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 12,500 people operating out of more than 40 countries

• We operate more than 64 production facilities and 25 CHOCOLATE ACADEMY Centers across the globe

• We generated annual sales of about CHF 7.2 billion in fiscal year 2020/21

• 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 2020	August 31 2021	No	<Not Applicable>

C0.3

(C0.3) Select the countries/areas in which you operate.

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.

C0.8

(C0.8) Does your organization have an ISIN code or another unique identifier (e.g., Ticker, CUSIP, etc.)?

Indicate whether you are able to provide a unique identifier for your organization	Provide your unique identifier
Yes, an ISIN code	CH0009002962

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 within the last two year: in the fiscal year 2019/20 the Board of Directors committed to SBTI. In the meantime, Barry Callebaut's carbon reduction targets covering greenhouse gas emissions from its operations have been validated as science-based targets.

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.

C1.1d

(C1.1d) Does your organization have at least one board member with competence on climate-related issues?

	Board member(s) have competence on climate-related issues	Criteria used to assess competence of board member(s) on climate-related issues	Primary reason for no board-level competence on climate-related issues	Explain why your organization does not have at least one board member with competence on climate-related issues and any plans to address board-level competence in the future
Row 1	Yes	Our criteria used to assess competence of board members on climate-related issues is formal education on sustainability topics. One board member who was appointed to the position of Chief Innovation, Sustainability & Quality Officer and Global Head of Gourmet, effective September 1, 2018 holds an accreditation from Cambridge University in Sustainable Leadership. In addition, he has done many courses on different sustainability topics throughout his life. He has been a member of the Executive Committee of Barry Callebaut since September 1, 2017, serving as Chief Innovations & Quality and Sustainability officer for a year before assuming the additional responsibility for Global Gourmet.	<Not Applicable>	<Not Applicable>

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 Comittee 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 (Noc/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 coca 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 cacaofruit 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 cacaofruit 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 cacaofruit.

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, included	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 loosing 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

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)
72000000

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 7.2bn in sales revenue this equates to 72m in potentially lost revenue.

Cost of response to risk
1854000

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 1.35m 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	Changing precipitation patterns and types (rain, hail, snow/ice)

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 20/21 70% is of West African origin and Ivory Coast (44%) and Ghana (20%) 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)
360000000

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 7.2bn in sales revenue this equates to 360m 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. Together with participating farmers, we are developing customized Farm Business Plans. The results continue to be impressive, in 2020/21 92,508 farmers (+125%) adopted Farm Business Plans. Furthermore in 2020/21 we distributed 2.7 million cocoa seedlings (+24%) and almost 2m shade trees (+47%). We also distributed 49,335 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	Cyclone, hurricane, typhoon

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)
36000000

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 7.2bn in sales revenue this equates to 36m 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)
72000000

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 7.2bn in sales revenue this equates to 72m 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
1854000

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 1.854m 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 1.34m 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 already by using 100% biogas instead of fossil natural gas. In terms of renewable power purchasing, 26 of our 64 factories are now fully powered by renewable electricity in fiscal year 2020/21, compared to 23 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

C3. Business Strategy

C3.1

(C3.1) Does your organization's strategy include a transition plan that aligns with a 1.5°C world?

Row 1

Transition plan

Yes, we have a transition plan which aligns with a 1.5°C world

Publicly available transition plan

Yes

Mechanism by which feedback is collected from shareholders on your transition plan

We have a different feedback mechanism in place

Description of feedback mechanism

At Barry Callebaut our values represent a mindset and way of doing business that is committed to generating sustainable earnings over time and creating long-term value for all stakeholders. We are dedicated to running all our operations with transparency and integrity, including reporting on our social, environmental and governance (ESG) management and risks. In 2015, Barry Callebaut identified issues material for the sustainability of its business and the context in which the Company operates. Regular dialogue with stakeholders ranging from farmer cooperatives to customers and from investors to governments helps to inform our approach to these issues. Our level of engagement depends on how material the issue is to us and our stakeholders. We manage and report on all other issues identified as material, while we monitor those of lower relevance. The latest materiality assessment was published in April, 2021. The survey was sent to both internal and external stakeholders and responses from the following stakeholder groups were received and taken into consideration: employees, investors, NGOs, customers, suppliers, industry platforms, donors, implementing partners, analysts, IGOs, and others. To view our latest materiality index, please visit: https://www.barry-callebaut.com/en/group/forever-chocolate/forever-chocolate-strategy/thats-what-forever-chocolateall-about Barry Callebaut maintains a regular dialogue with stakeholders through both participation in external activities (like workshops and conferences) as well as through organization of own internal activities (such as feedback sessions). In 2021, Barry Callebaut hosted its first dedicated ESG Investor Roadshow and Governance Roadshow to present and discuss ESG topics with interested investors. Together with the stakeholders, a number of topics were identified in 2015 and re-confirmed in 2018 and 2021: Farmer productivity, poverty alleviation and farmer livelihood, farmer access to finance, child labor, living income, climate change and greenhouse gas emissions, deforestation and forest restoration and supply chain traceability. All of the topics are addressed by Barry Callebaut's Forever Chocolate Strategy and its ambitious targets: Eradicate child labor from Barry Callebaut's supply chain; Lift more than 500,000 farmers out of poverty; Become carbon- and forest-positive; Have 100% sustainable ingredients in all of Barry Callebaut's products.

Frequency of feedback collection

Annually

Attach any relevant documents which detail your transition plan (optional)

Explain why your organization does not have a transition plan that aligns with a 1.5°C world and any plans to develop one in the future

<Not Applicable>

Explain why climate-related risks and opportunities have not influenced your strategy

<Not Applicable>

C3.2

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

	Use of climate-related scenario analysis to inform strategy	Primary reason why your organization does not use climate-related scenario analysis to inform its strategy	Explain why your organization does not use climate-related scenario analysis to inform its strategy and any plans to use it in the future
Row 1	Yes, qualitative	<Not Applicable>	<Not Applicable>

C3.2a

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

Climate-related scenario	Scenario analysis coverage	Temperature alignment of scenario	Parameters, assumptions, analytical choices
Physical climate scenarios / RCP 8.5	Company-wide	<Not Applicable>	To determine the risks presented by climate change Barry Callebaut analysed the results of the work of the IPCC (Intergovernmental Panel on Climate Change) scenario RCP 8.5, which takes into consideration the possible development scenario for future greenhouse gas emissions with a +4°C global temperature increase (worst case scenario). The scenario provides an insight into the eventualities and 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. 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. The results of the scenario shows that if greenhouse gas emissions continue unabated at the current rate, then this could have severe consequences for the capacity to grow cocoa, which is at the core of Barry Callebauts 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. 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. 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.

C3.2b

(C3.2b) Provide details of the focal questions your organization seeks to address by using climate-related scenario analysis, and summarize the results with respect to these questions.

Row 1

Focal questions

In a business as usual emissions scenario, could cocoa still be grown in the quality and quantity that Barry Callebaut requires to meet our customers' demands ?

Results of the climate-related scenario analysis with respect to the focal questions

Barry Callebaut operates globally and is most exposed to physical risks due to climate change rather than transition risks. The scenario by the IPCC was selected as it provides insights on a global level covering all of our operations and sourcing for our key ingredients. 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. The results of the scenario shows that if greenhouse gas emissions continue unabated at the current rate, then this could have severe consequences for the capacity to grow cocoa, which is at the core of Barry Callebauts 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 2020 was sourced from origins such as Ghana, Ivory Coast, Cameroon, Brazil and Indonesia. 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. 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 centennials and millennials search for healthy indulgence by upcycling the cacao fruit, improving farmers' quality of life and being 100% sustainably sourced. After the development of WholeFruit chocolate, which was launched in June 2021, Cacao Barry unleashed WholeFruit Evocao™, the first signature expression of WholeFruit chocolate. WholeFruit Evocao™ was also the first global chocolate to qualify for the Upcycled Certified mark, developed by the Upcycled Food Association to help consumers identify products that prevent food waste.

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. 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 centennials 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. 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. 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 cacaofruit 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. 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, 26 of our 61 factories are now fully powered by renewable electricity in fiscal year 2020/21.

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. 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. We have continued to put digital innovations in place, increasing our polygon mapping and monitoring of deforestation using the High Carbon Stock (HCS) approach. One of our greatest achievements this year has been a reduction of our Land Use Change (LUC), meaning the carbon emissions resulting from the transformation of forest land to agricultural land, by over –10.0%. Achieving this outstanding feat underlines our commitment to establishing traceability in our supply chain. 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 unique and extensive farm mapping database was expanded to cover 234,997 farmers with full data in 2020/21. This means we have mapped the geographical location and the size of 394,305 active cocoa farms, covering 66% of our direct supply chain in 2020/21. TIME HORIZON. These capital expenditures are SHORT- to MEDIUM TERM measures (up to 10 years) to achieve our Forever Chocolate goals.

C3.5

(C3.5) In your organization's financial accounting, do you identify spending/revenue that is aligned with your organization's transition to a 1.5°C world?

No, but we plan to in the next two years

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)

Scope 1
Scope 2
Scope 3

Scope 2 accounting method

Market-based

Scope 3 category(ies)

Category 1: Purchased goods and services
Category 3: Fuel-and-energy-related activities (not included in Scopes 1 or 2)
Category 4: Upstream transportation and distribution

Base year

2018

Base year Scope 1 emissions covered by target (metric tons CO2e)

107493

Base year Scope 2 emissions covered by target (metric tons CO2e)

198748

Base year Scope 3 emissions covered by target (metric tons CO2e)

8803180

Total base year emissions covered by target in all selected Scopes (metric tons CO2e)

9109421

Base year Scope 1 emissions covered by target as % of total base year emissions in Scope 1

100

Base year Scope 2 emissions covered by target as % of total base year emissions in Scope 2
100

Base year Scope 3 emissions covered by target as % of total base year emissions in Scope 3 (in all Scope 3 categories)
100

Base year emissions covered by target in all selected Scopes as % of total base year emissions in all selected Scopes
100

Target year
2025

Targeted reduction from base year (%)
35

Total emissions in target year covered by target in all selected Scopes (metric tons CO2e) [auto-calculated]
5921123.65

Scope 1 emissions in reporting year covered by target (metric tons CO2e)
108706

Scope 2 emissions in reporting year covered by target (metric tons CO2e)
166017

Scope 3 emissions in reporting year covered by target (metric tons CO2e)
7580815

Total emissions in reporting year covered by target in all selected scopes (metric tons CO2e)
7855538

% of target achieved relative to base year [auto-calculated]
39.3276681047331

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 target coverage and identify any exclusions
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.

Plan for achieving target, and progress made to the end of the reporting year
We continued to make progress toward our Forever Chocolate objective to make sustainable chocolate the norm by 2025. Since the launch of Forever Chocolate in 2016, we have reduced our overall corporate carbon intensity per tonne of product by more than –17%. In 2020/21 our overall carbon footprint was 7.83 million tCO2e, which is flat in comparison to our previous reported footprint. This is mainly due to the reduced availability of sustainably sourced raw materials, such as sugar. Excluding the carbon footprint of our non-cocoa ingredients, we made outstanding progress with the reduction of the carbon intensity in our cocoa supply chain (–6.9%). Most importantly, we reduced the LUC impact of cocoa by over –10% (233,000 tCO2e) due to our efforts in traceability and sourcing. In addition, we also reduced our CO2e intensity in factories. Cutting emissions begins by improving the energy efficiency of our operations and the type of energy that we use. In 2020/21, we increased the use of renewable energy with 26 of our 64 factories exclusively powered by renewable electricity. Within our scope 3 emissions, Land Use Change (LUC) forms the biggest part of our carbon liability. In 2020/21 we made great strides in terms of increasing traceability and developing a more refined understanding of LUC in our supply chain. The sourcing of dairy is one of the major contributors to our corporate greenhouse gas emissions. The use of animal feed additives is widely recognized as an effective means of reducing methane emissions in dairy cattle. However, in the past, there was no way to credibly verify the actual level of CO2e reduction within our supply chain. To establish the most effective method to reduce our emissions, we worked in collaboration with Gold Standard and Agolin to develop a new methodology to quantify and certify carbon insetting for dairy within our chocolate supply chain. By developing this methodology we can also work more closely with our dairy suppliers to produce low carbon milk.

List the emissions reduction initiatives which contributed most to achieving this target
<Not Applicable>

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*	5	14355
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)
10086

Scope(s) or Scope 3 category(ies) where emissions savings occur
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)
22000

Payback period
No payback

Estimated lifetime of the initiative
Ongoing

Comment
In 2020/21 the number of factories using only renewable electricity sources increased to 26 factories.

Initiative category & Initiative type

Low-carbon energy generation	Solid biofuels

Estimated annual CO2e savings (metric tonnes CO2e)
4269

Scope(s) or Scope 3 category(ies) where emissions savings occur
Scope 1

Voluntary/Mandatory
Voluntary

Annual monetary savings (unit currency – as specified in C0.4)
500000

Investment required (unit currency – as specified in C0.4)
6000000

Payback period
11-15 years

Estimated lifetime of the initiative
Ongoing

Comment
The use of renewable cocoa bean shells for heat production was increased and extended to more sites in FY20/21.

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?

No

C5. Emissions methodology

C5.1

(C5.1) Is this your first year of reporting emissions data to CDP?

No

C5.1a

(C5.1a) Has your organization undergone any structural changes in the reporting year, or are any previous structural changes being accounted for in this disclosure of emissions data?

Row 1

Has there been a structural change?

No

Name of organization(s) acquired, divested from, or merged with

<Not Applicable>

Details of structural change(s), including completion dates

<Not Applicable>

C5.1b

(C5.1b) Has your emissions accounting methodology, boundary, and/or reporting year definition changed in the reporting year?

	Change(s) in methodology, boundary, and/or reporting year definition?	Details of methodology, boundary, and/or reporting year definition change(s)
Row 1	No	<Not Applicable>

C5.2

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

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

Scope 3 category 1: Purchased goods and services

Base year start
September 1 2017

Base year end
August 31 2018

Base year emissions (metric tons CO2e)
8172380

Comment

Scope 3 category 2: Capital goods

Base year start
September 1 2017

Base year end
August 31 2018

Base year emissions (metric tons CO2e)
0

Comment

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

Base year start
September 1 2017

Base year end
August 31 2018

Base year emissions (metric tons CO2e)
91609

Comment

Scope 3 category 4: Upstream transportation and distribution

Base year start
September 1 2017

Base year end
August 31 2018

Base year emissions (metric tons CO2e)
539191

Comment

Scope 3 category 5: Waste generated in operations

Base year start
September 1 2017

Base year end
August 31 2018

Base year emissions (metric tons CO2e)
0

Comment

Scope 3 category 6: Business travel

Base year start
September 1 2017

Base year end
August 31 2018

Base year emissions (metric tons CO2e)
0

Comment

Scope 3 category 7: Employee commuting

Base year start
September 1 2017

Base year end
August 31 2018

Base year emissions (metric tons CO2e)
0

Comment

Scope 3 category 8: Upstream leased assets

Base year start
September 1 2017

Base year end
August 31 2018

Base year emissions (metric tons CO2e)
0

Comment

Scope 3 category 9: Downstream transportation and distribution

Base year start
September 1 2017

Base year end
August 31 2018

Base year emissions (metric tons CO2e)
0

Comment

Scope 3 category 10: Processing of sold products

Base year start
September 1 2017

Base year end
August 31 2018

Base year emissions (metric tons CO2e)
0

Comment

Scope 3 category 11: Use of sold products

Base year start
September 1 2017

Base year end
August 31 2018

Base year emissions (metric tons CO2e)
0

Comment

Scope 3 category 12: End of life treatment of sold products

Base year start
September 1 2017

Base year end
August 31 2018

Base year emissions (metric tons CO2e)
0

Comment

Scope 3 category 13: Downstream leased assets

Base year start
September 1 2017

Base year end
August 31 2018

Base year emissions (metric tons CO2e)
0

Comment

Scope 3 category 14: Franchises

Base year start
September 1 2017

Base year end
August 31 2018

Base year emissions (metric tons CO2e)
0

Comment

Scope 3 category 15: Investments

Base year start
September 1 2017

Base year end
August 31 2018

Base year emissions (metric tons CO2e)
0

Comment

Scope 3: Other (upstream)

Base year start
September 1 2017

Base year end
August 31 2018

Base year emissions (metric tons CO2e)
0

Comment

Scope 3: Other (downstream)

Base year start
September 1 2017

Base year end
August 31 2018

Base year emissions (metric tons CO2e)
0

Comment

C5.3

(C5.3) 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)
108706

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
264983

Scope 2, market-based (if applicable)
166017

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 excluded

Relevance of market-based Scope 2 emissions from this source (if applicable)
No emissions excluded

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.

Estimated percentage of total Scope 1+2 emissions this excluded source represents
2

Explain how you estimated the percentage of emissions this excluded source represents
Industry benchmarks for similar types of operations were applied to estimate the GHG emissions from refrigerant leakage. The production processes involved do not require substantial cooling power. Mainly offices with air conditioning might lead to some GHG emissions from refrigerant leakage.

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

Emissions in reporting year (metric tons CO2e)
6901062

Emissions calculation methodology
Supplier-specific method
Average product method

Percentage of emissions calculated using data obtained from suppliers or value chain partners
2

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 2,200,000 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.

Capital goods

Evaluation status
Not relevant, explanation provided

Emissions in reporting year (metric tons 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

Emissions in reporting year (metric tons CO2e)
59813

Emissions calculation methodology
Fuel-based method
Site-specific method

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

Please explain
GHG emissions were calculated based on fuel and energy consumption data for all of Barry Callebaut's factories with over 1.5m 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.

Upstream transportation and distribution

Evaluation status
Relevant, calculated

Emissions in reporting year (metric tons CO2e)
616778

Emissions calculation methodology
Average data method
Distance-based method

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

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 2,200,000 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.

Waste generated in operations

Evaluation status
Not relevant, explanation provided

Emissions in reporting year (metric tons 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

Emissions in reporting year (metric tons 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

Emissions in reporting year (metric tons 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

Emissions in reporting year (metric tons 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

Emissions in reporting year (metric tons 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

Emissions in reporting year (metric tons 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

Emissions in reporting year (metric tons 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

Emissions in reporting year (metric tons 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

Emissions in reporting year (metric tons 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

Emissions in reporting year (metric tons 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

Emissions in reporting year (metric tons 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

Emissions in reporting year (metric tons 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

Emissions in reporting year (metric tons 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-AC6.8/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)
48303

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 29,038 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)
369802

Denominator: unit of production
<Not Applicable>

Change from last reporting year
Much higher

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 2,200,000 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)
50368

Denominator: unit of production
<Not Applicable>

Change from last reporting year
Higher

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 2,200,000 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)
432714

Denominator: unit of production
<Not Applicable>

Change from last reporting year
Lower

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 2,200,000 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)
3154697

Denominator: unit of production
<Not Applicable>

Change from last reporting year
Lower

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 2,200,000 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
0.0000381156

Metric numerator (Gross global combined Scope 1 and 2 emissions, metric tons CO2e)
274722

Metric denominator
unit total revenue

Metric denominator: Unit total
7207600000

Scope 2 figure used
Market-based

% change from previous year
4.5

Direction of change
Decreased

Reason for change
The main reason for the decrease in the emissions intensity - despite an increase in sales revenue of 4.6% - is due to emissions reduction activities related to extending green electricity procurement to more factories in FY20/21 and extending the use of cocoa bean shells in production to replace fossil fuels.

Intensity figure
0.1253539568

Metric numerator (Gross global combined Scope 1 and 2 emissions, metric tons CO2e)
274722

Metric denominator
metric ton of product

Metric denominator: Unit total
2191572

Scope 2 figure used
Market-based

% change from previous year
4.5

Direction of change
Decreased

Reason for change
The main reason for the decrease in the emissions intensity - despite an increase in sales volumes of 4.6% - is due to emissions reduction activities related to extending green electricity procurement to more factories in FY20/21 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	8156
Brazil	6556
Cameroon	1997
Canada	4105
Chile	220
China	276
France	13684
Germany	7627
Ghana	1059
India	71
Indonesia	9720
Italy	4448
Côte d'Ivoire	12305
Japan	473
Malaysia	18113
Mexico	2416
Netherlands	128
Poland	1480
Russian Federation	1273
Singapore	151
Spain	994
Sweden	693
Switzerland	572
Turkey	555
United Kingdom of Great Britain and Northern Ireland	1896
United States of America	9736

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	75654
Chocolate and integrated factories	27806
Speciality factories	5246

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)
108706

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)
Belgium	18869	0
Brazil	6841	1013
Cameroon	895	0
Canada	5938	414
Chile	2093	0
China	4316	4517
France	2468	0
Germany	16208	1994
Ghana	1887	4651
India	1261	1200
Indonesia	25990	21623
Italy	10675	11759
Côte d'Ivoire	17128	21039
Japan	3514	3570
Malaysia	46009	39996
Mexico	16161	18799
Netherlands	1500	1876
Poland	19740	0
Russian Federation	6244	9301
Singapore	4857	6304
Spain	3447	0
Sweden	659	0
Switzerland	371	0
Turkey	2038	0
United Kingdom of Great Britain and Northern Ireland	7086	1792
United States of America	38789	16167

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	120205	84593
Chocolate and integrated factories	130975	67874
Speciality factories	13803	13550

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	14355	Decreased	5.2	Emissions decreased by 14,355tCO2e compared to FY2019/20 due to increased purchases of green electricity products at three 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. In addition, the use of cocoa bean shells to replace fossil natural gas has been extended in FY2020/21. Total Scope 1&2 emissions in the previous year were 274,989tCO2e. Calculation: -14,355 tCO2e / 274,989tCO2e = -0.052 --> -5.2%
Other emissions reduction activities	0	No change	0	There were no specific other emission reduction initiatives in FY2020/21 apart from the increase in renewable energy consumption.
Divestment		<Not Applicable>		
Acquisitions	1373	Increased	0.5	The acquisition of D'Orsogna Chocolates resulted in an increase of 1,373tCO2e in our gross global emissions compared to the previous year. Total Total Scope 1&2 emissions in the previous year were 274,989tCO2e. Calculation: +1,373 tCO2e / 274,989tCO2e = +0.005 --> +0.5%
Mergers		<Not Applicable>		
Change in output	12529	Increased	4.6	Production activity increased by 4.6% compared to FY2019/20 as measured by sales volumes. This increase in activity would have led to an increase in GHG emissions of 12,529tCO2e assuming constant efficiency and carbon intensity based on the previous fiscal year's Scope 1 and 2 emissions. Total Scope 1&2 emissions in the previous year were 274,989tCO2e. Calculation: +12,529 tCO2e / 274,989tCO2e = +0.046 --> +4.6%
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	Yes
Consumption of purchased or acquired steam	No
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)	110286	594128	704414
Consumption of purchased or acquired electricity	<Not Applicable>	525496	265225	790721
Consumption of purchased or acquired heat	<Not Applicable>	0	5518	5518
Consumption of purchased or acquired steam	<Not Applicable>	<Not Applicable>	<Not Applicable>	<Not Applicable>
Consumption of purchased or acquired cooling	<Not Applicable>	<Not Applicable>	<Not Applicable>	<Not Applicable>
Consumption of self-generated non-fuel renewable energy	<Not Applicable>	<Not Applicable>	<Not Applicable>	<Not Applicable>
Total energy consumption	<Not Applicable>	635782	864871	1500653

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.

Sustainable biomass

Heating value
LHV

Total fuel MWh consumed by the organization
110286

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>

Comment

Other biomass

Heating value
LHV

Total fuel MWh consumed by the organization
0

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>

Comment

Other renewable fuels (e.g. renewable hydrogen)

Heating value
LHV

Total fuel MWh consumed by the organization
0

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>

Comment

Coal

Heating value
LHV

Total fuel MWh consumed by the organization
0

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>

Comment

Oil

Heating value
LHV

Total fuel MWh consumed by the organization
19599

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>

Comment

Gas

Heating value
LHV

Total fuel MWh consumed by the organization
574529

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>

Comment

Other non-renewable fuels (e.g. non-renewable hydrogen)

Heating value
LHV

Total fuel MWh consumed by the organization
0

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>

Comment

Total fuel

Heating value
LHV

Total fuel MWh consumed by the organization
704414

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>

Comment

C8.2e

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

Sourcing method
Green electricity products from an energy supplier (e.g. green tariffs)

Energy carrier
Electricity

Low-carbon technology type
Renewable energy mix, please specify (Hydro, Wind, Solar)

Country/area of low-carbon energy consumption
Belgium

Tracking instrument used
Contract

Low-carbon energy consumed via selected sourcing method in the reporting year (MWh)
96072

Country/area of origin (generation) of the low-carbon energy or energy attribute
Belgium

Commissioning year of the energy generation facility (e.g. date of first commercial operation or repowering)

Comment

Sourcing method
Green electricity products from an energy supplier (e.g. green tariffs)

Energy carrier
Electricity

Low-carbon technology type
Low-carbon energy mix, please specify (Hydro, Wind, Solar)

Country/area of low-carbon energy consumption
United States of America

Tracking instrument used
Contract

Low-carbon energy consumed via selected sourcing method in the reporting year (MWh)
52589

Country/area of origin (generation) of the low-carbon energy or energy attribute
United States of America

Commissioning year of the energy generation facility (e.g. date of first commercial operation or repowering)

Comment

Sourcing method
Green electricity products from an energy supplier (e.g. green tariffs)

Energy carrier
Electricity

Low-carbon technology type
Low-carbon energy mix, please specify (Hydro, Wind, Solar)

Country/area of low-carbon energy consumption
France

Tracking instrument used
Contract

Low-carbon energy consumed via selected sourcing method in the reporting year (MWh)
52432

Country/area of origin (generation) of the low-carbon energy or energy attribute
France

Commissioning year of the energy generation facility (e.g. date of first commercial operation or repowering)

Comment

Sourcing method
Green electricity products from an energy supplier (e.g. green tariffs)

Energy carrier
Electricity

Low-carbon technology type
Low-carbon energy mix, please specify (Hydro, Wind, Solar)

Country/area of low-carbon energy consumption
Canada

Tracking instrument used
Contract

Low-carbon energy consumed via selected sourcing method in the reporting year (MWh)
52165

Country/area of origin (generation) of the low-carbon energy or energy attribute
Canada

Commissioning year of the energy generation facility (e.g. date of first commercial operation or repowering)

Comment

Sourcing method
Green electricity products from an energy supplier (e.g. green tariffs)

Energy carrier
Electricity

Low-carbon technology type
Low-carbon energy mix, please specify (Hydro, Wind, Solar)

Country/area of low-carbon energy consumption
Brazil

Tracking instrument used
Contract

Low-carbon energy consumed via selected sourcing method in the reporting year (MWh)
48441

Country/area of origin (generation) of the low-carbon energy or energy attribute
Brazil

Commissioning year of the energy generation facility (e.g. date of first commercial operation or repowering)

Comment

Sourcing method
Green electricity products from an energy supplier (e.g. green tariffs)

Energy carrier
Electricity

Low-carbon technology type
Low-carbon energy mix, please specify (Hydro, Wind, Solar)

Country/area of low-carbon energy consumption
Germany

Tracking instrument used
Contract

Low-carbon energy consumed via selected sourcing method in the reporting year (MWh)
34446

Country/area of origin (generation) of the low-carbon energy or energy attribute
Germany

Commissioning year of the energy generation facility (e.g. date of first commercial operation or repowering)

Comment

Sourcing method
Green electricity products from an energy supplier (e.g. green tariffs)

Energy carrier
Electricity

Low-carbon technology type
Low-carbon energy mix, please specify (Hydro, Wind, Solar)

Country/area of low-carbon energy consumption
Sweden

Tracking instrument used
Contract

Low-carbon energy consumed via selected sourcing method in the reporting year (MWh)
33633

Country/area of origin (generation) of the low-carbon energy or energy attribute
Sweden

Commissioning year of the energy generation facility (e.g. date of first commercial operation or repowering)

Comment

Sourcing method
Green electricity products from an energy supplier (e.g. green tariffs)

Energy carrier
Electricity

Low-carbon technology type
Low-carbon energy mix, please specify (Hydro, Wind, Solar)

Country/area of low-carbon energy consumption
Côte d'Ivoire

Tracking instrument used
Contract

Low-carbon energy consumed via selected sourcing method in the reporting year (MWh)
29785

Country/area of origin (generation) of the low-carbon energy or energy attribute
Côte d'Ivoire

Commissioning year of the energy generation facility (e.g. date of first commercial operation or repowering)

Comment

Sourcing method
Green electricity products from an energy supplier (e.g. green tariffs)

Energy carrier
Electricity

Low-carbon technology type
Low-carbon energy mix, please specify (Hydro, Wind, Solar)

Country/area of low-carbon energy consumption
Poland

Tracking instrument used
Contract

Low-carbon energy consumed via selected sourcing method in the reporting year (MWh)
28460

Country/area of origin (generation) of the low-carbon energy or energy attribute
Poland

Commissioning year of the energy generation facility (e.g. date of first commercial operation or repowering)

Comment

Sourcing method
Green electricity products from an energy supplier (e.g. green tariffs)

Energy carrier
Electricity

Low-carbon technology type
Low-carbon energy mix, please specify (Hydro, Wind, Solar)

Country/area of low-carbon energy consumption
United Kingdom of Great Britain and Northern Ireland

Tracking instrument used
Contract

Low-carbon energy consumed via selected sourcing method in the reporting year (MWh)

21536

Country/area of origin (generation) of the low-carbon energy or energy attribute
United Kingdom of Great Britain and Northern Ireland

Commissioning year of the energy generation facility (e.g. date of first commercial operation or repowering)

Comment

C8.2g

(C8.2g) Provide a breakdown of your non-fuel energy consumption by country.

Country/area
Belgium

Consumption of electricity (MWh)
96072

Consumption of heat, steam, and cooling (MWh)
0

Total non-fuel energy consumption (MWh) [Auto-calculated]
96072

Is this consumption excluded from your RE100 commitment?
<Not Applicable>

Country/area
Brazil

Consumption of electricity (MWh)
48441

Consumption of heat, steam, and cooling (MWh)
3358

Total non-fuel energy consumption (MWh) [Auto-calculated]
51799

Is this consumption excluded from your RE100 commitment?
<Not Applicable>

Country/area
Cameroon

Consumption of electricity (MWh)
11927

Consumption of heat, steam, and cooling (MWh)
0

Total non-fuel energy consumption (MWh) [Auto-calculated]
11927

Is this consumption excluded from your RE100 commitment?
<Not Applicable>

Country/area
Canada

Consumption of electricity (MWh)
61088

Consumption of heat, steam, and cooling (MWh)
0

Total non-fuel energy consumption (MWh) [Auto-calculated]
61088

Is this consumption excluded from your RE100 commitment?
<Not Applicable>

Country/area
Chile

Consumption of electricity (MWh)
4707

Consumption of heat, steam, and cooling (MWh)
0

Total non-fuel energy consumption (MWh) [Auto-calculated]
4707

Is this consumption excluded from your RE100 commitment?
<Not Applicable>

Country/area
China

Consumption of electricity (MWh)
6850

Consumption of heat, steam, and cooling (MWh)
0

Total non-fuel energy consumption (MWh) [Auto-calculated]
6850

Is this consumption excluded from your RE100 commitment?
<Not Applicable>

Country/area
France

Consumption of electricity (MWh)
52432

Consumption of heat, steam, and cooling (MWh)
0

Total non-fuel energy consumption (MWh) [Auto-calculated]
52432

Is this consumption excluded from your RE100 commitment?
<Not Applicable>

Country/area
Germany

Consumption of electricity (MWh)
36995

Consumption of heat, steam, and cooling (MWh)
2160

Total non-fuel energy consumption (MWh) [Auto-calculated]
39155

Is this consumption excluded from your RE100 commitment?
<Not Applicable>

Country/area
Ghana

Consumption of electricity (MWh)
9409

Consumption of heat, steam, and cooling (MWh)
0

Total non-fuel energy consumption (MWh) [Auto-calculated]
9409

Is this consumption excluded from your RE100 commitment?
<Not Applicable>

Country/area
India

Consumption of electricity (MWh)
1596

Consumption of heat, steam, and cooling (MWh)
0

Total non-fuel energy consumption (MWh) [Auto-calculated]
1596

Is this consumption excluded from your RE100 commitment?
<Not Applicable>

Country/area
Indonesia

Consumption of electricity (MWh)
35495

Consumption of heat, steam, and cooling (MWh)
0

Total non-fuel energy consumption (MWh) [Auto-calculated]
35495

Is this consumption excluded from your RE100 commitment?
<Not Applicable>

Country/area
Italy

Consumption of electricity (MWh)
35690

Consumption of heat, steam, and cooling (MWh)
0

Total non-fuel energy consumption (MWh) [Auto-calculated]
35690

Is this consumption excluded from your RE100 commitment?
<Not Applicable>

Country/area
Côte d'Ivoire

Consumption of electricity (MWh)
46341

Consumption of heat, steam, and cooling (MWh)
0

Total non-fuel energy consumption (MWh) [Auto-calculated]
46341

Is this consumption excluded from your RE100 commitment?
<Not Applicable>

Country/area
Japan

Consumption of electricity (MWh)
6437

Consumption of heat, steam, and cooling (MWh)
0

Total non-fuel energy consumption (MWh) [Auto-calculated]
6437

Is this consumption excluded from your RE100 commitment?
<Not Applicable>

Country/area
Malaysia

Consumption of electricity (MWh)
69975

Consumption of heat, steam, and cooling (MWh)
0

Total non-fuel energy consumption (MWh) [Auto-calculated]
69975

Is this consumption excluded from your RE100 commitment?
<Not Applicable>

Country/area
Mexico

Consumption of electricity (MWh)
34717

Consumption of heat, steam, and cooling (MWh)
0

Total non-fuel energy consumption (MWh) [Auto-calculated]
34717

Is this consumption excluded from your RE100 commitment?
<Not Applicable>

Country/area
Netherlands

Consumption of electricity (MWh)
3381

Consumption of heat, steam, and cooling (MWh)
0

Total non-fuel energy consumption (MWh) [Auto-calculated]
3381

Is this consumption excluded from your RE100 commitment?
<Not Applicable>

Country/area
Poland

Consumption of electricity (MWh)
28460

Consumption of heat, steam, and cooling (MWh)
0

Total non-fuel energy consumption (MWh) [Auto-calculated]
28460

Is this consumption excluded from your RE100 commitment?
<Not Applicable>

Country/area
Russian Federation

Consumption of electricity (MWh)
17403

Consumption of heat, steam, and cooling (MWh)
0

Total non-fuel energy consumption (MWh) [Auto-calculated]
17403

Is this consumption excluded from your RE100 commitment?
<Not Applicable>

Country/area
Singapore

Consumption of electricity (MWh)
12291

Consumption of heat, steam, and cooling (MWh)
0

Total non-fuel energy consumption (MWh) [Auto-calculated]
12291

Is this consumption excluded from your RE100 commitment?
<Not Applicable>

Country/area
Spain

Consumption of electricity (MWh)
14337

Consumption of heat, steam, and cooling (MWh)
0

Total non-fuel energy consumption (MWh) [Auto-calculated]
14337

Is this consumption excluded from your RE100 commitment?
<Not Applicable>

Country/area
Sweden

Consumption of electricity (MWh)
33633

Consumption of heat, steam, and cooling (MWh)
0

Total non-fuel energy consumption (MWh) [Auto-calculated]
33633

Is this consumption excluded from your RE100 commitment?
<Not Applicable>

Country/area
Switzerland

Consumption of electricity (MWh)
3074

Consumption of heat, steam, and cooling (MWh)
0

Total non-fuel energy consumption (MWh) [Auto-calculated]
3074

Is this consumption excluded from your RE100 commitment?
<Not Applicable>

Country/area
Turkey

Consumption of electricity (MWh)
4384

Consumption of heat, steam, and cooling (MWh)
0

Total non-fuel energy consumption (MWh) [Auto-calculated]
4384

Is this consumption excluded from your RE100 commitment?
<Not Applicable>

Country/area
United Kingdom of Great Britain and Northern Ireland

Consumption of electricity (MWh)
25545

Consumption of heat, steam, and cooling (MWh)
0

Total non-fuel energy consumption (MWh) [Auto-calculated]
25545

Is this consumption excluded from your RE100 commitment?
<Not Applicable>

Country/area
United States of America

Consumption of electricity (MWh)
90040

Consumption of heat, steam, and cooling (MWh)
0

Total non-fuel energy consumption (MWh) [Auto-calculated]
90040

Is this consumption excluded from your RE100 commitment?
<Not Applicable>

C9. Additional metrics

C9.1

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

Description
Please select

Metric value

Metric numerator

Metric denominator (intensity metric only)

% change from previous year

Direction of change
<Not Applicable>

Please explain

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 2021_1.pdf

Page/ section reference
Pages 3-4 and KPI 6.1 (pages 30-32)

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 2021_1.pdf

Page/ section reference
Pages 3-4 and KPI 6.1 (pages 30-32)

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: Purchased goods and services
Scope 3: Fuel and energy-related activities (not included in Scopes 1 or 2)
Scope 3: Upstream transportation and distribution

Verification or assurance cycle in place
Annual process

Status in the current reporting year
Complete

Type of verification or assurance
Limited assurance

Attach the statement
Forever Chocolate Assurance Report 2021_1.pdf

Page/section reference
Pages 3-4 and KPI 6.1 (pages 30-32)

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 32 in assurance statement. Forever Chocolate Assurance Report 2021_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 2021. See also KPI 6.3, page 32 in assurance statement. Forever Chocolate Assurance Report 2021_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?
No, and we do not currently anticipate doing so in the next two years

C12. Engagement

C12.1

(C12.1) Do you engage with your value chain on climate-related issues?
Yes, our suppliers
Yes, our customers/clients

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 2020/21 the data from 234'997 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 2020/21, we sourced 66% (+8%) of our ingredients, excluding cocoa, from sustainable sources. Including cocoa, we sourced 48%, 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 & Details of engagement

Education/information sharing	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

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 28.4 million (+60%) in improving cocoa farmer livelihoods in fiscal year 2020/21. The measure of success: The goal is to have 100% of our cocoa supply be sourced from certified sustainability programs. In 20/21 48% of our agricultural raw materials were sustainably sourced. 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, in 20/21 43% of products sold contained 100% sustainable Cocoa.

C12.2

(C12.2) Do your suppliers have to meet climate-related requirements as part of your organization's purchasing process?
Yes, climate-related requirements are included in our supplier contracts

C12.2a

(C12.2a) Provide details of the climate-related requirements that suppliers have to meet as part of your organization's purchasing process and the compliance mechanisms in place.

Climate-related requirement
Implementation of emissions reduction initiatives

Description of this climate related requirement
The Supplier actively manages its emissions, especially with regards to greenhouse gases. This includes efforts and strategies to measure and reduce the companies' emissions. The Supplier is publicly reporting on its greenhouse gas emissions, including emissions of upstream activities, in line with the GHG Protocol Corporate Accounting and Reporting Standard as well as its emissions of other hazardous substances and has set targets and strategies to reduce its overall climate impact. In order to do so, the Supplier is encouraged to engage in science-based target setting. Ideally, the Supplier is able to report the emissions intensity by product.

% suppliers by procurement spend that have to comply with this climate-related requirement
100

% suppliers by procurement spend in compliance with this climate-related requirement
100

Mechanisms for monitoring compliance with this climate-related requirement
Supplier self-assessment
Supplier scorecard or rating

Response to supplier non-compliance with this climate-related requirement
Retain and engage

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) Does your organization engage in activities that could either directly or indirectly influence policy, law, or regulation that may impact the climate?

Row 1

Direct or indirect engagement that could influence policy, law, or regulation that may impact the climate
Yes, we engage directly with policy makers

Does your organization have a public commitment or position statement to conduct your engagement activities in line with the goals of the Paris Agreement?
No, but we plan to have one in the next two years

Attach commitment or position statement(s)
<Not Applicable>

Describe the process(es) your organization has in place to ensure that your engagement activities 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.

Primary reason for not engaging in activities that could directly or indirectly influence policy, law, or regulation that may impact the climate
<Not Applicable>

Explain why your organization does not engage in activities that could directly or indirectly influence policy, law, or regulation that may impact the climate
<Not Applicable>

C12.3a

(C12.3a) On what policy, law, or regulation that may impact the climate has your organization been engaging directly with policy makers in the reporting year?

Focus of policy, law, or regulation that may impact the climate
Adaptation and/or resilience to climate change

Specify the policy, law, or regulation on which your organization is engaging with policy makers
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.

Policy, law, or regulation geographic coverage
Regional

Country/region the policy, law, or regulation applies to
Côte d'Ivoire
Ghana

Your organization's position on the policy, law, or regulation
Support with no exceptions

Description of engagement with policy makers
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.

Details of exceptions (if applicable) and your organization's proposed alternative approach to the policy, law or regulation
<Not Applicable>

Have you evaluated whether your organization's engagement is aligned with the goals of the Paris Agreement?
Yes, we have evaluated, and it is aligned

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_2020-21_Sustainability_2.pdf

Page/Section reference
pages 40-42

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. Biodiversity

C15.1

(C15.1) Is there board-level oversight and/or executive management-level responsibility for biodiversity-related issues within your organization?

	Board-level oversight and/or executive management-level responsibility for biodiversity-related issues	Description of oversight and objectives relating to biodiversity	Scope of board-level oversight
Row 1	Please select	<Not Applicable>	<Not Applicable>

C15.2

(C15.2) Has your organization made a public commitment and/or endorsed any initiatives related to biodiversity?

	Indicate whether your organization made a public commitment or endorsed any initiatives related to biodiversity	Biodiversity-related public commitments	Initiatives endorsed
Row 1	Please select	<Not Applicable>	<Not Applicable>

C15.3

(C15.3) Does your organization assess the impact of its value chain on biodiversity?

	Does your organization assess the impact of its value chain on biodiversity?	Portfolio
Row 1	Please select	<Not Applicable>

C15.4

(C15.4) What actions has your organization taken in the reporting year to progress your biodiversity-related commitments?

	Have you taken any actions in the reporting period to progress your biodiversity-related commitments?	Type of action taken to progress biodiversity- related commitments
Row 1	Please select	<Not Applicable>

C15.5

(C15.5) Does your organization use biodiversity indicators to monitor performance across its activities?

	Does your organization use indicators to monitor biodiversity performance?	Indicators used to monitor biodiversity performance
Row 1	Please select	Please select

C15.6

(C15.6) Have you published information about your organization's response to biodiversity-related issues for this reporting year in places other than in your CDP response? If so, please attach the publication(s).

Report type	Content elements	Attach the document and indicate where in the document the relevant biodiversity information is located

C16. 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.

C16.1

(C16.1) Provide details for the person that has signed off (approved) your CDP climate change response.

	Job title	Corresponding job category
Row 1	Chief Executive Officer	Chief Executive Officer (CEO)

SC. Supply chain module

SC0.0

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

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 12,500 people operating out of more than 40 countries

• We operate more than 64 production facilities and 25 CHOCOLATE ACADEMY Centers across the globe

• We generated annual sales of about CHF 7.2 billion in fiscal year 2020/21

• 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.

SC0.1

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

	Annual Revenue
Row 1	7207595000

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
65002

Uncertainty (±%)
15

Major sources of emissions
According to our records, your company purchased 18'964 MT of products from Barry Callebaut in the fiscal year ending 31 August 2021, 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 -32% the carbon emissions have decreased -35% 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

Market value or quantity of goods/services supplied to the requesting member
18964

Unit for market value or quantity of goods/services supplied
Metric tons

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

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Requesting member
PepsiCo, Inc.

Scope of emissions
Scope 3

Allocation level
Company wide

Allocation level detail
<Not Applicable>

Emissions in metric tonnes of CO2e
71521

Uncertainty (±%)
15

Major sources of emissions
According to our records, your company purchased 21'736 MT of products from Barry Callebaut in the fiscal year ending 31 August 2021, 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 13.7% the carbon emissions have only increased by 7% 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

Market value or quantity of goods/services supplied to the requesting member
21736

Unit for market value or quantity of goods/services supplied
Metric tons

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
2762

Uncertainty (±%)
15

Major sources of emissions
According to our records, your company purchased 776 MT of products from Barry Callebaut in the fiscal year ending 31 August 2021, 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. While the volume is lower vs PY -18.5% the carbon emissions have reduced by -19.2% 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

Market value or quantity of goods/services supplied to the requesting member
776

Unit for market value or quantity of goods/services supplied
Metric tons

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
413

Uncertainty (±%)
15

Major sources of emissions
According to our records, your company purchased 109'169 MT of products from Barry Callebaut in the fiscal year ending 31 August 2021, 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 higher vs PY 8.5% the carbon emissions have reduced slightly by -0.3% , 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

Market value or quantity of goods/services supplied to the requesting member
109169

Unit for market value or quantity of goods/services supplied
Metric tons

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
UNFI

Scope of emissions
Scope 3

Allocation level
Company wide

Allocation level detail
<Not Applicable>

Emissions in metric tonnes of CO2e
2303

Uncertainty (±%)
15

Major sources of emissions
According to our records, your company purchased 812 MT of products under the name Whole Foods Market from Barry Callebaut in the fiscal year ending 31 August 2021, mainly dark 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.

Verified
No

Allocation method
Allocation based on the volume of products purchased

Market value or quantity of goods/services supplied to the requesting member
812

Unit for market value or quantity of goods/services supplied
Metric tons

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
2131

Uncertainty (±%)
15

Major sources of emissions
According to our records, your company purchased 614 MT of products from Barry Callebaut in the fiscal year ending 31 August 2021, 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 lower vs PY -17% the carbon emissions have dcreased by -22% vs PY, the disproportionate variance is due to the carbon emission reduction activities employed by Barry Callebaut.

Verified
Please select

Allocation method
Allocation based on the volume of products purchased

Market value or quantity of goods/services supplied to the requesting member
614

Unit for market value or quantity of goods/services supplied
Metric tons

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
UNFI

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
While your product purchases are Fair Trade certified we would like to further callaborate on potential agroforestry projects. 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
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
In FY2021 Kellogs only purshased 3% of their chocolate products as sustaibale from Barry Callebaut. 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
Only 4% of the total volume purchased in FY2021 by PEPSICO was sustainable chocolate products. 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
In addition to purchasing almost 100% of their chocolate products as RFA certified, Unilever has also to Barry Callebaut 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
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
Only 1% of the chocolate or cocoa products purchased by Coca-Cola in FY 2021 were sustainably certified. 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
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
3-5 years

Details of proposal

0% of the chocolate or cocoa products purchased by Walmart were sustaibly certified in FY 2021. 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 understand that my response will be shared with all requesting stakeholders	Response permission
Please select your submission options	Yes	Public

Please confirm below

I have read and accept the applicable Terms