COCOA LIFE: 2017 PROGRESS REPORT

FROM COCOA FARMERS TO CONSUMERS, CONNECTING BOTH ENDS OF THE SUPPLY CHAIN





This year's Cocoa Life Progress Report tells the story of how we're connecting both ends of the supply chain – from the cocoa farmers to the consumers who enjoy Mondelēz International's chocolate.

It details how we're accelerating progress toward our goal of sustainably sourcing all cocoa by supporting cocoa farmers and their communities, and highlights key accomplishments in addressing climate change, women's empowerment and child labor.

BY THE END OF 2017, WE REACHED:



120,500 cocoa farmers

1,085 communities

35% of Mondelēz International's cocoa was sustainably sourced

LETTER FROM MONDELËZ INTERNATIONAL'S CHIEF WELL-BEING OFFICER BUILDING ON OUR LEGACY: COCOA LIFE IS BRINGING PEOPLE MORE OF THE CHOCOLATE THEY LOVE...SUSTAINABLY



Cocoa Life is our signature sustainability program and is a key element of our company's <u>Impact for Growth</u>—our commitment to drive business growth while making a positive impact for people and our planet. Cocoa Life embodies this commitment by empowering cocoa farmers to drive lasting change for themselves and their communities.

We created the Cocoa Life program five years ago with a strategic and holistic framework to transform our cocoa supply chain and address the problems that threaten cocoa's long-term viability for our business. We've remained steadfast in our approach, and have been able to scale up and stay relevant to our cocoa communities while significantly growing our supply of sustainable cocoa for our brands. And I'm proud to say that 2017 was another year of tremendous progress.

Cocoa sustainability is in our DNA and the DNA of our brands. Consumers are increasingly interested in understanding where the ingredients in their favorite brands come from. Cocoa Life uniquely connects farmers to consumers. The program carries on a tradition that dates back to the early 1900s when George Cadbury traveled to Ghana to source high-quality cocoa and support free Ghanaian farmers for his namesake chocolate. This past year, our *Cadbury* chocolates began sourcing Cocoa Life cocoa, bringing full circle the values *Cadbury* and Cocoa Life represent to chocolate lovers. It's encouraging to see brands like *Cadbury, Côte d'Or* and *Marabou* carrying the Cocoa Life logo, as it represents the growing impact we have across our cocoa supply chain.



Finally, I continue to be inspired by the impact Cocoa Life is having on hundreds of thousands of people. Our program is enabling communities to thrive on their own by empowering women, protecting youth, helping communities address climate change and so much more. In turn, these communities are inspiring us to deliver programs and partnerships that will make an even greater difference.

Five years in, Cocoa Life is delivering on our Impact for Growth mission and we are motivated to expand further. Because without cocoa, there is no chocolate.

— Christine Montenegro McGrath, Chief Well-being, Sustainability,
 Public & Government Affairs Officer, Mondelēz International

LETTER FROM COCOA LIFE'S PROGRAM DIRECTOR A HOLISTIC APPROACH TO COMPLEX CHALLENGES: THE COCOA LIFE IMPACT



We started our Cocoa Life journey with a bold ambition: to create a vibrant cocoa supply chain by transforming the lives of cocoa farmers and their communities. Mondelēz International's ultimate goal is to source cocoa sustainably, mainly through Cocoa Life, and secure the future of cocoa farming for generations to come.

As I reflect on our ambitions, I'm proud of what we have accomplished. We are one of the largest chocolate makers

in the world, and we've created a holistic and integrated program that not only has increased cocoa yields, but also has helped cocoa communities be one step closer to achieving sustainable livelihoods. By the end of 2017, we've reached 120,500 cocoa farmers in 1,085 communities, and 35 percent of Mondelēz International's cocoa was sustainably sourced.

We have come a long way and are more determined than ever to continue our progress, especially as the challenges in cocoa become even more diverse and complex. Beyond social and economic challenges, communities are facing environmental difficulties. As such, addressing climate change has always been part of the Cocoa Life design, as we want to ensure future generations will inherit fertile land. When we launched Cocoa Life in 2012, we included environment as a focus area to address deforestation and climate change in all Cocoa Life origins. Since 2015, we have pioneered forest protection partnerships with West African governments and helped instigate the <u>Cocoa & Forests Initiative</u>, in which leading chocolate companies signed an agreement with The Prince of Wales and governments of Côte d'Ivoire and Ghana to develop a forest protection plan.

In addition to climate change, this 2017 Progress Report focuses on the areas where we can have the greatest impact. One key issue is child labor. Based on recommendations from Embode, we are evolving our efforts, continuing to

tackle its root causes and implementing Child Labor Monitoring and Remediation Systems with our partners. We are also continually working to empower cocoa farmers and their communities, including women and youth, to improve productivity, encourage entrepreneurship, create additional livelihoods and more. We are honored to see learnings from these efforts being implemented in industry-wide efforts, like <u>CocoaAction</u>.

As our actions drive impact, verification remains crucial. We published our first <u>impact</u>. <u>study</u> on Indonesia, which was a significant milestone as it demonstrates how Cocoa Life is delivering on our goals. We'll continue to be transparent about our progress.

And finally, as I look ahead, I am emboldened by our mission. Cocoa Life will continue to improve the livelihoods of cocoa farming communities, so that we can sustainably enjoy the chocolate we love. I look forward to continuing to grow our impact, share our progress and be in a position to say all of our cocoa is sourced sustainably.

Together we grow: Cocoa Life

- Cathy Pieters, Program Director, Cocoa Life



OUR PROGRESS REALIZING OUR AMBITIONS

<u>Cocoa Life</u> is Mondelēz International's longterm commitment to create a vibrant cocoa supply chain while transforming the lives of cocoa farmers and their communities. Since launching in 2012, Cocoa Life has focused on achieving scale and driving impact in key cocoaproducing countries: Ghana, Côte d'Ivoire, Indonesia, Dominican Republic, India and Brazil.

Our goal is to reach 200,000 farmers and one million community members by 2022, and ultimately source all of Mondelēz International's cocoa sustainably, mainly through Cocoa Life.





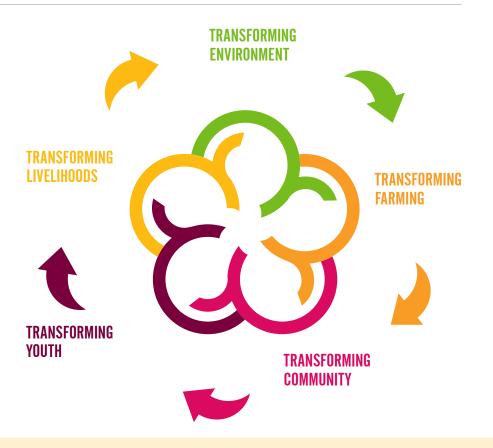
"Before Cocoa Life, we were simply a buyer of cocoa and our cocoa sourcing was purely transactional. But now, we are directly involved on the ground and our sourcing is based on clear partnership with our suppliers. They help us make our Cocoa Life mission a reality by working hand-in-hand with cocoa farmers to build transparency and mutual benefit, helping farmers organize and offering training and support where needed. As a result, since the end of 2016, we've increased the volume of sustainably sourced cocoa by 14 percentage points! That's an incredible achievement and we are all very proud."

- Alexandre Turolla, Vice President, Global Procurement Raw Materials, Mondelēz International

FOCUS AREAS, MEASUREMENT AND VERIFICATION

Cocoa Life drives change through a <u>holistic approach</u>. Since the challenges are interrelated, the solution needs to be as well. Our efforts center around five focus areas: **Farming**, **Community**, **Youth**, **Livelihoods** and **Environment**. Additionally, **Women's Empowerment**, **Child Labor** and **Climate Change** are cross-cutting themes across each focus area.





Our Cocoa Life approach is tied to global efforts, including the <u>UN Sustainable Development Goals (SDGs)</u>—a universal call-to-action for countries to end poverty, protect the planet and promote prosperity and people's well-being. We are aligned with several SDGs:

OUR ACTIONS ARE MEASURED AND INDEPENDENTLY VERIFIED THROUGH:

SUPPLY CHAIN VERIFICATION

FLOCERT, a leading global certification from Cocoa Life communities into

IMPACT EVALUATION

"Our goal is not only to deliver quality data but also communicate it in a way that people can learn from. Mondelez International is the first chocolate company to commit to publishing the findings in detail—a huge step for transparency in the industry. This year, we published our first impact study for Indonesia and we're looking forward to sharing additional reports on other cocoa origins in 2018."

- Meghann Jones, Vice President of Public Affairs, Ipsos North America



INDONESIA IMPACT EVALUATION

In 2017, we published our first <u>impact study</u>, outlining Cocoa Life's progress in Indonesia. It highlights the impact of our efforts in 2016 vs. 2015, among the first group of farmers who joined the program. With these learnings, we will continue to scale up our efforts by engaging new farmers and communities, adding new interventions and evolving Cocoa Life's approach. Impact evaluations for additional cocoa origins are in progress.



"Indonesia is the third largest cocoa-producing country in the world. But our cocoa communities are faced

with many challenges. Every step of the way, we focus on the needs of each community. It's the best way to find solutions that make sense and create real change. We can actually see the transformation taking place in the lives of these cocoa farmers and their communities. It is exciting to experience."

 Andi Sitti Asmayanti, Director of Cocoa Life for Southeast Asia, Mondelēz International

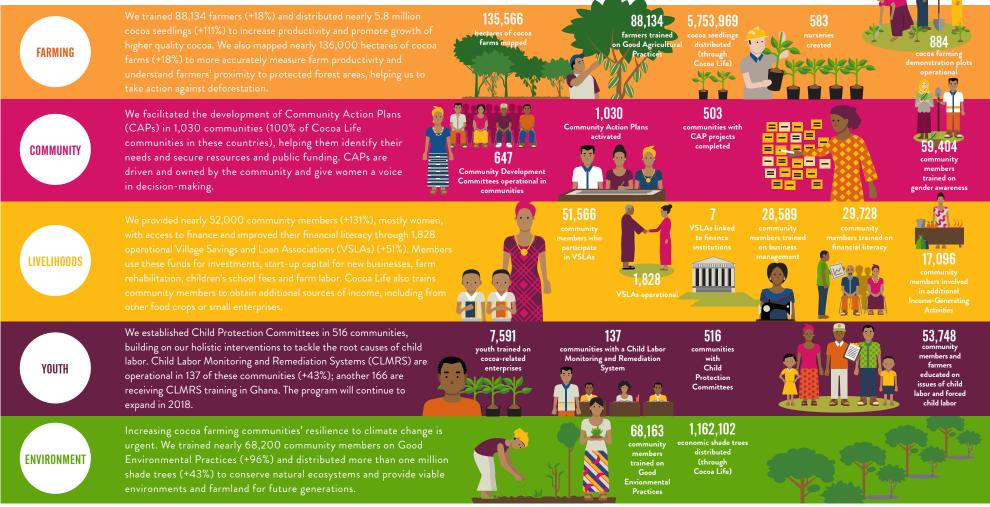


KEY FINDINGS INCLUDE SIGNIFICANT GROWTH IN:



2017 PROGRESS IN NUMBERS

This infographic highlights the cumulative progress and scale* Cocoa Life achieved by the end of 2017 in four key cocoa origins: Ghana, Côte d'Ivoire, Indonesia and Dominican Republic. The Cocoa Life approach is holistic and includes both farming and non-farming activities and services across five focus areas to create thriving cocoa communities. We work with a diverse group of partners to meet the specific needs of each region. We also routinely collect data from them to review how our programs are performing and assess how we can continue to improve outcomes. These numbers reflect total progress compared to 2016 and represent our journey to sustainably sourcing cocoa.



*Impact against our global KPIs is measured separately.

CLIMATE CHANGE

Some reports show current cocoa countries may no longer be suitable for cocoa production in the next 30 years because of the threat of climate change.¹ It is vital that we take action to fight deforestation, so we can help reduce cocoa farming's environmental impact and help make cocoa farming more resilient to climate change.

Clearing of forests

to grow more crops



Inability to maintain farms





Ø

Deforestation

Deforestation

means cocoa farmers are

caught in a vicious cycle and their communities are

impacted.

Less cocoa

High temperatures

aderach P, Martinez-Valle A, Schroth G, Castro N. Predicting the future climatic suitability for cocoa farming of the world's leading producer countries, Ghana and Cote d'Ivoire. Climatic Change, 2013 Aug 1:119(3-4):841-54

OUR LONG-STANDING GLOBAL COMMITMENT

When we launched Cocoa Life in 2012, we included an environment focus area to address deforestation and climate change in all Cocoa Life origins. Since 2015, we have pioneered forest protection partnerships with West African governments and helped instigate the <u>Cocoa & Forests Initiative</u>.

Then in 2017, we published a position paper, outlining how we are helping farmers become more resilient to <u>climate change</u> in three key areas:

PRODUCE

- Helping farmers increase yields by training them on Good Agricultural Practices
- Investing in infrastructure to produce improved planting material
- Ø Developing and including Good Environmental Practices in the training curriculum
- Ø Distributing seedlings for shade trees and working with local authorities to help farmers register these trees
- // Testing payment protocols to incentivize forest-friendly production and ecosystem services

PROTECT

- Mapping all cocoa farms registered in Cocoa Life and adding an overlay with <u>Global Forest Watch</u> to identify at-risk land
- Ø Working with partners and national entities to monitor tree cover loss
- Helping local communities protect forests through planning tools, like the Ghanaian Community Resource Management Areas (CREMAs)
- Supporting the enforcement of these policies through our supply chain
- Engaging partners to develop Standard Operating Procedures for the cocoa supply chain to eliminate deforestation and strengthen climate change resilience

PEOPLE

- // Training and supporting community members in setting up climate-smart businesses
- Providing business owners with financial support and potential seed money for business ventures
- Facilitating Community Action Plans to include forest protection and activities promoting better use of land and natural resources

OUR ACTIONS: FOREST PROTECTION AND RESTORATION IN WEST AFRICA

Cocoa Life embarked on several initiatives in <u>Côte d'Ivoire</u> and <u>Ghana</u>, as they account for close to 60 percent of the world's cocoa supply. And according to the United Nations REDD+ (Reducing Emissions from Deforestation and Forest Degradation) program, annual deforestation rates for Côte d'Ivoire and Ghana are estimated at 2.7 percent and 2.9 percent, respectively.

COCOA & FORESTS INITIATIVE: JOINING GOVERNMENT AND INDUSTRY

Ø MARCH 2017

<u>Cocoa & Forests Initiative</u> established with World Cocoa Foundation, The Prince of Wales' International Sustainability Unit and 11 other cocoa and chocolate companies

NOVEMBER 2017

I 2018

<u>Frameworks for Action</u> announced at the UN Climate Change Conference (COP23) with governments in Côte d'Ivoire and Ghana

Commitment to publish an action plan along with industry and governmen





"We call on all actors to implement the Cocoa & Forests Initiative with urgency. In particular, we must build a clear plan to source more cocoa from less land, while ensuring cocoa from deforested land does not reach our direct or indirect supply chains. This requires action by the private sector, as well as enforcement and social intervention by governments. We are determined to help make this initiative a success and continue to engage consumers in their love for chocolate made with sustainable and forest-friendly cocoa."

- Hubert Weber, Executive Vice President and President, Mondelēz Europe

OUR ACCOMPLISHMENTS THIS YEAR IN

GHANA

Signed a <u>letter of intent</u> with the Forestry Commission of Ghana and United Nations Development Programme (UNDP) to establish a REDD+ partnership to reduce emissions in the cocoa supply chain. A <u>Memorandum of Understanding</u> for the partnership was later signed in January 2018

Ø Continued partnering with the Ghana Cocoa Board and UNDP

1+ million shade trees distributed to 9,600+ cocoa farmers

90% seedlings planted 95% survival rates

36 communities provided with natural resource management and planning tools through Community Resource Management Areas

Worked with Global Forest Watch to map and identify at-risk land

30,000 farm boundaries mapped





- Signed a <u>Memorandum of Understanding</u> with the Ministry of Environment to support the country's bold ambition to reach zero deforestation in cocoa
- Published a joint discussion paper with UNDP, exploring how public and private sectors can work together to reduce deforestation
- Started the first REDD+ project in the Nawa region, which borders the precious Taï National Park, to map cocoa farms, identifying and monitoring areas that are at risk for deforestation, and to create land-use plans
 - 85% of the region mapped for land use, including:44 forests, 150 fallow lands and 4 sacred forests

156 cocoa farmers trained

- // Partnered with Impactum and CARE International
 - 6 VSLAs linked to 3 nurseries

150,000 tree seedlings produced for food and timber (proceeds will flow back into VSLAs)



In 2017, we continued to scale up our efforts to reach zero deforestation in our value chain. In the Nawa region, for instance, we implemented forest conservation and agroforestry models. Our mobilization of resources and community-based approach have garnered recognition from government, civil society organizations and industry counterparts. We are proud to say that our interventions against deforestation have set blueprints for the industry."

- Mbalo Ndiaye, Country Lead for Côte d'Ivoire, Cocoa Life, Mondelēz International



WOMEN'S EMPOWERMENT GIVING WOMEN A VOICE

Cocoa farming is often viewed as a "male activity." In reality, women play a pivotal role in cocoa productivity and quality. However, women in cocoa communities, both farmers and nonfarmers, have significant structural disadvantages that affect not only their own social, economic and physical well-being, but that of their entire community. At Cocoa Life, we know that providing women with training and access to farming inputs and financing improves agricultural productivity, builds livelihoods and is essential if cocoa communities are to thrive.

CONNECTING WOMEN TO FINANCE

Village Savings and Loan Associations (VSLAs) provide cocoa community members with access to finance and financial literacy training. Most participants are women. VSLA members use these funds for investments, start-up capital for new businesses, farm rehabilitation, children's school fees and farm labor.

51,566 community members participating in VSLAs

1,828 operational VSLAs

28,589 community members trained on business management29,728 community members trained on financial literacy

ONE WOMAN'S STORY

In Ghana, Cocoa Life's Gender Dialogue Platforms (GDPs) are an avenue for elevating women's voices at home and in the community. These dialogues serve as a means to build women's knowledge of community dynamics, public speaking and leadership skills.

Elizabeth Yaa Essiam (pictured right) is a 46-year-old wife of a cocoa farmer, mother of four and member of the Gender Dialogue Platform in Tawiahkwa in the Awutu Senya District, Central Region, Ghana. Prior to joining the GDP, Elizabeth was very reserved and unable to contribute to family decision-making; she lacked courage to voice her ideas.

Elizabeth participated in a local GDP, seized every opportunity to learn communications skills, strategies to address women's issues, governance and more, and is now one of its leaders. She speaks out on issues at home and in her community, and helps mobilize and mentor other women to do the same. The GDP enables Elizabeth and other leaders to meet with traditional and political leaders to present issues facing women and children.



8,100 women in325 Cocoa Life communities



"This story of Elizabeth Yaa Essiam is also the story of so many Ghanaian women in Cocoa Life communities where Gender Dialogue Platforms have been established. As a result, women across the communities continue to find a voice, have the ability to better articulate issues impacting them and their children, like health, sanitation and access to education. GDPs help women efficiently participate in decision-making, and have offered them greater meaning and satisfaction."

- Yaa Amekudzi, Country Lead for Ghana, Cocoa Life, Mondelēz International



EMPOWERING WOMEN IN A GLOBAL ECONOMY

Women's economic empowerment fuels growth and prosperity. Knowing this, Linda Scott, an expert on the women's economy and Emeritus Professor of the University of Oxford's Saïd Business School, convened nine multinational companies leading women's empowerment efforts in their industry, including Mondelez International, in 2014. Scott captured insights from the group, now called the <u>Global Business</u> Coalition for Women's Economic Empowerment, in a first-of-its-kind report, "Private Sector Engagement With Women's Economic Empowerment: Lessons Learned From Years of Practice." She hopes for a future with the full inclusion of women in the global economy.





"Having worked on women's empowerment programs with several companies, while also managing my own research projects aimed at the same end, I had learned that this work was much more difficult than many in the international development community realized. Business, as the institution that plays a central role in the everyday operations of the world economy, is an essential participant in this effort. The economic empowerment of women simply cannot be achieved without the engagement of the private sector."

- Linda Scott, Emeritus DP World Professor for Entrepreneurship and Innovation, University of Oxford

CHILD LABOR TACKLING A COMPLEX PROBLEM

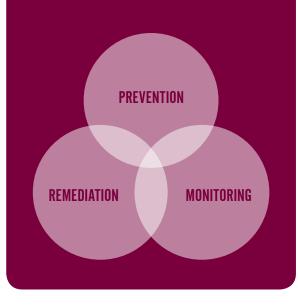
<u>Child labor</u>* does not happen in isolation. It is a consequence of several socioeconomic challenges that push children into work. Cocoa Life takes a holistic, community-based approach to address its root causes and ensure the well-being of children is protected.

CONTRIBUTING FACTORS TO CHILD LABOR

- Low incomes: Many farmers can't afford to hire external help on the farm, so they often rely on their children for help, especially during the harvest season
- Lack of infrastructure: Little to no access to education is linked to more child work; when children are at school, they are not working on the farms
- Limited awareness: Having worked on their own families' farms when growing up, parents often don't know that child labor puts their children's development at risk

OUR APPROACH

to fighting and addressing child labor



*Children's work can be seen as a broad spectrum of activities and conditions. Acceptable children's work is on one side. It includes children partaking in light work and chores, which are neither harmful nor interfere with their enjoyment of rights, such as schooling. Child labor, on the other hand, covers any type of children's work that is undesirable due to its negative impact on the child, whether physical or mental. To learn more about the definition of child work and child labor, read on our **progress blog**.





INVOLVING THE ENTIRE COMMUNITY

With our partners, we are:

- Sensitizing all parents and children to the dangers of child labor and the long-term negative impact it can have on children's development
- Strengthening women's financial independence and decisionmaking power, which leads to families prioritizing children's education and well-being
- Improving farming and environmental practices to help cocoa farmers diversify and increase their sources of income
- Training young adults in cocoa-related activities and working with communities to increase work opportunities locally

Access to education is a key factor in preventing child labor. Keeping children in school longer and ensuring quality education are critical as well. With our partners, we are:

- Ø Focusing on early childhood development, including trainings for caregivers and construction of preschools
- Training teachers on activities to help children learn and become more confident
- Establishing child rights clubs in schools to teach children about the dangers of child labor

HELPING TO ELIMINATE CHILD LABOR ONE COMMUNITY AT A TIME

Cocoa Life partners with local governments and NGOs to build community-centric Child Labor Monitoring and Remediation Systems (CLMRS). As part of the CLMRS, Cocoa Life supports communities with tools, expertise and funding to proactively address their children's well-being. In each community, our support enables them to:

- Set up a Community Child Protection Committee of trained volunteers
- Sensitize all community members on the dangers of child labor and its long-term negative impact on a child's development
- 🥖 Identify children at risk within the communities
- Remediate identified cases of child labor with the support of our NGO partners and the appropriate local and regional authorities





"The only way to effectively tackle child labor is to address its multiple root causes, which requires gathering many skill sets. That's why Cocoa Life's commitment to partnerships is particularly important. As the program scales up, Cocoa Life will have a transformative effect on the communities where it's implemented and will have an important impact on a lot of the child labor risk."

- Nick Weatherill, Executive Director, International Cocoa Initiative

OUR PROGRESS ON Addressing Child Labor

I 2015

Cocoa Life commissioned <u>Embode</u>, an independent human rights consultancy, to analyze the environment and national child protection infrastructure in <u>Ghana</u>, <u>Côte d'Ivoire</u> and <u>Indonesia</u>.

I 2016

Based on Embode's findings and recommendations, Cocoa Life strengthened its approach to tackling child labor and implemented a CLMRS in 96 Cocoa Life communities in **Ghana**.

I 2017

Cocoa Life fully implemented CLMRS in 137 communities, with the goal of reaching all Cocoa Life communities in Ghana in 2018.

1 2018

Cocoa Life will roll out CLMRS in Côte d'Ivoire based on learnings from Ghana.

By the end of 2017, CLMRS has been implemented in 137 communities, with more to come in 2018. We strive to continuously improve the way we tackle this complex issue based on our learnings on the ground, and third-party findings and research. As a founding member of the International Cocoa Initiative, we work closely together to benefit from the group's expertise and exchange of emerging best practices from industry peers and civil society.



| | GHANA | CÔTE D'IVOIRE | INDONESIA |
|--|--|---|-----------|
| COCOA LIFE Communities | 447 | 443 | 149 |
| COMMUNITIES WITH A CHILD Protection committee | 447 | 48 | 21 |
| COMMUNITIES WITH Active Clmrs | 116 +166 are being set up | CLMRS will begin to roll out in 2018 | 21 |
| COMMUNITY MEMBERS AND FARMERS Educated on Issues of Child Labor and Forced Child Labor | 44,700 | 5,441 | 3,535 |
| IMPLEMENTING PARTNER | | | |

BRINGING COCOA LIFE

Mondelēz International is making the commitment to responsible cocoa even more clear through its <u>chocolate brands</u>. When consumers see the Cocoa Life logo on their favorite chocolate, they'll know it was made with sustainably sourced cocoa.

We are proud of how far we've come to help these communities thrive and Mondelēz International's chocolate is a testament to this work. We are determined to do more and bring you closer to the cocoa farming communities where your chocolate comes from.

Pictured right: Cocoa farmers from the Atta-Ne-Atta Cooperative Society and West Akyem Cooperative Union in the Eastern Region of Ghana visited the *Cadbury* factory in the UK and saw how cocoa beans become chocolate.





NOW ON SHELVES

Cocoa sourced from Cocoa Life communities is now used in <u>Cadbury</u> products available in the UK and Ireland. Additional brands will follow in 2018. We know consumers have a variety of choices when it comes to buying their chocolate. So when they choose products with the Cocoa Life logo, they'll recognize that we've created a connection to the beginning of our supply chain.

The Cocoa Life logo on chocolate bars means:

- We know our farmers. The Cocoa Life team is on the ground, in their communities, and deeply understands their needs and challenges. Together with our partners, we implement activities that are relevant to the farmers and help them build sustainable livelihoods.
- And we also verify. <u>FLOCERT</u>, a leading global certification body, verifies the flow of cocoa from Cocoa Life communities into our supply chain.

Here are Mondelez International's chocolates made with Cocoa Life cocoa:





During a visit to Ghana this year, I saw firsthand the positive impact Cocoa Life is making and the high regard for the program in the country—from farmers and community leaders, all the way up to the President of Ghana. We're helping the cocoa communities tackle environmental and societal issues, and achieve economic and social success.

When you see Cocoa Life on your bar of *Cadbury Dairy Milk*, you can feel confident the cocoa is sustainably sourced, enriching cocoa farming communities and improving farmers' livelihoods."

> Mary Barnard, President, Chocolate Category, Europe, Mondelēz International

LOOKING AHEAD

In 2018, Mondelēz International will continue to put its holistic integrated approach to work, building stronger communities and networks to help address the complex challenges of cocoa. And we look forward to seeing Cocoa Life on even more brands, bringing the cocoa journey full circle.

Cocoa Life works with a group of strategic advisors who lend their expertise and perspective to help shape the Cocoa Life program. Over the last several years, they have visited our key origins to see firsthand the impact of the program and to meet with farmers, suppliers, young people and women in the cocoa communities, as well as governmental stakeholders and NGOs. This is very valuable and enables them to provide ongoing feedback and recommendations. Mondelēz International thanks them for their guidance and counsel since Cocoa Life was created in 2012.



ANDREW BOVARNICK

Lead Natural Resource Economist and Global Head, <u>United Nations</u> <u>Development</u> <u>Programme's Green</u> <u>Commodities Program</u>



DAVID MCLAUGHLIN

Senior Advisor, Strategy, Conservation International



AIDAN MCQUADE

Human Rights Expert



MIL NIEPOLD

Human Rights and Mediation Expert, <u>The Mara Partners</u>



JANE NYAMBURA

Regional Manager Africa, <u>Ethical Tea Partnership</u>



We would also like to thank our <u>partners</u> on the ground. These logos represent a small sampling of our corporate and NGO implementing partners. Local government partners are crucial in our mission as well. Our partners enable us to create change at scale to help cocoa farmers and their communities thrive every year. We look forward to more collaboration in 2018.

WE BELIEVE

Integrity and transparency are as important as sun and water. A sustainable cocoa supply begins with thriving farmers. Partnership is the key to lasting change. Efficient farming practices lead to financial security. The work of children is education and play. Gender equality benefits everyone. Conserving the land is a promise to future generations.

Together we grow: Cocoa Life



