

Climate Transition Plan



LINDT & SPRÜNGLI

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Management letter

Our core values of Excellence, Innovation, Entrepreneurship, Responsibility and Collaboration are crucial for the quality of our products, the way we work, and the use of resources we rely on. In recent years, climate change has already had a significant impact on agricultural yields, leading to increased risks of crop failures. This is why we believe that ambitious, science-based climate action is essential. With our Climate Transition Plan, we intend to chart a clear and actionable path forward, rooted in our values and aimed at long-term resilience of our business to climate change impacts.

The Lindt & Sprüngli Climate Transition Plan outlines an ambitious and necessary transformation to reach net-zero emissions across our value chain by 2050. Our near- and long-term science-based targets are fully aligned with the 1.5°C trajectory of the Paris Agreement and were verified by the Science Based Targets initiative (SBTi). We see it as a business-critical opportunity which also helps to strengthen our operations, support our partners, and reduce negative impacts on the ecosystems and protect raw materials essential for our business.

Over recent years, we have taken important steps in translating the targets we have set into action. First, we established our baseline for the Group. Then we developed structured processes to measure the impact of our actions. In factory operations, we expanded renewable energy use and continued to invest in energy efficiency. These efforts reduced our scope 1 and 2 emissions. At the same time, we advanced our scope 3 decarbonization, embedding climate considerations into sourcing practices, our packaging, and logistics networks.

We believe it is important that climate action must start in the countries we source from. We source 100% of our cocoa products including beans, butter and powder through the Lindt & Sprüngli Farming Program or other Responsible Sourcing Standards¹. Beyond cocoa, we reached major milestones in

reducing our exposure to raw and packaging materials associated with social or environmental risks and are continuously increasing the share of raw and packaging materials sourced through Responsible Sourcing Standards.

Climate change is a strategic risk that requires action across our business. In 2024, we completed a comprehensive Climate Risk Assessment. Its findings have informed our Enterprise Risk Management and reinforced the integration of carbon considerations into strategy, governance, and capital allocation. These steps support the long-term resilience of our supply chains and the future of our business.

None of this would be possible without the collaboration and dedication of our employees and partners across the value chain. We will continue working alongside suppliers, peers, governments, and NGOs in our efforts to drive systemic change in our value chain. Transparency and accountability are essential to this. That's why we also continue to report annually on our climate performance, with emissions data verified by an independent third party and disclosed under leading frameworks such as the Task Force on Climate-related Financial Disclosures (TCFD) and CDP. These practices help us stay aligned with our net-zero trajectory through regular, measurable updates on our progress towards our targets.

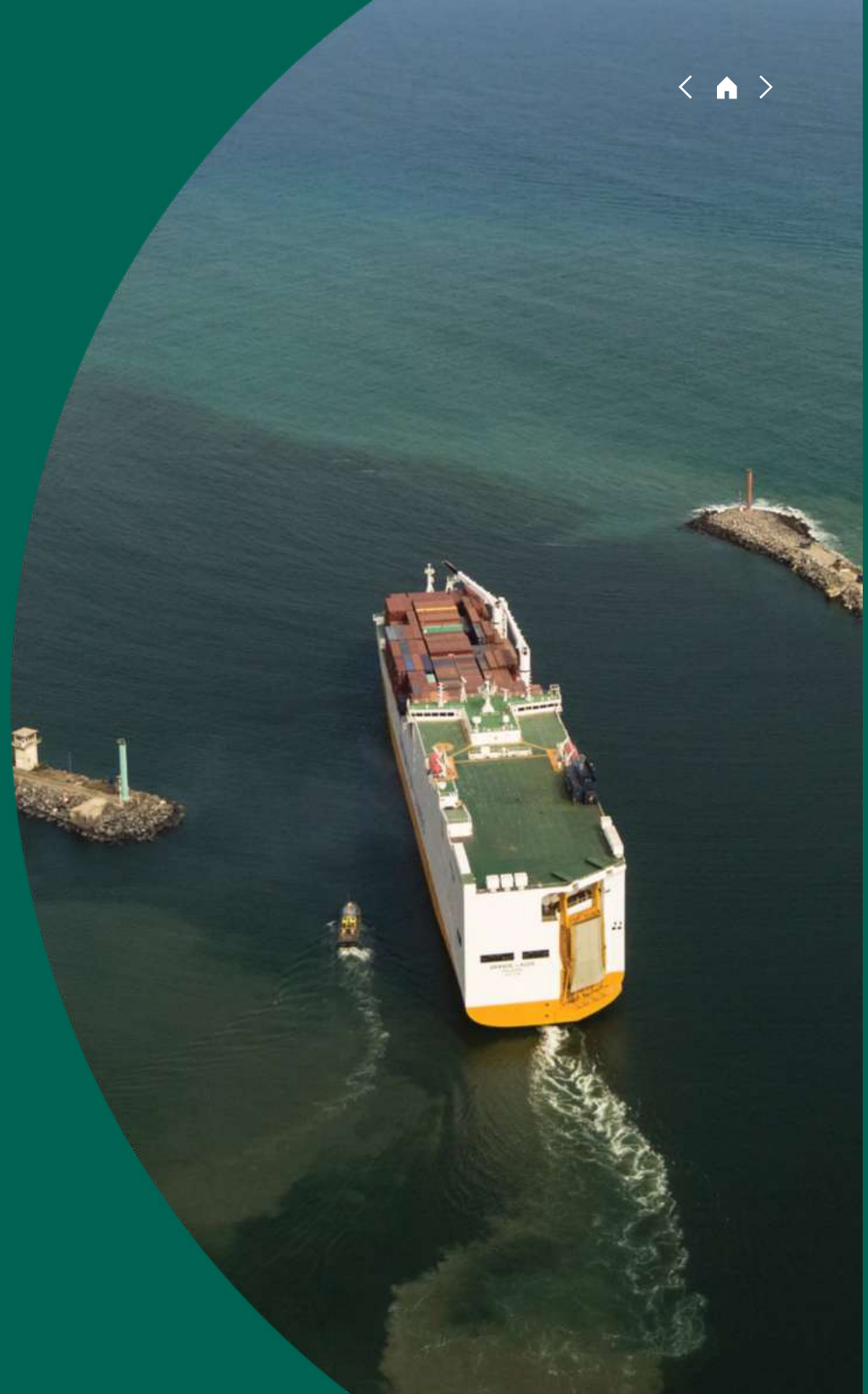
Building on this foundation of collaboration and transparency, we want to continue making a contribution to climate efforts. Our future success lies not only in creating premium chocolate but also in helping build resilient supply chains.



Adalbert Lechner
CEO of the Lindt & Sprüngli Group

¹ At Lindt & Sprüngli, Responsible Sourcing Standards refer to certifications, assessments, programs, or specifications which consider social or environmental criteria for raw and packaging materials. For more information refer to our latest [Sustainability Statement](#).

Setting the course: defining our climate ambition



Our business at a glance

At Lindt & Sprüngli we integrate climate action into our global business model aiming to address the impacts of a changing climate and to reach net-zero greenhouse gas emissions (GHG) across the value chain by 2050.

Lindt & Sprüngli operates a vertically integrated premium chocolate business, setting ourselves apart by producing our own cocoa mass and ensuring end-to-end quality control from bean to bar. We maintain strong supplier relationships, with reliable global and local partners selected for high quality, specific business, and adherence to select social criteria. We distribute our products through a diversified global network, including physical retail, fast-growing digital channels, and a strategically expanding Direct-to-Consumer (DTC) business via Lindt boutiques and brand websites. In markets without a local entity, we work with trusted distributors. Consumers choose our products for their exceptional taste, premium quality, and brand experience, across a portfolio designed for gifting, seasonal occasions, and personal indulgence. Our brands include Lindt, Ghirardelli, Russell Stover, Whitman's, Pangburn's, Caffarel, Hofbauer, and Küfferle. For further information on Lindt & Sprüngli's business model, see our latest [Sustainability Statement](#).

Our climate ambition

Climate action is an important part of how we produce and deliver our premium chocolate. From sourcing cocoa and other raw and packaging materials to addressing energy consumption and transportation, we take targeted action to lower emissions across our value chain. Guided by our climate governance (for further information, see [Our climate governance](#)) and collaboration with our suppliers and partners, we are working towards net-zero greenhouse gas emissions by 2050 while continuing to enchant the world with chocolate.

For further information on our business model see our latest [Annual Report](#).



Climate Transition Plan overview

Lindt & Sprüngli's Climate Transition Plan outlines the Group's pathway towards net-zero greenhouse gas emissions across our value chain by 2050.

The Group's approach combines engagement with value chain partners and targeted implementation measures aiming to reduce emissions, strengthen resilience against climate change, and protect natural resources. Our decarbonization actions focus on the Group's key levers, which are cocoa, other raw materials, transportation and distribution, packaging, and energy. Our measures are supported by our climate governance, integration of climate risks into enterprise processes, and transparent disclosures aligned with leading standards aligned with the [GHG Protocol](#), [Task Force on Climate-related Financial Disclosures \(TCFD\)](#), [European Sustainability Reporting Standards \(ESRS\)](#), and [CDP](#).



Our purpose

We enchant the world with chocolate

Our net-zero target

We are committed to reach net-zero greenhouse gas (GHG) emissions across our value chain by 2050

Our engagement strategy

We collaborate with partners across our value chain aiming to reduce emissions and strengthen resilience, with the intention to extending the impact of climate action beyond direct operations:

- **Responsible Sourcing Standards**
- **Lindt & Sprüngli Farming Program**
- **Cocoa and Forests Initiative landscape engagement**
- **No-Deforestation Policy**
- **Dairy program**

Our implementation strategy

We transform our sourcing, production and distribution approaches aiming to reduce emissions across scope 1, scope 2 and scope 3 (FLAG and non-FLAG¹), with our key decarbonization levers:



Cocoa



Packaging



Other raw materials



Energy



Transportation and distribution

Enabled by

Climate oversight embedded at Board and Executive levels

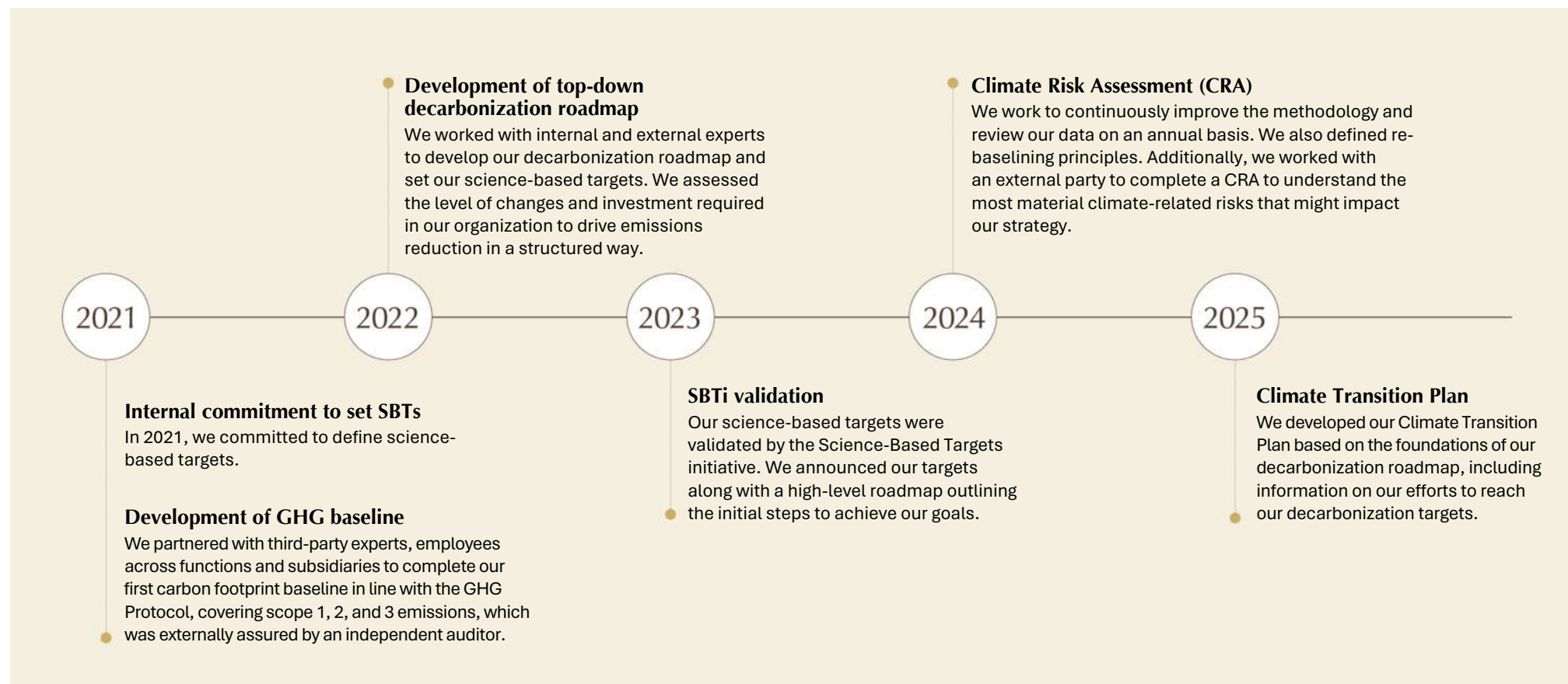
Climate risks integrated into our Enterprise Risk Management

Annual climate disclosures based on the TCFD recommendations and with reference to ESRS

¹ The Science Based Targets initiative (SBTi) recognizes FLAG (Forest, Land, and Agriculture) and non-FLAG targets. FLAG relates to science-based GHG reduction targets for land-intensive sectors, focusing on emissions from land-use change (e.g., deforestation) and land management (e.g., fertilizer use, livestock). Non-FLAG targets cover traditional industrial, energy, and transportation emissions. For further information, see [SBTi FLAG Guidance](#).

Where we started

The Lindt & Sprüngli climate strategy has evolved step by step, laying the foundation for the Group's Climate Transition Plan and guiding our ongoing actions. The timeline below highlights key milestones. For further details, see our latest [Sustainability Statement](#).



- Scope 1 & 2 pathway
- Scope 3 non-FLAG pathway
- Scope 3 FLAG pathway



* The residual emissions will be compensated by carbon removals.

Our climate goals



Measuring our emissions

Understanding our impact is the foundation of our decarbonization strategy.

At Lindt & Sprüngli, we believe transparency is essential for meaningful climate action. That's why we have established a GHG accounting methodology aligned with the [GHG Protocol](#) and verified by an independent auditor. Our metrics are reported annually in our Sustainability Statement to inform stakeholders of our progress and guide our strategic decisions (see our latest [Sustainability Statement](#)). We will update our transition plan as needed and plan to review it every five years.

Our approach covers the following scopes:

Scopes 1 and 2: These include direct emissions from stationary and mobile combustion emissions and fugitive emissions (scope 1) and emissions related to the generation of acquired and consumed electricity, steam, heat or cooling (scope 2).

Scope 3 FLAG: This category includes emissions from agricultural raw materials such as cocoa and non-cocoa ingredients.

Scope 3 non-FLAG: This encompasses all other indirect emissions in our value chain, including the majority of packaging, transportation and distribution of materials and products, product use, and end-of-life disposal.

For further details on Lindt & Sprüngli updated methodology, see our latest [Sustainability Statement](#).

Allocation of our scope 1, 2, and 3 emissions within our value chain



¹ Depending on activity and ownership, emissions may be allocated under scope 1, 2 or 3 in line with the GHG Protocol definitions.

Our emissions profile

Understanding our baseline emissions is essential for setting reduction targets.

The chart below illustrates how our emissions are distributed across our key categories.

A small percentage of our greenhouse gas emissions come from scope 1 and 2 activities controlled by Lindt & Sprüngli, such as fuels for on-site heating and transportation (scope 1, direct emissions) and electricity (scope 2, indirect emissions).

Most of the emissions in our carbon footprint come from scope 3-related activities, meaning activities not under our direct operational control. These include cultivation and sourcing of raw materials (including cocoa, milk and other raw materials¹), transportation, packaging, retail, and end-of-product life.

It will remain important to work with suppliers, customers and other third parties to continuously improve our scope 3-emissions reporting. This is expected to help us prioritize the relevant emission-reduction actions and measure the impact of those actions.



¹ Other raw materials include almonds, coconut oil, coffee, dairy, eggs, hazelnuts, palm oil, raw sugar, soy lecithin, and vanilla.

Managing climate risks and opportunities

At Lindt & Sprüngli we take a holistic approach to climate action, addressing both mitigation and adaptation for long-term business resilience.

In 2024, we completed a Climate Risk Assessment supported by an external party to identify the most material transition and physical risks, as well as related opportunities, across our operations and key upstream value chains. Using three IPCC¹-based climate scenarios (1.5°C, 2°C and 4°C) and a time horizon to 2050, we assessed potential impacts, likelihood and financial implications, with risks rated for short-, medium- and long-term relevance.

Findings are integrated into our Enterprise Risk Management, which was strengthened in 2024 to include climate risk considerations and is overseen by Group Management and the Board. This oversight helps to address identified risks through targeted measures by the relevant departments and to inform our broader strategic planning.

For the latest update on Lindt & Sprüngli's Climate Risk Assessment, see our latest [Sustainability Statement](#).

	Risk	Description	Time Horizon	Response Measures	Financial Effect
Transition	 Loss of revenue	Demand and price changes driven by climate or consumer awareness in the food manufacturing sector could result in shifts in consumer preferences towards alternative products and brands.	Medium term		Effects on revenue
	 Electricity and gas costs	Abrupt or unexpected shifts in energy costs due to the transition could lead to fluctuating electricity prices and changes in gas availability and/or price due to regulatory and market drivers in a low-carbon economy.	Medium term	Scaling of on-site renewable energy generation, investment in heat recovery, and other efficiency measures	Effects on operational costs and financial outlook
	 CO₂ tax (scope 1)	Increased carbon tax regulations (both coverage and price levels) could impact direct emissions.	Medium term	Science Based Targets initiative-verified net-zero 2050 commitment with defined levers summarized in the Climate Transition Plan	Effects on operational costs
Physical	 Higher raw material prices	Output and price variations in raw materials, including cocoa, sugar, and dairy, could be significantly affected by chronic climate events. These include prolonged droughts, irregular rainfall, increased temperatures, or changing weather patterns. These conditions could potentially lead to supply instability. In turn this could potentially impact Lindt & Sprüngli's manufacturing processes and the consistency and quality of Lindt & Sprüngli's offerings.	Short term	Short term (within 12 months): hedging of fixed supplier contracts Medium to long term (beyond one year): Responsible Sourcing Standard; supplier engagement (water supply training etc.)	Effects on costs and profit margin
	 Extreme weather events	Riverine flooding, winter storms, and tropical cyclones could potentially impact warehouses and production sites. This might lead to interruption of the business.	Medium term	Considered as part of risk management at facility level Risk transferred via insurance	Effects on our buildings and facilities leading to replacement costs

¹ Intergovernmental Panel on Climate Change.

Setting our targets

Our science-based targets are more than numbers – they reflect our commitment to long-term decarbonization.

As Lindt & Sprüngli, we are heeding the goals of the Paris Agreement by committing to science-based targets (SBTs). These are measured against our 2020 baseline, with a goal to be at net-zero emissions by 2050. We prioritize decarbonization efforts and will ultimately aim to neutralize all residual emissions to reach our targets¹.

As part of our commitment to our net-zero goal, we will also consider carbon removal options.

For the latest data on Lindt & Sprüngli's GHG emissions and progress, see our latest [Sustainability Statement](#).



Scope 1 & 2 targets

Lindt & Sprüngli commits to reduce absolute scope 1 and 2 GHG emissions by 42% by 2030 and 90% by 2050 from 2020 base year².



Scope 3 non-FLAG targets

Lindt & Sprüngli commits to reduce absolute scope 3 non-FLAG GHG emissions 25% by 2030 and 90% by 2050 from 2020 base year².



Scope 3 FLAG targets

Lindt & Sprüngli commits to reduce absolute scope 3 FLAG GHG emissions 30.3% by 2030 and 72% by 2050 from 2020 base year³. We commit to working towards no deforestation in cocoa and our other primary deforestation linked supply chains (palm oil, soy, and pulp- and paper-based packaging).



Net-zero target

Lindt & Sprüngli commits to reach net-zero greenhouse gas emissions across the value chain by 2050.

¹ Carbon neutralization uses permanent methods like reforestation or carbon capture and storage to counterbalance residual emissions.

² The target boundary includes biogenic emissions and removals from bioenergy feedstocks.

³ Targets include FLAG emissions and removals.

Our journey towards 2030 and 2050

We have set out a roadmap towards our net-zero goal for 2050.

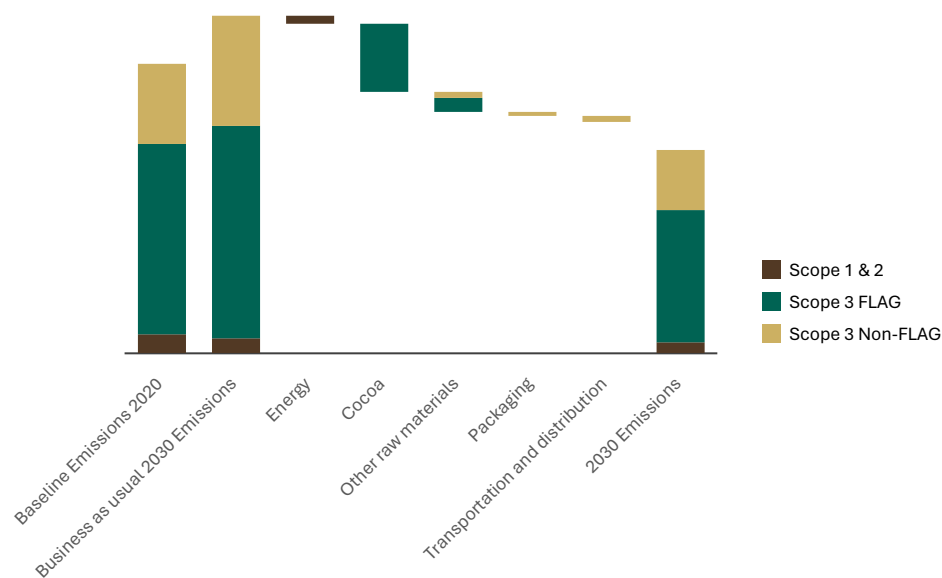
To work towards our 2030 targets, we have built a detailed plan within each of our decarbonization levers, outlining how we aim to reduce absolute greenhouse gas emissions across our operations, cut emissions from priority raw and packaging materials and work towards no deforestation in our cocoa supply. It is important to note that we cannot achieve those goals with a single solution, every lever plays a vital role in this decarbonization journey.

Our journey towards net zero by 2050

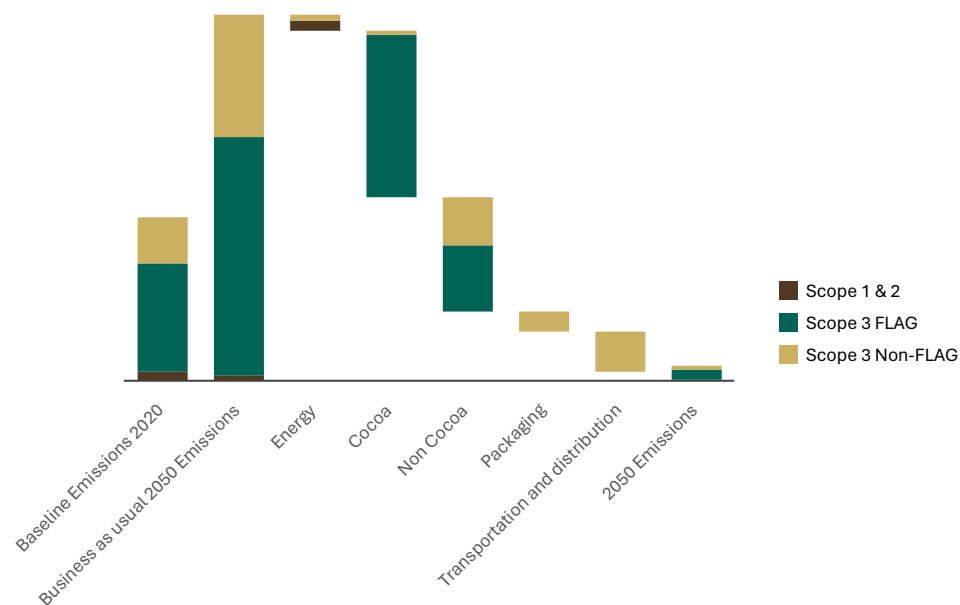
Reaching net-zero by 2050 is an ambitious commitment. As part of this plan, we aim to cut emissions by 90% across our operations and value chain, and by more than 70% in key agricultural raw materials, transforming how we source, produce, and deliver our chocolate. We will have more detailed insights by 2030 into the actions and their emissions reduction impacts to work towards our long-term targets.

We recognize that the path to net-zero goes far beyond 2030. It is also dynamic and will require us to continuously adapt to changes within our business and the broader global context. Our approach will therefore evolve over time, with actions being refined, added, or revised as needed to address challenges and drive meaningful progress through to 2050.

Our journey towards 2030



Our journey towards 2050



Our climate action



Our key decarbonization levers at a glance



Cocoa

Our most impactful emissions reduction opportunities are related to actions in our cocoa value chain. This includes working towards a no-deforestation supply chain and promoting Good Agricultural Practices¹ that may also help with climate adaptation and mitigation, such as with the use of agroforestry. The actions in the cocoa value chain are expected to mostly help reduce scope 3 FLAG emissions.

→ Find out more on page 16



Other raw materials

Collaboration with suppliers of other raw materials, and consideration of possible reduction of, or alternatives to, high-emitting raw materials such as milk powder, may also contribute to GHG reductions. These actions are expected to ultimately help us reduce emissions in both scope 3 FLAG and non-FLAG categories.

→ Find out more on page 17



Transportation and distribution

The third-largest area of opportunity for emissions reduction is transportation. Opportunities include optimizing routes and shipment sizes, and working with logistics suppliers to implement lower-carbon transportation options. These efforts are expected to primarily help reduce emissions in the scope 3 non-FLAG categories.

→ Find out more on page 18



Packaging

We address specific and relevant packaging actions through our Sustainable Packaging Initiative, such as designing packaging for recyclability and sourcing alternative packaging materials. Packaging actions are expected to mostly help reduce scope 3 non-FLAG emissions.

→ Find out more on page 19



Energy

We are assessing how we could reduce energy consumption by improving efficiency in our factories, which generate most of our emissions in the scope 1 and 2 categories. We also aim to expand the use of lower-carbon energy in our direct operations.

→ Find out more on page 20

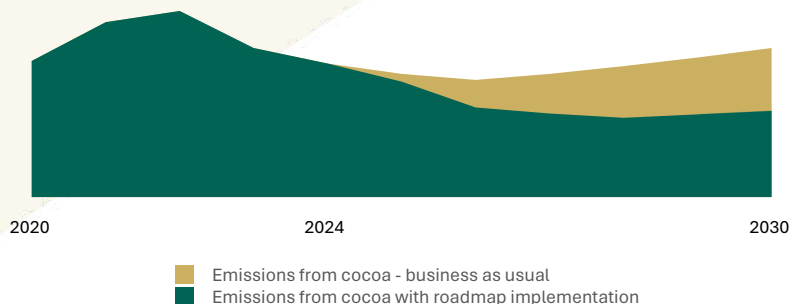
These planned actions contribute to our science-based targets in all scopes. Some actions are already taking place, while others will take longer to prepare and implement. Ultimately, we have to make decisions that drive decarbonization of our value chain as part of our normal day-to-day business operations.

¹ Lindt & Sprüngli applies the Food and Agriculture Organization's definition of Good Agricultural Practices, which are a set of recommended techniques and can encompass practices such as soil protection and weeding, pruning, shade management, soil fertility management, and pest and disease management.

Cocoa

Cocoa is not only integral to our products, it also accounts for the largest share of our carbon footprint. As a major source of scope 3 FLAG emissions, cocoa sourcing is at the center of Lindt & Sprüngli's climate strategy. Since 2008, the Lindt & Sprüngli Farming Program has been our Responsible Sourcing Standard for cocoa. It was developed to address social and environmental impacts in our cocoa supply chain. As land-use change is the main source of greenhouse gas emissions in cocoa production, we work to strengthen traceability and collect primary data, while reducing emissions related to land-use change by implementing our [No-Deforestation Policy](#). This is complemented by initiatives that support farmers in improving their land management practices and their transition to agroforestry systems. These actions are expected to contribute to reducing our absolute scope 3 FLAG greenhouse gas emissions towards our target of 30.3% by 2030 from a 2020 base year. Looking ahead, we are supporting the testing and implementation of adapted farming practices to further reduce emissions while supporting climate adaptation of cocoa farming and scaling up agroforestry initiatives.

2030 Roadmap – Cocoa



Key achievements

- Established our cocoa baseline footprint with a high level of primary data thanks to the Farming Program's pre-existing reporting requirements.
- Transitioned most of our cocoa volumes to sourcing in accordance with Lindt & Sprüngli Farming Program or Rainforest Alliance requirements.¹
- Developed a new No-Deforestation Policy and No-Deforestation Guidelines in 2025.
- Launched our agroforestry pilot project in Côte d'Ivoire in 2025.

Pillars of the Farming Program

- Support cocoa excellence
- Invest in livelihoods of farming families
- Promote Good Farming Practices² and biodiverse landscapes

Key actions through the Farming Program

- **Traceability and GHG data collection:** Strengthen traceability and collect primary data for accurate reporting and to drive decarbonization actions.
- **No-Deforestation:** Work towards no deforestation in cocoa, in particular to reduce land use change emissions.
- **Land management:** Funding of initiatives to trial and support cocoa farmers to transition to low-carbon inputs and residue management.

- **Agroforestry:** Funding of initiatives that support cocoa farmers in adopting agroforestry systems by adding shade trees to cocoa farms with the aim to increase carbon sequestration through removals, and support farmer climate adaptation.

Challenges and dependencies

- Small scale cocoa farmers across the world are facing challenges of decreasing yields due to unpredictable weather, agricultural diseases and older, less-productive trees. This would mean that more land is needed to produce the same amount of cocoa, increasing potential emissions. Helping farmers address these challenges can be an opportunity for both climate mitigation and cocoa farming adaptation.
- Scaling agroforestry takes time, from tailoring the approach to the local context to the amount of time it takes for trees to grow. However the approach has multiple benefits beyond carbon reduction, including diversification of farmer incomes and supporting biodiversity, making it a worthwhile, long term investment.

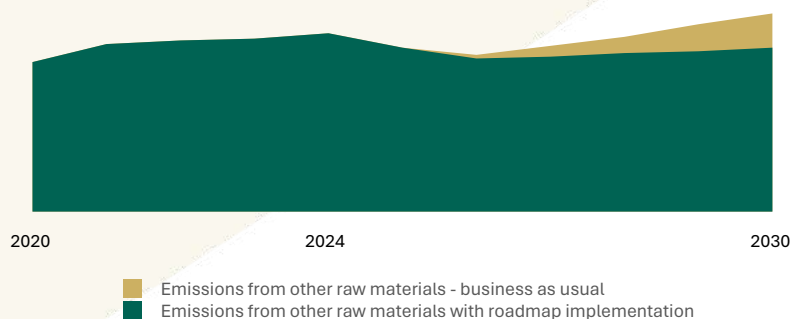
For more details on our cocoa programs, data and progress, see our latest [Sustainability Statement](#).

¹ For more details on the cocoa volumes sourced through a Responsible Sourcing Standard, see our latest [Sustainability Statement](#).
² At Lindt & Sprüngli, Good Farming Practices may include Good Agricultural Practices (as defined by the [Food and Agriculture Organization](#)), agroforestry, production efficiency, and diversified farm systems. The comprehensive definition can be found in our latest [Sustainability Statement](#).

Other raw materials

As part of a comprehensive environmental and social risk assessment, we have identified 12 priority materials. These include almonds, cocoa (see page 17), coconut oil, coffee, dairy, eggs, Turkish hazelnuts, palm oil, raw sugar, soy lecithin, and vanilla. Packaging is addressed separately (see page 20). Through our Responsible Sourcing Approach¹, we aim to source all 12 priority materials according to a Responsible Sourcing Standard by 2030. This will take into account social, economic, and environmental standards, including working towards no-deforestation in our non-cocoa supply chains, supporting farmers through training and fair pay, and partnering closely with relevant suppliers. We are also establishing a dairy program with the aim to source 80% of our liquid milk, milk fat and powder volume (Mass Balance²) through carbon reduction programs by 2030.

2030 Roadmap – Other raw materials



Key achievements

- Over 80% of our sourced volumes of priority raw materials bearing significant sustainability risks are covered by a Responsible Sourcing Standard.
- Started improving GHG data accuracy by collecting data from suppliers.

Key programs

- Responsible Sourcing Approach.
- Supplier Engagement Program.
- Dairy program (2026).

Key actions

- **Dairy farming practices:** Work in partnership with our suppliers to track carbon emissions reduction.
- **On farm climate action:** Implement projects directly within dairy farms to reduce carbon emissions.
- **GHG data collection:** Improve data collection on suppliers' GHG emissions for more accurate reporting and to drive decarbonization actions.
- **Supplier engagement:** Aim to partner with our top 80 suppliers, contributing most to our scope 3 emissions, with the objective to improve carbon reduction planning and reporting.

Challenges and dependencies

- Cutting emissions from raw materials that cause high emissions, including palm oil, soy, and sugar, is challenging due to complex supply chains and limited control over farming conditions.
- The maturity level of suppliers in collecting and managing carbon data, along with their willingness to invest and absorb associated costs, poses a key challenge and dependency for achieving our GHG emissions reduction goals.

For more details on our raw material programs, data and progress, see our latest [Sustainability Statement](#).

¹

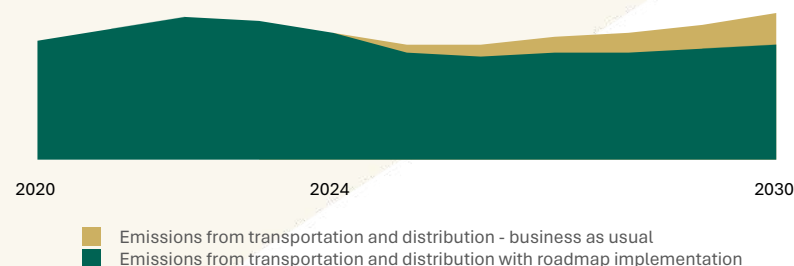
The Lindt & Sprüngli Responsible Sourcing Approach includes supplier-based and material-based social and environmental expectations, audits, engagement and Responsible Sourcing Standards.

² Mass Balance: Physical mixture of materials with and without sustainability characteristics where the volume of sustainably produced materials corresponds to the volume purchased and reported.

Transportation and distribution

Adapting transportation and distribution operations is key to work towards Lindt & Sprüngli's GHG emissions reduction goals. Relevant considerations are embedded into transportation, warehousing, co-packing and co-manufacturing decisions. To support this, we are strengthening capabilities within our supply chain functions, sharing best practices, and fostering effective collaboration through our internal Supply Chain Environmental Network. Our approach is built on the 4Rs: avoiding unnecessary transportation and logistics (Reduce), shifting to less carbon-intensive modes of transport or alternative fuels (Replace), driving innovation (Reinvent), and improving accounting and reporting (Report).

2030 Roadmap – Transportation and distribution



Key achievements

- Implemented a new GHG calculator that already covers over 50% of the Group's transportation footprint and is being progressively rolled out. The solution provides high granularity at shipment level, enabling fact-based decision-making. It is aligned with globally recognized transport industry standards like the [Global Logistics Emissions Council \(GLEC\) framework](#) and ISO14083.
- Shifted more long-distance routes from trucks to rail.
- Introduced the use of biofuels made from wastes and residues for our sea freight.
- Implemented new routes using biodiesel or Hydrotreated Vegetable Oil (HVO) made from wastes and residues for road freight.
- Piloted new routes with battery-powered electric trucks within our supply chain.

Key actions

- **Network optimization:** Streamline logistics networks to reduce transportation emissions.
- **Maximize equipment utilization:** Increase load efficiency to cut unnecessary trips.
- **Transport modes:** Shift towards lower-emissions transport modes (rail instead of road freight or ocean instead of air).
- **Alternative fuels:** Expand the use of lower emissions fuels such as second generation biofuels or battery electric vehicles which have significant emissions reduction following GLEC framework.

- **Renewable electricity:** Switch to renewable electricity at third party warehousing and co-packing sites.
- **Industry collaboration:** Became a member of the [Smart Freight Centre](#), a non-profit organization dedicated to freight decarbonization and enabling collaboration among industry peers, to share best practices and monitor new technologies.

Challenges and dependencies

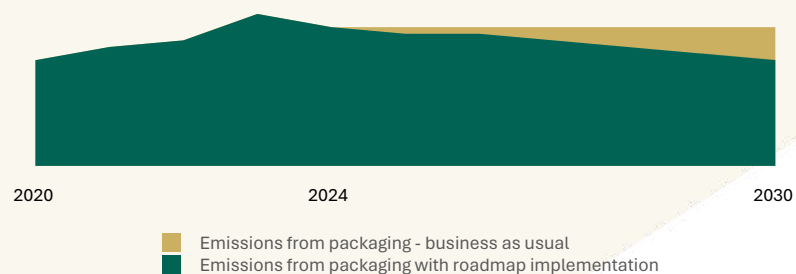
- Long-lifespan assets running on traditional fuels continue to limit decarbonization progress.
- Availability and costs of alternative fuels vary across geographies.
- Traceability of alternative fuel usage, a precondition for verifying the emissions factor and for passing proof of GHG reductions to shippers, is not always possible through our transportation service providers.
- Charging infrastructure, alternative fuels and relevant technologies are not yet widely adopted.

For more details on our transportation and distribution programs, data and progress, see our latest [Sustainability Statement](#).

Packaging

Our Sustainable Packaging Initiative focuses on the design of our packaging for recyclability and selection of certified packaging materials. The majority of our sourced pulp- and paper-based materials are certified by the Forest Stewardship Council (FSC) or the Programme for the Endorsement of Forest Certification (PEFC). In addition, we aim for 95% of global packaging to be designed to be recyclable by 2030.

2030 Roadmap – Packaging



Key achievements

- 95% of our pulp- and paper-based packaging containing wood fiber are sourced from FSC- or PEFC-certified suppliers.
- Over 90% of our packaging is designed to be recyclable.

Key programs

- Sustainable Packaging Initiative.
- Responsible Sourcing Standards: Forest Stewardship Council (FSC) or the Programme for the Endorsement of Forest Certification (PEFC).

Key actions

- **Reduce:** Lower the packaging material consumption per sales unit aiming to contribute to emissions reduction of materials.
- **Replace:** Transition to low-carbon or recyclable packaging alternatives (e.g. from gold-metallized virgin PET to transparent, recycled PET).
- **Data collection:** Improve data collection on suppliers' GHG emissions.
- **Supplier engagement:** Partner with key suppliers to advance climate action in our packaging supply chain.

Challenges and dependencies

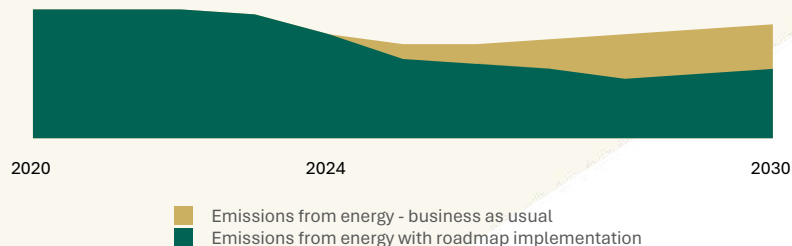
- Reducing or replacing materials while maintaining product protection, shelf life, and consumer satisfaction.

For more details on our packaging programs, data and progress, see our latest [Sustainability Statement](#).

Energy

Energy plays a critical role in Lindt & Sprüngli's decarbonization strategy, serving as a key lever to reduce scope 1 and 2 emissions through the energy we purchase and consume across our global operations. Our local production and distribution sites require tailored, expert-driven solutions to reduce energy demand and associated emissions. As part of this effort, we have already made measurable progress, for example through reducing natural gas use, lowering refrigerant emissions, and reducing indirect energy demand.

2030 Roadmap – Energy



Key achievements

- Reduced our direct emissions through ongoing efficiency and lower-carbon energy initiatives (such as reduction of natural gas use and lowered refrigerant emissions).
- Increased our use of renewable energy, both purchased and generated on-site.
- Implemented certified energy management systems (ISO 50001) in Germany.

Key programs

- Lindt Performance Way (LPW): Operational excellence program with a dedicated environmental pillar focused on energy efficiency.
- Dedicated support from an external party, to drive solutions and build knowledge in the organization.

Key actions

- **Smart climate control:** Optimize of Heating, Ventilation, and Air Conditioning (HVAC) systems and replace high-impact refrigerants.
- **Retrofits:** Improve insulation and heat recovery systems.
- **Energy mix:** Increase purchasing and generation of renewable energy.
- **Planning:** Embed energy efficiency into capital planning and operational processes.
- **Investment:** Aim to integrate carbon impact into investment decisions.

Challenges and dependencies

- Structural and technological challenges, including long asset lifespans, complex retrofits in production, reliance on gas for key processes with no current industrial alternatives, and varying energy market maturity and renewable availability across regions.
- Regulatory challenges and price volatility.
- Evolving carbon pricing mechanisms.

For more details on scope 1 and 2 decarbonization, see our latest [Sustainability Statement](#).

Product innovation and low-carbon ingredients

Innovation and sustainability are embedded in our global strategy, with close collaboration across product and packaging development, marketing, and sustainability teams to systematically integrate decarbonization in product design.

Focused investments in cocoa, dairy, and packaging innovations aim to address our highest carbon footprint contributors. In addition, we are implementing our Responsible Sourcing Approach, circularity in packaging, and new low-carbon product formulations.



Cocoa

We are advancing ongoing research into product innovations, including cocoa replacements, cell-cultivated cocoa and existing cocoa products. In 2025, we invested in a Swiss startup pioneering cell-cultivated cocoa, showcasing our commitment to innovations that aim at building resilient cocoa supply chains. At the same time, we are developing recipes with a higher proportion of cocoa liquor, leveraging advantages in supply chain control and enhanced sensory quality.



Dairy

We are exploring plant-based and hybrid formulations through dedicated trials which help to reduce the environmental impact of dairy ingredients. These efforts complement our actions that aim at reducing dairy-driven GHG emissions.



Packaging

We collaborate with startups developing biodegradable plastic alternatives (like seaweed-based materials), aiming to reduce packaging-related emissions and waste.



Engaging key stakeholders

At Lindt & Sprüngli, driving climate action means working together with partners across our value chain. From the farmers cultivating our priority raw materials to the suppliers innovating in packaging and logistics, we deem collaboration essential to work towards reducing emissions, conserving biodiversity, and building resilient value chains. By fostering transparency, sharing knowledge, and co-creating solutions, Lindt & Sprüngli is working with our business partners to advance climate-aligned strategies with the aim to deliver impact beyond our direct operations.

Engaging with suppliers

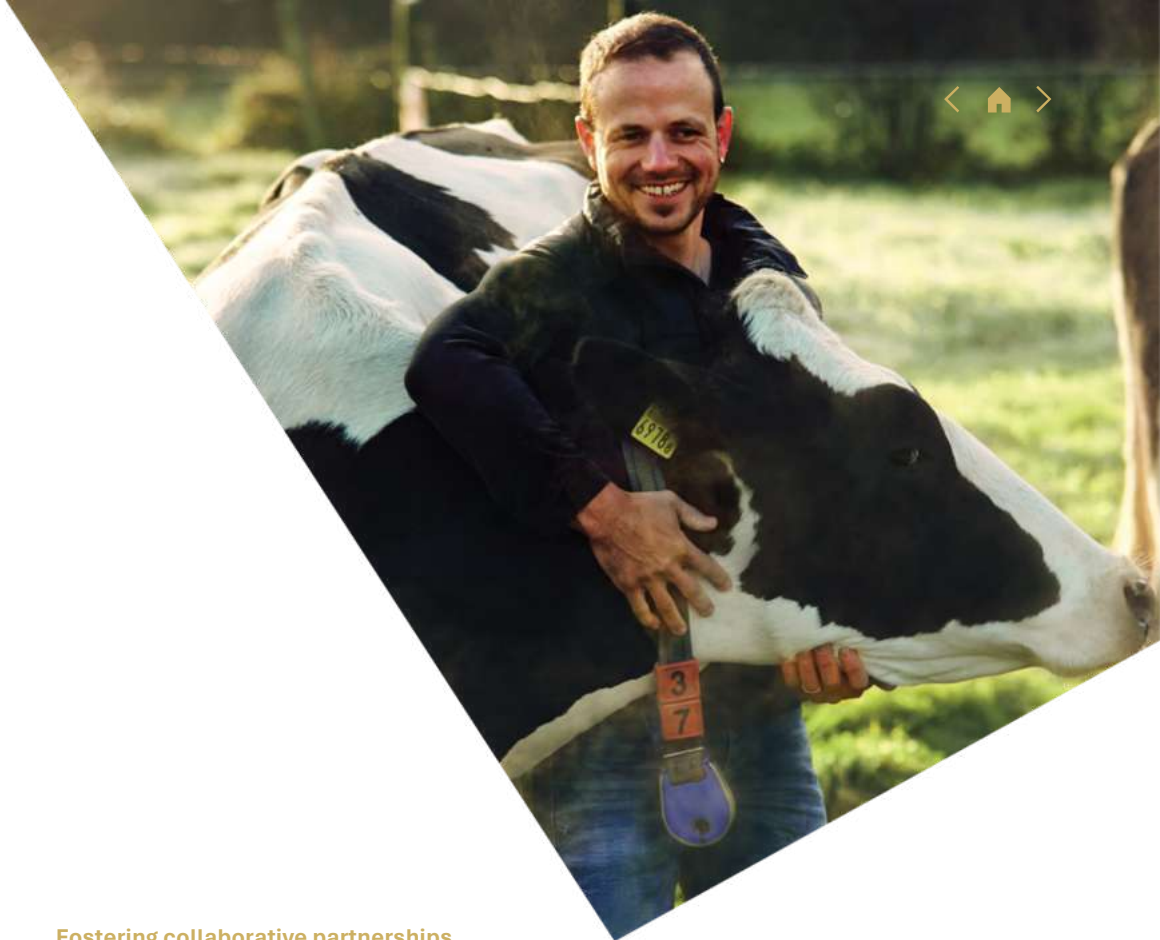
- **Responsible Sourcing Approach:** We partner with selected suppliers of our 12 priority raw and packaging materials to work towards reducing climate impact, for example by promoting Good Farming Practices for cocoa or improving carbon footprint monitoring. For more information on our Responsible Sourcing Approach, see the Workers in the value chain section of our latest [Sustainability Statement](#).
- **Lindt & Sprüngli Farming Program:** Launched in 2008, the Farming Program supports farmers across seven cocoa-producing countries, focusing on farmer resilience, child labor identification and remediation, and biodiversity

conservation. For more information see our [Farming Program website](#).

- **Dairy program:** The dairy program will be initiated in 2026 and will prioritize enhancing carbon footprint measurement and monitoring, while providing incentives for suppliers to adopt more low-carbon farming practices. For more information see our latest [Sustainability Statement](#).
- **Transportation and distribution:** We are working closely with our transportation and distribution service providers to collect energy consumption data, to elaborate and monitor the implementation of decarbonizing solutions.

Fostering collaborative partnerships and multi-stakeholder initiatives

- We are participating in collective action through partnerships such as the [Cocoa & Forests Initiative](#) which aims to address deforestation in the cocoa sector through collaborative action, as well as the [Swiss Platform for Sustainably Cocoa](#) which aims to improve the living conditions of cocoa farmers while protecting natural resources and promoting biodiversity.
- See [Sustainability – Memberships | Lindt & Sprüngli](#) for further information on our memberships and partnerships.



Our climate governance

Our approach to managing emissions reduction actions, risks, and opportunities is based on integrating the topic throughout the Group – from the highest governance body to departments worldwide, including designated decarbonization managers in our subsidiaries. We have established a governance structure to support this approach and oversee its effectiveness.



Our climate governance continued

Our governance structure works hand in hand with our operational processes to collect and make use of consistent, validated emissions data. By embedding climate considerations at multiple levels, from local teams to executive leadership, decisions are informed and progress is monitored consistently as we work towards our global emissions reduction targets.

Global data collection

Our subsidiaries appoint designated GHG responsible persons to support consistent and reliable greenhouse gas data collection, aligned with the GHG Protocol Corporate Accounting and Reporting Standard. All data is stored in a central database for monitoring and reporting.

Data validation

Central Program Management and Centers of Excellence (CoEs) coordinate regular data validation, which includes systematic checks, internal reviews, and corrections. This process supports the accuracy, consistency, and integrity of our GHG emissions data.

Integration

Emissions data feed directly into Greenhouse Gas Steering Committee discussions. These discussions occur formally three times a year, covering the Climate Risk Assessment, Climate Transition Plan, and climate-related budget. Climate topics are also integrated through ongoing sustainability performance reviews, audits, reporting updates, and year-end risk and progress evaluations.

Accountability

To enhance decision-making and support appropriate prioritization of actions, executive compensation is linked to the achievement of ESG targets, reinforcing accountability and aligning leadership incentives with our decarbonization goals. For further information, see the Compensation Report in our latest [Sustainability Statement](#).



Mobilizing resources towards a low-carbon future

We intend to align our investment strategies, operational capabilities, and innovation efforts. This means coordinated planning across subsidiaries, integrating decarbonization considerations in investment processes and product innovation, and continuous skills development.

Each subsidiary annually submits a local decarbonization plan aligned to its business plans. The annual plans include an evaluation of the emissions reduced, timeline, and associated costs (Operating and Capital Expenditure, Cost of Goods Sold). The plans are consolidated centrally and reviewed by the Group Environment, Health and Safety team and thereafter by Group Management. Finally, they are integrated into the financial budget planning process.

Financing the transition

Integrated decarbonization planning

Decarbonization planning is coordinated through Centers of Excellence across all subsidiaries, with structured action plans extending to 2030. These plans translate our global targets into specific measures at the local level, detailing expected greenhouse gas emissions reduction and associated financial implications. This approach aims at aligning Group-wide objectives and subsidiary-level implementation.

Targeted investment through Operating and Capital Expenditure

In 2025, we invested CHF 21 million in climate action initiatives, with plans to allocate around CHF 205 million in Capital and Operating Expenditure by 2030 to support the reduction of absolute greenhouse gas emissions in line with our near-term SBTi target. However, a detailed bottom-up assessment indicates that beyond this planned investment, further funding may be necessary to address potential future cost increases and fully close the gap in 2030. We evaluate these figures on an annual basis to integrate them into our mid-term financial planning.

Operational enablers Impact enablers

Emission factors for ingredients, including supplier-specific data, are updated annually and shared across subsidiaries. This enables consistent, transparent product-level emissions calculations that guide targeted decarbonization and procurement decisions. Where supplier-specific data is not yet available, we have initiated plans to obtain primary emission factors (see [Other raw materials](#)).



Mobilizing resources towards a low-carbon future continued

Carbon pricing

In 2025, we began evaluating the estimated carbon impact of investment projects above a certain financial threshold as part of the Group-level approval process. While not yet monetized, these emissions-based assessments are being reviewed alongside financial impacts. For smaller investments, local teams are encouraged to apply the same carbon evaluation in their decision-making. To further integrate climate considerations, we are piloting an internal carbon pricing mechanism to compare carbon impacts within investment requests. This is expected to help us to identify whether projects will raise or lower our carbon footprint. Insights from this pilot will inform the potential rollout of an internal carbon pricing framework.

Carbon removal

We recognize the important role that greenhouse gas (GHG) removal will play in reaching net-zero greenhouse gas emissions across our value chain by 2050 and are developing nature-based solutions alongside our emissions reduction measures. Our primary focus is on agroforestry within the cocoa value chain, applying a “like-for-like” principle to address residual scope 3 emissions from cocoa. This approach is designed with external experts and local stakeholders to support both climate adaptation and farmer livelihood diversification, while working to preserve biodiversity and climate adaptation for cocoa production. All activities follow best practices for carbon accounting and are subject to assurance by an independent third party with carbon removals having an additional requirement for verification to ensure quality, transparency and traceability.

Skills and training

The Center of Excellence (CoE) leads play a crucial role as the climate subject matter experts in their respective domains. Continuous knowledge sharing takes place through monthly meetings between CoE leads and subsidiaries in which internal and external best practices are shared. This is particularly relevant in areas where actions are locally driven, such as packaging, energy, transportation and distribution. Additionally, we have implemented a feedback system to help evaluate the effectiveness of our processes, communications, and training delivered. Insights gathered from this feedback are used to identify areas of improvement. We also plan to include climate topics into our official learning platform.



Appendix

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ESRS 2 SBM – 3 – 19, 46, 47, 48.a, 48.b, 48.c, AR 7.a, AR 8.b	Foundation – 1.1 Strategic ambition Foundation – 1.2 Business model and value chain Implementation Strategy – 2.1 Business operations	• Management letter • Our business at glance • Climate Transition Plan overview • Roadmap to net-zero • Managing climate risks and opportunities • Our journey towards 2030 and 2050 • Our key decarbonization levers at a glance • Mobilizing resources towards a low-carbon future
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¹ For further information see the [TCFD Recommendations and Guidance – TPT Disclosure Framework, Technical Mapping](#)

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European Sustainability Reporting Standards (ESRS)	Transition Plan Taskforce Disclosure Framework ¹	Climate Transition Plan Section
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ESRS E1-2 – 22, 24, 25.a	Implementation Strategy – 2.3 Policies and conditions	List of policies available on our corporate website .
ESRS E1-3 – 29.a, 29.b	Implementation Strategy – 2.1 Business operations Implementation Strategy – 2.2 Product and services	• Climate Transition Plan overview • Roadmap to net-zero • Our journey towards 2030 and 2050 • Our key decarbonization levers at a glance • Mobilizing resources towards a low-carbon future

¹ For further information see the [TCFD Recommendations and Guidance – TPT Disclosure Framework, Technical Mapping](#)

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European Sustainability Reporting Standards (ESRS)	Transition Plan Taskforce Disclosure Framework ¹	Climate Transition Plan Section
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¹ For further information see the [TCFD Recommendations and Guidance – TPT Disclosure Framework, Technical Mapping](#)

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Disclaimer: This document has been prepared by Chocoladefabriken Lindt & Sprüngli AG. Unless otherwise stated, the scope of the information published in the Climate Transition Plan covers the Lindt & Sprüngli Group, as in the consolidated financial reporting (see note 1 “Organization, Business Activities and Lindt & Sprüngli Group Companies” of the Consolidated Financial Statements in the Integrated Report 2025).

Lindt & Sprüngli’s corporate carbon accounting (scopes 1, 2, and 3) follows the reporting guidelines of the Greenhouse Gas Protocol (GHG Protocol) Corporate Accounting and Reporting Standard. The Corporate Carbon Footprint Methodology of Lindt & Sprüngli can be found on our [corporate website](#).

As explained in the Corporate Carbon Footprint Methodology of Lindt & Sprüngli document, the calculation of our scope 3 emissions is based on secondary data – average data and spend-based data – in line with the GHG Protocol. The use of secondary data instead of supplier-specific data might result in deviations from the actual carbon footprint.

All data published in this report is estimated and rounded, and subject to uncertainties and limitations with respect to measurement or data availability. Lindt & Sprüngli does not make any representation or warranty as to the accuracy or completeness of data herein and excludes any liability resulting from the use of or reliance on any information contained in this document by any third parties. When preparing the document, Management makes estimates and assumptions that have an impact on the numbers presented in the Climate Transition Plan. The actual results may differ from these estimates.

Certain statements and illustrations contained in the Climate Transition Plan are forward-looking (including objectives, targets, plans, and trends). Forward-looking statements are based on the current beliefs and expectations of Lindt & Sprüngli regarding future events, and are subject to significant known and unknown risks and uncertainties. These statements are not guarantees of future performance or developments. Further, actual results or other developments may differ materially from the expectations expressed in the forward-looking statements. Any forward-looking statement represents the perspective from the date the statement is made only. Lindt & Sprüngli does not undertake any obligation to publicly update any forward-looking statement, whether as a result of new information, future events, or otherwise.

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