeing progress against goals and targets for addressing climate-related issues	<Not Applicable>	The Board of Directors at Group level determine the business strategy. The board also reviews and approves the annual operational and investment budgets. Progress against climate-related targets and performance of objectives are reported regularly to the board by the Chief Executive Officer (CEO). This mechanism ensures the board’s oversight of climate-related issues.

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
Chief Executive Officer (CEO)	<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).

Responsibilities:

The CEO is responsible for setting the company’s overall strategy on climate-related issues. The CEO oversees financial planning and approves budgets to ensure that the company achieves its climate-related targets. The CEO is also a member of the Executive Committee of the company. In order to deliver on its Forever Chocolate targets, Barry Callebaut has set up a program structure to ensure focus and alignment around the activities it needs to perform. The Forever Chocolate program is supported by the full Executive Committee, who attend Quarterly Sustainability Review meetings together with key stakeholders. The Chief Sustainability Officer is a member of the Executive Committee.

Description of monitoring process for climate-related issues :

For assessing and monitoring climate-related issues, the results and progress against the Forever Chocolate targets are being reviewed on a quarterly basis by the executive committee members who provide feedback and guidance. This guidance includes advice on how to improve results and also how to organize resources and teams to reach these goals. Barry Callebaut also has a sustainability advisory council consisting of a senior team of external experts who annually evaluate and challenge Company’s progress.

A rationale of why responsibilities for climate-related issues have been assigned to this position:

Deforestation is one of the biggest causes of global warming. It emits carbon dioxide into the atmosphere through the 'slash and burn' method for clearing forests, and at the same time reduces the amount of trees that will absorb carbon dioxide. At the same time, considerable amounts of CO2 emissions are emitted through chocolate production itself. Therefore, Barry Callebaut has a holistic approach towards managing its CO2 footprint and understanding impacts of climate change. The impacts of this topic fall with Barry Callebaut and its subsidiaries at an operational level and within the supply chain. Therefore, the company’s CEO is leading the Forever Chocolate program.

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	Emissions reduction target	
Chief Financial Officer (CFO)	Monetary reward	Emissions reduction target	
Chief Operating Officer (COO)	Monetary reward	Emissions reduction target	
Chief Procurement Officer (CPO)	Monetary reward	Emissions reduction target	
Chief Risk Officer (CRO)	Monetary reward	Emissions reduction target	
Chief Sustainability Officer (CSO)	Monetary reward	Emissions reduction target	
Other C-Suite Officer	Monetary reward	Emissions reduction target	
President	Monetary reward	Emissions reduction target	
Executive officer	Monetary reward	Emissions reduction target	
Management group	Monetary reward	Emissions reduction target	
Business unit manager	Monetary reward	Emissions reduction target	
Business unit manager	Monetary reward	Emissions reduction target	
Energy manager	Monetary reward	Emissions reduction target	
Environmental, health, and safety manager	Monetary reward	Emissions reduction target	
Environment/Sustainability manager	Monetary reward	Emissions reduction target	
Facilities manager	Monetary reward	Emissions reduction target	
Process operation manager	Monetary reward	Emissions reduction target	
Procurement manager	Monetary reward	Emissions reduction target	
Public affairs manager	Monetary reward	Emissions reduction target	
Risk manager	Monetary reward	Emissions reduction target	
Buyers/purchasers	Monetary reward	Emissions reduction target	
All employees	Monetary reward	Emissions reduction target	

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	5	
Medium-term	5	10	
Long-term	10	30	

C2.1b

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

Definition of 'substantive financial or strategic impact'

Each identified risk is rated on a 6-by-6 Matrix (described below in detail). Risks determined to have SUBSTANTIVE FINANCIAL IMPACT are those that exceed a combined score based on the financial impact and probability of occurrence. For example, this could be a risk having a financial impact of over CHF 600m despite a low probability of occurrence. Likewise, a risk with the probability of occurring once a year would be defined as substantive even if the financial impact is low. Consequently, any combination of financial impact and probability of occurrence that exceeds the equivalency line on the company's risk map would be defined as substantive. In addition, the reputational impact is also assessed. If the reputational impact is determined to be important then this could define a risk as having substantive STRATEGIC IMPACT even if the financial impact and/or probability of occurrence would not.

Description of the quantifiable indicator(s) used to define substantive financial or strategic impact

The 6-by-6 Matrix assesses any identified risk in terms of its probability of occurrence, financial impact, and reputational impact.

Probability of occurrences ranges from risks potentially occurring once every:

1. 32 years
2. 16 years
3. 8 years
4. 4 years
5. 2 years
6. year.

The *financial impact* is measured as a 1 year impact on EBIT in case the risk occurs. On group level the (logarithmic) scale ranges from a financial impact of:

1. less than CHF 19m
2. CHF 20m - 38m
3. CHF 39m - 75m
4. CHF 76m - 150m
5. CHF 151m - 300m
6. CHF 301m - 600m and more

The *reputational impact* (qualitative impact on the reputation/image of the company) is defined on a six-level scale from:

1. negligible
2. bearable
3. noticeable
4. important
5. dangerous
6. catastrophic

The risks are assessed and rated based in interactive workshops using expert judgements from various functions within the company. The risk assessment approach is applied to risks related to both direct operations and Barry Callebaut's supply chain. Each risk is reviewed annually to reflect changes in any of the three risk dimensions.

C2.2

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

Value chain stage(s) covered

Direct operations
Upstream
Downstream

Risk management process

Integrated into multi-disciplinary company-wide risk management process

Frequency of assessment

More than once a year

Time horizon(s) covered

Short-term
Medium-term
Long-term

Description of process

At Barry Callebaut, climate-related risks and opportunities are managed by the same processes: The basis for risks and opportunities management is Barry Callebaut's Enterprise Risk Management (ERM) process. All risks as part of the Group's ERM process are prioritized based on a combined analysis of likelihood of occurrence and significance of impact to the business. For each risk, necessary measures for risk mitigation and risk control are defined, and responsibilities and resources are allocated. Likewise, climate-related opportunities may arise from risks that can be turned into business opportunities. Assessing and realizing the business potential that climate-related opportunities can have for Barry Callebaut is led by the Corporate Sustainability department, which reports to the CEO and Executive Committee via quarterly review meetings. The default time horizon for the enterprise risk management is 5 years. However, time horizons of 20-30 years are considered for climate-related risks and opportunities. Assessing and prioritization of risks: All risks as part of the Group's ERM process are prioritized based on a combined analysis of likelihood of occurrence, financial impact, and reputational risk. In addition, for emerging risks with a high level of uncertainty where it is difficult for us to assess and the relevant time horizon exceeds 5 years, an emerging risk overview is established. The consolidated/aggregated results of the annual Enterprise Risk Management Process are presented to the Executive Committee and Board of Directors. Process for determining the relative significance of climate-related risks: Climate-related risks are treated and prioritized like any other business risk based on their significance to impact the company financially and reputationally, and likelihood of occurrence. Due to the long-term aspect of climate-related risks, they tend to have a higher degree of uncertainty when assessing the probability of occurrence. However, the reputational risks play an important role with climate-related issues, which can make such risks become substantive strategic risks for the company. Case study of physical risk management: Barry Callebaut's supply chain network for raw materials (cocoa in particular) can be disrupted by acute adverse weather conditions, natural disaster, and long-term climate change such as changing precipitation patterns and temperature changes. Both these chronic and acute physical risks would lead to crop diseases and other factors such as lower rainfall which could impact the ability to produce/source and deliver our products to customers. To manage these risks, the Group's Global Sourcing department has set up a monitoring system that allows to continuously observe weather, harvest, political risk and other indicators to timely anticipate potential supply shortages or interruptions. Mitigation measures include adequate levels of safety stocks and a diversified regional supply network. In a case study, the potential impact of crop reduction in Ivory Coast and contingency measures were assessed in a realistic scenario. A likely impact of climate change on the cocoa crop in Ivory Coast will be that the main rain season (Apr/May/Jun) would bring more intensive rains over shorter periods of time and the dry season (Nov/Dec/Jan/Feb) would be drier and hotter. As a consequence, the water stress would mean less crop botanical potential for the mid-crop and the beginning of the main crop (Sep/Oct). The rain season would then bring more diseases as a result of too much moisture impacting the cocoa pods that will be harvested in Jan/Feb. Such events could bring up to 20% crop reduction. A similar volume would need to be sourced from other origins on other continents such as Ecuador and Brazil as neighbouring countries to Ivory Coast (e.g. Ghana) would experience similar impacts on crop production. To minimize the risk of raw material shortages, the result of the case study showed that it is critical to diversify the sourcing to several regions. The financial impact would be significant as lower crops would mean higher prices. Therefore, Barry Callebaut strives to become carbon positive by 2025 to do its part to avoid irreversible, dangerous levels of climate change. Case study of transitional opportunity management: Through the company's opportunity management process, Barry Callebaut has realized that the risk of losing business through rapidly shifting consumer trends should be turned into an opportunity. To materialize opportunities like this the Group constantly invests in R&D as part of a well-structured process, enabling the Group to develop products which proactively address new trends and changing demand patterns. As a result, Barry Callebaut introduced a new brand Cabosse Naturals, which was founded by a team of passionate entrepreneurs. With Cabosse Naturals, we craft the entire cacao fruit into 100% natural, added value ingredients. Whereas normally 70% of the cacao fruit is discarded as waste, 'Cacaofruit Experience' unleashes the full power of the cacao fruit as these products make use of the entire fruit: its seeds (beans), its nutrient-dense peel and its fresh and fruity pulp and juice. This results in a range of high-quality ingredients that can be used in applications such as juices, smoothies, desserts, bakery and pastry products and snacks all the way to chocolate: 'WholeFruit' Chocolate. The new range appeals especially to younger generations. For them, food & drinks need to be tasty and nutritious and with a positive impact on the planet and its people. The new category of 'Cacaofruit Experience' caters to all these desires. It is unique in taste, nutrient rich and made of a fruit, that for the most part is typically discarded as waste. As preventing food waste is an important solution to fighting climate change we partner with UFA, The Upcycled Food Association, which is a nonprofit organization that focuses on reducing food waste by developing the upcycled food economy. Together with UFA, we contribute to this movement by developing a low waste supply chain of the upcycled cacao fruit.

C2.2a

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

	Relevance & inclusion	Please explain
Current regulation	Relevant, always included	i) DECISION ON RELEVANCE: The Group is subject to both international and national laws, regulations and standards in such diverse areas as product safety, product labelling, environment, and health and safety, in all the countries in which it operates in as well as stock exchange listing and disclosure regulations in an ever-changing regulatory environment. Failure to comply with applicable laws and regulations could expose the Group to investigations, litigation, administrative and/or criminal proceedings potentially leading to significant costs, fines and/or criminal sanctions against the Group and/or its employees with possible reputational damage. ii) INCLUSION IN RISK ASSESSMENT: Potential regulatory risks are assessed as part of the Group's Enterprise Risk Management. The Group's Legal Department oversees the Group's compliance program, which ensures awareness of the compliance risks and the Group's compliance standards. iii) EXAMPLE: All our European processing facilities are subject to the expansion of the current EU ETS (emission trading scheme) legislation scope.
Emerging regulation	Relevant, sometimes included	i) DECISION ON RELEVANCE: Potential emerging regulatory risks such as more stringent reporting requirements, carbon prices, new regulations on farming practices in key sourcing regions such as Ivory Coast and Ghana, or new climate-related regulation for key ingredients such as dairy production are assessed as part of the Group's Enterprise Risk Management. ii) INCLUSION IN RISK ASSESSMENT: The Group regularly monitors the political and economic situations and developments in the regions with higher uncertainty in order to prepare for various scenarios which may arise. iii) EXAMPLE: The European Commission has published a proposal for a Corporate Sustainability Reporting Directive (2021/0104) ("CSRD"). The Commission has put forward these measures in response to demand for stronger and wider sustainability reporting standards, over and above what the EU Non-Financial Reporting Directive currently provides. The CSRD will move the EU one step closer to realizing its aim of having sustainability reporting be "on a par" with financial reporting. If the proposal is adopted and standards can be agreed large in-scope companies must comply from financial years starting on or after 1 January 2023, publishing reports from 2024. This poses a risk to Barry Callebaut and its subsidiaries in the EU in case these new legal requirements are not met given the short implementation time frame.
Technology	Not relevant, explanation provided	Technologies for processing and manufacturing of cocoa products are not expected to shift quickly and/or significantly in the medium to long-term. Therefore, this risk type is currently not considered relevant.
Legal	Relevant, always included	i) DECISION ON RELEVANCE: The Group is subject to both international and national laws, regulations and standards in such diverse areas as product safety, product labelling, environment, and health and safety, in all the countries in which it operates in as well as stock exchange listing and disclosure regulations in an ever-changing regulatory environment. Failure to comply with applicable laws and regulations could expose the Group to investigations, litigation, administrative and/or criminal proceedings potentially leading to significant costs, fines and/or criminal sanctions against the Group and/or its employees with possible reputational damage. ii) INCLUSION IN RISK ASSESSMENT: Potential legal risks are assessed as part of the Group's Enterprise Risk Management. The Group's Legal Department oversees the Group's compliance program, which ensures awareness of the compliance risks and the Group's compliance standards. iii) EXAMPLE: Not complying with the environmental permits for a specific site is a legal risk. The permits specify air and water emission levels that Barry Callebaut must comply with. Noncompliance can lead to fines and even result in site closure.
Market	Relevant, always included	i) DECISION ON RELEVANCE: Rapidly shifting consumer trends may disrupt chocolate market and industry dynamics that could impact the future growth of the Group's business. ii) INCLUSION IN RISK ASSESSMENT: Market risks are assessed as part of the Group's Enterprise Risk Management. Trend analysis by the Group's marketing and customer insight teams, together with cross-functional commercial teams working closely with customers, aim to identify trends early in the marketplace, both positive and negative. iii) EXAMPLE: 100% traceable and or Carbon-neutral chocolate products demand is on the rise. If we are not geared to provide these products we risk losing the business.
Reputation	Relevant, always included	i) DECISION ON RELEVANCE: Increased customer demands for climate-friendly cocoa products may put Barry Callebaut at risk of losing its reputation as a driving force for sustainability. ii) INCLUSION IN RISK ASSESSMENT: Such reputational risks are assessed as part of the Group's Enterprise Risk Management. Under the umbrella of its overall sustainability strategy Forever Chocolate, the Group aims to improve the productivity and livelihood of farmers. Long-term measures also include the continuous evaluation and diversification of supply sources in origin countries, developing improved agricultural practices for cocoa plantations and maintaining industry dialogue with key stakeholders in origin countries. iii) EXAMPLE: Barry Callebaut has aimed high with the 2025 Forever Chocolate mission: our commitment to become carbon and forest positive and have 100% sustainable ingredients in all of our products. Barry Callebaut is the only company in the sector who has committed to such high goals. The risk of not achieving those ambitious goals by 2025 could impact our reputation. However, we have purposefully taken the risk as we believe a tremendous shift is needed to make a difference and create a shift in the market ... and in the world.
Acute physical	Relevant, always included	i) DECISION ON RELEVANCE: The Group's supply chain network for raw materials could be disrupted by adverse weather conditions, climate change, disease (human or crop), natural disaster, political instability and other factors which could impact the ability to produce and deliver products to customers. ii) INCLUSION IN RISK ASSESSMENT: Acute physical risks are monitored and assessed as part of the Group's Enterprise Risk Management. The Group's Global Sourcing department is continuously monitoring weather, harvest and other indicators to timely anticipate potential supply shortages or interruptions. iii) EXAMPLE: Last year the Ivory Coast experienced exceptional rainfall periods. The flooding caused major disruptions to transport and transport infrastructure. This meant that the harvested cocoa beans could not be transported to harbours because roads were washed away. In developing countries the ability to recover from natural disasters is often hampered. Delays due to limited operations or even complete closures of ports and terminals, shipping and truck lanes are normal occurrences but we observe a trend of such incidents rising.
Chronic physical	Relevant, always included	i) DECISION ON RELEVANCE: Under the umbrella of its overall sustainability strategy Forever Chocolate, the Group aims to become carbon positive by 2025 thereby doing our part to avoid long-term climate change with potentially catastrophic consequences. Forever Chocolate is our commitment to have more than 500,000 cocoa farmers in our supply chain lifted out of poverty, eradicate child labor from our supply chain, become carbon and forest positive and have 100% sustainable ingredients in all of our products. ii) INCLUSION IN RISK ASSESSMENT: Chronic physical risks are monitored and assessed as part of the Group's Enterprise Risk Management. iii) EXAMPLE: Climate change has a severe impact on the world in general and agricultural regions in particular. Droughts mean that farmers can no longer rely on the rainfall that's crucial to farming. And on top of all of this, deforestation leads to soil degradation, accelerating the downward spiral. Studies have shown that changes in climate may turn large areas of land unsuitable or less suitable for cocoa growing in two of the major cocoa growing countries of Ghana and Ivory Coast. Cocoa being the main ingredient, this would be a significant risk to Barry Callebaut.

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?

Downstream

Risk type & Primary climate-related risk driver

Market	Changing customer behavior
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Primary potential financial impact

Decreased revenues due to reduced demand for products and services

Climate risk type mapped to traditional financial services industry risk classification

<Not Applicable>

Company-specific description

Rapidly shifting consumer trends may disrupt chocolate market and industry dynamics that could impact the future growth of the Group's business. As consumers become

more aware of climate change issues we anticipate increased pressure to take action against GHG and reduce our carbon footprint. Notably in Europe and America's which make up 72% of Barry Callebaut's sales volume we see increased climate change activism which will certainly translate to demand for carbon neutral products.

Time horizon

Medium-term

Likelihood

More likely than not

Magnitude of impact

Medium

Are you able to provide a potential financial impact figure?

Yes, a single figure estimate

Potential financial impact figure (currency)

69000000

Potential financial impact figure – minimum (currency)

<Not Applicable>

Potential financial impact figure – maximum (currency)

<Not Applicable>

Explanation of financial impact figure

Potential loss in revenue due to shifting consumer trends might be significant and impact up to 1% of the company's global revenue. This is an estimate based on internal expert judgement and available market data as well as customer feedback. At 6.9bn in sales revenue this equates to 69m in potentially lost revenue.

Cost of response to risk

1900000

Description of response and explanation of cost calculation

In a case study, results from market studies indicate consumers are willing to pay 5-15% more for sustainable chocolate. America's and EMEA regions make up 72% of the sales volume so additional surveys were conducted in 7 key countries in these regions to better understand consumer behavior. Results showed that while purchasing sustainable cocoa products is considered moderately important, 22% of respondents associated sustainability with environmentally friendly factors. In order to offer a more carbon neutral chocolate we teamed up with Quantis to undertake analytical work required to more accurately understand carbon impacts in our cocoa supply chain. The result from this case study is that we are better prepared to react to shifting consumer demands quickly. Trend analysis by the Group's marketing and customer insight teams, together with cross functional commercial teams working closely with customers, aim to identify trends early in the marketplace, both positive and negative. The Group constantly invests in R&D as part of a well-structured process, enabling the Group to develop products which proactively address new trends and changing demand patterns. Recurring direct costs involve mainly staff resources of Group Marketing, Sales department and R&D, technology investments and third-party support. Conducting market surveys, analysis of the results and the relevance for the consumer of chocolate products. To estimate the cost of management a similar impact ratio of 1 % is assumed on the cost. This equates to 1.4m CHF of the total cost reported for Sales and Marketing. Additionally we estimate 0.5m CHF for technology investments and third-party support.

Comment

Identifier

Risk 2

Where in the value chain does the risk driver occur?

Upstream

Risk type & Primary climate-related risk driver

Chronic physical	Changes in precipitation patterns and extreme variability in weather patterns
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Primary potential financial impact

Decreased revenues due to reduced production capacity

Climate risk type mapped to traditional financial services industry risk classification

<Not Applicable>

Company-specific description

Climate change has a severe impact on the world in general and agricultural regions in particular. Droughts mean that farmers can no longer rely on the rainfall that's crucial to farming. And on top of all of this, deforestation leads to soil degradation, accelerating the downward spiral. Studies have shown that changes in climate may turn large areas of land unsuitable or less suitable for cocoa growing in two of the major cocoa growing countries of Ghana and Ivory Coast. Barry Callebaut processed 1 million tonnes or approximately 20% of the world crop. Of the total world cocoa harvest in 19/20 70% is of West African origin and Ivory Coast (43%) and Ghana (17%) make up the lion's share. Therefore, these countries are key for Barry Callebaut to be able to maintain production capacities.

Time horizon

Medium-term

Likelihood

Virtually certain

Magnitude of impact

High

Are you able to provide a potential financial impact figure?

Yes, a single figure estimate

Potential financial impact figure (currency)

345000000

Potential financial impact figure – minimum (currency)

<Not Applicable>

Potential financial impact figure – maximum (currency)

<Not Applicable>

Explanation of financial impact figure

Potential loss in production capacity due to climate change might be significant and impact up to 5% of the company's global revenue. This is based on internal and external expert judgements and studies. At 6.9bn in sales revenue this equates to 345m in potentially lost capacity. The calculation is based on the estimated volume impact on sales given that the risk would reduce the availability of the key raw material in chocolate.

Cost of response to risk

17600000

Description of response and explanation of cost calculation

Climate change can have severe impacts on agricultural regions. Droughts mean farmers can no longer rely on crucial rainfall, while deforestation leads to soil degradation. If the chocolate industry does not commit to reducing its carbon footprint and achieve a deforestation free supply chain, the ecosystems that provide chocolate ingredients will erode. Under the umbrella of its overall sustainability strategy Forever Chocolate, the Group aims to become carbon positive by 2025 thereby doing our part to avoid long-term climate change with potentially catastrophic consequences. To improve resilience of cocoa farming against climate change, Barry Callebaut has been actively coaching farmers in Ghana, Ivory Coast, Cameroon, Brazil and Indonesia so that they become more resilient against long-term future changes in climate conditions. We coach farmers in implementing good agricultural practices (GAP) and by making the planting of shade trees an integral part of the farm packages we provide to cocoa farmers. Additionally, we are training these farmers and women's groups in alternative income generating activities. Together with participating farmers, we are developing customized Farm Business Plans. The results continue to be impressive, in 2019/20 41,178 farmers (+153%) adopted Farm Business Plans. Furthermore in 2019/20 we distributed over 2 million cocoa seedlings (+19%) and over 1.6m shade trees (+124%). We also distributed over 21,000 productivity packages, which include training on tree pruning techniques and the use of fertilizer. The cost estimate of 17.6m CHF is based on actual recurring costs, we assumed a high level estimate of FTE required to manage and deliver the above mentioned services. Varying allocations of time depends on the level and involvement of staff resources of the sustainability teams in the origin countries, global sustainability management and strategic project costs, changes in operational footprint and third party consultation are also cost elements that were taken into account.

Comment

Identifier

Risk 3

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

Decreased revenues due to reduced production capacity

Climate risk type mapped to traditional financial services industry risk classification

<Not Applicable>

Company-specific description

The Group's supply chain network for raw materials could be disrupted by adverse weather conditions and natural disasters, which could impact the ability to produce and deliver products to customers. Global warming of 2 degrees Celsius is still likely to increase the frequency and severity of adverse weather conditions. All chocolate products are made from raw ingredients from cocoa beans and 75% of the global supply in 19/20 was sourced from origins such as Ghana, Ivory Coast, Cameroon, Brazil and Indonesia. Heavy rains and inadequate sunshine can damage cocoa pods and flood plantations impacting productivity. Flooding in these regions can cause major disruptions to transport and transport infrastructure. In developing countries the ability to recover from natural disasters is often hampered. Limited supply impacts production capacity and can increase market prices which will require higher working capital for stocks. Severe weather also impacts the logistics from origins ports to factory and factory to customer. Delays due to limited operations or even complete closures of ports and terminals, shipping and truck lanes are normal occurrences but the incidents are expected to rise. According to the National Oceanic and Atmospheric Administration approximately twice as many extreme U.S. snowstorms occurred in the latter half of the 20th century than the first.

Time horizon

Medium-term

Likelihood

Virtually certain

Magnitude of impact

Medium

Are you able to provide a potential financial impact figure?

Yes, a single figure estimate

Potential financial impact figure (currency)

34500000

Potential financial impact figure – minimum (currency)

<Not Applicable>

Potential financial impact figure – maximum (currency)

<Not Applicable>

Explanation of financial impact figure

Potential loss in production capacity due to climate change might be significant and impact up to 0.5% of the company's global revenue. At 6.9bn in sales revenue this equates to 34.5m in potentially lost capacity. Calculation estimate is considering a catastrophic climatic event where lack of inventory, carrier delays and transport congestion contribute to delayed or none delivery of products to customers.

Cost of response to risk

1000000

Description of response and explanation of cost calculation

The Group's operations and supply chain department operate a well-diversified and flexible manufacturing network that is governed by a global sales and operations planning process. Barry Callebaut has invested in state-of-the art risk monitoring solution that covers social and environmental risk indicators by commodity and geography.

With this, the global sourcing departments are continuously monitoring weather, harvest, political risk and other indicators to proactively anticipate potential shortages or interruptions for raw materials supply. In a case study, the potential impact of crop reduction in Ivory Coast and contingency measures were assessed in a realistic scenario: A likely impact of climate change on the cocoa crop in Ivory Coast will be that the main rain season (Apr-Jun) would bring more intensive rains over shorter periods of time and the dry season (Nov-Feb) would be drier and hotter. As a consequence, the water stress would mean less crop botanical potential for the mid-crop and the beginning of the main crop (Sep/Oct). The rain season would then bring more diseases as a result of too much moisture impacting the cocoa pods that will be harvested in Jan/Feb. Such events could bring up to 20% crop reduction. A similar volume would need to be sourced from other origins on other continents such as Ecuador and Brazil as neighbouring countries to Ivory Coast (e.g. Ghana) would experience similar impacts on crop production. To minimize the risk of raw material shortages, the result of the case study showed that it is critical to diversify the sourcing to several regions and maintain adequate levels of safety stocks. The financial impact would be significant as lower crops would mean higher prices. Therefore, Barry Callebaut strives to become carbon positive by 2025 to do its part to avoid irreversible, dangerous levels of climate change. We estimate 1m CHF management costs per annum for: - Cost of gathering inputs including volume demand, processing capacity and commodity prices which are used to perform ongoing risk analysis. This is used to build scenarios analysis for optimal delivery of raw material to processing plants around the world while considering cost efficiency of sourcing, warehousing, shipping routes, and freight and fuel rates. This cost is for the effort of senior management and members of operations and supply chain department, global market research, global sales and operations planning, and global sourcing.

Comment

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?

Downstream

Opportunity type

Products and services

Primary climate-related opportunity driver

Shift in consumer preferences

Primary potential financial impact

Increased revenues resulting from increased demand for products and services

Company-specific description

Shifting consumer trends may increase the demand for climate-friendly / carbon neutral chocolate products. As consumers become more aware of climate change issues we anticipate increased pressure to take action against GHG and reduce our carbon footprint. Notably in Europe and America which make up 72% of Barry Callebaut's sales volume we see increased climate change activism which will certainly translate to consumer demand for carbon neutral products.

Time horizon

Medium-term

Likelihood

Very likely

Magnitude of impact

Medium

Are you able to provide a potential financial impact figure?

Yes, a single figure estimate

Potential financial impact figure (currency)

69000000

Potential financial impact figure – minimum (currency)

<Not Applicable>

Potential financial impact figure – maximum (currency)

<Not Applicable>

Explanation of financial impact figure

Potential gain in revenue due to shifting consumer trends might be significant and add over 1% of the company's global revenue. At 6.9bn in sales revenue this equates to 69m in potential revenue increase. Impact assessment is conservative and based on industry performance of specific brands that have followed key trends and shown growth of up to 4%.

Cost to realize opportunity

1900000

Strategy to realize opportunity and explanation of cost calculation

Results from market studies indicate consumers are willing to pay 5-15% more for sustainable chocolate. America's and EMEA regions make up 72% of the sales volume so additional surveys were conducted in 7 key countries in these regions to better understand consumer behavior. To be able to realize this market opportunity Barry Callebaut is developing an accounting and implementation framework to claim and sell carbon neutral chocolate products. For this we have teamed up with Quantis to undertake analytical work required to understand carbon more accurately in our cocoa supply chain. First products have been tested with pilot customers to better understand market potential and consumer preferences. As a result, we have launched the Cabosse Naturals product range consisting of cacaofruit pulp, juice, concentrate and cascara. Another important challenge is carbon emissions generated by the production of dairy. We are working with our suppliers and nutrition companies to create a more sustainable dairy production, including lower carbon emissions, through the VISIONDAIRY program. We are currently running several projects to pilot feed additives

in our supply chains to reduce emissions from enteric fermentation. This leading work with an essential oil based feed additive (blend of plant extracts from spices and herbs) leads to an absolute reduction in methane emission of cows, while improving production and farmer economic performance. Trials have shown an expected reduction of methane of 14% enteric emissions per kg of milk. Based on the data gathered during the initial pilot it was decided to aim to scale these pilots out to additional dairy suppliers in 2020/21. We are also working with a supplier to cost share cover crops with nearly 30 farmers in the Midwest in the US. This will lead to improved soil health, water quality, decreased GHG emissions, and farmer profitability. The cost estimate of 1.9m is based on recurring direct costs involving mainly staff resources of Group Marketing, Sales department and R&D, technology investments and third-party support. Conducting market surveys, analysis of the results and the relevance for the consumer of chocolate products. To estimate the cost of management a similar cost impact ratio of 1 % is assumed. This equates to 1.4m of the total cost reported for Sales and Marketing. Additionally we estimate 0.5m for technology investments and third-party support.

Comment

Identifier

Opp2

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

Reduced indirect (operating) costs

Company-specific description

Cocoa processing is energy intensive and therefore offers great potential reduce energy consumption and GHG emissions. Of the carbon footprint of our factories Cocoa Sites are responsible for 58% of Barry Callebaut's Scope 1 and 2 GHG emissions.

Time horizon

Medium-term

Likelihood

Very likely

Magnitude of impact

Medium-low

Are you able to provide a potential financial impact figure?

Yes, a single figure estimate

Potential financial impact figure (currency)

1500000

Potential financial impact figure – minimum (currency)

<Not Applicable>

Potential financial impact figure – maximum (currency)

<Not Applicable>

Explanation of financial impact figure

The potential financial impact is calculated with an estimated average price of carbon of CHF30/t. The Group's goal is to reduce the carbon footprint through renewables purchasing by 100,000 tonnes annually by 2025. This would equate to CHF 3m from 2025 onwards. As carbon emissions are reduced gradually until 2025, 50% of that figure was used as an estimate for the potential financial impact .

Cost to realize opportunity

2000000

Strategy to realize opportunity and explanation of cost calculation

Cocoa processing is energy intensive and therefore direct energy costs and indirect carbon costs can be significant. To understand the saving potential Barry Callebaut has assessed the potential for renewable power purchasing and/or onsite production at all factories. Based on this, a roadmap has been created to prioritize and rollout the renewables purchasing program across the company. Barry Callebaut is investing heavily to increase the use of renewable energy sources such as green electricity tariffs. The replacement of fossil fuels with cocoa bean shells and other cocoa by-products (Biochar) to reduce the carbon footprint of its own operations offers further potential to reduce exposure to GHG pricing. As a result, we ramped up the infrastructure for producing Biochar in one of our European factories this year. In addition, our Kagerod factory in Sweden achieved carbon neutrality in 2019 by using 100% biogas instead of fossil natural gas. In terms of renewable power purchasing, 23 of our 61 factories are now fully powered by renewable electricity in fiscal year 2019/20, an increase of nearly 10% compared to the previous year. The cost estimate of 2m CHF to realise the opportunity was calculated as follows: - Capital outlay for the conversion of facilities to replace fossil fuels with cocoa bean shells was allocated based on contribution to return on investment related to GHG reduction. - Cost of gathering inputs needed to assess energy consumption and analyse cost of changing to renewable energy sources. This cost is mainly the effort of senior management and members of operations and supply chain department, global finance OSCO and procurement department. - Cost of management time in reviewing, responding and approving CAPEX. - Cost of procurement team time to acquire and negotiate green energy tariffs.

Comment

Identifier

Opp3

Where in the value chain does the opportunity occur?

Direct operations

Opportunity type

Products and services

Primary climate-related opportunity driver

Ability to diversify business activities

Primary potential financial impact

Increased revenues resulting from increased demand for products and services

Company-specific description

Climate change can impact on the development of cocoa pests and pathogens resulting in crop losses. Barry Callebaut processed 1 million tonnes or approximately 20% of the world crop. Of the total world cocoa harvest in 19/20 72% is of West African origin and Ivory Coast (43%) and Ghana (17%) make up the lion's share. Therefore, these countries are key for Barry Callebaut to be able to maintain production capacities. Farmers in these regions need products and services to improve the productivity of their cocoa farm and to help them be more resilient to the impact climate change presents. These services include coaching in good farming practices, supporting farmers to access credit and providing cocoa farmers with improved planting material and farm inputs.

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)

4100000

Potential financial impact figure – maximum (currency)

20500000

Explanation of financial impact figure

As part of the program to increase productivity and resilience to the impact of climate change on cocoa farmers, Barry Callebaut has created the Farm Services Business. Through our Farm Services business, we offer cocoa farmers products and services to improve the productivity of their cocoa farm. These services are a revenue stream for Barry Callebaut. The potential revenue depends on the number of consultations required by farmers and the varying services purchased. Costs per consultation are typically well below 1kCHF. In 2019/20, over 41'000 Farm Business plans were adopted. For our calculation we used 100 CHF per farm plan/consultation as a minimum (100 CHF x 41,000 = 4,100,000 CHF) and 500 CHF per farm plan/consultation as the maximum (500 CHF x 41,000 = 20,500,00 CHF) respectively which seems a reasonable range based on our experiences.

Cost to realize opportunity

11250000

Strategy to realize opportunity and explanation of cost calculation

The majority of Barry Callebaut's cocoa supply (72%) is of West African origin from countries like Ivory Coast, Ghana, and Cameroon. Farmers in these regions need products and services to improve the productivity of their cocoa farm and to help them be more resilient to the impact climate change presents such as cocoa pests and pathogens causing crop losses. Through our Farm Services business, we offer cocoa farmers products and services to improve the productivity of their cocoa farm. These services include coaching in good farming practices, supporting farmers to access credit and providing cocoa farmers with improved planting material and farm inputs. Together with participating farmers, we are developing customized Farm Business Plans. In 2019/20, over 41'000 Farm Business Plans were adopted, which was over 150% increase from 2018/19. Following a multi-year approach, we advise on the best mix of seedlings and fertilizers, and support farmers to access labor on credit for each farm. The offering of this mix will also include an assessment whether it will allow the farmer to achieve a higher yield, allowing him/ her to recuperate the costs against which the services were provided. The cost estimate of 11,25m CHF is based on forecast of costs, we assumed a high level estimate of FTE required to manage and deliver the above mentioned services. Varying allocations of time depends on the level and involvement of staff resources of the sustainability teams and farm services business in the origin countries and global farm services management. The work of these teams involves individual consultation with famers using the farm services business app which suggests various packages tailored to the farmers needs. Negotiating the correct package, arranging finance if needed and delivering the packages while also providing coaching for correct applications. Assumptions that impact the cost estimate is the number of farm visits for consultation, number of packages offered and adopted.

Comment**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	Forever Chocolate is our commitment to make sustainable chocolate the norm. One of the ambitious targets of this commitment is to be come carbon and forest positive by 2025. Every year we report on the progress of our journey to achieving the goals set out. The public report verified by PWC is available on the website at: https://www.barry-callebaut.com/en/group/forever-chocolate/forever-chocolate-strategy/that-what-forever-chocolate-all-about . We plan to include this report in the AGM in future.

C3.2

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

Yes, qualitative

C3.2a

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

Climate-related scenarios and models applied	Details
RCP 2.6 RCP 8.5	<p>IDENTIFICATION OF SCENARIOS: To determine the risks presented by climate change Barry Callebaut analysed the results of the work of the IPCC (Intergovernmental Panel on Climate Change) scenarios RCP 8.5 and RCP 2.6. They take into consideration two possible development scenarios for future greenhouse gas emissions: RCP 8.5 (worst case scenario of +4°C global temperature increase) and RCP 2.6 (the current goal of limiting global temperature increase below +2°C). TIME HORIZONS: These two scenarios provide an insight into the possible eventualities and also the most adverse effects to Barry Callebaut's operations and business overall until the middle and end of this century. This time horizon is relevant to our organization because Cocoa farming is a long-term business that requires planning over several decades. AREAS INCLUDED: Barry Callebaut operates globally and is most exposed to physical risks due to climate change rather than transition risks. The scenarios by the IPCC were selected as they provide insights on a global level covering all of our operations and sourcing for our key ingredients. SUMMARY OF RESULTS: The results of the scenarios show that if greenhouse gas emissions continue unabated at the current rate (RCP 8.5), then this could have severe consequences for the capacity to grow cocoa, which is at the core of Barry Callebaut's business as 100% of our products contain cocoa. Cocoa can only be grown in certain confined regions in the tropics with the right climatic conditions and Barry Callebaut is dependent on high quality cocoa as a commodity. 78% of the global supply in 2018 was sourced from origins such as Ghana, Ivory Coast, Cameroon, Brazil and Indonesia. If a rapid reduction in greenhouse gas emissions (RCP 2.6) can be achieved globally, however, then the additional warming can probably be restricted with significantly lower risks to Barry Callebaut's sourcing of cocoa. The results of the analysis have helped us shape our Forever Chocolate strategy with the Thriving Nature program as one of its four key pillars. Understanding the potential risks to our business, the scenario analysis has allowed us to formulate concrete targets for our Thriving Nature program that are based on science. IMPACT ON OBJECTIVES/STRATEGY: Barry Callebaut is the world's leading manufacturer of high-quality chocolate and cocoa products. With continued global growth due to increase in demand in emerging markets in particular, Barry Callebaut needs to ensure sustainable supply of key ingredients like cocoa. The result of the scenario analysis has directly influenced the formulation of our carbon strategy because the analysis showed us that our business is at risk due to climate change. Barry Callebaut has therefore committed to becoming carbon and forest positive by 2025. This goal goes well below a 2°C pathway as Barry Callebaut has realized that bold action is required to avoid the worst consequences. CASE STUDY: We realized that stopping deforestation is one of the main elements of the Forever Chocolate strategy. Deforestation is one of the key drivers of climate change and it is a key issue in the cocoa farming business in particular. To achieve greater transparency and traceability in our cocoa supply chain, we publicly disclosed our direct cocoa suppliers in Côte d'Ivoire, Ghana and Cameroon. In line with this commitment we mapped 52,558 (+11%) farms in our direct supply chain located within 25 kilometres of a protected forest area in 2019/20 which established traceability to farm level for the cocoa volumes coming from these mapped farms. We are also working on driving large scale reforestation efforts to mitigate the impacts of climate change. In 2019/20 we commenced a largescale ecosystem restoration project in Côte d'Ivoire in partnership with Land Life Company, a technology-driven reforestation company to pilot the utilization of innovative seedling generation, planting and monitoring in harsh conditions.</p>

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	INFLUENCE: Through the company's risk and opportunity management process, Barry Callebaut has realized that there is a risk of losing business through rapidly shifting consumer trends (as reported in C2.3a Risk 1 and C2.4a Opportunity 1). Shifting consumer trends may increase the demand for climate-friendly / carbon neutral chocolate products. As consumers become more aware of climate change issues, we anticipate increased pressure to reduce our carbon footprint. Results from market studies indicate consumers are willing to pay 5-15% more for sustainable chocolate. Our strategy on products and services has been influenced and Barry Callebaut has started to investigate the potential to offer carbon neutral chocolate products to accommodate shifts in consumer preferences for more sustainable products. The strategy in this area will remain influenced by climate-related risks and opportunities for the long-term. TIME HORIZON: medium-term perspective (5-10 years) CASE STUDIES/STRATEGIC DECISIONS: The most substantial business decision made to date has been the commitment to the Forever Chocolate program in 2017. Within Forever Chocolate, Thriving Nature is one of the four strategic pillars. As part of this, Barry Callebaut has committed to become carbon positive by 2025 and to have 100% sustainable ingredients in all of our products by 2025. This will drive Barry Callebaut towards a leader in offering sustainable cocoa and chocolate products to customers and end consumers. Our newly launched product, a WholeFruit chocolate couverture made from 100% pure cacao fruit is an example for a sustainable product. It contains no refined sugars, no lecithin, no vanilla. For centuries the cacao fruit, one of the most grown fruit in the world, was harvested mainly for its beans to craft chocolate, leaving 70% of the rest of the fruit discarded as waste. Now we are able to use the entire fruit; WholeFruit chocolate answers chefs and artisans' needs to satisfy millennials and millennials search for healthy indulgence by upcycling the cacao fruit, improving farmers' quality of life and being 100% sustainably sourced.
Supply chain and/or value chain	Yes	INFLUENCE: Climate change can have severe impacts on agricultural regions. Droughts mean farmers can no longer rely on crucial rainfall, while deforestation leads to soil degradation. If the chocolate industry does not commit to reducing its carbon footprint and achieve a deforestation free supply chain, the ecosystems that provide chocolate ingredients will erode. Barry Callebaut is dependent on a reliable supply of high quality cocoa and other ingredients to make our products (as reported in C2.3a Risk 2 and 3). Our supply chain strategy has been influenced strongly by climate-related risks, especially for cocoa farming as all our products contain cocoa. The strategy in this area will remain influenced by climate-related risks and opportunities for the long-term. TIME HORIZON: medium-term perspective (5-10 years) CASE STUDIES/STRATEGIC DECISIONS: The most substantial business decision made to date has been the commitment to the Forever Chocolate program in 2017. Within Forever Chocolate, Thriving Nature is one of the four strategic pillars. As part of this, Barry Callebaut has committed to become carbon positive by 2025 and to have 100% sustainable ingredients in all our products by 2025. To improve resilience of cocoa farming against climate change, Barry Callebaut has been actively coaching farmers in Ghana, Ivory Coast, Cameroon Brazil and Indonesia so that they become more resilient against long-term future changes in climate conditions. We coach farmers in implementing good agricultural practices (GAP) and by making the planting of shade trees an integral part of the farm packages we provide to cocoa farmers. Long-term measures also include the continuous evaluation and diversification of supply sources in origin countries and maintaining industry dialogue with key stakeholders in origin countries.
Investment in R&D	Yes	INFLUENCE: Through the company's opportunity management process, Barry Callebaut has realized that the risk of losing business through rapidly shifting consumer trends should be turned into an opportunity (as reported in C2.3a Risk 1 and C2.4a Opportunity 1 and 3). To materialize opportunities like this the Group constantly invests in R&D as part of a well-structured process, enabling the Group to develop products which proactively address new trends and changing demand patterns. TIME HORIZON: The strategy in this area will remain influenced by climate-related risks and opportunities for the LONG-TERM over the next 10 to 30 years. CASE STUDIES/STRATEGIC DECISIONS The most substantial business decision made to date has been the commitment to the Forever Chocolate program in 2017. Within Forever Chocolate, Thriving Nature is one of the four strategic pillars. As part of this, Barry Callebaut has committed to become carbon positive by 2025 and to have 100% sustainable ingredients in all our products by 2025. Investment in R&D plays a crucial role for Barry Callebaut. As a result, Barry Callebaut introduced a next generation food & drink category in FY18/19 called 'Cacaofruit Experience'. Whereas normally 70% of the cacao fruit is discarded as waste, 'Cacaofruit Experience' unleashes the full power of the cacao fruit as these products make use of the entire fruit: its seeds (beans), its nutrient-dense peel and its fresh and fruity pulp and juice. This results in a range of high-quality ingredients that can be used in applications such as juices, smoothies, desserts, bakery and pastry products and snacks all the way to chocolate: 'WholeFruit' Chocolate. The new range appeals especially to younger generations. For them, food & drinks need to be tasty and nutritious and with a positive impact on the planet and its people. The new category of 'Cacaofruit Experience' caters to all these desires. It is unique in taste, nutrient rich and made of a fruit, that for the most part is typically discarded as waste.
Operations	Yes	INFLUENCE: Cocoa processing is energy intensive and therefore offers great potential to reduce energy consumption and GHG emissions (as reported in C2.4a Opportunity 2). Barry Callebaut is investing heavily by setting up green electricity sourcing strategy, implementing global energy efficiency programs, increasing the use of cocoa bean shells to replace fossil fuels, and to start producing on-site renewable energy. TIME HORIZON: medium-term perspective (5-10 years) CASE STUDIES/STRATEGIC DECISIONS: The most substantial business decision made to date has been the commitment to the Forever Chocolate program in 2017. Within Forever Chocolate, Thriving Nature is one of the four strategic pillars. As part of this, Barry Callebaut has committed to become carbon positive by 2025. To achieve this ambitious target various departments have dedicated resources to investigating in carbon reducing activities at our operations. Barry Callebaut is investing heavily to increase the use of renewable energy sources such as green electricity tariffs. The replacement of fossil fuels with cocoa bean shells and other cocoa by-products (Biochar) to reduce the carbon footprint of its own operations offers further potential to reduce exposure to GHG pricing. As a result, we ramped up the infrastructure for producing Biochar in one of our European factories this year. In addition, our Kagerod factory in Sweden achieved carbon neutrality in 2019 by using 100% biogas instead of fossil natural gas. In terms of renewable power purchasing, 23 of our 61 factories are now fully powered by renewable electricity in fiscal year 2019/20, an increase of nearly 10% compared to the previous year.

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	Capital expenditures	DESCRIPTION: As part of its Forever Chocolate commitments, which aim to make sustainable chocolate the norm by 2025, Barry Callebaut has set ambitious targets to become carbon and forest positive by 2025. Land-use change (LUC) — forests cleared for cocoa farming — is a significant source of carbon emissions within the company's supply chain. Addressing LUC and its associated impacts is critical for Barry Callebaut if it is to deliver on its 2025 goals. CASE STUDIES: To do so, the company requires a precise way of accounting for LUC emissions. To effectively tackle deforestation and accurately assess land-use-related carbon emissions, companies need access to comprehensive, farm-level data that provide a realistic snapshot of what is happening on the ground in the regions they source from. By combining spatially explicit information and satellite imagery with farm-level data, companies can better identify where and what kind of interventions are needed. In 2019, we have invested in a collaboration with ETH Zurich on a remote sensing tool that will allow us to monitor land use change in our supply chains, applying the High Carbon Stock Approach (HCSA). This satellite based data helps detect and map land use change over time. In addition, Barry Callebaut has been spending significantly on farm mapping on the ground in sourcing countries, which is part of the Cocoa and Forests Initiative (CFI), a multi-stakeholder initiative dedicated to ending cocoa farming induced deforestation in Ghana and Côte d'Ivoire, which we signed in 2017. Farm mapping on the ground is really a critical step to ending deforestation because it tells us if the farm is located in a protected forest area, or how far away it is from there. It also allows us to exclude cocoa purchases from farms fully or partly located within a protected area boundary. Our mapping has now been extended to also include farms located in Cameroon. In 2019/20 we mapped 52,558 (+11%) farms in our direct supply chain located within 25 kilometers of a protected forest area. As a result, we have established traceability to farm level for the cocoa volumes coming from these mapped farms. Our investment in this area has helped us map already 277,566 farms in Côte d'Ivoire, Ghana and Cameroon. Our teams on the ground are literally walking the perimeter of these farms, which is over 160,000km. TIME HORIZON: These capital expenditures are SHORT- to MEDIUM TERM measures (up to 10 years) to achieve our Forever Chocolate goals.

C3.4a

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

C4. Targets and performance

C4.1

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

Absolute target

C4.1a

(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

2019

Target coverage

Company-wide

Scope(s) (or Scope 3 category)

Scope 1+2 (market-based) +3 (upstream)

Base year

2018

Covered emissions in base year (metric tons CO₂e)

9100000

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

100

Target year

2025

Targeted reduction from base year (%)

35

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

5915000

Covered emissions in reporting year (metric tons CO₂e)

7800000

% of target achieved [auto-calculated]

40.8163265306122

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

1.5°C aligned

Please explain (including target coverage)

Barry Callebaut commits to reduce absolute Scopes 1, 2, and 3 GHG emissions 35% by 2025 from a 2018 base year. The target boundary includes biogenic emissions and removals from bioenergy feedstocks. The targets covering greenhouse gas emissions from company operations (scopes 1 and 2) are consistent with reductions required to keep warming to 1.5°C. Barry Callebaut has a financial year running from 1 September through to 31 August. The base year is therefore the financial year 2017/18 and the target year 2024/25.

C4.2

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

No other climate-related targets

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

C4.3a

(C4.3a) Identify the total number of initiatives at each stage of development, and for those in the implementation stages, the estimated CO2e savings.

	Number of initiatives	Total estimated annual CO2e savings in metric tonnes CO2e (only for rows marked *)
Under investigation	0	0
To be implemented*	0	0
Implementation commenced*	0	0
Implemented*	9	18427
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

Low-carbon energy consumption	Low-carbon electricity mix
-------------------------------	----------------------------

Estimated annual CO2e savings (metric tonnes CO2e)

18041

Scope(s)

Scope 2 (market-based)

Voluntary/Mandatory

Voluntary

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

0

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

84000

Payback period

No payback

Estimated lifetime of the initiative

Ongoing

Comment

In 2019/20 the number of factories using only renewable electricity sources increased to 23 factories.

Initiative category & Initiative type

Energy efficiency in buildings	Heating, Ventilation and Air Conditioning (HVAC)
--------------------------------	--

Estimated annual CO2e savings (metric tonnes CO2e)

203

Scope(s)

Scope 1

Scope 2 (market-based)

Voluntary/Mandatory

Voluntary

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

55000

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

50000

Payback period

<1 year

Estimated lifetime of the initiative

16-20 years

Comment

Upgrade to a high efficiency gas burner at one of our US factories and adapting the ventilation of the production hall during the winter at one of our European factories.

Initiative category & Initiative type

Low-carbon energy generation	Solar PV
------------------------------	----------

Estimated annual CO2e savings (metric tonnes CO2e)

183

Scope(s)

Scope 2 (market-based)

Voluntary/Mandatory

Voluntary

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

33000

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

90000

Payback period

1-3 years

Estimated lifetime of the initiative

21-30 years

Comment

Installation of Solar PV plant at one of our factories in Africa replacing over 5% of grid electricity.

C4.3c

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

Method	Comment
Dedicated budget for low-carbon product R&D	Under the umbrella of its overall sustainability strategy Forever Chocolate, the Group aims to become carbon positive by 2025. In order to achieve this ambitious target departments such as Sustainability, R&D, Cocoa sourcing, Non-cocoa sourcing, and OSCO have dedicated resources to investigating in carbon reducing activities. As an example of the commitment to these efforts we have developed an internal quarterly carbon report in order to track the impact of these carbon reducing efforts and to ensure that we reach our goal.
Internal price on carbon	The internal carbon price is applied company-wide with the main application being capital expenditure decisions. As of now, applying the carbon price is still voluntary. After completing the pilot phase, and evaluation, the shadow price may become mandatory.

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?

No

C5. Emissions methodology

C5.1

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

Scope 1

Base year start

September 1 2017

Base year end

August 31 2018

Base year emissions (metric tons CO2e)

107493

Comment

Scope 2 (location-based)

Base year start

September 1 2017

Base year end

August 31 2018

Base year emissions (metric tons CO2e)

260078

Comment

Scope 2 (market-based)

Base year start

September 1 2017

Base year end

August 31 2018

Base year emissions (metric tons CO2e)

198748

Comment

C5.2

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

The Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard (Revised Edition)

C6. Emissions data

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)

103248

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

263166

Scope 2, market-based (if applicable)

171741

Start date

<Not Applicable>

End date

<Not Applicable>

Comment

C6.4

(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

(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

GHG emissions from leakage of refrigerant gases.

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

The efforts to collect and monitor this data are too high for the limited increase in transparency regarding sources of GHG emissions, as they are negligible compared to emissions from energy use.

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 CO2e

6891000

Emissions calculation methodology

GHG emissions were calculated based on a sophisticated model taking into account emissions from sourcing and growing of all ingredients used to produce cocoa/chocolate. In total, over 2,100,000 tonnes of products and raw materials are used every year. Emission factors are derived from the latest available ecoinvent database v3.4 (not publicly available) and from other scientific sources. The emission factors are commodity and country specific (and proprietary). Emissions from Land Use Change (LUC) are also included.

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

0

Please explain

Capital goods

Evaluation status

Not relevant, explanation provided

Metric tonnes CO₂e

<Not Applicable>

Emissions calculation methodology

<Not Applicable>

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

<Not Applicable>

Please explain

Compared with the amounts of raw materials and ingredients used for production, GHG emissions associated with capital goods are negligible and therefore not relevant for Barry Callebaut.

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

Evaluation status

Relevant, calculated

Metric tonnes CO₂e

63000

Emissions calculation methodology

GHG emissions were calculated based on fuel and energy consumption data for all of Barry Callebaut's factories with over 1.4m MWh of energy consumption per year. Emission factors were used from the latest available ecoinvent database v3.4 (not publicly available). GWPs of the IPCC Fifth Assessment Report (AR5 – 100 year) were used.

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

0

Please explain

Upstream transportation and distribution

Evaluation status

Relevant, calculated

Metric tonnes CO₂e

594000

Emissions calculation methodology

GHG emissions were calculated based on tonnages of products purchased and sold to customers. A transport model was created by calculating distances for key transport routes and by determining the modal split between the primary transport modes road, rail, and ocean freight. In total, over 2,100,000 tonnes of products were transported. Emission factors were used from the latest available ecoinvent database v3.4 (not publicly available). GWPs of the IPCC Fifth Assessment Report (AR5 – 100 year) were used.

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

0

Please explain

Waste generated in operations

Evaluation status

Not relevant, explanation provided

Metric tonnes CO₂e

<Not Applicable>

Emissions calculation methodology

<Not Applicable>

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

<Not Applicable>

Please explain

GHG emissions associated with waste generated in operations are negligible compared to the emissions associated with raw material consumption for production. In addition, the most relevant waste stream are cocoa bean shells, which are used as a renewable energy source to replace fossil fuels like natural gas for cocoa production.

Business travel

Evaluation status

Not relevant, explanation provided

Metric tonnes CO₂e

<Not Applicable>

Emissions calculation methodology

<Not Applicable>

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

<Not Applicable>

Please explain

GHG emissions associated with business travel are negligible compared to the emissions associated with raw material consumption for production.

Employee commuting

Evaluation status

Not relevant, explanation provided

Metric tonnes CO2e

<Not Applicable>

Emissions calculation methodology

<Not Applicable>

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

<Not Applicable>

Please explain

GHG emissions associated with employee commuting are negligible compared to the emissions associated with raw material consumption for production.

Upstream leased assets

Evaluation status

Not relevant, explanation provided

Metric tonnes CO2e

<Not Applicable>

Emissions calculation methodology

<Not Applicable>

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

<Not Applicable>

Please explain

Barry Callebaut's organizational boundary is based on operational control therefore GHG emissions related to potential upstream leased assets are already accounted for under Scope 1 and 2.

Downstream transportation and distribution

Evaluation status

Not relevant, explanation provided

Metric tonnes CO2e

<Not Applicable>

Emissions calculation methodology

<Not Applicable>

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

<Not Applicable>

Please explain

GHG emissions associated with the transport of Barry Callebaut's products are accounted for under the Scope 3 category "Upstream transportation and distribution" as Barry Callebaut manages and pays for the transportation services.

Processing of sold products

Evaluation status

Not relevant, explanation provided

Metric tonnes CO2e

<Not Applicable>

Emissions calculation methodology

<Not Applicable>

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

<Not Applicable>

Please explain

While there are GHG emissions associated with the further processing of chocolate and cocoa products by Barry Callebaut's customers, they are estimated to be small compared to the emissions associated with raw material consumption for production. In addition, Barry Callebaut has little to no control over its customers' production processes.

Use of sold products

Evaluation status

Not relevant, explanation provided

Metric tonnes CO2e

<Not Applicable>

Emissions calculation methodology

<Not Applicable>

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

<Not Applicable>

Please explain

Barry Callebaut's products do not use energy or directly generate GHG emissions from consumption.

End of life treatment of sold products

Evaluation status

Not relevant, explanation provided

Metric tonnes CO2e

<Not Applicable>

Emissions calculation methodology

<Not Applicable>

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

<Not Applicable>

Please explain

Barry Callebaut makes food products primarily in a B2B model. There are no direct GHG emissions unless the products are not used and sent to landfill. There is also waste from product packaging used for transportation. However, the magnitude of these emissions is negligible compared to the emissions associated with raw material consumption for production.

Downstream leased assets

Evaluation status

Not relevant, explanation provided

Metric tonnes CO2e

<Not Applicable>

Emissions calculation methodology

<Not Applicable>

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

<Not Applicable>

Please explain

Assets lease to third parties is not relevant for Barry Callebaut's business, as the company does not generally lease assets to third parties.

Franchises

Evaluation status

Not relevant, explanation provided

Metric tonnes CO2e

<Not Applicable>

Emissions calculation methodology

<Not Applicable>

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

<Not Applicable>

Please explain

Barry Callebaut does not operate a franchise business.

Investments

Evaluation status

Not relevant, explanation provided

Metric tonnes CO2e

<Not Applicable>

Emissions calculation methodology

<Not Applicable>

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

<Not Applicable>

Please explain

Barry Callebaut does not operate an investment business. Generally, GHG emissions from investments due to acquisitions are already accounted for under Scope 1 & 2.

Other (upstream)

Evaluation status

Not relevant, explanation provided

Metric tonnes CO2e

<Not Applicable>

Emissions calculation methodology

<Not Applicable>

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

<Not Applicable>

Please explain

No other upstream categories have been identified to be relevant for the company.

Other (downstream)

Evaluation status

Not relevant, explanation provided

Metric tonnes CO2e

<Not Applicable>

Emissions calculation methodology

<Not Applicable>

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

<Not Applicable>

Please explain

No other downstream categories have been identified to be relevant for the company.

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

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

Yes

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

Agriculture/Forestry

Scope 3 category

Purchased goods and services

Emissions (metric tons CO2e)

6891000

Please explain

GHG emissions were calculated based on a sophisticated model taking into account emissions from sourcing and growing of all ingredients used to produce cocoa/chocolate. In total, over 2,100,000 tonnes of products and raw materials are used every year. Emission factors are derived from the latest available ecoinvent database v3.4 (not publicly available) and from other scientific sources. The emission factors are commodity and country specific. Emissions from Land Use Change (LUC) are also included. The accounting approach is still being refined with leading partners in the industry. Therefore the reported figure might be restated in the next reporting year.

Activity

Distribution

Scope 3 category

Upstream transportation and distribution

Emissions (metric tons CO2e)

594000

Please explain

GHG emissions were calculated based on tonnages of products purchased and sold to customers. A transport model was created by calculating distances for key transport routes and by determining the modal split between the primary transport modes road, rail, and ocean freight. In total, over 2,100,000 tonnes of products were transported. Emission factors were used from the latest available ecoinvent database v3.4 (not publicly available). GWPs of the IPCC Fifth Assessment Report (AR5 – 100 year) were used.

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.

CO2 emissions from biofuel combustion (processing/manufacturing machinery)

Emissions (metric tons CO2)

34000

Methodology

Default emissions factors

Please explain

CO2 emissions are generated by the burning of waste cocoa bean shells that are used as a renewable energy source to replace fossil fuels. CO2 emissions were calculated based on 21,789 tonnes of cocoa bean shells with an average calorific value of 15.6 MJ/kg and a carbon content of dry mass of 47%.

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

Palm Oil

Do you collect or calculate GHG emissions for this commodity?

Yes

Please explain

We have been collecting data for all of our sourced ingredients in our supply chain.

Agricultural commodities

Soy

Do you collect or calculate GHG emissions for this commodity?

Yes

Please explain

We have been collecting data for all of our sourced ingredients in our supply chain.

Agricultural commodities

Sugar

Do you collect or calculate GHG emissions for this commodity?

Yes

Please explain

We have been collecting data for all of our sourced ingredients in our supply chain.

Agricultural commodities

Other (Cocoa)

Do you collect or calculate GHG emissions for this commodity?

Yes

Please explain

We have been collecting data for all of our sourced ingredients in our supply chain.

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.

Palm Oil

Reporting emissions by

Total

Emissions (metric tons CO2e)

266000

Denominator: unit of production

<Not Applicable>

Change from last reporting year

This is our first year of measurement

Please explain

GHG emissions were calculated based on a sophisticated model taking into account emissions from sourcing and growing of all ingredients used to produce cocoa/chocolate. In total, over 2,100,000 tonnes of products and raw materials are used every year. Emission factors are derived from the latest available ecoinvent database v3.4 (not publicly available) and from other scientific sources. The emission factors are country specific. Emissions from Land Use Change (LUC) are also included.

Soy

Reporting emissions by

Total

Emissions (metric tons CO2e)

45400

Denominator: unit of production

<Not Applicable>

Change from last reporting year

This is our first year of measurement

Please explain

GHG emissions were calculated based on a sophisticated model taking into account emissions from sourcing and growing of all ingredients used to produce cocoa/chocolate. In total, over 2,100,000 tonnes of products and raw materials are used every year. Emission factors are derived from the latest available ecoinvent database v3.4 (not publicly available) and from other scientific sources. The emission factors are country specific. Emissions from Land Use Change (LUC) are also included.

Sugar

Reporting emissions by

Total

Emissions (metric tons CO2e)

454600

Denominator: unit of production

<Not Applicable>

Change from last reporting year

This is our first year of measurement

Please explain

GHG emissions were calculated based on a sophisticated model taking into account emissions from sourcing and growing of all ingredients used to produce cocoa/chocolate. In total, over 2,100,000 tonnes of products and raw materials are used every year. Emission factors are derived from the latest available ecoinvent database v3.4 (not publicly available) and from other scientific sources. The emission factors are country specific. Emissions from Land Use Change (LUC) are also included.

Other

Reporting emissions by

Total

Emissions (metric tons CO2e)

3339000

Denominator: unit of production

<Not Applicable>

Change from last reporting year

This is our first year of measurement

Please explain

Cocoa: GHG emissions were calculated based on a sophisticated model taking into account emissions from sourcing and growing of all ingredients used to produce cocoa/chocolate. In total, over 2,100,000 tonnes of products and raw materials are used every year. Emission factors are derived from the latest available ecoinvent database v3.4 (not publicly available) and from other scientific sources. The emission factors are country specific. Emissions from Land Use Change (LUC) are also included.

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

0.0000399

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

274989

Metric denominator

unit total revenue

Metric denominator: Unit total

6893100000

Scope 2 figure used

Market-based

% change from previous year

0.5

Direction of change

Decreased

Reason for change

The main reason for the decrease in the emissions intensity - despite a reduction in sales revenue of 5.7% due to the Corona pandemic - is due to emissions reduction activities related to extending green electricity procurement to more factories and extending the use of cocoa bean shells in production to replace fossil fuels.

Intensity figure

0.131

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

274989

Metric denominator

metric ton of product

Metric denominator: Unit total

2095982

Scope 2 figure used

Market-based

% change from previous year

4.2

Direction of change

Decreased

Reason for change

The main reason for the decrease in the emissions intensity - despite a reduction in sales volume (tonnes) of 2% due to the Corona pandemic - is due to emissions reduction activities related to extending green electricity procurement to more factories and extending the use of cocoa bean shells in production to replace fossil fuels.

C7. Emissions breakdowns

C7.1

(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)
Belgium	8171
Brazil	6053
Cameroon	1826
Canada	3858
Chile	229
China	304
France	13469
Germany	8229
Ghana	1011
India	101
Indonesia	9906
Italy	3966
Côte d'Ivoire	8376
Japan	532
Malaysia	18292
Mexico	2366
Netherlands	112
Poland	1388
Russian Federation	1146
Singapore	148
Spain	987
Sweden	585
Switzerland	588
Turkey	368
United Kingdom of Great Britain and Northern Ireland	1996
United States of America	9238

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)
Cocoa factories	71735
Chocolate and integrated factories	26872
Speciality factories	4641

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 CO2e)

103248

Methodology

Region-specific emissions factors

Please explain

Energy consumption at all our factories has been monitored to calculate the GHG emissions. We applied region-specific emission factors from the ecoinvent database v3.4 for the consumption of natural gas and heating oil.

C7.5

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

Country/Region	Scope 2, location-based (metric tons CO2e)	Scope 2, market-based (metric tons CO2e)	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)
Belgium	17930	0	91291	91291
Brazil	9343	3986	57738	44530
Cameroon	978	0	13043	13043
Canada	5495	310	56532	49844
Chile	1682	0	3783	3783
China	4257	4601	6757	0
France	2459	0	52251	52251
Germany	18125	2957	42246	37592
Ghana	2611	3163	13015	8091
India	1315	1251	1664	297
Indonesia	25584	21093	34941	0
Italy	9124	8900	30505	8413
Côte d'Ivoire	20889	25659	56518	16351
Japan	3662	3730	6709	859
Malaysia	43285	41620	65833	11455
Mexico	15640	18439	33599	4480
Netherlands	1523	1905	3433	443
Poland	18706	0	26970	26970
Russian Federation	4964	7395	13835	0
Singapore	4737	6227	11987	0
Spain	3300	0	13728	13728
Sweden	638	0	32556	30887
Switzerland	355	0	2942	2942
Turkey	1931	2526	4154	0
United Kingdom of Great Britain and Northern Ireland	6632	1843	23907	19720
United States of America	37998	16136	88203	50932

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 CO2e)	Scope 2, market-based (metric tons CO2e)
Cocoa factories	126928	92604
Chocolate and integrated factories	123547	67317
Speciality factories	12691	11819

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	18041	Decreased	6.2	Emissions decreased by 18,532tCO2e compared to FY2018/19 due to increased purchases of green electricity products at six of our factories. The reduction for increased green electricity products is based on what the emissions would have been if these factories had stayed with the old electricity tariffs. Total Scope 1&2 emissions in the previous year were 293,159tCO2e. Calculation: $-18,532 \text{ tCO}_2\text{e} / 293,159 \text{ tCO}_2\text{e} = -0.063 \rightarrow -6.3\%$
Other emissions reduction activities	386	Decreased	0.1	Emissions decreased by 386tCO2e compared to FY2018/19 due to energy efficiency gains by installing high efficiency gas burners and optimizing HVAC ventilation at several of our factories. Total Scope 1&2 emissions in the previous year were 293,159tCO2e. Calculation: $-386 \text{ tCO}_2\text{e} / 293,159 \text{ tCO}_2\text{e} = -0.001 \rightarrow -0.1\%$
Divestment		<Not Applicable >		
Acquisitions	6255	Increased	2.1	The acquisition of Inforum in Russia and other smaller entities resulted in a 2.1% increase in our gross global emissions compared to the previous year. This is mainly the result of additional factories being included as new sources of GHG emissions. Total Scope 1&2 emissions in the previous year were 293,159tCO2e. Calculation: $+6255 \text{ tCO}_2\text{e} / 293,159 \text{ tCO}_2\text{e} = +0.021 \rightarrow +2.1\%$
Mergers		<Not Applicable >		
Change in output	5998	Decreased	2	Production activity decreased by 2.0% compared to FY2018/19 as measured by sales volumes. This decrease in activity would have led to an decrease in GHG emissions of 5,998tCO2e assuming constant efficiency and carbon intensity based on the previous fiscal year's Scope 1 and 2 emissions. Total Scope 1 and 2 emissions in the previous year were 293,159tCO2e. Calculation: $-5,998 \text{ tCO}_2\text{e} / 293,159 \text{ tCO}_2\text{e} = -0.020 \rightarrow -2.0\%$
Change in methodology		<Not Applicable >		
Change in boundary		<Not Applicable >		
Change in physical operating conditions		<Not Applicable >		
Unidentified		<Not Applicable >		
Other		<Not Applicable >		

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?

Market-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	Yes
Consumption of purchased or acquired cooling	No
Generation of electricity, heat, steam, or cooling	No

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)	88570	572928	661498
Consumption of purchased or acquired electricity	<Not Applicable>	487900	286158	774058
Consumption of purchased or acquired heat	<Not Applicable>	<Not Applicable>	<Not Applicable>	<Not Applicable>
Consumption of purchased or acquired steam	<Not Applicable>	0	14082	14082
Consumption of purchased or acquired cooling	<Not Applicable>	<Not Applicable>	<Not Applicable>	<Not Applicable>
Consumption of self-generated non-fuel renewable energy	<Not Applicable>	<Not Applicable>	<Not Applicable>	<Not Applicable>
Total energy consumption	<Not Applicable>	576470	873168	1449638

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	No
Consumption of fuel for the generation of heat	Yes
Consumption of fuel for the generation of steam	No
Consumption of fuel for the generation of cooling	No
Consumption of fuel for co-generation or tri-generation	No

C8.2c

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

Fuels (excluding feedstocks)

Natural Gas

Heating value

LHV (lower heating value)

Total fuel MWh consumed by the organization

568812

MWh fuel consumed for self-generation of electricity

<Not Applicable>

MWh fuel consumed for self-generation of heat

<Not Applicable>

MWh fuel consumed for self-generation of steam

<Not Applicable>

MWh fuel consumed for self-generation of cooling

<Not Applicable>

MWh fuel consumed for self-cogeneration or self-trigeneration

<Not Applicable>

Emission factor

0.179

Unit

metric tons CO2e per MWh

Emissions factor source

Derived from Ecoinvent v3.4

Comment

Fuels (excluding feedstocks)

Fuel Oil Number 2

Heating value

LHV (lower heating value)

Total fuel MWh consumed by the organization

4116

MWh fuel consumed for self-generation of electricity

<Not Applicable>

MWh fuel consumed for self-generation of heat

<Not Applicable>

MWh fuel consumed for self-generation of steam

<Not Applicable>

MWh fuel consumed for self-generation of cooling

<Not Applicable>

MWh fuel consumed for self-cogeneration or self-trigeneration

<Not Applicable>

Emission factor

0.269

Unit

metric tons CO2e per MWh

Emissions factor source

Derived from Ecoinvent v3.4

Comment

Fuels (excluding feedstocks)

Solid Biomass Waste

Heating value

LHV (lower heating value)

Total fuel MWh consumed by the organization

88570

MWh fuel consumed for self-generation of electricity

<Not Applicable>

MWh fuel consumed for self-generation of heat

<Not Applicable>

MWh fuel consumed for self-generation of steam

<Not Applicable>

MWh fuel consumed for self-generation of cooling

<Not Applicable>

MWh fuel consumed for self-cogeneration or self-trigeneration

<Not Applicable>

Emission factor

0.384

Unit

metric tons CO2 per MWh

Emissions factor source

Derived from Ecoinvent v3.4 and other sources

Comment

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

Green electricity products (e.g. green tariffs) from an energy supplier, supported by energy attribute certificates

Low-carbon technology type

Low-carbon energy mix

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

Belgium

MWh consumed accounted for at a zero emission factor

91291

Comment

Sourcing method

Green electricity products (e.g. green tariffs) from an energy supplier, supported by energy attribute certificates

Low-carbon technology type

Low-carbon energy mix

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

Brazil

MWh consumed accounted for at a zero emission factor

44530

Comment

Sourcing method

Green electricity products (e.g. green tariffs) from an energy supplier, supported by energy attribute certificates

Low-carbon technology type

Low-carbon energy mix

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

Cameroon

MWh consumed accounted for at a zero emission factor

13043

Comment

Sourcing method

Green electricity products (e.g. green tariffs) from an energy supplier, supported by energy attribute certificates

Low-carbon technology type

Low-carbon energy mix

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

Canada

MWh consumed accounted for at a zero emission factor

49844

Comment

Sourcing method

Green electricity products (e.g. green tariffs) from an energy supplier, supported by energy attribute certificates

Low-carbon technology type

Low-carbon energy mix

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

Chile

MWh consumed accounted for at a zero emission factor

3783

Comment

Sourcing method

Green electricity products (e.g. green tariffs) from an energy supplier, supported by energy attribute certificates

Low-carbon technology type

Low-carbon energy mix

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

France

MWh consumed accounted for at a zero emission factor

52251

Comment

Sourcing method

Green electricity products (e.g. green tariffs) from an energy supplier, supported by energy attribute certificates

Low-carbon technology type

Low-carbon energy mix

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

Germany

MWh consumed accounted for at a zero emission factor

37592

Comment

Sourcing method

Green electricity products (e.g. green tariffs) from an energy supplier, supported by energy attribute certificates

Low-carbon technology type

Low-carbon energy mix

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

Ghana

MWh consumed accounted for at a zero emission factor

8091

Comment

Sourcing method

Green electricity products (e.g. green tariffs) from an energy supplier, supported by energy attribute certificates

Low-carbon technology type

Low-carbon energy mix

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

India

MWh consumed accounted for at a zero emission factor

297

Comment

Sourcing method

Green electricity products (e.g. green tariffs) from an energy supplier, supported by energy attribute certificates

Low-carbon technology type

Low-carbon energy mix

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

Italy

MWh consumed accounted for at a zero emission factor

8413

Comment

Sourcing method

Green electricity products (e.g. green tariffs) from an energy supplier, supported by energy attribute certificates

Low-carbon technology type

Low-carbon energy mix

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

Côte d'Ivoire

MWh consumed accounted for at a zero emission factor

16351

Comment

Sourcing method

Green electricity products (e.g. green tariffs) from an energy supplier, supported by energy attribute certificates

Low-carbon technology type

Low-carbon energy mix

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

Japan

MWh consumed accounted for at a zero emission factor

859

Comment

Sourcing method

Green electricity products (e.g. green tariffs) from an energy supplier, supported by energy attribute certificates

Low-carbon technology type

Low-carbon energy mix

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

Malaysia

MWh consumed accounted for at a zero emission factor

11455

Comment

Sourcing method

Green electricity products (e.g. green tariffs) from an energy supplier, supported by energy attribute certificates

Low-carbon technology type

Low-carbon energy mix

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

Mexico

MWh consumed accounted for at a zero emission factor

4480

Comment

Sourcing method

Green electricity products (e.g. green tariffs) from an energy supplier, supported by energy attribute certificates

Low-carbon technology type

Low-carbon energy mix

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

Netherlands

MWh consumed accounted for at a zero emission factor

443

Comment

Sourcing method

Green electricity products (e.g. green tariffs) from an energy supplier, supported by energy attribute certificates

Low-carbon technology type

Low-carbon energy mix

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

Poland

MWh consumed accounted for at a zero emission factor

26970

Comment

Sourcing method

Green electricity products (e.g. green tariffs) from an energy supplier, supported by energy attribute certificates

Low-carbon technology type

Low-carbon energy mix

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

Spain

MWh consumed accounted for at a zero emission factor

13728

Comment

Sourcing method

Green electricity products (e.g. green tariffs) from an energy supplier, supported by energy attribute certificates

Low-carbon technology type

Low-carbon energy mix

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

Sweden

MWh consumed accounted for at a zero emission factor

30887

Comment

Sourcing method

Green electricity products (e.g. green tariffs) from an energy supplier, supported by energy attribute certificates

Low-carbon technology type

Low-carbon energy mix

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

Switzerland

MWh consumed accounted for at a zero emission factor

2942

Comment

Sourcing method

Green electricity products (e.g. green tariffs) from an energy supplier, supported by energy attribute certificates

Low-carbon technology type

Low-carbon energy mix

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

19720

Comment

Sourcing method

Green electricity products (e.g. green tariffs) from an energy supplier, supported by energy attribute certificates

Low-carbon technology type

Low-carbon energy mix

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

50932

Comment

C9. Additional metrics

C9.1

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

C10. Verification

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

Forever Chocolate Assurance Report 2019_20_1.pdf

Page/ section reference

Pages 2-3 and KPI 6.1 (pages 33-34)

Relevant standard

ISAE 3410

Proportion of reported emissions verified (%)

100

C10.1b

(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 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

Forever Chocolate Assurance Report 2019_20_1.pdf

Page/ section reference

Pages 2-3 and KPI 6.1 (pages 33-34)

Relevant standard

ISAE 3410

Proportion of reported emissions verified (%)

100

C10.1c

(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 (upstream)

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

Forever Chocolate Assurance Report 2019_20_1.pdf

Page/section reference

Pages 2-3 and KPI 6.1 (pages 33-34)

Relevant standard

ISAE 3410

Proportion of reported emissions verified (%)

100

C10.2

(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?

Yes

C10.2a

(C10.2a) Which data points within your CDP disclosure have been verified, and which verification standards were used?

Disclosure module verification relates to	Data verified	Verification standard	Please explain
C6. Emissions data	Year on year emissions intensity figure	ISAE 3410	Under the umbrella of its overall sustainability strategy Forever Chocolate, the Group has committed to become Carbon and Forest positive by 2025. Therefore, the year on year emissions intensity is externally verified. See also KPI 6.2, page 37 in assurance statement. Forever Chocolate Assurance Report 2019_20_1.pdf
C8. Energy	Renewable energy products	ISAE 3000	Under the umbrella of its overall sustainability strategy Forever Chocolate, the Group has committed to become Carbon and Forest positive by 2025. Therefore, the number of factories using renewable electricity sources is a key metric and is verified. A factory is considered to be using renewable electricity sources if more than 99% of electricity used at the factory comes from renewable sources (e.g. hydroelectric) as at the year ended 31 August 2020. See also KPI 6.3, page 37 in assurance statement. Forever Chocolate Assurance Report 2019_20_1.pdf

C11. Carbon pricing

C11.1

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

No, but we anticipate being regulated in the next three years

C11.1d

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

Strategy for complying with tax systems:

Barry Callebaut has dedicated regional and local functional managers, supported by specialized corporate functions and external advisors, who ensure compliance with applicable laws and regulations. The Group has robust policies and procedures in place in the relevant areas. The Group's Legal Department oversees the Group's compliance program, which ensures awareness of the compliance risks and the Group's compliance standards globally, including any regulations such as carbon taxes that would be owed by the company. The Code of Conduct and other Group policies set out the legal and ethical standards of behavior expected from all employees working within the Group. All employees participate in ongoing compliance training sessions administered by Group Legal. We anticipate some EU countries will implement regulations in 2023-2025.

C11.2

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

No

C11.3

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

Yes

C11.3a

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

Objective for implementing an internal carbon price

Change internal behavior
Drive energy efficiency
Drive low-carbon investment

GHG Scope

Scope 1
Scope 2

Application

The internal carbon price is applied company-wide with the main application being capital expenditure decisions. As of now, applying the carbon price is still voluntary. After completing the pilot phase, and evaluation, the shadow price may become mandatory.

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

30

Variance of price(s) used

Barry Callebaut uses a uniform pricing during the pilot phase that is applied throughout the company independent of geography, business unit, or type of decision. There are a selection criteria used for the projects where the internal carbon price will be applied on.

Type of internal carbon price

Shadow price

Impact & implication

The shadow price on carbon has not impacted the business yet as Barry Callebaut is still in a pilot phase to find out how it would impact day-to-day decisions regarding capital expenditure. Finally, after the pilot phase, the Group will evaluate in FY 2020/21 what specific shadow carbon price to set and how shadow pricing can help the company achieve its ambitious carbon reduction target.

C12. Engagement

C12.1

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

Yes, our suppliers
Yes, our customers

C12.1a

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

Type of engagement

Engagement & incentivization (changing supplier behavior)

Details of engagement

Offer financial incentives for suppliers who reduce your upstream emissions (Scopes 3)

% of suppliers by number

95

% total procurement spend (direct and indirect)

80

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

60

Rationale for the coverage of your engagement

Barry Callebaut's core business depends on long-term supply of cocoa. By 2025, we aim to have 100% sustainable ingredients in all of our products. Investing in community development and cocoa farmer productivity will remain two important pillars of our strategy for a sustainable supply chain. Therefore, the company engages with all its cocoa suppliers and farmers who make up the majority of the company's supplier base.

Impact of engagement, including measures of success

Impact of engagement: Through our engagement with cocoa farmers, we help them increase productivity while at the same time reduce carbon emissions during farming. Through the combination of data and technology we are mapping the structural sustainability challenges in the chocolate supply chain. This then forms the basis for our solutions to make sustainable chocolate the norm. Farm mapping, combined with farmer census inter-views, provides us with key insights into the geographical location, farm size, crops grown, as well as the household composition and income of thousands of cocoa farmers and their farms. In 2019/20 the data from 181,861 farms where we have conducted both geographical mapping and census interviews describes the current situation of cocoa farmers, allowing us to offer more targeted advice on how to improve the productivity of cocoa farms via Farm Business Plans. These plans cover multiple years during which we offer advice on the best mix of planting cocoa seedlings, the use of fertilizers and diversifying income-generating activities and help farmers to access inputs and training on credit. The measure of success: The goal is to have 100% of our cocoa supply be sourced from certified sustainability programs. In 2019/20, we sourced 61% (+13%) of our ingredients, excluding cocoa, from sustainable sources. Including cocoa, we sourced 47%, of our ingredients from sustainable sources.

Comment

C12.1b

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

Type of engagement

Education/information sharing

Details of engagement

Run an engagement campaign to educate customers about the climate change impacts of (using) your products, goods, and/or services

% of customers by number

100

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

100

Portfolio coverage (total or outstanding)

<Not Applicable>

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

Barry Callebaut' goal of having 100% sustainable ingredients in all of its products by 2025, means that we are engaging with all of our customers to promote the sale of certified sustainable cocoa products.

Impact of engagement, including measures of success

Impact of engagement: Through our engagement with our suppliers, we aim to completely stop deforestation related to commodities we procure and promote farming practices that increase carbon sequestration. By choosing our certified sustainable products our customers help reduce carbon emissions and improve the livelihoods of cocoa farmers. For example, through the premiums that they paid, customers of Cocoa Horizons products invested CHF 17.7 million (+20.4%) in improving cocoa farmer livelihoods in fiscal year 2019/20. The measure of success: The goal is to have 100% of our cocoa supply be sourced from certified sustainability programs. Consequently, that means that we aim to sell 100% certified sustainable cocoa products from 2025 onwards. Our financial planning tracks our sales of sustainable product, which are growing at significantly higher rates than standard products.

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

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

(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

Agroforestry

Description of management practice

Increase planting density and mitigate solar evaporation

Your role in the implementation

Financial
Knowledge sharing
Operational

Explanation of how you encourage implementation

We have developed a Farm Services business to offer cocoa farmers products and services that improve their productivity.

Climate change related benefit

Increasing resilience to climate change (adaptation)

Comment

Management practice reference number

MP2

Management practice

Composting

Description of management practice

Increase of organic matter through the natural nutrient recycling system of trees

Your role in the implementation

Financial
Knowledge sharing
Operational

Explanation of how you encourage implementation

Offering support and knowledge and promoting the concept to farmers

Climate change related benefit

Increasing resilience to climate change (adaptation)

Comment

Management practice reference number

MP3

Management practice

Crop diversity

Description of management practice

planting extra species within the cocoa area

Your role in the implementation

Financial
Knowledge sharing
Operational

Explanation of how you encourage implementation

Offering support and knowledge and promoting the concept to farmers

Climate change related benefit

Increasing resilience to climate change (adaptation)

Comment

Management practice reference number

MP4

Management practice

Diversifying farmer income

Description of management practice

Investing in extra crops

Your role in the implementation

Financial
Knowledge sharing
Operational

Explanation of how you encourage implementation

Offering support and knowledge and promoting the concept to farmers

Climate change related benefit

Increasing resilience to climate change (adaptation)

Comment

livelihood assurance and resilience

Management practice reference number

MP5

Management practice

Low tillage and residue management

Description of management practice

Promote zero tillage

Your role in the implementation

Knowledge sharing

Explanation of how you encourage implementation

Offering support and knowledge and promoting the concept to farmers

Climate change related benefit

Increasing resilience to climate change (adaptation)

Comment

Management practice reference number

MP6

Management practice

Timing of farm operations

Description of management practice

Knowledge sharing about the natural biological cycle of the crops

Your role in the implementation

Knowledge sharing

Explanation of how you encourage implementation

Offering support and knowledge and promoting the concept to farmers

Climate change related benefit

Emissions reductions (mitigation)

Increasing resilience to climate change (adaptation)

Comment

Management practice reference number

MP7

Management practice

Permanent soil cover (including cover crops)

Description of management practice

Zero burn policy and promoting maximum coverage of crops

Your role in the implementation

Financial
Knowledge sharing
Operational

Explanation of how you encourage implementation

Offering support and knowledge and promoting the concept to farmers

Climate change related benefit

Emissions reductions (mitigation)

Increasing resilience to climate change (adaptation)

Comment

avoid burning organic material and holding of moisture into the soil

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

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
Other, please specify (Stop deforestation)	Support	At the UN Climate Change Conference (COP23), top cocoa-producing countries Côte d'Ivoire and Ghana with leading chocolate and cocoa companies have announced far-reaching Frameworks for Action to end deforestation and restore forest areas. Central to the Frameworks is a commitment to no further conversion of any forest land for cocoa production. Barry Callebaut was one of the driving companies behind the Cocoa and Forest Initiative Frameworks for Action (CFI). This is a unique achievement as there is no other commodity that has united governments, industry and NGOs behind a framework to eradicate deforestation from the supply chain.	The frameworks include an end to the conversion of any forest land for cocoa production, a moratorium on the traceable direct sourcing of cocoa from national parks and reserves per January 1, 2018 and the development of an action plan by signatory companies and governments to eliminate cocoa production and sourcing from National Parks and Reserves.

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

World Cocoa Foundation

Is your position on climate change consistent with theirs?

Consistent

Please explain the trade association's position

The World Cocoa Foundation (WCF) is a non-profit international membership organization whose vision is a sustainable and thriving cocoa sector – where farmers prosper, cocoa-growing communities are empowered, human rights are respected, and the environment is conserved.

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

Barry Callebaut has been a driving force to promote the association's position, which is fully aligned with our own Forever Chocolate strategy.

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?

Barry Callebaut has internal processes in place which ensure that all our direct and indirect activities that influence policy are consistent with our overall strategy. Operationally, this is the responsibility of the External Affairs function, whose role it is to coordinate messaging with key stakeholders including policy makers. As an example, the Memorandum of Understanding that was signed between Barry Callebaut and the Government of Cote d'Ivoire was the result of 3+ months of engagement and coordination to ensure that the key points agreed would be consistent with our sustainability goals including climate change goals.

Furthermore, the Group's Legal Department oversees the Group's compliance program, which ensures awareness of the compliance risks and the Group's compliance standards. The Code of Conduct and other Group policies set out the legal and ethical standards of behavior expected from all employees working within the Group. This ensures that company policies are consistently implemented at all sites.

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

Status

Complete

Attach the document

Barry_Callebaut_Annual_Report_2019-20_3.pdf

Page/Section reference

pages 30 - 32

Content elements

Strategy

Risks & opportunities

Emissions figures

Emission targets

Comment

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?

No

C15. 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.

-

C15.1

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

	Job title	Corresponding job category
Row 1	Chief Innovation, Sustainability & Quality Officer	Chief Sustainability Officer (CSO)

SC. Supply chain module

SC0.0

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

Under the Thriving Nature pillar of Forever Chocolate, Barry Callebaut is committed to reaching a positive carbon footprint for itself and its customers for Scope 1, 2 and 3 emissions.

<http://forever-chocolate.barry-callebaut.com>

SC0.1

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

	Annual Revenue
Row 1	6893100000

SC0.2

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

Yes

SC0.2a

(SC0.2a) Please use the table below to share your ISIN.

	ISIN country code (2 letters)	ISIN numeric identifier and single check digit (10 numbers overall)
Row 1	CH	0009002962

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

Kellogg Company

Scope of emissions

Scope 3

Allocation level

Company wide

Allocation level detail

<Not Applicable>

Emissions in metric tonnes of CO₂e

99910

Uncertainty (±%)

20

Major sources of emissions

According to our records, your company purchased 27'721 MT of products from Barry Callebaut in the fiscal year ending 31 August 2020, mainly dark and milk chocolate. The major footprint drivers of these products are cocoa land use change, non-cocoa ingredient land use change, and factory and transport energy consumption. While the volume is lower vs PY -16% the carbon emissions have decreased -24% vs PY, the disproportionate decrease is due to the carbon reduction activities employed by Barry Callebaut.

Verified

No

Allocation method

Allocation based on the volume of products purchased

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

The calculation is based on a module in our organizational carbon footprint which allocates GHG emissions factors to different product categories. EG Dark/Milk/White Chocolate, Cocoa Butter/Liquor/Powder, Compounds

Requesting member

The Coca-Cola Company

Scope of emissions

Scope 3

Allocation level

Company wide

Allocation level detail

<Not Applicable>

Emissions in metric tonnes of CO₂e

3418

Uncertainty (±%)

20

Major sources of emissions

According to our records, your company purchased 952 MT of products from Barry Callebaut in the fiscal year ending 31 August 2020, mainly vending beverages. The major footprint drivers of these products are cocoa land use change, non-cocoa ingredient land use change, and factory and transport energy consumption.

Verified

No

Allocation method

Allocation based on the volume of products purchased

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

The calculation is based on a module in our organizational carbon footprint which allocates GHG emissions factors to different product categories. EG Dark/Milk/White Chocolate, Cocoa Butter/Liquor/Powder, Compounds

Requesting member

PepsiCo, Inc.

Scope of emissions

Scope 3

Allocation level

Company wide

Allocation level detail

<Not Applicable>

Emissions in metric tonnes of CO2e

66845

Uncertainty (±%)

20

Major sources of emissions

According to our records, your company purchased 19'115 MT of products from Barry Callebaut in the fiscal year ending 31 August 2020, mainly dark and milk chocolate and cocoa powder. The major footprint drivers of these products are cocoa land use change, non-cocoa ingredient land use change, and factory and transport energy consumption. While the volume is higher vs PY 5% the carbon emissions have reduced by -10% vs PY, the disproportionate change is due to the carbon emission reduction activities employed by Barry Callebaut.

Verified

No

Allocation method

Allocation based on the volume of products purchased

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

The calculation is based on a module in our organizational carbon footprint which allocates GHG emissions factors to different product categories. EG Dark/Milk/White Chocolate, Cocoa Butter/Liquor/Powder, Compounds.

Requesting member

Unilever plc

Scope of emissions

Scope 3

Allocation level

Company wide

Allocation level detail

<Not Applicable>

Emissions in metric tonnes of CO2e

414999

Uncertainty (±%)

20

Major sources of emissions

According to our records, your company purchased 100'635 MT of products from Barry Callebaut in the fiscal year ending 31 August 2020, mainly milk chocolate, compounds and white chocolate. The major footprint drivers of these products are cocoa land use change, non-cocoa ingredient land use change, dairy ingredients and factory and transport energy consumption. While the volume slightly lower vs PY -2% the carbon emissions have reduced -8% , the disproportionate decrease is due to the carbon emission reduction activities employed by Barry Callebaut.

Verified

No

Allocation method

Allocation based on the volume of products purchased

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

The calculation is based on a module in our organizational carbon footprint which allocates GHG emissions factors to different product categories. EG Dark/Milk/White Chocolate, Cocoa Butter/Liquor/Powder, Compounds.

Requesting member

Walmart, Inc.

Scope of emissions

Scope 3

Allocation level

Company wide

Allocation level detail

<Not Applicable>

Emissions in metric tonnes of CO2e

2738

Uncertainty (±%)

20

Major sources of emissions

According to our records, your company purchased 741 MT of products from Barry Callebaut in the fiscal year ending 31 August 2020, mainly dark and milk chocolate. The major footprint drivers of these products are cocoa land use change, non-cocoa ingredient land use change, dairy ingredients and factory and transport energy consumption. While the volume is higher vs PY 29% the carbon emissions have increased only 17% vs PY, the disproportionate variance is due to the carbon emission reduction activities employed by Barry Callebaut.

Verified

No

Allocation method

Allocation based on the volume of products purchased

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

The calculation is based on a module in our organizational carbon footprint which allocates GHG emissions factors to different product categories. EG Dark/Milk/White Chocolate, Cocoa Butter/Liquor/Powder, Compounds.

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

The carbon footprint published in the below link is used as the basis for the above calculations: <http://forever-chocolate.barry-callebaut.com>

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	Work ongoing to provide more specificity and reporting power in our carbon footprint calculator. Ideally a bottom up calculation based in the inputs of raw material and the subsequent Scope 1,2&3 CO2e per input would be used to calculate each products CO2e.

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.**

Work ongoing to provide more specificity and reporting power in our carbon footprint calculator. Additionally we have published an online calculator for customers to assess the carbon footprint of their recipes or of a selection of types of chocolate. <https://www.barry-callebaut.com/en/manufacturers/sustainability-in-action/carbon-footprint-calculator>

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

New product or service

Type of project

New product or service that has a lower upstream emissions footprint

Emissions targeted

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

Estimated timeframe for carbon reductions to be realized

3-5 years

Estimated lifetime CO2e savings

1

Estimated payback

3-5 years

Details of proposal

Please contact your Barry Callebaut Sales representative or Sustainability Business Development Manager to discuss. We are developing carbon neutral products. Additionally our Cocoa Horizons Certification program is investing in environmental projects to help protect against deforestation in the cocoa origin countries. You may be interested in our award winning* Cabosse Naturals range of ingredients (*Sustainable Food Awards 2021 - Sustainable Ingredient Award).

Requesting member

PepsiCo, Inc.

Group type of project

New product or service

Type of project

New product or service that has a lower upstream emissions footprint

Emissions targeted

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

Estimated timeframe for carbon reductions to be realized

3-5 years

Estimated lifetime CO2e savings

1

Estimated payback

3-5 years

Details of proposal

Please contact your Barry Callebaut Sales representative or Sustainability Business Development Manager to discuss. We are developing carbon neutral products. Additionally our Cocoa Horizons Certification program is investing in environmental projects to help protect against deforestation in the cocoa origin countries. You may be interested in our award winning* Cabosse Naturals range of ingredients (*Sustainable Food Awards 2021 - Sustainable Ingredient Award).

Requesting member

The Coca-Cola Company

Group type of project

New product or service

Type of project

New product or service that has a lower upstream emissions footprint

Emissions targeted

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

Estimated timeframe for carbon reductions to be realized

3-5 years

Estimated lifetime CO2e savings

1

Estimated payback

3-5 years

Details of proposal

Please contact your Barry Callebaut Sales representative or Sustainability Business Development Manager to discuss. We are developing carbon neutral products. Additionally our Cocoa Horizons Certification program is investing in environmental projects to help protect against deforestation in the cocoa origin countries. You may be interested in our award winning* Cabosse Naturals range of ingredients (*Sustainable Food Awards 2021 - Sustainable Ingredient Award).

Requesting member

Unilever plc

Group type of project

Relationship sustainability assessment

Type of project

Aligning goals to feed into customers targets and ambitions

Emissions targeted

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

Estimated timeframe for carbon reductions to be realized

3-5 years

Estimated lifetime CO2e savings

1

Estimated payback

3-5 years

Details of proposal

Barry Callebaut and Unilever have already concluded the CFI Action Plan Côte d'Ivoire agreement. A multi partner project aimed at ending deforestation and forest

degradation in the cocoa supply chain, by protecting and regenerating forest and improving livelihoods. Additionally you may be interested in our award winning* Cabosse Naturals range of ingredients (*Sustainable Food Awards 2021 - Sustainable Ingredient Award).

Requesting member

Walmart, Inc.

Group type of project

New product or service

Type of project

New product or service that has a lower upstream emissions footprint

Emissions targeted

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

Estimated timeframe for carbon reductions to be realized

3-5 years

Estimated lifetime CO2e savings

1

Estimated payback

Please select

Details of proposal

Please contact your Barry Callebaut Sales representative or Sustainability Business Development Manager to discuss. We are developing carbon neutral products. Additionally our Cocoa Horizons Certification program is investing in environmental projects to help protect against deforestation in the cocoa origin countries. You may be interested in our award winning* Cabosse Naturals range of ingredients (*Sustainable Food Awards 2021 - Sustainable Ingredient Award).

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

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