(W0.1) Give a general description of and introduction to your organization.

- Nestlé is the world’s largest food and beverage company. We have more than 2000 brands ranging from global icons to local favourites, and we are present in 191 countries around the world. Nestlé’s purpose is enhancing quality of life and contributing to a healthier future. We want to help shape a better and healthier world. This is how we contribute to society while ensuring the long-term success of our company. Our values are reflected in the way we do business, always acting legally and honestly with respect both for our own people and those we do business with.
- Creating Shared Value remains the fundamental guiding principle for how Nestlé does business. CSV is the strategy tool that Nestlé uses to operationalise and manage all the actions it takes to ensure it creates value for shareholders and for society.
- Our focus areas are firmly embedded in our purpose of enhancing quality of life and contributing to a healthier future. Individuals and families, our communities and the planet as a whole are interconnected, and our efforts in each of these areas are supported through our 41 specific commitments, the vast majority of which have been reframed and feature objectives to 2020. These commitments will, in turn, enable us to meet our ambitions for 2030 in line with the timescale of the Sustainable Development Goals (SDGs): Help 50 million children live healthier lives; Help to improve 30 million livelihoods in communities directly connected to our business activities; Strive for zero environmental impact in our operations.
- The Nestlé Corporate Business Principles rule the way we do business and form the basis of our culture and values. The 10 principles, which provide the foundations for our commitments and our CSV strategy, incorporate the 10 United Nations Global Compact’s (UNGC) Principles and are divided into five areas - consumers, human rights and labour practices, our people, suppliers and customers, and the environment.

1. Nutrition, Health & Wellness: Our core aim is to enhance the quality of consumers’ lives every day, everywhere by offering tastier and healthier food and beverage choices and encouraging a healthy lifestyle. We express this via our corporate proposition Good Food, Good Life.
2. Quality assurance and product safety: Everywhere in the world, the Nestlé name represents a promise to the consumer that the product is safe and of high standard.
3. Consumer communication: We are committed to responsible, reliable consumer communication that empowers consumers to exercise their right to informed choice and promotes healthier diets. We respect consumer privacy.

4. Human rights in our business activities: We fully support the UNGC guiding principles on human rights and labour and aim to provide an example of good human rights and labour practices throughout our business activities.

5. Leadership and personal responsibility: Our success is based on our people. We treat each other with respect and dignity and expect everyone to promote a sense of personal responsibility. We recruit competent and motivated people who respect our values, provide equal opportunities for their development and advancement, protect their privacy and do not tolerate any form of harassment or discrimination.

6. Safety and health at work: We are committed to preventing accidents, injuries and illness related to work, and to protect employees, contractors and others involved along the value chain.

7. Supplier and customer relations: We require our suppliers, agents, subcontractors and their employees to demonstrate honesty, integrity and fairness, and to adhere to our non-negotiable standards. In the same way, we are committed to our own customers.

8. Agriculture and rural development: We contribute to improvements in agricultural production, the social and economic status of farmers, rural communities and in production systems to make them more environmentally sustainable.

9. Environmental sustainability: We commit ourselves to environmentally sustainable business practices. At all stages of the product life cycle we strive to use natural resources efficiently, favour the use of sustainably managed renewable resources, and target zero waste.

10. Water: We are committed to the sustainable use of water and continuous improvement in water management. We recognise that the world faces a growing water challenge and that responsible management of the world’s resources by all water users is an absolute necessity.

**W-FB0.1a**

(W-FB0.1a) Which activities in the food, beverage, and tobacco sector does your organization engage in?
- Processing/Manufacturing
- Distribution

**W0.2**

(W0.2) State the start and end date of the year for which you are reporting data.

<table>
<thead>
<tr>
<th>Reporting year</th>
<th>Start date</th>
<th>End date</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>January 1 2017</td>
<td>December 31 2017</td>
</tr>
</tbody>
</table>

**W0.3**
(W0.3) Select the countries/regions for which you will be supplying data.
Brazil
China
Colombia
France
India
Indonesia
Mexico
Pakistan
Philippines
Saudi Arabia
South Africa
Switzerland
Turkey

(W0.4) Select the currency used for all financial information disclosed throughout your response.
CHF

(W0.5) Select the option that best describes the reporting boundary for companies, entities, or groups for which water impacts on your business are being reported.
Companies, entities or groups over which operational control is exercised

(W0.6) Within this boundary, are there any geographies, facilities, water aspects, or other exclusions from your disclosure?
Yes
(W0.6a) Please report the exclusions.

<table>
<thead>
<tr>
<th>Exclusion</th>
<th>Please explain</th>
</tr>
</thead>
<tbody>
<tr>
<td>Head Offices</td>
<td>Nestlé does not consolidate yet at global level the water inputs/outputs in its Head Offices. We have already started the process of implementation of a new consolidation system that include Head Offices. We currently focus on our most material water inputs/outputs, and these occur in our industrial activities.</td>
</tr>
<tr>
<td>R&amp;D</td>
<td>Nestlé does not consolidate yet at global level the water inputs/outputs in its R&amp;D centres. We have already started the process of implementation of a new system that include R&amp;D centres. We currently focus on our most material water inputs/outputs, and these occur in our industrial activities.</td>
</tr>
<tr>
<td>Distribution Centres</td>
<td>Nestlé does not consolidate yet at global level the water inputs/outputs in its Distribution Centres. We have already started the process of implementation of a new system that include Distribution Centres. We currently focus on our most material water inputs/outputs, and these occur in our industrial activities.</td>
</tr>
<tr>
<td>Some recently acquired factories</td>
<td>Some recent acquisitions that have not yet implemented the new reporting system to track the water withdrawals at corporate level. For new acquisitions, the Nestlé Environmental Requirements sets a timeframe for compliance with the implementation of tracking system at corporate level.</td>
</tr>
</tbody>
</table>

W1. Current state

W1.1

(W1.1) Rate the importance (current and future) of water quality and water quantity to the success of your business.

<table>
<thead>
<tr>
<th>Sufficient amounts of good quality freshwater available for use</th>
<th>Direct use importance rating</th>
<th>Indirect use importance rating</th>
<th>Please explain</th>
</tr>
</thead>
<tbody>
<tr>
<td>Vital</td>
<td>Important</td>
<td></td>
<td>- Direct use: The direct use of sufficient amounts of good quality freshwater in our own operations is vital for Nestlé. In our more than 400 factories we use water for different purposes including cleaning, cooking and for our bottling water business. - Explanation of the rating: Sufficient amounts of good quality freshwater is a vital resource for Nestlé's operations and to the future of our business. - Indirect use: The indirect use of sufficient amounts of good quality freshwater water is important for Nestlé. Farmers need water to grow and produce the agricultural raw material that we source from them. Consumers use water to prepare and consume our products. - Explanation of the rating: We understand that water is critical to the sustainability of our value chain: our employees, our suppliers, our customers and our consumers need access to safe drinking water and adequate sanitation. That is why we have rated it important.</td>
</tr>
<tr>
<td>Important</td>
<td>Important</td>
<td></td>
<td>- Direct use: The direct use of recycled, brackish and produced water available is mainly for processes in some factories, e.g. ingredient dissolving, boiler makeup and cleaning. For example, the Zero Water project at the Skouen factory. - Explanation of the rating: The overall importance we have given to recycled, brackish and produced water is that it is important for Nestlé's operations and to the future of our business. - Indirect use: The indirect use of recycled, brackish and produced water is important for Nestlé. It is essential for the sustainability of our value chain: our employees, our suppliers, our customers and our consumers need access to safe drinking water and adequate sanitation. That is why we have rated it important.</td>
</tr>
</tbody>
</table>
produced water available for use

<table>
<thead>
<tr>
<th>Direct use importance rating</th>
<th>Indirect use importance rating</th>
<th>Please explain</th>
</tr>
</thead>
</table>

technology implemented in Mexico, Brazil, USA and South Africa extracts water from milk. - Explanation of the rating: The direct use of this type of water is important for Nestlé as it can be treated and reused in our operations and help avoid water withdrawals. - Indirect use: The indirect use of recycled water in many countries where Nestlé operates is for irrigation. According to the FAO, the use of reclaimed wastewater in agriculture has been reported in around 50 countries on what amounts to 10 percent of the world’s irrigated land. - Explanation of the rating: recycled water is important for irrigation of the agricultural raw materials that we source as it can reduce withdrawals and help to increase the water availability for communities.

W-FB1.1a

(W-FB1.1a) Which water-intensive agricultural commodities that your organization produces and/or sources are the most significant to your business by revenue? Select up to five.

<table>
<thead>
<tr>
<th>Agricultural commodities</th>
<th>% of revenue dependent on these agricultural commodities</th>
<th>Produced and/or sourced</th>
<th>Please explain</th>
</tr>
</thead>
<tbody>
<tr>
<td>Other, please specify (Milk)</td>
<td>21-40</td>
<td>Sourced</td>
<td></td>
</tr>
<tr>
<td>Other, please specify (Cereals)</td>
<td>10-20</td>
<td>Sourced</td>
<td></td>
</tr>
<tr>
<td>Other, please specify (Coffee)</td>
<td>21-40</td>
<td>Sourced</td>
<td></td>
</tr>
</tbody>
</table>

W1.2

(W1.2) Across all your operations, what proportion of the following water aspects are regularly measured and monitored?

<table>
<thead>
<tr>
<th>Water withdrawals – total volumes</th>
<th>% of sites/facilities/operations</th>
<th>Please explain</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>76-99</td>
<td>This indicator is monitored at 100% of our factories on a monthly basis as part of our environmental reporting process, primarily for internal purposes. The data is used to measure environmental performance and report it to the different stakeholders in the company (including top management) and publicly in our Annual Report, similarly to other business areas. This indicator is used to measure progress in water-related improvement programmes.</td>
</tr>
<tr>
<td>Indicator</td>
<td>% of sites/facilities/operations</td>
<td>Please explain</td>
</tr>
<tr>
<td>--------------------------------------------------------------------------</td>
<td>----------------------------------</td>
<td>------------------------------------------------------------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>Water withdrawals – volumes from water stressed areas</td>
<td>76-99</td>
<td>This indicator is monitored at 100% of our factories (incl. in water-stressed areas) on a monthly basis as part of our environmental reporting process, primarily for internal purposes. The data is used to measure environmental performance and report it to the different stakeholders in the company (including top management) and publicly in our Annual Report, similarly to other business areas. This indicator is used to measure progress in water-related improvement programmes.</td>
</tr>
<tr>
<td>Water withdrawals – volumes by source</td>
<td>76-99</td>
<td>This indicator is monitored at 100% of our factories on a monthly basis as part of our environmental reporting process, primarily for internal purposes. The data is used to measure environmental performance and report it to the different stakeholders in the company (including top management) and publicly in our Annual Report, similarly to other business areas. This indicator is used to get a better understanding of the company's dependency on different sources of water.</td>
</tr>
<tr>
<td>Produced water associated with your metals &amp; mining sector activities - total volumes</td>
<td>&lt;Not Applicable&gt;</td>
<td>&lt;Not Applicable&gt;</td>
</tr>
<tr>
<td>Produced water associated with your oil &amp; gas sector activities - total volumes</td>
<td>&lt;Not Applicable&gt;</td>
<td>&lt;Not Applicable&gt;</td>
</tr>
<tr>
<td>Water withdrawals quality</td>
<td>76-99</td>
<td>This indicator is monitored at 100% of our factories on a monthly basis as part of our environmental reporting process, primarily for internal purposes. The data is used to measure environmental performance and report it to the different stakeholders in the company (including top management) and publicly in our Annual Report, similarly to other business areas.</td>
</tr>
<tr>
<td>Water discharges – total volumes</td>
<td>76-99</td>
<td>This indicator is monitored at 100% of our factories on a monthly basis as part of our environmental reporting process, primarily for internal purposes. The data is used to measure environmental performance and report it to the different stakeholders in the company (including top management) and publicly in our Annual Report, similarly to other business areas.</td>
</tr>
<tr>
<td>Water discharges – volumes by destination</td>
<td>76-99</td>
<td>This indicator is monitored at 100% of our factories on a monthly basis as part of our environmental reporting process, primarily for internal purposes. The data is used to measure environmental performance and report it to the different stakeholders in the company (including top management) and publicly in our Annual Report, similarly to other business areas. This indicator is used to get a better understanding of the downstream impacts and opportunities of the company's water usage.</td>
</tr>
<tr>
<td>Water discharges – volumes by treatment method</td>
<td>76-99</td>
<td>This indicator is monitored at 100% of our factories on a monthly basis as part of our environmental reporting process, primarily for internal purposes. In addition to volumes, we are also using indicators of water quality such as COD concentration to track our performance in this area. Moreover, we conduct periodical surveys and document actual treatments methods in our factories.</td>
</tr>
<tr>
<td>% of sites/facilities/operations</td>
<td>Please explain</td>
<td></td>
</tr>
<tr>
<td>---------------------------------</td>
<td>-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------</td>
<td></td>
</tr>
<tr>
<td>Water discharge quality – by standard effluent parameters</td>
<td>This indicator is monitored at 100% of our factories on a monthly basis as part of our environmental reporting process, primarily for internal purposes. The data is used to measure environmental performance and report it to the different stakeholders in the company (including top management) and publicly in our Annual Report, similarly to other business areas. This indicator is used to get a better understanding of the downstream impacts and opportunities of the company’s water usage.</td>
<td></td>
</tr>
<tr>
<td>Water discharge quality – temperature</td>
<td>Not monitored</td>
<td></td>
</tr>
<tr>
<td>Water consumption – total volume</td>
<td>This indicator can be computed from the data we collect at 100% of our factories on a monthly basis as part of our environmental reporting process, but it is not relevant for managing our operations. We prefer using water withdrawal, as it better reflects the dependency of our operations on water resources and therefore the risks associated to them.</td>
<td></td>
</tr>
<tr>
<td>Water recycled/reused</td>
<td>This indicator is monitored at 100% of our factories on a monthly basis as part of our environmental reporting process, primarily for internal purposes. The data is used to measure environmental performance and report it to the different stakeholders in the company (including top management) and publicly in our Annual Report, similarly to other business areas.</td>
<td></td>
</tr>
<tr>
<td>The provision of fully-functioning, safely managed WASH services to all workers</td>
<td>Nestlé has signed the WBCSD’s WASH Pledge and is therefore committed to implementing it. As a consequence, we track our progress at 100% of all our sites on a quarterly basis through our EHS reporting process and system.</td>
<td></td>
</tr>
</tbody>
</table>

W1.2b

(W1.2b) What are the total volumes of water withdrawn, discharged, and consumed across all your operations, and how do these volumes compare to the previous reporting year?

<table>
<thead>
<tr>
<th></th>
<th>Volume (megaliters/year)</th>
<th>Comparison with previous reporting year</th>
<th>Please explain</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total withdrawals</td>
<td>131000</td>
<td>About the same</td>
<td></td>
</tr>
<tr>
<td>Total discharges</td>
<td>74000</td>
<td>About the same</td>
<td></td>
</tr>
<tr>
<td>Total consumption</td>
<td>57000</td>
<td>About the same</td>
<td></td>
</tr>
</tbody>
</table>

W1.2d

(W1.2d) Provide the proportion of your total withdrawals sourced from water stressed areas.
Comparison with previous reporting year

Identification tool: We use an internal methodology combining four publicly available tools (WRI Aqueduct, WWF Water Risk Filter, The Water Depletion method, and ETH Pfister method) to assess the level of water-stress encountered at all of our factories. We call it the Combined Water Stress Index (CWSI).

W-FB1.2e

(W-FB1.2e) For each commodity reported in question W-FB1.1a, do you know the proportion that is produced/sourced from water stressed areas?

<table>
<thead>
<tr>
<th>Agricultural commodities</th>
<th>The proportion of this commodity produced in water stressed basins is known</th>
<th>The proportion of this commodity sourced from water stressed basins is known</th>
<th>Please explain</th>
</tr>
</thead>
<tbody>
<tr>
<td>Other commodities from W-FB1.1a, please specify (Milk)</td>
<td>Please select</td>
<td>Yes</td>
<td>Critical ingredient for our Dairy and Nutrition business.</td>
</tr>
<tr>
<td>Other commodities from W-FB1.1a, please specify (Cereal)</td>
<td>Please select</td>
<td>Yes</td>
<td>Critical ingredient for our Petcare, Cereals, Biscuits business.</td>
</tr>
<tr>
<td>Other commodities from W-FB1.1a, please specify (Coffee)</td>
<td>Please select</td>
<td>Yes</td>
<td>Critical ingredient for our Nescafé, Dolce Gusto, Nespresso business.</td>
</tr>
</tbody>
</table>

W-FB1.2g

(W-FB1.2g) What proportion of the sourced agricultural commodities reported in W-FB1.1a originate from water stressed areas?
### W1.2h

**Provide total water withdrawal data by source.**

<table>
<thead>
<tr>
<th>Source</th>
<th>Relevance</th>
<th>Volume (megaliters/year)</th>
<th>Comparison with previous reporting year</th>
<th>Please explain</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fresh surface water, including rainwater, water from wetlands, rivers, and lakes</td>
<td>Relevant</td>
<td>12000</td>
<td>About the same</td>
<td></td>
</tr>
<tr>
<td>Brackish surface water/seawater</td>
<td>Not relevant</td>
<td>&lt;Not Applicable&gt;</td>
<td>&lt;Not Applicable&gt;</td>
<td></td>
</tr>
<tr>
<td>Groundwater – renewable</td>
<td>Relevant</td>
<td>75000</td>
<td>About the same</td>
<td></td>
</tr>
<tr>
<td>Groundwater – non-renewable</td>
<td>Not relevant</td>
<td>&lt;Not Applicable&gt;</td>
<td>&lt;Not Applicable&gt;</td>
<td></td>
</tr>
<tr>
<td>Produced water</td>
<td>Not relevant</td>
<td>&lt;Not Applicable&gt;</td>
<td>&lt;Not Applicable&gt;</td>
<td></td>
</tr>
<tr>
<td>Third party sources</td>
<td>Relevant</td>
<td>45000</td>
<td>About the same</td>
<td></td>
</tr>
</tbody>
</table>

### W1.2i

**Provide total water discharge data by destination.**

<table>
<thead>
<tr>
<th>Source</th>
<th>Relevance</th>
<th>Volume (megaliters/year)</th>
<th>Comparison with previous reporting year</th>
<th>Please explain</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fresh surface water</td>
<td>Relevant</td>
<td>44000</td>
<td>About the same</td>
<td></td>
</tr>
</tbody>
</table>
### Table: Relevance and Volume (megaliters/year) of Water Sources

<table>
<thead>
<tr>
<th>Source</th>
<th>Relevance</th>
<th>Volume (megaliters/year)</th>
<th>Comparison with previous reporting year</th>
<th>Please explain</th>
</tr>
</thead>
<tbody>
<tr>
<td>Brackish surface water/seawater</td>
<td>Not relevant</td>
<td>&lt;Not Applicable&gt;</td>
<td>&lt;Not Applicable&gt;</td>
<td></td>
</tr>
<tr>
<td>Groundwater</td>
<td>Not relevant</td>
<td>&lt;Not Applicable&gt;</td>
<td>&lt;Not Applicable&gt;</td>
<td></td>
</tr>
<tr>
<td>Third-party destinations</td>
<td>Relevant</td>
<td>31000</td>
<td>Please select</td>
<td></td>
</tr>
</tbody>
</table>

### W1.2j

**W1.2j** What proportion of your total water use do you recycle or reuse?

<table>
<thead>
<tr>
<th>% recycled and reused</th>
<th>Comparison with previous reporting year</th>
<th>Please explain</th>
</tr>
</thead>
<tbody>
<tr>
<td>Row 1</td>
<td>About the same</td>
<td></td>
</tr>
</tbody>
</table>

### W-FB1.3

**W-FB1.3** Do you collect/calculate water intensity for each commodity reported in question W-FB1.1a?

#### Other commodities from W-FB1.1a, please specify (Milk)

- Water intensity information for this produced commodity is collected/calculated: Please select
- Water intensity information for this sourced commodity is collected/calculated: Yes
- Please explain: We use data from the Water Footprint Network (generic and national level) and in addition, where available, locally calculated figures by our agricultural services.

#### Other commodities from W-FB1.1a, please specify (Coffee)

- Water intensity information for this produced commodity is collected/calculated: Please select
- Water intensity information for this sourced commodity is collected/calculated: Yes
- Please explain: We use data from the Water Footprint Network (generic and national level) and in addition, where available, locally calculated figures by our agricultural services.

#### Other commodities from W-FB1.1a, please specify (Cereals)

- Water intensity information for this produced commodity is collected/calculated: Please select
- Water intensity information for this sourced commodity is collected/calculated: Yes
- Please explain: We use data from the Water Footprint Network (generic and national level) and in addition, where available, locally calculated figures by our agricultural services.

### W-FB1.3b

**W-FB1.3b** Provide water intensity information for each of the agricultural commodities identified in W-FB1.3 that you source.

### W1.4

**W1.4** Do you engage with your value chain on water-related issues?
Yes, our suppliers

**W1.4a**

(W1.4a) What proportion of suppliers do you request to report on their water use, risks and/or management information and what proportion of your procurement spend does this represent?

<table>
<thead>
<tr>
<th>Row 1</th>
<th>% of suppliers by number</th>
<th>Less than 1%</th>
</tr>
</thead>
<tbody>
<tr>
<td>% of total procurement spend</td>
<td>Less than 1%</td>
<td></td>
</tr>
</tbody>
</table>

**Rationale for this coverage**
We do not own the plantations. We raise awareness and provide technical support towards good water management in agriculture but we do not require our agricultural raw material suppliers (mainly small-holder farmers) to officially report water saving results to the company.

**Impact of the engagement and measures of success**

**Comment**

**W1.4b**

(W1.4b) Provide details of any other water-related supplier engagement activity.

**Type of engagement**
Incentivizing for improved water management and stewardship

**Details of engagement**
Water management and stewardship is integrated into supplier evaluation processes
Water management and stewardship is featured in supplier awards scheme
Offer financial incentives to suppliers reducing your operational water impacts through the products they supply to you
Offer financial incentives to suppliers improving water management and stewardship across their own operations and supply chain

*In selected Markets, premiums on the supplied raw material is given to farmers who implemented sustainable practices.*

| % of suppliers by number | Unknown |
| % of total procurement spend | |

**Rationale for the coverage of your engagement**
Our greatest challenge in responsible water stewardship, as well as our biggest opportunity, lies in addressing impacts within our supply chains. Significant improvements in water efficiency can be made through better agricultural techniques at a farm level. These help our suppliers be more productive and resilient, and ensure a reliable supply of raw ingredients for our products. We train farmers in water-scarce locations on water use, water quality and soil moisture management, while our research and development teams develop drought-resistant cocoa and coffee trees.

**Impact of the engagement and measures of success**
By 2017, we have over 40 projects in water-stressed areas (in 28 countries) of our supply chain.

**Comment**

**W2. Business impacts**

**W2.1**

(W2.1) Has your organization experienced any detrimental water-related impacts?
Yes

**W2.1a**

(W2.1a) Describe the water-related detrimental impacts experienced by your organization, your response, and total financial impact.

**Country/Region**
Philippines

**River basin**
Please select

**Type of impact driver**
Physical

**Primary impact driver**
Flooding

**Primary impact**
Closure of operations
Description of impact
Unusually heavy rain caused massive flooding/damages to the entire Nestlé factory complex (including damaged stocks and assets, rework stocks from the production, labor cost during shutdown, damaged spare parts, recovery expenses and repair cost for the fence) and resulted in an estimated loss of CHF 2.8 mio (estimation made by our Insurance company).

Primary response
Please select

Total financial impact
2800000

Description of response

Country/Region
Peru

River basin
Please select

Type of impact driver
Physical

Primary impact driver
Flooding

Primary impact
Disruption of sales

Description of impact
Northern and central Peru faced heavy rains resulting in flooding and landslide causing unprecedented damages. Nestlé Peru estimated that these events resulted in a CHF 5.9 mio loss in Production, Logistics, Fixed Assets and Sales.

Primary response
Please select

Total financial impact
5900000

Description of response

Country/Region
India

River basin
<table>
<thead>
<tr>
<th>Type of impact driver</th>
<th>Physical</th>
</tr>
</thead>
<tbody>
<tr>
<td>Primary impact driver</td>
<td>Flooding</td>
</tr>
</tbody>
</table>

**Primary impact**

**Description of impact**
Heavy rains were responsible for a net loss CHF 786'000.

**Primary response**

**Total financial impact**
786000

**Description of response**

<table>
<thead>
<tr>
<th>Country/Region</th>
<th>Iran (Islamic Republic of)</th>
</tr>
</thead>
<tbody>
<tr>
<td>River basin</td>
<td>Please select</td>
</tr>
</tbody>
</table>

**Type of impact driver**
Physical

**Primary impact driver**
Flooding

**Primary impact**

**Description of impact**
A river flood caused damages for CHF 50'000.

**Primary response**

**Total financial impact**
50000

**Description of response**
(W2.2) In the reporting year, was your organization subject to any fines, enforcement orders, and/or other penalties for water-related regulatory violations?
Don’t know

W3. Procedures

W-FB3.1

(W-FB3.1) How does your organization identify and classify potential water pollutants associated with its food, beverage, and tobacco sector activities that could have a detrimental impact on water ecosystems or human health?

Any water discharged into rivers and waterways must be treated effectively to ensure the water returned to the environment is of a high quality. We apply the most efficient technologies and internal standards (Nestlé Environmental Requirements - NER) to treat the water we use, prior to reuse or release into the environment.

Having strengthened our Nestlé Environmental Requirements (NER) for water quality last year, we have now rolled out a new digital NER compliance assessment and monitoring tool to ensure all our plants meet these exacting standards. We have also improved training on water effluents through our Environmental Sustainability workshops.

Effluent water generated from our operating sites and factories is managed in on-site treatment plants or diverted to a local municipal facility.

In 2017, we continued to invest in maintenance and improved treatment facilities. Through such actions, the average water quality we discharged in 2017 was 83.8 mg COD (Chemical Oxygen Demand) per litre. We have also reduced the amount of water discharged per tonne of product by 13.3% since last year.

W-FB3.1a

(W-FB3.1a) Describe how your organization minimizes the adverse impacts of potential water pollutants on water ecosystems or human health associated with your food, beverage, and tobacco sector activities.

Potential water pollutant
Other, please specify (Sludge management)

Activity/value chain stage
Manufacturing – direct operations
**Description of water pollutant and potential impacts**

Our Bear Brand and Coffee-mate factory at Tanauan in the Philippines invested in a new anaerobic digestion technology that requires far less chemicals and energy to run and produces a fraction of the sludge it was generating before. Furthermore, this new technology converts the solids and fats into biogas. This biogas is then recovered and used in the factory boiler house to produce steam. This innovative solution, which also saves CHF 40 000 a year, avoids 500 tonnes of direct CO2 emissions.

**Management procedures**

Waste water management

**Please explain**

---

**W3.3**

**(W3.3) Does your organization undertake a water-related risk assessment?**

Yes, water-related risks are assessed

**W3.3a**

**(W3.3a) Select the options that best describe your procedures for identifying and assessing water-related risks.**

**Direct operations**

**Coverage**

Full

**Risk assessment procedure**

Water risks are assessed as part of an enterprise risk management framework

**Frequency of assessment**

Annually

**How far into the future are risks considered?**

Up to 1 year

**Type of tools and methods used**

Tools on the market

Enterprise Risk Management

International methodologies

Databases

**Tools and methods used**
We assess water risk in all areas where our factories are located using our internal tool (CWSI), combining results from four
publicly available tools. The Nestlé Group Enterprise Risk Management Framework (ERM) is used to identify water risks and
opportunities in order to minimize/seize their potential impact. A annual top-down assessment at Group level allows to
understand the company’s mega-risks in business, social, physical, regulatory, reputational and environment.

**Supply chain**

**Coverage**
Partial

**Risk assessment procedure**
Water risks are assessed as part of an enterprise risk management framework

**How far into the future are risks considered?**
Up to 1 year

**Type of tools and methods used**
Enterprise Risk Management

**Tools and methods used**
Other, please specify (Internal Responsible Sourcing Guideline)

**Comment**
For all Nestlé suppliers, the Nestlé Suppliers Code requires them to comply with and all applicable legal environmental/including
water requirements and to demonstrate continual improvement of their environmental/including water performance.

**Other stages of the value chain**

**Coverage**
None

**Risk assessment procedure**
<Not Applicable>

**Frequency of assessment**
<Not Applicable>
How far into the future are risks considered?
<Not Applicable>

Type of tools and methods used
<Not Applicable>

Tools and methods used
<Not Applicable>

Comment
W3.3b

(W3.3b) Which of the following contextual issues are considered in your organization's water-related risk assessments?

<table>
<thead>
<tr>
<th>Issue</th>
<th>Relevance &amp; inclusion</th>
<th>Please explain</th>
</tr>
</thead>
<tbody>
<tr>
<td>Water availability at a basin/catchment level</td>
<td>Relevant, always included</td>
<td>We systematically track/monitor water quantity at local level through our Nestlé Water Resources Review programmes and the use of the CWSI. Long-term supply of water in sufficient quantity is essential for our factories. To raise awareness at local operational level, identify key issues and risks, and devise action plans for more sustainable water use, our Water Resources Review programme focuses on water quantity/quality; regulatory compliance; site protection; relationships with stakeholders.</td>
</tr>
<tr>
<td>Water quality at a basin/catchment level</td>
<td>Relevant, always included</td>
<td>We track/monitor water quality at local level through our Nestlé Water Resources Review programmes. Long-term supply of water of sufficient quality is essential for our factories. To raise awareness at local operational level, identify key issues and risks, and devise action plans for more sustainable water use, our Water Resources Review programme focuses on water quantity/quality; regulatory compliance; site protection; relationships with stakeholders.</td>
</tr>
<tr>
<td>Stakeholder conflicts concerning water resources at a basin/catchment level</td>
<td>Relevant, always included</td>
<td>We track/monitor stakeholder engagement at local level through our Nestlé Water Resources Review programmes. Long-term good relationships with stakeholders are essential for our factories. To raise awareness at local operational level, identify key issues and risks, and devise action plans for more sustainable water use, our Water Resources Review programme focuses on water quantity/quality; regulatory compliance; site protection; relationships with stakeholders.</td>
</tr>
<tr>
<td>Implications of water on your key commodities/raw materials</td>
<td>Relevant, always included</td>
<td>We work directly with around 685,000 farmers. Through our Farmer Connect network, we have delivered water projects in a wide variety of locations, across all continents. Our global programme to support farmers and promote sustainable development – Nestlé Sustainable Agriculture Initiative – enables Nestlé to address some key challenges in water management and irrigation.</td>
</tr>
</tbody>
</table>
| Water-related regulatory frameworks                                   | Relevant, always included | We track/monitor water-related regulatory compliance at local level through our Nestlé Water Resources Review programmes. Long-term supply of water of sufficient quality is essential for our factories. To raise awareness at local operational level, identify key issues and risks, and devise action plans for more sustainable water use, our


**Status of ecosystems and habitats**

Relevant, always included

We have developed our understanding of the relationship between factories and biodiversity, and identified factories where we have a dependency/potential impact on important water areas. To know which factories were in high biodiversity/protected areas, we partnered with the UNEP World Conservation Monitoring Centre. Important Water Areas (IWA) located 25km upstream or downstream from Nestlé’s manufacturing facilities are assessed. By looking at upstream and downstream biodiversity and water risk, we identified 13 factories where we will focus our future actions. We monitor the water withdrawals and discharges for all our factories including the 13 factories identified as located in important water areas.

**Access to fully-functioning, safely managed WASH services for all employees**

Relevant, always included

Safe drinking water and sanitation is a basic human right. Businesses have a clear role to play in helping to ensure that more people have access to safe water. Providing safe water, sanitation and hygiene (WASH) contributes to broad societal goals such as reducing mortality and morbidity, strengthening community resilience and preserving personal dignity. We support the World Business Council for Sustainable Development’s (WBCSD) pledge to ensure safe access to water, sanitation and hygiene (WASH) in the workplace. Internally, we are committed to achieving and maintaining WASH for all our employees. In 2017, over 90% of employees have confirmed access to WASH and we estimate reaching almost 100%. We are committed to achieving and maintaining WASH for all our employees and remain in the process of continuing self-assessments across our facilities, identifying and correcting gaps through action plans.

**Other contextual issues, please specify**

Relevant, always included

At Nestlé Waters, we have introduced the Alliance for Water Stewardship (AWS) standard as the guiding framework to ensure sustainable water management in our direct operations. The AWS standard requires gathering information related to local catchment management plans and to engage with relevant local water authorities to support existing governance mechanisms. In 2017, 4 Nestlé factories were certified AWS.

**W3.3c**

**Which of the following stakeholders are considered in your organization’s water-related risk assessments?**

<table>
<thead>
<tr>
<th>Stakeholders</th>
<th>Relevance &amp; inclusion</th>
<th>Please explain</th>
</tr>
</thead>
<tbody>
<tr>
<td>Customers</td>
<td>Relevant, always included</td>
<td>We assess the environmental performance of our products from farm to consumer and beyond, including the water footprint. The water used by consumers to prepare or consume our products is factored in when assessing the hotspots of our products. Using product packaging and the internet, we are reaching out to consumers, providing them with...</td>
</tr>
<tr>
<td>Relevance &amp; inclusion</td>
<td>Please explain</td>
<td></td>
</tr>
<tr>
<td>----------------------</td>
<td>---------------</td>
<td></td>
</tr>
<tr>
<td><strong>Employees</strong></td>
<td>We strive to continually improve our water performance through training of employees and raising awareness. We have Nestlé W.A.T.E.R commitments in place, where one point is to actively engage employees, communities and consumers in the water imperative. In addition, water is one of the Nestlé corporate business principles. In 2016, environmental awareness training was conducted in 95 countries in which we operate. More than 5600 employees successfully completed our e-learning course in 2016, enhancing their knowledge on how water is a critical factor for human prosperity and how water availability can affect our value chain. The course also encourages participants to contribute towards water conservation. Course content is made available to all Nestlé employees through our intranet pages. The method used to assess this issue includes Nestlé corporate business principles and awareness training session and education to employees.</td>
<td></td>
</tr>
<tr>
<td><strong>Investors</strong></td>
<td>We report water risks and responses in our Nestlé integrated annual pack that is sent to shareholders. We also have meeting/conference calls with investors that might have some specific questions on water issues. The method used to assess this issue includes the Nestlé integrated annual pack.</td>
<td></td>
</tr>
<tr>
<td><strong>Local communities</strong></td>
<td>We want to create shared value for our business and for society. The wellbeing of rural communities, farmers, small entrepreneurs, suppliers is intrinsic to our success. Our activities support rural development, and at the same time strengthen our supply chain. We seek to raise awareness of water access and conservation in communities. By the end of 2017, more than 700,000 beneficiaries in rural communities were provided access to safe water and sanitation through our partnership with IFRC. With Farmer Connect, through capacity building programmes, we can engage with farmers so that we can develop a supply chain that meets our social, environmental and ethical requirements. The Community Relations Process (CRP) is another framework used to engage with communities around factories. Factories start in the scope of the CRP a regular dialogue with communities to identify potential impacts, but also the positive role that factories can play for the development of communities. The CRP has been rolled out in all Nestlé Waters Factories worldwide and introduced to food factories in Zone Americas.</td>
<td></td>
</tr>
<tr>
<td><strong>NGOs</strong></td>
<td>At the global level, Nestlé organises every year at least one stakeholder evening to receive feedback on Nestlé’s engagement in society. Water is typically the topic of one of the breakout sessions of the Stakeholder Convening. In addition to the global convening, some Nestlé markets such as the Central and West African market cluster organise local events that come with a similar format. We conduct yearly materiality analysis based on level of stakeholder concern and level of potential impact on Nestlé along with the stakeholder convenings. We develop sustainable, technologically adapted community water management schemes, jointly with expert partners from NGOs. We deliver water, sanitation and hygiene projects in schools and villages near our operations around the world. We provide access to water and sanitation for more than 700,000 people. The method used to engage with NGOs includes Nestlé stakeholder convenings.</td>
<td></td>
</tr>
<tr>
<td><strong>Relevance &amp; inclusion</strong></td>
<td><strong>Please explain</strong></td>
<td></td>
</tr>
<tr>
<td>--------------------------</td>
<td>--------------------</td>
<td></td>
</tr>
<tr>
<td><strong>Other water users at a basin/catchment level</strong></td>
<td>Relevant, always included. The Water Resource Reviews help our people to gain a greater understanding/sense of ownership about water challenges in their locality. They also enabled us to identify high priority areas within operations where water stewardship initiatives are needed, to reduce water related risks and strengthen stakeholder perception of our local contribution. Our Water Resource Reviews assess potential impacts on the right to water and sanitation of local communities and propose corrective action. The method used to assess this issue includes the Nestlé Water Resources Review programmes. We use the Alliance for Water Stewardship standard as a guiding framework for sustainable water resources management. As part of that framework, good water governance and stakeholder engagement are critical elements for the success of any local initiative. As an example, in 2014, Nestlé became a founding member of the California Water Action Collaborative (CWAC), a spin-off local platform from the CEO Water Mandate, which consists of companies and environmental organisations. The coalition was set up as platform for food and beverage companies and non-profits, to identify areas of shared interest. The result has been collective action projects that aim to advance a sustainable water future in California for people, business, agriculture and nature.</td>
<td></td>
</tr>
<tr>
<td><strong>Regulators</strong></td>
<td>Relevant, always included. We continue to maintain a strong presence at multistakeholder initiatives on water policy and challenges, seeking new shared solutions and promoting collective action on water efficiency. Many of our most senior people, including our former Chairman, play a leading role in the 2030 Water Resources Group. It is a public-private-civil society collaboration that aims to address supply and demand issues in water-stressed locations by 2030 and it helps to strengthen expert capabilities across the world and raises the priority of water on national political agendas. The methods used to engage with regulators includes the Nestlé Regulatory Affairs network.</td>
<td></td>
</tr>
<tr>
<td><strong>River basin management authorities</strong></td>
<td>Relevant, always included. We engage with river basin management authorities in the countries where we operate. For example, The &quot;Manos al Agua&quot; initiative is a 5 year program (2013-2018) which aims to address climate related risks, as well as the impacts and dependencies on water of coffee production. The initiative has raised EUR 20.5 million from a large range of stakeholders, including the public sector (Colombian and Dutch governments) and the private sector (Nestlé, Nespresso, The Colombian Coffee Growers Federation (FNC)) with the aim of creating a framework for an integrated approach to managing Natural Capital. A group of 85 experts – from Cenicafé, the Wageningen University and Research Centre, as well the extensionist service of the FNC – are operating the program. The program directly benefits 11,000 Colombian coffee-growing families in 25 watersheds and around 500,000 people (water users). Also, at the Kabini River Basin, India, we are launching a local policy dialogue, with the Government of Karnataka and experts such as the Alliance for Water Stewardship, Water Resources Group, and local NGOs to find ways of up-scaling initiatives to catchment scale. As part of our Intelligent water management project in Colombia, we are partnering with the Dutch Ministry of Foreign Affairs, the Colombian Federation of Coffee Growers, the Wageningen University and the Ministry of Rural Development to implement water stewardship actions, with an overall budget of EUR 20.5 million (CHF 24.6) over five years (2014–2018). The method used to assess this issue includes the Nestlé Water Resources Review programmes.</td>
<td></td>
</tr>
<tr>
<td><strong>Statutory special interest groups at a local level</strong></td>
<td>Relevant, always included. Around the world, we engage at a local level in many ways to raise awareness on water conservation and improve community access to water and sanitation. It can involve investment in infrastructure, educational initiatives or simply providing bottled water during a time of crisis. To promote positive collective action, it is vital to ensure our initiatives are suited to the community and the water catchment they will support. For instance, in Pakistan as a part of a Community...</td>
<td></td>
</tr>
</tbody>
</table>
Relevance &
inclusion

Please explain

Engagement Programme and to support local communities, Nestlé Pakistan set up seven clean drinking water facilities in our operational areas. Located in Muzaffargarh, Kot Addu, Khanewal, Kabirwala and Sheikhupura (including Bhatti Dhilwan), these facilities provide clean drinking water to approximately 35,000 people every day. The methods used to assess this issue include the Nestlé Environmental Requirements and internal assessments.

Suppliers
Relevant, always included

Through our entire supply chain, we are committed to engage with suppliers to promote water conservation practices. Our current water management strategy is embedded in a number of agricultural and operational sustainability programs, like the Nescafé Plan, Nespresso TASQ water, the Nestlé Cocoa Plan, Nestlé Sustainable Agriculture Initiatives and various local water initiatives. The methods used to assess this issue include Nescafé Plan, Nespresso TASQ water, the Nestlé Cocoa Plan, Nestlé Sustainable Agriculture Initiatives.

Water utilities at a local level
Relevant, always included

Through our water resources review we also engage with water utilities and their experts in the technical management in order to evaluate their knowledge on the state of water resources, availability versus demand. In general our local management in the factories do only have regular exchange with them for administrative procedures but we know cases where we work with them to support their work, for example in South Africa where we are supporting local municipalities with external staff and extraordinary maintenance of their infrastructures and also planning to invest in their utilities infrastructures instead of investing within our own wastewater treatment plant.

Other stakeholder, please specify
Relevant, always included

Depending on a case, we also engage with other relevant stakeholders related to water i.e. scientists, water experts. e.g World Resource Institute. The methods used to assess this issue include Nestlé engagement programmes.

W3.3d

(W3.3d) Describe your organization's process for identifying, assessing, and responding to water-related risks within your direct operations and other stages of your value chain.

We use the Nestlé Combined Water Stress Index (CWSI) to assess water stress at any given location. The index takes an average of results from four leading water-stress indicators (WRI Aqueduct, WWF Water Risk Filter, Water Depletion method and ETH Pfister et al, 2009). This gives us a risk score, helping to determine the risk associated with reduced water quantity or quality. These methods were selected as they are internationally recognized methodologies to use in our risk assessment.

Since 2017, we started to work on the notion of "Context-Based Approach" (CBA). The CBA aims at driving our operations towards a new “modus operandi”, focusing on water-related actions “Where it Matters” (WIM). A joint selection process (Markets and Corporate) will result in a list of WIM sites where particular focus and investment should be put in concerning water. WIM factories will have priority access to CAPEX for implementing water-saving initiatives.
Additionally, we are working to provide threshold benchmarks of water use efficiency (m3/t) for key categories (Coffee, Dairy, Nutrition, Bottled Water and Pet Care) to all our sites (regardless of their water scarcity level or withdrawal volumes). This offers a chance to spotlight factories in need for improvements and set priorities beyond the WIM list.

Other methods (LCA, FAO/AQUASTAT and internal knowledge) are used to assess risks and identify opportunities along in our value chain, including agriculture and consumption. In particular, we use WFN and FAO/AQUASTAT to estimate average water use for crops and LCA to estimate the environmental performance of our products along the value chain, including their water use.

The operational scope of the risk assessment covers the entire value chain of our product including agriculture, manufacturing and consumption.

**W4. Risks and opportunities**

---

**W4.1**

*(W4.1) Have you identified any inherent water-related risks with the potential to have a substantive financial or strategic impact on your business?*

Yes, both in direct operations and the rest of our value chain

**W4.1a**

*(W4.1a) How does your organization define substantive financial or strategic impact on your business?*

i) We define a substantive change by the potential impact it has on the business based on our assessment of the materiality and priority. An exceptional opportunity would improve and enhance Nestlé’s global image, reputation, credibility, or have a longstanding positive impact on labour union, governmental, investor, customer activities. A major threat would have the opposite (negative) impacts. These assessments are performed together with the update of the Market & Business Strategies, every 2-3 years in the markets. If deemed necessary, the markets will also review their risk assessment in between e.g. once per year.

ii) The measure(s), metric(s) or indicator(s) used in the definition of substantive change: Nestlé determines priorities concerning risks and opportunities based on the assessment of the materiality and priority based on combined analysis of likelihood and
impact. Likelihood has six levels: almost certain, highly probable, probable, fairly likely, unlikely, almost impossible, coded as A, B, C, D, E, F. Four impact ranges are defined: major, significant, moderate, negligible, coded as 4, 3, 2, 1. In addition to threats (negative impact/contribution), we also analyse the impact of opportunities (positive impact/contribution).

iii) The threshold or amount of change in the metric/measure/indicator which indicates substantive change: Assessed risks by likelihood and impact are reflected on a Heat Map, which determines the different levels of priorities the company will take to mitigate risks and enhance the opportunities, including water stewardship. For example, all the risks coded (A,2), (A,3), (B,3), (C,3), (A,4), (B,4), (C,4), (D,4) are categorized as top priorities (high exposure) which are reported and concrete action plans to mitigate these threats must be in place.

iv) The definition applies for both our direct operations and our supply chain. In addition, for our operations, we identified the facilities located in High Priority Manufacturing. This selected facilities resulted from an assessment of water stress ranking combined with the water withdrawals for each factory, to produce a list of selected factories that represent the combination of biggest risk (location) and biggest impact (withdrawal volume).

W4.1b

(W4.1b) What is the total number of facilities exposed to water risks with the potential to have a substantive financial or strategic impact on your business, and what proportion of your company-wide facilities does this represent?

<table>
<thead>
<tr>
<th>Total number of facilities exposed to water risk</th>
<th>% company-wide facilities this represents</th>
<th>Comment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Row 1</td>
<td>18</td>
<td>1-25</td>
</tr>
</tbody>
</table>

In 2017, we identified 18 high priority manufacturing facilities that are located in areas of severe water stress and/or represent a significant portion of our annual water withdrawals. The list is dynamic and updated every year. This group of factories is monitored by internal experts who help our corporate functions and markets to execute Nestlé’s water commitments. It monitors progress by reviewing performance data and identifying corrective actions with appropriate parties.

W4.1c

(W4.1c) By river basin, what is the number and proportion of facilities exposed to water risks that could have a substantive impact on your business, and what is the potential business impact associated with those facilities?
Country/Region
Saudi Arabia
River basin
Not known
Number of facilities exposed to water risk
1
% company-wide facilities this represents
Less than 1%
Production value for the metals & mining activities associated with these facilities
<Not Applicable>
% company's annual electricity generation that could be affected by these facilities
<Not Applicable>
% company's global oil & gas production volume that could be affected by these facilities
<Not Applicable>
% company's total global revenue that could be affected
Unknown
Comment
This factory is part of a group of high priority manufacturing facilities that are located in areas of severe water stress and/or represent a significant portion of our annual water withdrawals. The list is dynamic and updated every year. This group of factories is monitored by our Water expert team. The team is a corporate group that meets on a monthly basis and helps our corporate functions and markets to execute Nestlé’s water commitments. It monitors progress by reviewing performance data and identifying corrective actions with appropriate parties.
Comment
This factory is part of a group of high priority manufacturing facilities that are located in areas of severe water stress and/or represent a significant portion of our annual water withdrawals. The list is dynamic and updated every year. This group of factories is monitored by our Water expert team. The team is a corporate group that meets on a monthly basis and helps our corporate functions and markets to execute Nestlé’s water commitments. It monitors progress by reviewing performance data and identifying corrective actions with appropriate parties.

<table>
<thead>
<tr>
<th>Country/Region</th>
<th>Pakistan</th>
</tr>
</thead>
<tbody>
<tr>
<td>River basin</td>
<td>Indus</td>
</tr>
</tbody>
</table>

| Number of facilities exposed to water risk | 1 |

| % company-wide facilities this represents | Less than 1% |

| Production value for the metals & mining activities associated with these facilities | <Not Applicable> |
| % company’s annual electricity generation that could be affected by these facilities | <Not Applicable> |
| % company’s global oil & gas production volume that could be affected by these facilities | <Not Applicable> |
| % company’s total global revenue that could be affected | Unknown |

Comment
This factory is part of a group of high priority manufacturing facilities that are located in areas of severe water stress and/or represent a significant portion of our annual water withdrawals. The list is dynamic and updated every year. This group of factories is monitored by our Water expert team. The team is a corporate group that meets on a monthly basis and helps our corporate functions and markets to execute Nestlé’s water commitments. It monitors progress by reviewing performance data and identifying corrective actions with appropriate parties.

<table>
<thead>
<tr>
<th>Country/Region</th>
<th>Saudi Arabia</th>
</tr>
</thead>
<tbody>
<tr>
<td>River basin</td>
<td>Not known</td>
</tr>
</tbody>
</table>

Number of facilities exposed to water risk
1

% company-wide facilities this represents
Less than 1%

Production value for the metals & mining activities associated with these facilities
<Not Applicable>

% company’s annual electricity generation that could be affected by these facilities
<Not Applicable>

% company’s global oil & gas production volume that could be affected by these facilities
<Not Applicable>

% company’s total global revenue that could be affected
Unknown

Comment
This factory is part of a group of high priority manufacturing facilities that are located in areas of severe water stress and/or represent a significant portion of our annual water withdrawals. The list is dynamic and updated every year. This group of factories is monitored by our Water expert team. The team is a corporate group that meets on a monthly basis and helps our corporate functions and markets to execute Nestlé’s water commitments. It monitors progress by reviewing performance data and identifying corrective actions with appropriate parties.

<table>
<thead>
<tr>
<th>Country/Region</th>
<th>China</th>
</tr>
</thead>
<tbody>
<tr>
<td>River basin</td>
<td></td>
</tr>
</tbody>
</table>
Country/Region
Pakistan
River basin
Indus

Number of facilities exposed to water risk
1
% company-wide facilities this represents
Less than 1%

Production value for the metals & mining activities associated with these facilities
<Not Applicable>

% company’s annual electricity generation that could be affected by these facilities
<Not Applicable>

% company’s global oil & gas production volume that could be affected by these facilities
<Not Applicable>

% company’s total global revenue that could be affected
Unknown

Comment
This factory is part of a group of high priority manufacturing facilities that are located in areas of severe water stress and/or represent a significant portion of our annual water withdrawals. The list is dynamic and updated every year. This group of factories is monitored by our Water expert team. The team is a corporate group that meets on a monthly basis and helps our corporate functions and markets to execute Nestlé’s water commitments. It monitors progress by reviewing performance data and identifying corrective actions with appropriate parties.
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**Country/Region**
Chinese River basin
Not known
**Number of facilities exposed to water risk**
1
**% company-wide facilities this represents**
Less than 1%
**Production value for the metals & mining activities associated with these facilities**
<Not Applicable>
**% company’s annual electricity generation that could be affected by these facilities**
<Not Applicable>
**% company’s global oil & gas production volume that could be affected by these facilities**
<Not Applicable>
**% company’s total global revenue that could be affected**
Unknown

**Comment**
This factory is part of a group of high priority manufacturing facilities that are located in areas of severe water stress and/or represent a significant portion of our annual water withdrawals. The list is dynamic and updated every year. This group of factories is monitored by our Water expert team. The team is a corporate group that meets on a monthly basis and helps our corporate functions and markets to execute Nestlé’s water commitments. It monitors progress by reviewing performance data and identifying corrective actions with appropriate parties.

**Country/Region**
French River basin
Rhone
**Number of facilities exposed to water risk**
1
% company-wide facilities this represents
Less than 1%

**Production value for the metals & mining activities associated with these facilities**
<Not Applicable>

% company’s annual electricity generation that could be affected by these facilities
<Not Applicable>

% company’s global oil & gas production volume that could be affected by these facilities
<Not Applicable>

% company’s total global revenue that could be affected
Unknown

**Comment**
This factory is part of a group of high priority manufacturing facilities that are located in areas of severe water stress and/or represent a significant portion of our annual water withdrawals. The list is dynamic and updated every year. This group of factories is monitored by our Water expert team. The team is a corporate group that meets on a monthly basis and helps our corporate functions and markets to execute Nestlé’s water commitments. It monitors progress by reviewing performance data and identifying corrective actions with appropriate parties.

**Country/Region**
China

**River basin**
Not known

**Number of facilities exposed to water risk**

% company-wide facilities this represents
Less than 1%

**Production value for the metals & mining activities associated with these facilities**
<Not Applicable>

% company’s annual electricity generation that could be affected by these facilities
<Not Applicable>

% company’s global oil & gas production volume that could be affected by these facilities
<Not Applicable>

% company’s total global revenue that could be affected
Unknown
Comment
This factory is part of a group of high priority manufacturing facilities that are located in areas of severe water stress and/or represent a significant portion of our annual water withdrawals. The list is dynamic and updated every year. This group of factories is monitored by our Water expert team. The team is a corporate group that meets on a monthly basis and helps our corporate functions and markets to execute Nestlé’s water commitments. It monitors progress by reviewing performance data and identifying corrective actions with appropriate parties.

Country/Region
United States of America

River basin
Not known

Number of facilities exposed to water risk
1

% company-wide facilities this represents
Less than 1%

Production value for the metals & mining activities associated with these facilities
<Not Applicable>

% company’s annual electricity generation that could be affected by these facilities
<Not Applicable>

% company’s global oil & gas production volume that could be affected by these facilities
<Not Applicable>

% company’s total global revenue that could be affected
Unknown

Comment
This factory is part of a group of high priority manufacturing facilities that are located in areas of severe water stress and/or represent a significant portion of our annual water withdrawals. The list is dynamic and updated every year. This group of factories is monitored by our Water expert team. The team is a corporate group that meets on a monthly basis and helps our corporate functions and markets to execute Nestlé’s water commitments. It monitors progress by reviewing performance data and identifying corrective actions with appropriate parties.

Country/Region
Indonesia
<table>
<thead>
<tr>
<th>Country/Region</th>
<th>Thailand</th>
</tr>
</thead>
<tbody>
<tr>
<td>River basin</td>
<td>Chao Phraya</td>
</tr>
<tr>
<td>Number of facilities exposed to water risk</td>
<td>1</td>
</tr>
<tr>
<td>% company-wide facilities this represents</td>
<td>Less than 1%</td>
</tr>
<tr>
<td>Production value for the metals &amp; mining activities associated with these facilities</td>
<td>&lt;Not Applicable&gt;</td>
</tr>
<tr>
<td>% company’s annual electricity generation that could be affected by these facilities</td>
<td>&lt;Not Applicable&gt;</td>
</tr>
<tr>
<td>% company’s global oil &amp; gas production volume that could be affected by these facilities</td>
<td>&lt;Not Applicable&gt;</td>
</tr>
<tr>
<td>% company’s total global revenue that could be affected</td>
<td>Unknown</td>
</tr>
</tbody>
</table>

**Comment**

This factory is part of a group of high priority manufacturing facilities that are located in areas of severe water stress and/or represent a significant portion of our annual water withdrawals. The list is dynamic and updated every year. This group of factories is monitored by our Water expert team. The team is a corporate group that meets on a monthly basis and helps our corporate functions and markets to execute Nestlé’s water commitments. It monitors progress by reviewing performance data and identifying corrective actions with appropriate parties.
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<table>
<thead>
<tr>
<th>Country/Region</th>
<th>United States of America</th>
</tr>
</thead>
<tbody>
<tr>
<td>River basin</td>
<td>Not known</td>
</tr>
<tr>
<td>Number of facilities exposed to water risk</td>
<td>1</td>
</tr>
<tr>
<td>% company-wide facilities this represents</td>
<td>Less than 1%</td>
</tr>
<tr>
<td>Production value for the metals &amp; mining activities associated with these facilities</td>
<td>&lt;Not Applicable&gt;</td>
</tr>
<tr>
<td>% company’s annual electricity generation that could be affected by these facilities</td>
<td>&lt;Not Applicable&gt;</td>
</tr>
<tr>
<td>% company’s global oil &amp; gas production volume that could be affected by these facilities</td>
<td>&lt;Not Applicable&gt;</td>
</tr>
<tr>
<td>% company’s total global revenue that could be affected</td>
<td>Unknown</td>
</tr>
<tr>
<td>Comment</td>
<td>This factory is part of a group of high priority manufacturing facilities that are located in areas of severe water stress and/or represent a significant portion of our annual water withdrawals. The list is dynamic and updated every year. This group of factories is monitored by our Water expert team. The team is a corporate group that meets on a monthly basis and helps our corporate functions and markets to execute Nestlé’s water commitments. It monitors progress by reviewing performance data and identifying corrective actions with appropriate parties.</td>
</tr>
</tbody>
</table>
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<table>
<thead>
<tr>
<th>Country/Region</th>
<th>China</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>River basin</strong></td>
<td>Yangtze River (Chang Jiang)</td>
</tr>
<tr>
<td><strong>Number of facilities exposed to water risk</strong></td>
<td>1</td>
</tr>
<tr>
<td>% company-wide facilities this represents</td>
<td>Less than 1%</td>
</tr>
<tr>
<td><strong>Production value for the metals &amp; mining activities associated with these facilities</strong></td>
<td>&lt;Not Applicable&gt;</td>
</tr>
<tr>
<td><strong>% company’s annual electricity generation that could be affected by these facilities</strong></td>
<td>&lt;Not Applicable&gt;</td>
</tr>
<tr>
<td><strong>% company’s global oil &amp; gas production volume that could be affected by these facilities</strong></td>
<td>&lt;Not Applicable&gt;</td>
</tr>
<tr>
<td><strong>% company’s total global revenue that could be affected</strong></td>
<td>Unknown</td>
</tr>
<tr>
<td><strong>Comment</strong></td>
<td>This factory is part of a group of high priority manufacturing facilities that are located in areas of severe water stress and/or represent a significant portion of our annual water withdrawals. The list is dynamic and updated every year. This group of factories is monitored by our Water expert team. The team is a corporate group that meets on a monthly basis and helps our corporate functions and markets to execute Nestlé’s water commitments. It monitors progress by reviewing performance data and identifying corrective actions with appropriate parties.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Country/Region</th>
<th>France</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>River basin</strong></td>
<td>Rhine</td>
</tr>
<tr>
<td><strong>Number of facilities exposed to water risk</strong></td>
<td>1</td>
</tr>
<tr>
<td><strong>% company-wide facilities this represents</strong></td>
<td></td>
</tr>
<tr>
<td>less than 1%</td>
<td></td>
</tr>
<tr>
<td><strong>Production value for the metals &amp; mining activities associated with these facilities</strong></td>
<td></td>
</tr>
<tr>
<td>&lt;Not Applicable&gt;</td>
<td></td>
</tr>
<tr>
<td><strong>% company’s annual electricity generation that could be affected by these facilities</strong></td>
<td></td>
</tr>
<tr>
<td>&lt;Not Applicable&gt;</td>
<td></td>
</tr>
<tr>
<td><strong>% company’s global oil &amp; gas production volume that could be affected by these facilities</strong></td>
<td></td>
</tr>
<tr>
<td>&lt;Not Applicable&gt;</td>
<td></td>
</tr>
<tr>
<td><strong>% company’s total global revenue that could be affected</strong></td>
<td></td>
</tr>
<tr>
<td>Unknown</td>
<td></td>
</tr>
</tbody>
</table>

**Comment**
This factory is part of a group of high priority manufacturing facilities that are located in areas of severe water stress and/or represent a significant portion of our annual water withdrawals. The list is dynamic and updated every year. This group of factories is monitored by our Water expert team. The team is a corporate group that meets on a monthly basis and helps our corporate functions and markets to execute Nestlé’s water commitments. It monitors progress by reviewing performance data and identifying corrective actions with appropriate parties.

**Country/Region**
United States of America

**River basin**
Mississippi River

**Number of facilities exposed to water risk**
1

| **% company-wide facilities this represents** |
| less than 1% |
| **Production value for the metals & mining activities associated with these facilities** |
| <Not Applicable> |
| **% company’s annual electricity generation that could be affected by these facilities** |
| <Not Applicable> |
| **% company’s global oil & gas production volume that could be affected by these facilities** |
| <Not Applicable> |
| **% company’s total global revenue that could be affected** |
| Unknown |
Country/Region
Turkey
River basin
Not known
Number of facilities exposed to water risk
1
% company-wide facilities this represents
Less than 1%
Production value for the metals & mining activities associated with these facilities
<Not Applicable>
% company’s annual electricity generation that could be affected by these facilities
<Not Applicable>
% company’s global oil & gas production volume that could be affected by these facilities
<Not Applicable>
% company’s total global revenue that could be affected
Unknown

Comment
This factory is part of a group of high priority manufacturing facilities that are located in areas of severe water stress and/or represent a significant portion of our annual water withdrawals. The list is dynamic and updated every year. This group of factories is monitored by our Water expert team. The team is a corporate group that meets on a monthly basis and helps our corporate functions and markets to execute Nestlé’s water commitments. It monitors progress by reviewing performance data and identifying corrective actions with appropriate parties.
(W4.2) Provide details of identified risks in your direct operations with the potential to have a substantive financial or strategic impact on your business, and your response to those risks.

Country/Region
United States of America

River basin
Other, please specify (California)

Type of risk
Physical

Primary risk driver
Drought

Primary potential impact
Other, please specify (Water supply disruption)

Company-specific description
The US state of California regularly experiences severe droughts which can lead to drastic measures, such as mandatory order to reduce by 25% the water use in cities and towns most touched. Nestlé operates nine factories overall in California and employs 7000 people. The impact in California is expected to last more than 5 years.

Timeframe
1 - 3 years

Magnitude of potential impact
High

Likelihood
Likely

Potential financial impact
Explanation of financial impact
Disruption of water supply would affect production, and therefore product sales, while increasing operational cost.

Primary response to risk
Adopt water efficiency, water re-use, recycling and conservation practices (Zero-Water technolog)

Description of response
Establish site-specific targets, increased investment in new technology, promote best practice and awareness and strengthen links with local community. The strategy to address this risk includes Zero water factory, Recycling water and Implementing robust internal standards. All of our California factories have been certified by the Alliance for Water Stewardship International Water Stewardship Standard.

**Cost of response**

**Explanation of cost of response**
The cost of increased investment in new technology is high. It amount to CHF 9.4 million.

---

**Country/Region**
Brazil

**River basin**
Sao Francisco

**Type of risk**
Physical

**Primary risk driver**
Drought

**Primary potential impact**
Other, please specify (Higher operating cost)

**Company-specific description**
Due to the drought that has been occurring in the basin in recent years, the National Water Agency published on June 19, 2017, Resolution No. 1,043, which suspends water abstractions in the São Francisco river basin for all uses every Wednesday. The region where the plants are located has been suffering from prolonged periods of drought and rationing for industrial uses, with a reduction in the volumes of granting grants by environmental agencies.

**Timeframe**
Current up to 1 year

**Magnitude of potential impact**
Medium

**Likelihood**
Likely

**Potential financial impact**

**Explanation of financial impact**
Disruption of water supply would affect production, and therefore product sales, while increasing operational cost.
Primary response to risk
Please select
Description of response
At our dairy factories in Brazil, we reuse the water extracted from milk to save resources. Milk is composed of 80% water and, during the production of powdered and condensed milk products, we remove this water. But, instead of being disposed of, the water is evaporated and treated, so it can be used to cool down equipment and for cleaning. Beyond initiatives of work to achieve water efficiency and sustainability across operations, Nestlé Brazil has defined a Water Stewardship Plan for its operations.
Cost of response
Explanation of cost of response
The cost of increased investment in new technology is high. It amount to CHF 9.4 million.

Country/Region
South Africa
River basin
Other, please specify (Western Cape Basin)
Type of risk
Physical
Primary risk driver
Drought
Primary potential impact
Increased operating costs
Company-specific description
We have manufacturing operations in South Africa. In this region, climatic variation leading to reduced rain and increasing demand for water by other users (e.g. human consumption), can potentially lead to restrictions on water use; however industries have been exempted for now. During a drought period in 2009, Nestlé Mossel Bay factory was obliged to drastically reduce its water consumption. Luckily, production was not affected but this pushed the factory to optimise their water usage. A similar drought period could occur anytime again in future.
Timeframe
Unknown
Magnitude of potential impact
Medium
Likelihood
Likely

**Potential financial impact**

**Explanation of financial impact**
Higher operating costs.

**Primary response to risk**
Adopt water efficiency, water re-use, recycling and conservation practices

**Description of response**
Over and above the operational changes we have made to reduce our factories’ water consumption, we are active at different levels across the country: We have implemented our zero water technology at our Mossel Bay dairy factory in 2017, through which we plan to avoid using municipal water for production processes.

**Cost of response**

**Explanation of cost of response**
The cost of the response strategy is estimated to CHF 6 million. The scale is large for the company.

---

**W4.2a**

(W4.2a) Provide details of risks identified within your value chain (beyond direct operations) with the potential to have a substantive financial or strategic impact on your business, and your response to those risks.

**Country/Region**

Pakistan

**River basin**

Indus

**Stage of value chain**

Supply chain

**Type of risk**

Physical

**Primary risk driver**

Drought

**Primary potential impact**

Other, please specify (Water stress and reputational risk)

**Company-specific description**
Pakistan is one of the most water-stressed countries in the world, access to clean drinking water is a key development challenge. This can trigger reputational risks for Nestlé. Indeed, more than 95% of the country’s usable water is used for agriculture in rural areas, while only 2% is used by urban municipalities and 2% by industry.

**Timeframe**
1 - 3 years

**Magnitude of potential financial impact**
Medium

**Likelihood**
Likely

**Potential financial impact**
Brand damage through reputational issues.

**Explanation of financial impact**

**Primary response to risk**
Please select

**Description of response**
To help manage water stewardship in our operations and throughout our supply chain, Nestlé Pakistan signed a partnership with World Wide Fund for Nature Pakistan (WWF-Pakistan). We have also implemented the Alliance for Water Stewardship (AWS) Standard at our Sheikhupura and Islamabad manufacturing facilities. We have also found opportunities to strengthen public perceptions and improve access to water and sanitation around our facilities. Through our Community Engagement Programme, Nestlé Pakistan has established six drinking water facilities near our factories. Nestlé Pakistan has also entered into partnerships with Lahore University of Management Sciences (LUMS) Centre for Water Informatics and Technology to co-develop smart soil sensors that send information to the farmer’s phone about which areas of land he should irrigate and how much water should they use.

**Cost of response**

**Explanation of cost of response**
The costs are considered as medium for the company.

---

**Country/Region**
Viet Nam

**River basin**
Other, please specify (Dak Lak)

**Stage of value chain**
Supply chain

Type of risk
Physical

Primary risk driver
Drought

Primary potential impact
Supply chain disruption

Company-specific description
Vietnam has been going through its worst drought in 30 years and the difficult conditions are expected to continue. Coffee is the second largest export-earning crop in Vietnam, supporting the livelihoods of 2 million people. Irrigation of coffee plants is necessary to maintain a high yield, but it may decline in the future due to water scarcity and climate change. Vietnam is the biggest supplier of Robusta coffee for Nestlé’s coffee-related activities. Each year, Nestlé buys 20% of Vietnam’s total national Robusta production and supports around 12000 local farmers through our Farmer Connect programme.

Timeframe
1 - 3 years

Magnitude of potential financial impact
High

Likelihood
Very likely

Potential financial impact
Explaination of financial impact
Coffee supply disruption damaging production process.

Primary response to risk
Please select

Description of response
Nestlé promotes comprehensive guidelines on water conservation to its Farmer Connect network in Vietnam, through its Nescafé Better Farming Practices developed with the NGO Rainforest Alliance. Working with the Swiss Agency for Development and Cooperation, the company helped to spread water-saving techniques to coffee farmers beyond its own supply network.

Cost of response
Explaination of cost of response
Nestlé invested 1 million EUR in this 5 years’ program. The scale is considered as low - medium for the company.
Country/Region
Colombia
River basin
Other, please specify (Project in 25 river basins)
Stage of value chain
Supply chain
Type of risk
Physical
Primary risk driver
Ecosystem vulnerability
Primary potential impact
Supply chain disruption
Company-specific description
Colombia is one of the major coffee producing countries where Nestlé sources its green beans, therefore the effects of climate change and water challenges on Colombian coffee sector have an impact on our sourcing of raw materials. Colombia endures a dual water challenge with both water shortage and excess, with 23% of the population facing problems of access to water during dry years and close to 10% affected by intense rain events. This water imbalance has a strong negative effect on the productivity of farms, with harvest drops of up to 40%. In rural Colombia, 25% of the population is active in coffee farming, where 95% are smallholders.
Timeframe
4 - 6 years
Magnitude of potential financial impact
Medium
Likelihood
Likely
Potential financial impact
Coffee supply disruption damaging production process.
Primary response to risk
Please select
Description of response
The Intelligent Water Management (IWM) project seeks to make the Colombian coffee sector more resilient to the effects of climate change and water scarcity through improved environmental performance at a farm and watershed level. The programs focus on 4 areas: •Clean technology transfer, •Healthy ecosystems, •Knowledge generation, •Cooperation and participation. The IWM program now concentrates on training farmers and implementing specific actions in each of the 25 river basins.

**Cost of response**

**Explanation of cost of response**

The total cost of response is estimated at CHF 24.6 million over five years. The cost has been financed by a private-public partnership between Nescafé/Nespresso, the Dutch Ministry of Foreign Affairs, the Colombian Federation of Coffee Growers, Wageningen University and the Colombian Ministry of Rural Development.

**Country/Region**

Côte d'Ivoire

**River basin**

Other, please specify (Lak de Buyo)

**Stage of value chain**

Supply chain

**Type of risk**

Reputation & markets

**Primary risk driver**

Inadequate access to water, sanitation, and hygiene services

**Primary potential impact**

Supply chain disruption

**Company-specific description**

Côte d’Ivoire’s cocoa production accounts for approximately 40 per cent of the world’s supply. Most cocoa is produced in the south-west of the country. The Earth Security Group published their finding that, supply shortages of cocoa are expected as early as 2020. Ghana and Côte d’Ivoire are Switzerland’s top cocoa suppliers; both face production bottlenecks that threaten cocoa exports in the coming years. Swiss-based multinationals, including Nestlé, are going beyond traditional development and CSR approaches to think more creatively about business model innovations that will help smallholder farmers capture more value from the global chocolate market.

**Timeframe**

4 - 6 years

**Magnitude of potential financial impact**
Medium
Likelihood

Likely

Potential financial impact
Explanation of financial impact
Supply chain disruption due to increased water scarcity and Reputational risk due to inadequate access to water, sanitation and hygiene.

Primary response to risk
Other, please specify (Engagement with local communities)

Description of response
Nestlé, together with the IFRC, delivers developmental projects to increase the access to water, sanitation and hygiene for all under the framework of its Global Water and Sanitation Initiative (GWSI). It focuses on improving access to clean water, sanitation and hygiene in rural communities, such as the cocoa-growing regions of Côte d’Ivoire and Ghana. A programme of activities was introduced to improve health and hygiene awareness among vulnerable groups, including schoolchildren, teachers and local community members. More than 600’000 people now benefit from this initiative, which includes the improvement of water infrastructure, the provision or renovation of sanitation facilities, and the raising of awareness through hygiene awareness programmes in villages and schools.

Cost of response
Explanation of cost of response
Nestlé became the IFRC’s first corporate partner in Africa in 2002 and, in 2014, we renewed our partnership, committing CHF 5 million over five years to the IFRC.

W4.3

(W4.3) Have you identified any water-related opportunities with the potential to have a substantive financial or strategic impact on your business?
No

(W4.3b) Why does your organization not consider itself to have water-related opportunities?
W5. Facility-level water accounting

W5.1

(W5.1) For each facility referenced in W4.1c, provide coordinates, total water accounting data and comparisons with the previous reporting year.

Facility reference number
Facility 1

Facility name (optional)

Country/Region
Saudi Arabia

River basin
Other, please specify (unknown)

Latitude

Longitude

Primary power generation source for your electricity generation at this facility
<Not Applicable>

Oil & gas sector business division
<Not Applicable>

Total water withdrawals at this facility (megaliters/year)
3174

Comparison of withdrawals with previous reporting year
About the same

Total water discharges at this facility (megaliters/year)
433

Comparison of discharges with previous reporting year
About the same

Total water consumption at this facility (megaliters/year)
2741
### Comparison of consumption with previous reporting year

About the same

**Please explain**

---

**Facility reference number**

Facility 2

**Facility name (optional)**

**Country/Region**

Saudi Arabia

**River basin**

Other, please specify (unknown)

**Latitude**

**Longitude**

**Primary power generation source for your electricity generation at this facility**

<Not Applicable>

**Oil & gas sector business division**

<Not Applicable>

**Total water withdrawals at this facility (megaliters/year)**

2526

**Comparison of withdrawals with previous reporting year**

About the same

**Total water discharges at this facility (megaliters/year)**

433

**Comparison of discharges with previous reporting year**

About the same

**Total water consumption at this facility (megaliters/year)**

2093

**Comparison of consumption with previous reporting year**

About the same

**Please explain**

---

**Facility reference number**
Facility 3
Facility name (optional)
Country/Region
Pakistan
River basin
Indus
Latitude
Longitude
Primary power generation source for your electricity generation at this facility
<Not Applicable>
Oil & gas sector business division
<Not Applicable>
Total water withdrawals at this facility (megaliters/year)
1700
Comparison of withdrawals with previous reporting year
About the same
Total water discharges at this facility (megaliters/year)
669
Comparison of discharges with previous reporting year
About the same
Total water consumption at this facility (megaliters/year)
1031
Comparison of consumption with previous reporting year
About the same
Please explain

Facility reference number
Facility 4
Facility name (optional)
Country/Region
Saudi Arabia
River basin
Other, please specify (unknown)

**Latitude**

**Longitude**

**Primary power generation source for your electricity generation at this facility**

<Not Applicable>

**Oil & gas sector business division**

<Not Applicable>

**Total water withdrawals at this facility (megaliters/year)**

1412

**Comparison of withdrawals with previous reporting year**

About the same

**Total water discharges at this facility (megaliters/year)**

223

**Comparison of discharges with previous reporting year**

About the same

**Total water consumption at this facility (megaliters/year)**

1189

**Comparison of consumption with previous reporting year**

About the same

Please explain

---

**Facility reference number**

Facility 5

**Facility name (optional)**

Country/Region

China

**River basin**

Other, please specify (unknown)

**Latitude**

**Longitude**

**Primary power generation source for your electricity generation at this facility**

<Not Applicable>
Oil & gas sector business division
<Not Applicable>

**Total water withdrawals at this facility (megaliters/year)**
833

Comparison of withdrawals with previous reporting year
About the same

**Total water discharges at this facility (megaliters/year)**
581

Comparison of discharges with previous reporting year
About the same

**Total water consumption at this facility (megaliters/year)**
252

Comparison of consumption with previous reporting year
About the same

**Please explain**

---

**Facility reference number**
Facility 6

**Facility name (optional)**

**Country/Region**
Pakistan

**River basin**
Indus

**Latitude**

**Longitude**

**Primary power generation source for your electricity generation at this facility**
<Not Applicable>

**Oil & gas sector business division**
<Not Applicable>

**Total water withdrawals at this facility (megaliters/year)**
769

Comparison of withdrawals with previous reporting year
Total water discharges at this facility (megaliters/year)
597
Comparison of discharges with previous reporting year
About the same
Total water consumption at this facility (megaliters/year)
171
Comparison of consumption with previous reporting year
About the same
Please explain

Facility reference number
Facility 7
Facility name (optional)
Country/Region
United States of America
River basin
Other, please specify (unknown)
Latitude
Longitude
Primary power generation source for your electricity generation at this facility
<Not Applicable>
Oil & gas sector business division
<Not Applicable>
Total water withdrawals at this facility (megaliters/year)
583
Comparison of withdrawals with previous reporting year
About the same
Total water discharges at this facility (megaliters/year)
145
Comparison of discharges with previous reporting year
About the same
Total water consumption at this facility (megaliters/year)
438
Comparison of consumption with previous reporting year
About the same
Please explain

Facility reference number
Facility 8
Facility name (optional)
Country/Region
China
River basin
Other, please specify (unknown)
Latitude
Longitude
Primary power generation source for your electricity generation at this facility
<Not Applicable>
Oil & gas sector business division
<Not Applicable>
Total water withdrawals at this facility (megaliters/year)
595
Comparison of withdrawals with previous reporting year
About the same
Total water discharges at this facility (megaliters/year)
567
Comparison of discharges with previous reporting year
About the same
Total water consumption at this facility (megaliters/year)
28
Comparison of consumption with previous reporting year
About the same
Please explain
<table>
<thead>
<tr>
<th>Facility reference number</th>
<th>Facility 9</th>
</tr>
</thead>
<tbody>
<tr>
<td>Facility name (optional)</td>
<td></td>
</tr>
<tr>
<td>Country/Region</td>
<td>France</td>
</tr>
<tr>
<td>River basin</td>
<td>Rhone</td>
</tr>
<tr>
<td>Latitude</td>
<td></td>
</tr>
<tr>
<td>Longitude</td>
<td></td>
</tr>
<tr>
<td>Primary power generation source for your electricity generation at this facility</td>
<td>&lt;Not Applicable&gt;</td>
</tr>
<tr>
<td>Oil &amp; gas sector business division</td>
<td>&lt;Not Applicable&gt;</td>
</tr>
<tr>
<td>Total water withdrawals at this facility (megaliters/year)</td>
<td>3940</td>
</tr>
<tr>
<td>Comparison of withdrawals with previous reporting year</td>
<td>About the same</td>
</tr>
<tr>
<td>Total water discharges at this facility (megaliters/year)</td>
<td>3247</td>
</tr>
<tr>
<td>Comparison of discharges with previous reporting year</td>
<td>About the same</td>
</tr>
<tr>
<td>Total water consumption at this facility (megaliters/year)</td>
<td>692</td>
</tr>
<tr>
<td>Comparison of consumption with previous reporting year</td>
<td>About the same</td>
</tr>
</tbody>
</table>

Please explain
Facility reference number
Facility 11
Facility name (optional)
Country/Region
United States of America
River basin
Other, please specify (unknown)
Latitude
Longitude

China
River basin
Other, please specify (unknown)
Latitude
Longitude
Primary power generation source for your electricity generation at this facility
<Not Applicable>
Oil & gas sector business division
<Not Applicable>
Total water withdrawals at this facility (megaliters/year)
2531
Comparison of withdrawals with previous reporting year
About the same
Total water discharges at this facility (megaliters/year)
1629
Comparison of discharges with previous reporting year
About the same
Total water consumption at this facility (megaliters/year)
902
Comparison of consumption with previous reporting year
About the same
Please explain
Primary power generation source for your electricity generation at this facility
<Not Applicable>
Oil & gas sector business division
<Not Applicable>
Total water withdrawals at this facility (megaliters/year)
1463
Comparison of withdrawals with previous reporting year
About the same
Total water discharges at this facility (megaliters/year)
487
Comparison of discharges with previous reporting year
About the same
Total water consumption at this facility (megaliters/year)
976
Comparison of consumption with previous reporting year
About the same
Please explain

Facility reference number
Facility 12
Facility name (optional)
Country/Region
Indonesia
River basin
Other, please specify (unknown)
Latitude
Longitude
Primary power generation source for your electricity generation at this facility
<Not Applicable>
Oil & gas sector business division
<Not Applicable>
Total water withdrawals at this facility (megaliters/year)
Comparison of withdrawals with previous reporting year
About the same
**Total water discharges at this facility (megaliters/year)**
731
Comparison of discharges with previous reporting year
About the same
**Total water consumption at this facility (megaliters/year)**
333
Comparison of consumption with previous reporting year
About the same
**Please explain**

<table>
<thead>
<tr>
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<th>Facility 13</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Facility name (optional)</strong></td>
<td></td>
</tr>
<tr>
<td><strong>Country/Region</strong></td>
<td>Thailand</td>
</tr>
<tr>
<td><strong>River basin</strong></td>
<td>Chao Phraya</td>
</tr>
<tr>
<td><strong>Latitude</strong></td>
<td></td>
</tr>
<tr>
<td><strong>Longitude</strong></td>
<td></td>
</tr>
<tr>
<td><strong>Primary power generation source for your electricity generation at this facility</strong></td>
<td>&lt;Not Applicable&gt;</td>
</tr>
<tr>
<td><strong>Oil &amp; gas sector business division</strong></td>
<td>&lt;Not Applicable&gt;</td>
</tr>
<tr>
<td><strong>Total water withdrawals at this facility (megaliters/year)</strong></td>
<td>1022</td>
</tr>
<tr>
<td><strong>Comparison of withdrawals with previous reporting year</strong></td>
<td>About the same</td>
</tr>
<tr>
<td><strong>Total water discharges at this facility (megaliters/year)</strong></td>
<td>244</td>
</tr>
</tbody>
</table>
Comparison of discharges with previous reporting year
About the same

Total water consumption at this facility (megaliters/year)
777

Comparison of consumption with previous reporting year
About the same

Please explain

Facility reference number
Facility 14

Facility name (optional)

Country/Region
United States of America

River basin
Other, please specify (unknown)

Latitude

Longitude

Primary power generation source for your electricity generation at this facility
<Not Applicable>

Oil & gas sector business division
<Not Applicable>

Total water withdrawals at this facility (megaliters/year)
1056

Comparison of withdrawals with previous reporting year
About the same

Total water discharges at this facility (megaliters/year)
153

Comparison of discharges with previous reporting year
About the same

Total water consumption at this facility (megaliters/year)
903

Comparison of consumption with previous reporting year
Facility reference number
Facility 15
Facility name (optional)
Country/Region
China
River basin
Yangtze River (Chang Jiang)
Latitude
Longitude
Primary power generation source for your electricity generation at this facility
<Not Applicable>
Oil & gas sector business division
<Not Applicable>
Total water withdrawals at this facility (megaliters/year)
2486
Comparison of withdrawals with previous reporting year
About the same
Total water discharges at this facility (megaliters/year)
1953
Comparison of discharges with previous reporting year
About the same
Total water consumption at this facility (megaliters/year)
534
Comparison of consumption with previous reporting year
About the same
Facility reference number
Facility 16
Facility name (optional)
Country/Region
France
River basin
Rhine
Latitude
Longitude
Primary power generation source for your electricity generation at this facility
<Not Applicable>
Oil & gas sector business division
<Not Applicable>
Total water withdrawals at this facility (megaliters/year)
2707
Comparison of withdrawals with previous reporting year
About the same
Total water discharges at this facility (megaliters/year)
835
Comparison of discharges with previous reporting year
About the same
Total water consumption at this facility (megaliters/year)
1872
Comparison of consumption with previous reporting year
About the same
Please explain

Facility reference number
Facility 17
Facility name (optional)
Country/Region
United States of America
River basin
Mississippi River
Latitude
Longitude
Primary power generation source for your electricity generation at this facility
<Not Applicable>
Oil & gas sector business division
<Not Applicable>
Total water withdrawals at this facility (megaliters/year)
2438
Comparison of withdrawals with previous reporting year
About the same
Total water discharges at this facility (megaliters/year)
Comparison of discharges with previous reporting year
Please select
Total water consumption at this facility (megaliters/year)
Comparison of consumption with previous reporting year
Please select
Please explain
Discharge and consumption are unknown for this site in 2017.
Facility reference number
Facility 18
Facility name (optional)
Country/Region
Turkey
River basin
Other, please specify (unknown)
Latitude
Longitude
Primary power generation source for your electricity generation at this facility
<Not Applicable>
Oil & gas sector business division
<Not Applicable>
Total water withdrawals at this facility (megaliters/year)
2503
Comparison of withdrawals with previous reporting year
About the same
Total water discharges at this facility (megaliters/year)
493
Comparison of discharges with previous reporting year
About the same
Total water consumption at this facility (megaliters/year)
2010
Comparison of consumption with previous reporting year
About the same
Please explain

W5.1a

(W5.1a) For each facility referenced in W5.1, provide withdrawal data by water source.
Facility reference number
Facility 1
Facility name
Fresh surface water, including rainwater, water from wetlands, rivers and lakes
0
Brackish surface water/seawater
0
Groundwater - renewable
0
Groundwater - non-renewable
3174
Produced water
0
Third party sources
### Facility 2

<table>
<thead>
<tr>
<th>Source Type</th>
<th>Quantity</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fresh surface water, including rainwater, water from wetlands, rivers and lakes</td>
<td>0</td>
</tr>
<tr>
<td>Brackish surface water/seawater</td>
<td>0</td>
</tr>
<tr>
<td>Groundwater - renewable</td>
<td>0</td>
</tr>
<tr>
<td>Groundwater - non-renewable</td>
<td>2526</td>
</tr>
<tr>
<td>Produced water</td>
<td>0</td>
</tr>
<tr>
<td>Third party sources</td>
<td>0</td>
</tr>
</tbody>
</table>

### Facility 3

<table>
<thead>
<tr>
<th>Source Type</th>
<th>Quantity</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fresh surface water, including rainwater, water from wetlands, rivers and lakes</td>
<td>0</td>
</tr>
<tr>
<td>Brackish surface water/seawater</td>
<td>0</td>
</tr>
<tr>
<td>Groundwater - renewable</td>
<td>0</td>
</tr>
<tr>
<td>Groundwater - non-renewable</td>
<td>1700</td>
</tr>
<tr>
<td>Produced water</td>
<td>0</td>
</tr>
<tr>
<td>Facility reference number</td>
<td>Facility name</td>
</tr>
<tr>
<td>---------------------------</td>
<td>-------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>Facility 4</td>
<td>Fresh surface water, including rainwater, water from wetlands, rivers and lakes</td>
</tr>
<tr>
<td></td>
<td>Brackish surface water/seawater</td>
</tr>
<tr>
<td></td>
<td>Groundwater - renewable</td>
</tr>
<tr>
<td></td>
<td>Groundwater - non-renewable</td>
</tr>
<tr>
<td></td>
<td>Produced water</td>
</tr>
<tr>
<td></td>
<td>Third party sources</td>
</tr>
<tr>
<td>Facility 5</td>
<td>Fresh surface water, including rainwater, water from wetlands, rivers and lakes</td>
</tr>
<tr>
<td></td>
<td>Brackish surface water/seawater</td>
</tr>
<tr>
<td></td>
<td>Groundwater - renewable</td>
</tr>
<tr>
<td></td>
<td>Groundwater - non-renewable</td>
</tr>
</tbody>
</table>
Facility reference number
Facility 6
Facility name
Fresh surface water, including rainwater, water from wetlands, rivers and lakes
75
Brackish surface water/seawater
0
Groundwater - renewable
694
Groundwater - non-renewable
0
Produced water
0
Third party sources
0
Comment

Facility reference number
Facility 7
Facility name
Fresh surface water, including rainwater, water from wetlands, rivers and lakes
0
Brackish surface water/seawater
0
Groundwater - renewable
<table>
<thead>
<tr>
<th>Facility reference number</th>
<th>Facility name</th>
<th>Source type</th>
</tr>
</thead>
<tbody>
<tr>
<td>Facility 8</td>
<td>Fresh surface water, including rainwater, water from wetlands, rivers and lakes</td>
<td>Groundwater - non-renewable</td>
</tr>
<tr>
<td>Facility 9</td>
<td>Fresh surface water, including rainwater, water from wetlands, rivers and lakes</td>
<td>Third party sources</td>
</tr>
</tbody>
</table>

**Comment**

- **Groundwater - non-renewable**: 0
- **Produced water**: 0
- **Third party sources**: 37

**Facility reference number**

- Facility 8
- Facility 9

**Facility name**

- Fresh surface water, including rainwater, water from wetlands, rivers and lakes

**Source type**

- Groundwater - non-renewable: 0
- Produced water: 0
- Third party sources: 595

**Comment**
<table>
<thead>
<tr>
<th>Facility reference number</th>
<th>Facility name</th>
</tr>
</thead>
<tbody>
<tr>
<td>Facility 10</td>
<td>Fresh surface water, including rainwater, water from wetlands, rivers and lakes</td>
</tr>
<tr>
<td>Facility 11</td>
<td>Fresh surface water, including rainwater, water from wetlands, rivers and lakes</td>
</tr>
</tbody>
</table>
Facility reference number
Facility 12

Facility name
Fresh surface water, including rainwater, water from wetlands, rivers and lakes

Brackish surface water/seawater
0

Groundwater - renewable
857

Groundwater - non-renewable
0

Produced water
0

Third party sources
606

Comment

Facility reference number
Facility 13

Facility name

Brackish surface water/seawater
0

Groundwater - renewable
1064

Groundwater - non-renewable
0

Produced water
0

Third party sources
0

Comment
<table>
<thead>
<tr>
<th>Source Type</th>
<th>Facility 14</th>
<th>Facility 15</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fresh surface water, including rainwater, water from wetlands, rivers and lakes</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Brackish surface water/seawater</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Groundwater - renewable</td>
<td>1022</td>
<td>1056</td>
</tr>
<tr>
<td>Groundwater - non-renewable</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Produced water</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Third party sources</td>
<td>0</td>
<td>0</td>
</tr>
</tbody>
</table>

**Comment**

Facility reference number
Facility 14

**Facility name**
Fresh surface water, including rainwater, water from wetlands, rivers and lakes

**Groundwater - renewable**
1022

**Groundwater - non-renewable**
0

**Produced water**
0

**Third party sources**
0

**Comment**
Facility reference number
Facility 15
Facility name
Fresh surface water, including rainwater, water from wetlands, rivers and lakes
2486
Brackish surface water/seawater
0
Groundwater - renewable
0
Groundwater - non-renewable
0
Produced water
0
Third party sources
0
Comment

Facility reference number
Facility 16
Facility name
Fresh surface water, including rainwater, water from wetlands, rivers and lakes
0
Brackish surface water/seawater
0
Groundwater - renewable
2701
Groundwater - non-renewable
0
Produced water
0
Third party sources
0
Facility reference number
Facility 17
Facility name
Fresh surface water, including rainwater, water from wetlands, rivers and lakes
0
Brackish surface water/seawater
0
Groundwater - renewable
0
Groundwater - non-renewable
0
Produced water
0
Third party sources
2438

Facility reference number
Facility 18
Facility name
Fresh surface water, including rainwater, water from wetlands, rivers and lakes
0
Brackish surface water/seawater
0
Groundwater - renewable
0
Groundwater - non-renewable
2503
Produced water
0
Third party sources
0
Comment

W5.1b

(W5.1b) For each facility referenced in W5.1, provide discharge data by destination.
Facility reference number
Facility 1
Facility name
Fresh surface water
0
Brackish surface water/Seawater
0
Groundwater
0
Third party destinations
433
Comment

Facility reference number
Facility 2
Facility name
Fresh surface water
0
Brackish surface water/Seawater
0
Groundwater
0
Third party destinations
436
<table>
<thead>
<tr>
<th>Facility reference number</th>
<th>Facility name</th>
<th>Fresh surface water</th>
<th>Brackish surface water/Seawater</th>
<th>Groundwater</th>
<th>Third party destinations</th>
<th>Comment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Facility 3</td>
<td></td>
<td>627</td>
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<td></td>
<td></td>
</tr>
<tr>
<td>Facility 4</td>
<td></td>
<td>0</td>
<td>0</td>
<td></td>
<td>212</td>
<td></td>
</tr>
<tr>
<td>Facility 5</td>
<td></td>
<td>581</td>
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<td></td>
<td></td>
</tr>
</tbody>
</table>
Brackish surface water/Seawater
0
Groundwater
0
Third party destinations
0
Comment

Facility reference number
Facility 6
Facility name
Fresh surface water
376
Brackish surface water/Seawater
0
Groundwater
0
Third party destinations
0
Comment

Facility reference number
Facility 7
Facility name
Fresh surface water
0
Brackish surface water/Seawater
0
Groundwater
0
Third party destinations
145
<table>
<thead>
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<th>Fresh surface water</th>
<th>Brackish surface water/Seawater</th>
<th>Groundwater</th>
<th>Third party destinations</th>
</tr>
</thead>
<tbody>
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<td>Facility 9</td>
<td>Fresh surface water</td>
<td>568</td>
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</tr>
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<td>Facility 10</td>
<td>Fresh surface water</td>
<td></td>
<td></td>
<td></td>
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</table>
1634
Brackish surface water/Seawater
0
Groundwater
0
Third party destinations
0
Comment

<table>
<thead>
<tr>
<th>Facility reference number</th>
<th>Facility name</th>
<th>Fresh surface water</th>
<th>Brackish surface water/Seawater</th>
<th>Groundwater</th>
<th>Third party destinations</th>
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</thead>
<tbody>
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<td>Fresh surface water</td>
<td>761</td>
<td>0</td>
<td>0</td>
<td>487</td>
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<td>Facility 12</td>
<td>Fresh surface water</td>
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<td>Facility reference number</td>
<td>Facility name</td>
<td>Fresh surface water</td>
<td>Brackish surface water/Seawater</td>
<td>Groundwater</td>
<td>Third party destinations</td>
</tr>
<tr>
<td>---------------------------</td>
<td>---------------</td>
<td>---------------------</td>
<td>-------------------------------</td>
<td>-------------</td>
<td>------------------------</td>
</tr>
<tr>
<td>Facility 13</td>
<td>Fresh surface water</td>
<td>42</td>
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<td>0</td>
<td>0</td>
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<td>Fresh surface water</td>
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<td>0</td>
<td>0</td>
<td>149</td>
</tr>
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<td>Facility 15</td>
<td>Facility name</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
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</table>
Fresh surface water
1953
Brackish surface water/Seawater
0
Groundwater
0
Third party destinations
0
Comment

Facility reference number
Facility 16
Facility name
Fresh surface water
0
Brackish surface water/Seawater
0
Groundwater
0
Third party destinations
483
Comment

Facility reference number
Facility 17
Facility name
Fresh surface water
1688
Brackish surface water/Seawater
0
Groundwater
0
Third party destinations
657
Comment

Facility reference number
Facility 18
Facility name
Fresh surface water
493
Brackish surface water/Seawater
0
Groundwater
0
Third party destinations
0
Comment

W5.1c

(W5.1c) For each facility referenced in W5.1, provide the proportion of your total water use that is recycled or reused, and give the comparison with the previous reporting year.
Facility reference number
Facility 1
Facility name
% recycled or reused
None
Comparison with previous reporting year
About the same
Please explain
Facility 2
Facility name
% recycled or reused
None
Comparison with previous reporting year
About the same
Please explain

Facility reference number
Facility 3
Facility name
% recycled or reused
None
Comparison with previous reporting year
About the same
Please explain

Facility reference number
Facility 4
Facility name
% recycled or reused
11-25%
Comparison with previous reporting year
About the same
Please explain

Facility reference number
Facility 5
Facility name
% recycled or reused
None
Comparison with previous reporting year
<table>
<thead>
<tr>
<th>Facility reference number</th>
<th>Facility name</th>
<th>% recycled or reused</th>
<th>Comparison with previous reporting year</th>
</tr>
</thead>
<tbody>
<tr>
<td>Facility 6</td>
<td></td>
<td>None</td>
<td>About the same</td>
</tr>
<tr>
<td>Facility 7</td>
<td></td>
<td>11-25%</td>
<td>About the same</td>
</tr>
<tr>
<td>Facility 8</td>
<td></td>
<td>None</td>
<td>About the same</td>
</tr>
<tr>
<td>Facility reference number</td>
<td>Facility name</td>
<td>% recycled or reused</td>
<td>Comparison with previous reporting year</td>
</tr>
<tr>
<td>---------------------------</td>
<td>---------------</td>
<td>----------------------</td>
<td>------------------------------------------</td>
</tr>
<tr>
<td>Facility 10</td>
<td>None</td>
<td>26-50%</td>
<td>About the same</td>
</tr>
<tr>
<td>Facility 11</td>
<td>None</td>
<td>None</td>
<td>About the same</td>
</tr>
<tr>
<td>Facility 12</td>
<td>None</td>
<td>None</td>
<td>About the same</td>
</tr>
<tr>
<td>Facility reference number</td>
<td>Facility name</td>
<td>% recycled or reused</td>
<td>Comparison with previous reporting year</td>
</tr>
<tr>
<td>---------------------------</td>
<td>---------------</td>
<td>----------------------</td>
<td>-----------------------------------------</td>
</tr>
<tr>
<td>Facility 13</td>
<td></td>
<td>None</td>
<td>About the same</td>
</tr>
<tr>
<td>Facility 14</td>
<td></td>
<td>None</td>
<td>About the same</td>
</tr>
<tr>
<td>Facility 15</td>
<td></td>
<td>None</td>
<td>About the same</td>
</tr>
<tr>
<td>Facility 16</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
% recycled or reused
None
Comparison with previous reporting year
About the same
Please explain

<table>
<thead>
<tr>
<th>Facility reference number</th>
<th>Facility name</th>
<th>% recycled or reused</th>
<th>Comparison with previous reporting year</th>
<th>Please explain</th>
</tr>
</thead>
<tbody>
<tr>
<td>Facility 17</td>
<td></td>
<td>11-25%</td>
<td>About the same</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Facility reference number</th>
<th>Facility name</th>
<th>% recycled or reused</th>
<th>Comparison with previous reporting year</th>
<th>Please explain</th>
</tr>
</thead>
<tbody>
<tr>
<td>Facility 18</td>
<td></td>
<td>None</td>
<td>About the same</td>
<td></td>
</tr>
</tbody>
</table>

**W5.1d**

(W5.1d) For the facilities referenced in W5.1, what proportion of water accounting data has been externally verified?
Water withdrawals – total volumes
% verified
76-100
What standard and methodology was used?
Bureau Veritas in charge of the verification process for all our reported data.

**Water withdrawals - volume by source**

% verified
76-100

**What standard and methodology was used?**

Bureau Veritas in charge of the verification process for all our reported data.

**Water withdrawals - quality**

% verified
76-100

**What standard and methodology was used?**

Bureau Veritas in charge of the verification process for all our reported data.

**Water discharges - total volumes**

% verified
76-100

**What standard and methodology was used?**

Bureau Veritas in charge of the verification process for all our reported data.

**Water discharges - volume by destination**

% verified
76-100

**What standard and methodology was used?**

Bureau Veritas in charge of the verification process for all our reported data.

**Water discharges - volume by treatment method**

% verified
76-100

**What standard and methodology was used?**

Bureau Veritas in charge of the verification process for all our reported data.

**Water discharge quality - quality by standard effluent parameters**

% verified
76-100

**What standard and methodology was used?**

Bureau Veritas in charge of the verification process for all our reported data.

**Water discharge quality - temperature**
% verified
Please select
What standard and methodology was used?
not applicable
Water consumption – total volume
% verified
76-100
What standard and methodology was used?
Bureau Veritas in charge of the verification process for all our reported data.
Water recycled/reused
% verified
76-100
What standard and methodology was used?
Bureau Veritas in charge of the verification process for all our reported data.

W6. Governance

W6.1

(W6.1) Does your organization have a water policy?
Yes, we have a documented water policy that is publicly available

W6.1a

(W6.1a) Select the options that best describe the scope and content of your water policy.

<table>
<thead>
<tr>
<th>Scope</th>
<th>Content</th>
<th>Please explain</th>
</tr>
</thead>
<tbody>
<tr>
<td>Company-wide</td>
<td>Description of business dependency on water</td>
<td>The Nestlé Policy on Environmental Sustainability identifies water preservation as a key focus area. It is complemented with the Nestlé Commitment to Water Stewardship and the Nestlé Guidelines on Respecting the Human Rights to Water and Sanitation. All documents are publicly available and apply to all geographies and sites. Water is critical to the future success of our business and our value chain. Water is a business opportunity, an operational challenge and a societal issue that is of deep concern to us all. Water is essential to grow the agricultural raw materials we source, to run our operations and for consumers to prepare and enjoy our products. We respect the human right to water and sanitation, and are helping to facilitate the sustainable growth of water resources.</td>
</tr>
<tr>
<td>Company-wide</td>
<td>Description of business impact on water</td>
<td></td>
</tr>
<tr>
<td>Company-wide</td>
<td>Description of water-related performance standards for direct operations</td>
<td></td>
</tr>
<tr>
<td>Scope</td>
<td>Content</td>
<td>Please explain</td>
</tr>
<tr>
<td>-------</td>
<td>---------</td>
<td>----------------</td>
</tr>
<tr>
<td></td>
<td>Description of water-related standards for procurement</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Reference to international standards and widely-recognized water initiatives</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Company water targets and goals</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Commitment to align with public policy initiatives, such as the SDGs</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Commitments beyond regulatory compliance</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Commitment to stakeholder awareness and education</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Commitment to water stewardship and/or collective action</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Acknowledgement of the human right to water and sanitation</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Recognition of environmental linkages, for example, due to climate change</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Management of water catchments where we source our goods, where our factories are located, and where our suppliers and consumers live.</td>
<td></td>
</tr>
</tbody>
</table>

**W6.2**

(W6.2) Is there board level oversight of water-related issues within your organization?
Yes

**W6.2a**

(W6.2a) Identify the position(s) of the individual(s) on the board with responsibility for water-related issues.

<table>
<thead>
<tr>
<th>Position of individual</th>
<th>Please explain</th>
</tr>
</thead>
<tbody>
<tr>
<td>Director on board</td>
<td>Members of the Board of Directors are selected based on sound criteria, including sustainability criteria. Several members have leadership experience in NGOs and the public sector. The Nomination and Sustainability Committee oversees environment, including water issues, on the board. The committee is chaired by Henri De Castries.</td>
</tr>
<tr>
<td>Position of individual</td>
<td>Please explain</td>
</tr>
<tr>
<td>--------------------------------</td>
<td>---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>Chief Executive Officer (CEO)</td>
<td>The CEO chairs a subset of the Executive Board, the Nestlé in Society Board, which meets twice a year to set policy, set public commitments and track progress and ensure achievement against those; water is one of the topic. CEO leads the development and implementation of Nestlé’s sustainability and water objectives and strategies at Group level, while reverting to the Executive Board for input and confirmation.</td>
</tr>
<tr>
<td>Chief Operating Officer (COO)</td>
<td>The COO is responsible for ensuring the operationalisation of the policies set in the Nestlé in Society Board and for reporting back on progress. He co-chairs the Environmental Sustainability Leadership Committee, part of the Nestlé in Society Board Governance structure. The COO is in particular responsible for Agriculture, Procurement, Manufacturing, Supply Chain, Quality Management, Health and Safety, Environmental Sustainability, Engineering and Water. He is an Executive Board member and reports directly to Nestlé CEO.</td>
</tr>
</tbody>
</table>

(W6.2b) Provide further details on the board’s oversight of water-related issues.

<table>
<thead>
<tr>
<th>Frequency that water-related issues are a scheduled agenda item</th>
<th>Governance mechanisms into which water-related issues are integrated</th>
<th>Please explain</th>
</tr>
</thead>
<tbody>
<tr>
<td>Scheduled - some meetings</td>
<td>Monitoring, implementation and performance</td>
<td>The Nomination and Sustainability Committee oversees environment, including water, on the Board of Directors. It meets at least twice a year and as frequently as necessary to fulfill its task. In 2017, it met 6 times. The Committee Chairman provides a detailed report of its meetings to the full Board of Directors at each meeting in a dedicated Chairman’s session. The setting of targets and public commitments on water issues forms part of our comprehensive “Nestlé in Society” approach to business strategy. The Nestlé in Society Board is chaired by our CEO and meets twice a year. It leads the strategic development and implementation of Creating Shared Value across our business, including for all commitments on water, objectives and strategies, and reverts to the Executive Board for input and confirmation. The Nestlé in Society Board is supported by the environmental leadership committee chaired by the COO and the CTO which we put in place in 2017 to drive our ambitions and commitments around environment including water.</td>
</tr>
<tr>
<td></td>
<td>Overseeing acquisitions and divestiture</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Overseeing major capital expenditures</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Providing employee incentives</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Reviewing and guiding annual budgets</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Reviewing and guiding business plans</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Reviewing and guiding major plans of action</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Reviewing and guiding risk management policies</td>
<td></td>
</tr>
<tr>
<td>Frequency that water-related issues are a scheduled agenda item</td>
<td>Governance mechanisms into which water-related issues are integrated</td>
<td>Please explain</td>
</tr>
<tr>
<td>---------------------------------------------------------------</td>
<td>---------------------------------------------------------------</td>
<td>----------------</td>
</tr>
<tr>
<td></td>
<td>Reviewing and guiding strategy Reviewing and guiding corporate responsibility strategy Reviewing innovation/R&amp;D priorities Setting performance objectives</td>
<td></td>
</tr>
</tbody>
</table>

**W6.3**

*(W6.3) Below board level, provide the highest-level management position(s) or committee(s) with responsibility for water-related issues.*

**Name of the position(s) and/or committee(s)**
Other committee, please specify (Caring for Water Steering Committee)

**Responsibility**
Both assessing and managing water-related risks and opportunities

**Frequency of reporting to the board on water-related issues**
More frequently than quarterly

**Please explain**
The Caring for Water Steering Committee is co-chaired by the COO, the CEO of Nestlé Waters and the Head of Corporate Communications. The Steerco drives and develops our flagship initiative on water and assesses and manages major water-related risks and opportunities. The committee meets once a month and brings together key people working on water stewardship in the company. The committee reports up to the environmental sustainability leadership committee, to the Nestlé in Society Board and the Executive Board.

**Name of the position(s) and/or committee(s)**
Other, please specify (Technical Director for Water Resources)
Responsibility
Both assessing and managing water-related risks and opportunities

**Frequency of reporting to the board on water-related issues**
More frequently than quarterly

Please explain
The Technical Director for Water Resources reports to the COO. He coordinates an internal multi-disciplinary team aimed at defining the company’s water stewardship strategy and its implementation at market level (identification of water-related risks and opportunities, definition of water efficiency and quality targets in factories, sustainable water management in agriculture supply chain and the watersheds around our factories).

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Name of the position(s) and/or committee(s)
Other, please specify (Head of Global Public Affairs)

Responsibility
Both assessing and managing water-related risks and opportunities

**Frequency of reporting to the board on water-related issues**
More frequently than quarterly

Please explain
The Head of Global Public Affairs leads Nestlé’s engagement on water with stakeholders and co-leads the management of commitments and targets. He leads Nestlé’s social agenda on water, including the implementation of the human right to water guidelines and Nestlé’s major WASH initiatives in Sub-Saharan Africa and South Asia.

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**W-FB6.4/W-CH6.4/W-EU6.4/W-OG6.4/W-MM6.4**

(W-FB6.4/W-CH6.4/W-EU6.4/W-OG6.4/W-MM6.4) Do you provide incentives to C-suite employees or board members for the management of water-related issues?
Yes

---

(W-FB6.4a/W-CH6.4a/W-EU6.4a/W-OG6.4a/W-MM6.4a) What incentives are provided to C-suite employees or board members for the management of water-related issues?
<table>
<thead>
<tr>
<th>Monetary reward</th>
<th>Who is entitled to benefit from these incentives?</th>
<th>Indicator for incentivized performance</th>
<th>Please explain</th>
</tr>
</thead>
<tbody>
<tr>
<td>Board/Executive board</td>
<td>Reduction of water withdrawals Efficiency project or target – direct operations Efficiency project or target – upstream in the value chain Effluent quality improvements Supply chain engagement Increasing access to workplace WASH Water-related community project</td>
<td>The short-term bonus payout is determined by the degree of achievement of a number of annual operating objectives, including the delivering of our Creating Shared Value (CSV) commitments. Quantitative and qualitative targets, set by the Board of Directors are used to determine the Nestlé Group performance. These include measures related to the Company’s sustainability and its corporate social responsibility in line with our Creating Shared Value (CSV) strategy. These additional targets can include delivering on CSV commitments, which include water efficiency targets. More information at: <a href="https://www.nestle.ch/de/media/pressreleases/documents/corp-governance-report-2017-en.pdf">https://www.nestle.ch/de/media/pressreleases/documents/corp-governance-report-2017-en.pdf</a>, pg 41.</td>
<td></td>
</tr>
<tr>
<td>Recognition (non-monetary)</td>
<td>Please select</td>
<td>Please select</td>
<td></td>
</tr>
<tr>
<td>Other non-monetary reward</td>
<td>Please select</td>
<td>Please select</td>
<td></td>
</tr>
</tbody>
</table>

**W6.5**

(W6.5) Do you engage in activities that could either directly or indirectly influence public policy on water through any of the following?
Yes, direct engagement with policy makers
Yes, trade associations
Yes, funding research organizations

**W6.5a**
**W7.5a** What processes do you have in place to ensure that all of your direct and indirect activities seeking to influence policy are consistent with your water policy/water commitments?

Nestlé’s engagement is guided by its commitment on water stewardship. It includes a specific commitment to advocate for effective water policies and stewardship. As such, we have defined clear objectives covering our engagement at various levels.

At the global level, we are founding member of the 2030 Water Resources Group, currently chaired by our Chairman. The 2030 Water Resources Group is a multi-stakeholder platform that works on the issue of water scarcity in countries with the support of senior public authorities. We are also a key contributor to the CEO Water Mandate and the World Business Council on Sustainable Development.

At the local level, we support the AWS standard. The AWS standard provides us with a framework to engage with key stakeholders, including policy makers, around our production sites. This engagement is championed by Nestlé Waters who have set a specific commitment to certify 20 factories AWS by 2020.

We continuously monitor our engagement against the objectives set and course-correct our engagement if necessary. Progress is reported on an annual basis in the Nestlé in Society report.

**W7. Business strategy**

**W7.1**

<table>
<thead>
<tr>
<th>Long-term business objectives</th>
<th>Are water-related issues integrated?</th>
<th>Long-term time horizon (years)</th>
<th>Please explain</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes, water-related issues are integrated</td>
<td>5-10</td>
<td>Long-term business objectives setting is influenced through the internal communication process of Nestlé governance bodies that cover water, particularly the Caring for Water Steering Committee, which meets once a month and is overseen by the Nestlé in Society Board. Water is one of the environmental sustainability topics of the Nestlé in Society Board, chaired by our CEO. It leads the development and implementation of Nestlé’s sustainability and water objectives and strategies at Group level, while reverting to the Executive Board for input and confirmation. Long-term business objectives adjustments are then discussed during these meetings. Our</td>
<td></td>
</tr>
</tbody>
</table>
Are water-related issues integrated? | Long-term time horizon (years) | Please explain
--- | --- | ---
Yes, water-related issues are integrated | 5-10 | Our business strategy is linked to water risks and/or opportunities. We have policies, processes and controls that incorporate water risks and opportunities driven by regulation, physical and reputation aspects. We are committed to environmentally sustainable business practices at all stages – making the right choices to protect the future by making the right choices in an environment where water is increasingly scarce. Key highlights in 2017 include Nestlé Waters’ commitment to certify 20 factories with AWS for water stewardship by 2020. This commitment is expected to include even more factories in the coming year.

Strategy for achieving long-term objectives | Water-related issues are integrated | 5-10 | We have published a number of robust commitments, including five on water, to support our long-term goal of Creating Shared Value. They cover nutrition, health and wellness, rural development and responsible sourcing, water, environmental sustainability, our people, human rights and compliance. The commitments make it possible for stakeholders to hold us accountable, encouraging us to seek and achieve continuous improvement in our nutrition, water, rural development, sustainability and compliance performance. Each commitment is owned by a member of the Executive Board meaning that they are responsible for both commercial and societal commitments. We also systematically assess and optimise the environmental performance, including water, across the entire value chain at the earliest stage in the development of new and renovated products. We implemented a mandatory environmental rating system for all new product and process developments three years ago. This uses a five-point scale to evaluate potential impacts, both adverse and beneficial. It is designed to inform decisions at the earliest stage, before a project goes into development.

Financial planning | Water-related issues are integrated | 5-10 | To inform financial decision-making, we place a theoretical price on water, ranging from CHF 1 to CHF 5 per m^3 depending on a factory’s physical risk score, as generated by the Nestlé Combined Water Stress Index. We have extended our acceptable Return On Investment period for equipment funding that will deliver water savings. We are also stimulating innovation through the introduction of a Lighthouse Projects. This approach enables us to convert environmental and social benefits into a notional payback, helping us to prioritise resource allocation. We are continuing to extend our acceptable Return On Investment period for equipment funding that delivers water savings, recognising that such activities often require longer-term investment.

**W7.2**

(W7.2) What is the trend in your organization’s water-related capital expenditure (CAPEX) and operating expenditure (OPEX) for the reporting year, and the anticipated trend for the next reporting year?

<table>
<thead>
<tr>
<th></th>
<th>Water-related CAPEX (+/- % change)</th>
<th>Anticipated forward trend for CAPEX (+/- % change)</th>
<th>Water-related OPEX (+/- % change)</th>
<th>Anticipated forward trend for OPEX (+/- % change)</th>
<th>Please explain</th>
</tr>
</thead>
<tbody>
<tr>
<td>Row 1</td>
<td>28</td>
<td>0</td>
<td>15</td>
<td>-1.5</td>
<td></td>
</tr>
</tbody>
</table>
### W7.3

#### (W7.3) Does your organization use climate-related scenario analysis to inform its business strategy?

<table>
<thead>
<tr>
<th>Use of climate-related scenario analysis</th>
<th>Comment</th>
</tr>
</thead>
<tbody>
<tr>
<td>No, but we anticipate doing so within the next two years</td>
<td>Our current understanding of the different climate related scenario analyses indicates that through to 2030 there are unlikely to be substantive differences in climate under the different climate scenarios. Any differences under the different scenarios are only apparent further into the future. In addition, investors are only assessing the performance (and risks) of Nestlé on a very short term basis. This disconnect therefore between the time horizons of investors, the time line of normal business strategies and the differentiation of the different climate scenarios therefore means that the use of different scenarios is not likely to influence business strategy over the time horizon of our business plans nor the time horizon of investors. To further understand climate risks, it is our intention to undertake a climate scenario analysis during 2018 in order to refine our approach. Based upon the outcomes of the analysis we will determine how best to implement the findings from it.</td>
</tr>
</tbody>
</table>

### W7.4

#### (W7.4) Does your company use an internal price on water?

**Yes**

**Please explain**

We use the concept of notional cost of water to analyze water projects based on estimated water prices ranging from 1 to 5 CHF/m³ depending on the level of water stress index of the factory’s location. To inform decision-making, we place a theoretical price on water, ranging from CHF 1 to CHF 5 per m³ depending on a factory’s physical risk score, as generated by the Nestlé Combined Water Stress Index. We have extended our acceptable Return On Investment period for equipment funding that will deliver water savings. This approach enables us to convert environmental and social benefits into a notional payback, helping us to prioritise resource allocation. We are continuing to extend our acceptable Return On Investment period for equipment funding that delivers water savings, recognising that such activities often require longer-term investment.

### W8. Targets

#### W8.1

#### (W8.1) Describe your approach to setting and monitoring water-related targets and/or goals.
<table>
<thead>
<tr>
<th>Levels for targets and/or goals</th>
<th>Monitoring at corporate level</th>
<th>Approach to setting and monitoring targets and/or goals</th>
</tr>
</thead>
<tbody>
<tr>
<td>Company-wide targets and goals</td>
<td>Targets are monitored at the corporate level</td>
<td>Some of the commitments here-after are a consolidated group result of targets set at Zone and Market level.</td>
</tr>
<tr>
<td>Country level targets and/or goals</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**W8.1a**

(W8.1a) Provide details of your water targets that are monitored at the corporate level, and the progress made.

**Target reference number**

Target 1

**Category of target**
Water use efficiency

**Level**
Company-wide

**Primary motivation**
Reduced environmental impact

**Description of target**
Reduce direct water withdrawals per tonne of product in every product category to achieve an overall reduction of 35% since 2010.

**Quantitative metric**
Please select

**Baseline year**
2010

**Start year**
2010

**Target year**
2020

**% achieved**
29

Please explain
By 2020 – Reduce direct water withdrawals per tonne of product in every product category to achieve an overall reduction of 35% in our manufacturing operations versus 2010.

**Target reference number**
Target 2

**Category of target**
Water withdrawals

**Level**
Company-wide

**Primary motivation**
Reduced environmental impact

**Description of target**
Carry out 40 new Water Resource Reviews (WRRs) in selected manufacturing facilities and all greenfield sites.

**Quantitative metric**
Other, please specify (Number of WRR performed)

**Baseline year**
2016

**Start year**
2017

**Target year**
2020

**% achieved**
100

**Please explain**
By 2020 – Carry out 40 new water resources reviews in selected manufacturing facilities, and all greenfield sites. Nestlé manages a programme of Water Resource Reviews for factory sites that helps us to analyse the impacts of a manufacturing facility upon a local water catchment. The formal process investigates: •Water availability (including some key aspects related to the human right to water and sanitation); •Water quality; •Regulatory compliance; •Site protection; and •Stakeholder relations. After the review, corrective actions are undertaken, as needed.
**Category of target**
Water withdrawals

**Level**
Company-wide

**Primary motivation**
Reduced environmental impact

**Description of target**
Implement 10 new water stewardship initiatives in selected locations, with specific focus on high-priority manufacturing facilities.

**Quantitative metric**
Other, please specify (Number of projects)

**Baseline year**

**Start year**

**Target year**
2020

**% achieved**
70

**Please explain**
We have identified 18 high-priority manufacturing facilities (HPMFs) that are either located in areas of water stress or that represent a significant percentage of our operational withdrawals. During 2017, we implemented water-saving projects at 13 HPMFs, saving nearly 1.1 million m³ of water.

---

**Target reference number**
Target 4

**Category of target**
Other, please specify (Advocacy)

**Level**
Company-wide

**Primary motivation**
Other, please specify (Advocacy)

**Description of target**
Advocate for effective water policies and stewardship. Working with others for positive impact
Our key water partnerships and initiatives are outlined below. We worked with the World Resources Institute (WRI) to develop methodologies that help companies quantify the sustainable cost of water and a water stewardship benefit accounting methodology. We co-chair the 2030 Water Resources Group (2030 WRG). We are a founding signatory of the UN Global Compact (UNGC) CEO Water Mandate. We are involved in The Alliance for Water Stewardship (AWS) Standard that provides a framework for companies to evaluate their water stewardship practices against a range of environmental, social and economic criteria. We are part of the Joint Water Risk Assessment and Mitigation project, run by the Sustainable Agriculture Initiative Platform (SAI Platform) and the Sustainable Food Lab (SFL).

**Target reference number**
Target 5

**Category of target**
Water discharge

**Level**
Company-wide

**Primary motivation**
Reduced environmental impact

**Description of target**
Treating water effectively - Applying efficient technologies and good practice

**Quantitative metric**
Other, please specify (Implementation of new internal standards)
Monitor the implementation of the new and strengthened Nestlé Environmental Requirements (NER) for water quality and effluent discharge in all factories, to help protect the environment. In 2017, we continued to invest in maintenance and improved treatment facilities. Through such actions, the average water quality we discharged in 2017 was 83.8 mg COD (Chemical Oxygen Demand) per litre. We have also reduced the amount of water discharged per tonne of product by 13.3% since last year.

**Target reference number**
Target 6

**Category of target**
Supplier engagement

**Level**
Company-wide

**Primary motivation**
Recommended sector best practice

**Description of target**
Improving water management in our agricultural supply chains. Our greatest challenge in responsible water stewardship, as well as our biggest opportunity, lies in addressing impacts within our supply chains.

**Quantitative metric**
Other, please specify (Projects implemented)

**Baseline year**

**Start year**

**Target year**

**% achieved**

**Please explain**
We have over 40 projects in water-stressed areas (in 28 countries). Through the Sustainable Agriculture Initiative at Nestlé (SAIN), we address water issues and promote remediation measures. We are currently implementing water management action plans for coffee, sugar, dairy, rice and cereals in water-stressed areas. The farms, plantations and mills in these supply chains need to comply with the terms of our Responsible Sourcing Guideline (RSG), and take action to mitigate their impact on local water sources.
Target 7

**Category of target**
Water, Sanitation and Hygiene (WASH) services in the workplace

**Level**
Company-wide

**Primary motivation**
Corporate social responsibility

**Description of target**
By 2017: Implement all corrective action plans derived from the global roll-out of the WBCSD WASH Pledge self-assessment for safe water, sanitation and hygiene in the workplace at Nestlé premises.

**Quantitative metric**
Other, please specify (% of employees with access to WASH)

**Baseline year**

**Start year**

**Target year**

**% achieved**

**Please explain**
Over 90% of employees have confirmed access to WASH and we estimate reaching almost 100%. We are committed to achieving and maintaining WASH for all our employees and remain in the process of continuing self-assessments across our facilities, identifying and correcting gaps through action plans.

---

Target 8

**Category of target**
Water, Sanitation and Hygiene (WASH) services in the community

**Level**
Business

**Primary motivation**
Corporate social responsibility

**Description of target**
By 2020: Implement detailed guidelines on human rights to water and sanitation due diligence in all Nestlé markets and key agricultural supply chains. By 2020: Ensure 600 000 beneficiaries in local communities have access to water, sanitation or hygiene projects around our manufacturing facilities and key agricultural supply chains.

**Quantitative metric**
Other, please specify (number of locations and beneficiaries)

**Baseline year**

**Start year**

**Target year**

2020

**% achieved**

Please explain

We developed our own Nestlé Guidelines on Respecting the Human Rights to Water and Sanitation by the end of the same year, helping our markets and factories to respect and support these fundamental rights. In 2017, we started to implement the Nestlé Guidelines on Respecting the Human Rights to Water and Sanitation in high-risk markets. We have partnered with the International Federation of Red Cross and Red Crescent Societies (IFRC) in western Africa since 2002. Supporting its Global Water and Sanitation Initiative to improve access to safe water and sanitation for 30 million people by 2030, we have helped 316 274 members of rural cocoa-growing communities in Côte d’Ivoire and Ghana gain greater access to clean water and sanitation through our partnership with the IFRC.

**W9. Linkages and trade-offs**

**W9.1**

(W9.1) Has your organization identified any linkages or tradeoffs between water and other environmental issues in its direct operations and/or other parts of its value chain?

Yes

**W9.1a**

(W9.1a) Describe the linkages or tradeoffs and the related management policy or action.

Linkage or tradeoff

Linkage
Type of linkage/tradeoff
Other, please specify (Energy)

Description of linkage/tradeoff
Food production requires water and energy; water extraction and distribution requires energy; and energy production requires water. Nestlé specific description of the linkages: We use water to cool power equipment, and water supply and treatment, and pumping water requires energy. Our Environmental Target Setting programme aims to improve the environmental performance of our factories based on a thorough assessment of baseline energy and water consumption.

Policy or action
At Nestlé, teams of experts are sent to factories to identify energy, water and greenhouse gas emissions reduction opportunities. According to The Nestlé Policy on Environmental sustainability: We aim to use the most efficient technologies and apply best practices in order to further optimise energy and water consumption, minimise waste generation, utilise sustainably managed renewable energy sources, recover value from by-products and control and eliminate emissions, including greenhouse gases.

Linkage or tradeoff
Linkage
Type of linkage/tradeoff
Other, please specify (Food Waste prevention and reduction)

Description of linkage/tradeoff
About one third of global food production is either wasted or lost every year. Food waste not only generates superfluous greenhouse gas emissions and wastage of water but also affects farmer income as well as the availability and cost of food. Hence, it contributes to inequality and undermines rural development. Ever since its foundation in 1866, Nestlé has contributed to reducing food waste by transforming perishable raw materials such as milk, coffee beans and cocoa into safe, tastier and healthier value-adding food products.

Policy or action
Over the last ten years, Nestlé has reduced 76%, per tonne of product, the amount of waste for disposal generated in its factories. As the leading Nutrition, Health and Wellness company, Nestlé is committed to further playing its part in helping to reduce food loss and waste. Not only will this help Nestlé to secure supply of the agricultural raw materials it sources, but it will also have a positive impact on society by supporting rural development, water conservation, and food security. This is in line with Nestlé’s Creating Shared Value approach to doing business.
**Type of linkage/tradeoff**
Other, please specify (Biofuels)

**Description of linkage/tradeoff**
Increased use of biofuels puts increasing pressure on water resources in at least two ways: water use for the irrigation of crops used as feedstocks for biodiesel production; and water use in the production of biofuels in refineries, mostly for boiling and cooling. Nestlé is a strong supporter of sustainable and efficient water and energy use. The current production of biofuel relies on the extensive use of food and feed crops such as maize and wheat. The large scale expansion of these agricultural raw materials for biofuel production will aggravate the problem of water scarcity, as every litre of biofuel made from irrigated maize or soybeans requires between 500 and 5,000 litres of water. This causes an unsustainable boost in the use of freshwater by agriculture, which already uses 70% of available sources.

**Policy or action**
Nestlé continues to advocate against the use of crops for fuel rather than food, as the growing use of biofuels is a significant factor in the destruction of rainforests. Therefore our strong policy claim: no food for fuel. Biofuels should only be accepted when they: do not threaten food security; are able to demonstrably and significantly reduce GHG emissions; do not pose significant land use or significant water allocation and stewardship issues; and when they do not risk conservation conflicts. To facilitate this Nestlé believes that research on credible alternatives to the use of agricultural crops for biofuels is needed, such as the use of wood, agricultural and forestry residues and algae (second and third generation biofuels).

---

**Linkage or tradeoff**

**Tradeoff**

**Type of linkage/tradeoff**
Other, please specify (Energy)

**Description of linkage/tradeoff**
In many Nestlé factories the reduction of steam consumption allows to minimise water withdrawal as well as energy consumption. Trade-offs between water, energy and carbon are also taken into consideration, such as treating waste water which will allow the recycling of water but at the cost of additional energy usage.

**Policy or action**
The impact of these factors on the environment may vary depending on local conditions (such as water scarcity in a region) and need to be evaluated based on all of the inputs, not just the impact a project or initiative has on one of the factors. iii) Description of the policy for managing this trade-off. These are taken into account through its Change Management process, which includes investments projects and innovation/renovation of products and processes. For each new product or process developed, R&D teams have to assess related environmental impacts, which include water withdrawal and energy consumption and these are part
of an internal process. Nestlé also strives to improve factories environmental performance through internal tools and procedures and in some situations with the support from external consultants and suppliers. Linkages between water and energy are taken into consideration.

<table>
<thead>
<tr>
<th>Linkage or tradeoff</th>
<th>Tradeoff</th>
</tr>
</thead>
<tbody>
<tr>
<td>Type of linkage/tradeoff</td>
<td>Other, please specify (Ecosystem quality)</td>
</tr>
</tbody>
</table>

**Description of linkage/tradeoff**

Nestlé has been conducting Life Cycle Assessments to assess the environmental impacts of its major product categories, from farm to consumer in order to increase the environmental performance of its products throughout their life cycle.

**Policy or action**

To optimise the environmental performance of its products, Nestlé not only considers the environmental impacts of its manufacturing operations but also those associated with the other steps in the value chain. Nestlé therefore applies a life cycle approach, systematically assessing its product categories from farm to fork and beyond. We advocate a multi-disciplinary approach not just looking at GHG emissions but also at water and natural resources, human health, and ecosystem quality. Nestlé aims to use natural resources efficiently at all stages of the life cycle is, to favour the use of sustainably-managed renewable resources and to target zero waste.

**W10. Verification**

**W10.1**

(W10.1) Do you verify any other water information reported in your CDP disclosure (not already covered by W5.1d)?

Yes


**W10.1a**

(W10.1a) Which data points within your CDP disclosure have been verified, and which standards were used?
<table>
<thead>
<tr>
<th>Disclosure module</th>
<th>Data verified</th>
<th>Verification standard</th>
<th>Please explain</th>
</tr>
</thead>
<tbody>
<tr>
<td>W0. Introduction</td>
<td>Please select</td>
<td>Bureau Veritas UK Ltd. (Bureau Veritas) has provided independent assurance to Nestlé SA (Nestlé) over the Nestlé in society: Full report 2017 (‘the CSV Report’) published on the Nestlé website (<a href="https://www.nestle.com/csv">https://www.nestle.com/csv</a>). The assurance process was conducted in line with the requirements of the AA1000 Assurance Standard (2008) Type 2 at moderate level of assurance. The scope of Bureau Veritas’ work was limited to Nestlé’s head-office-based activities where Nestlé consolidates and reconciles data provided by local markets/countries. The assurance was provided over all data and text included in the CSV Report and included a review of the CSV report’s alignment to GRI standards. It also included a review of Nestlé’s UNGP (United Nations Guiding Principles) Index on human rights against the ‘Tier 1’ Assurance Indicators of the UNGP Reporting Framework. Bureau Veritas’ full assurance statement includes certain exclusions, observations of good practices, recommendations for improvement, as well as detailed assurance methodology and scope of work.</td>
<td></td>
</tr>
<tr>
<td>W1. Current state</td>
<td>Please select</td>
<td>Bureau Veritas UK Ltd. (Bureau Veritas) has provided independent assurance to Nestlé SA (Nestlé) over the Nestlé in society: Full report 2017 (‘the CSV Report’) published on the Nestlé website (<a href="https://www.nestle.com/csv">https://www.nestle.com/csv</a>). The assurance process was conducted in line with the requirements of the AA1000 Assurance Standard (2008) Type 2 at moderate level of assurance. The scope of Bureau Veritas’ work was limited to Nestlé’s head-office-based activities where Nestlé consolidates and reconciles data provided by local markets/countries. The assurance was provided over all data and text included in the CSV Report and included a review of the CSV report’s alignment to GRI standards. It also included a review of Nestlé’s UNGP (United Nations Guiding Principles) Index on human rights against the ‘Tier 1’ Assurance Indicators of the UNGP Reporting Framework. Bureau Veritas’ full assurance statement includes certain exclusions, observations of good practices, recommendations for improvement, as well as detailed assurance methodology and scope of work.</td>
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</tr>
<tr>
<td>W2. Business impacts</td>
<td>Please select</td>
<td>Bureau Veritas UK Ltd. (Bureau Veritas) has provided independent assurance to Nestlé SA (Nestlé) over the Nestlé in society: Full report 2017 (‘the CSV Report’) published on the Nestlé website (<a href="https://www.nestle.com/csv">https://www.nestle.com/csv</a>). The assurance process was conducted in line with the requirements of the AA1000 Assurance Standard (2008) Type 2 at moderate level of assurance. The scope of Bureau Veritas’ work was limited to Nestlé’s head-office-based activities where Nestlé consolidates and reconciles data provided by local markets/countries. The assurance was provided over all data and text included in the CSV Report and included a review of the CSV report’s alignment to GRI standards. It also included a review of Nestlé’s UNGP (United Nations Guiding Principles) Index on human rights against the ‘Tier 1’ Assurance Indicators of the UNGP Reporting Framework. Bureau Veritas’ full assurance statement includes certain exclusions, observations of good practices, recommendations for improvement, as well as detailed assurance methodology and scope of work.</td>
<td></td>
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<tr>
<td>W3. Procedures</td>
<td>Please select</td>
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</table>
### W4. Risks and opportunities

<table>
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<th>Verification standard</th>
<th>Please explain</th>
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### W6. Governance

<table>
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<th>Verification standard</th>
<th>Please explain</th>
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</table>

### W7. Strategy

<table>
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<tr>
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<th>Data verified</th>
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<th>Please explain</th>
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<tr>
<td>W8. Targets</td>
<td>Please select</td>
<td>Bureau Veritas UK Ltd. (Bureau Veritas) has provided independent assurance to Nestlé SA (Nestlé) over the Nestlé in society: Full report 2017 ('the CSV Report') published on the Nestlé website (<a href="https://www.nestle.com/csv">https://www.nestle.com/csv</a>). The assurance process was conducted in line with the requirements of the AA1000 Assurance Standard (2008) Type 2 at moderate level of assurance. The scope of Bureau Veritas’ work was limited to Nestlé’s head-office based activities where Nestlé consolidates and reconciles data provided by local markets/countries. The assurance was provided over all data and text included in the CSV Report and included a review of the CSV report’s alignment to GRI standards. It also included a review of Nestlé’s UNGP (United Nations Guiding Principles) Index on human rights against the ‘Tier 1’ Assurance Indicators of the UNGP Reporting Framework. Bureau Veritas’ full assurance statement includes certain exclusions, observations of good practices, recommendations for improvement, as well as detailed assurance methodology and scope of work.</td>
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</tr>
<tr>
<td>W9. Linkages and trade-offs</td>
<td>Please select</td>
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<td>W10. Verification</td>
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<tr>
<td>W11. Sign off</td>
<td>Please select</td>
<td>Bureau Veritas UK Ltd. (Bureau Veritas) has provided independent assurance to Nestlé SA (Nestlé) over the Nestlé in society: Full report 2017 ('the CSV Report') published on the Nestlé website (<a href="https://www.nestle.com/csv">https://www.nestle.com/csv</a>). The assurance process was conducted in line with the requirements of the AA1000 Assurance Standard (2008) Type 2 at moderate level of assurance. The scope of Bureau Veritas’ work was limited to Nestlé’s head-office based activities where Nestlé consolidates and reconciles data provided by local markets/countries. The assurance was provided over all data and text included in the CSV Report and included a review of the CSV report’s alignment to GRI standards. It also included</td>
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Please explain

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<table>
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<th>Disclosure module</th>
<th>Data verified</th>
<th>Verification standard</th>
<th>Please explain</th>
</tr>
</thead>
<tbody>
<tr>
<td>SW1. Supply chain module</td>
<td>Please select</td>
<td>Bureau Veritas UK Ltd. (Bureau Veritas) has provided independent assurance to Nestlé SA (Nestlé) over the Nestlé in society; Full report 2017 ('the CSV Report') published on the Nestlé website (<a href="https://www.nestle.com/csv">https://www.nestle.com/csv</a>). The assurance process was conducted in line with the requirements of the AA1000 Assurance Standard (2008) Type 2 at moderate level of assurance. The scope of Bureau Veritas’ work was limited to Nestlé’s head-officebased activities where Nestlé consolidates and reconciles data provided by local markets/countries. The assurance was provided over all data and text included in the CSV Report and included a review of the CSV report’s alignment to GRI standards. It also included a review of Nestlé’s UNGP (United Nations Guiding Principles) Index on human rights against the ‘Tier 1’ Assurance Indicators of the UNGP Reporting Framework. Bureau Veritas’ full assurance statement includes certain exclusions, observations of good practices, recommendations for improvement, as well as detailed assurance methodology and scope of work.</td>
<td></td>
</tr>
</tbody>
</table>

**W11. Sign off**

**W-FI**

(W-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.

*nestle-csv-full-report-2017-en.pdf*

**W11.1**

(W11.1) Provide details for the person that has signed off (approved) your CDP water response.

<table>
<thead>
<tr>
<th>Job title</th>
<th>Corresponding job category</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chief Operating Officer (COO)</td>
<td>Chief Operating Officer (COO)</td>
</tr>
</tbody>
</table>

**W11.2**

(W11.2) Please indicate whether your organization agrees for CDP to transfer your publicly disclosed data on your impact and risk response strategies to the CEO Water Mandate’s Water Action Hub [applies only to W2.1a (response to impacts), W4.2 and W4.2a (response to risks)].
**SW. Supply chain module**

### SW0.1

(SW0.1) What is your organization’s annual revenue for the reporting period?

<table>
<thead>
<tr>
<th>Row</th>
<th>Annual revenue</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>89791000000</td>
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</tbody>
</table>

### SW0.2

(SW0.2) Do you have an ISIN for your organization that you are willing to share with CDP?

Yes

**SW0.2a**

(SW0.2a) Please share your ISIN in the table below.

<table>
<thead>
<tr>
<th>ISIN country code</th>
<th>ISIN numeric identifier (including single check digit)</th>
</tr>
</thead>
<tbody>
<tr>
<td>CH</td>
<td>0038863350</td>
</tr>
</tbody>
</table>

### SW1.1

(SW1.1) Have you identified if any of your facilities reported in W5.1 could have an impact on a requesting CDP supply chain member?

No, we do not have this data and have no intentions to collect it

### SW1.2

(SW1.2) Are you able to provide geolocation data for your site facilities not already reported in W5.1?

No, this is confidential data

### SW2.1
Please propose any mutually beneficial water-related projects you could collaborate on with specific CDP supply chain members.

**Requesting member**
Ambev S.A

**Category of project**
Promote river basin collective action

**Type of project**
Invite customer to collaborate with other users in their river basins to reduce impact

**Motivation**

**Estimated timeframe for achieving project**
4 to 5 years

**Details of project**
Promoting the Alliance for Water Stewardship Standard in relevant catchments to stimulate the implementation of best practices and collaboration by multiple stakeholders towards a sustainable water resources management. Our company has plans to implement this standards in many geographies, there may be an interest by other CDP supply chain members to participate in such activities.

**Projected outcome**

---

**Requesting member**
Arcos Dourados

**Category of project**
Promote river basin collective action

**Type of project**
Invite customer to collaborate with other users in their river basins to reduce impact

**Motivation**

**Estimated timeframe for achieving project**
4 to 5 years

**Details of project**
Promoting the Alliance for Water Stewardship Standard in relevant catchments to stimulate the implementation of best practices and collaboration by multiple stakeholders towards a sustainable water resources management. Our company has plans to implement this standards in many geographies, there may be an interest by other CDP supply chain members to participate in such activities.
Projected outcome

Requesting member
Givaudan SA

Category of project
Promote river basin collective action

Type of project
Invite customer to collaborate with other users in their river basins to reduce impact

Motivation

Estimated timeframe for achieving project
4 to 5 years

Details of project
Promoting the Alliance for Water Stewardship Standard in relevant catchments to stimulate the implementation of best practices and collaboration by multiple stakeholders towards a sustainable water resources management. Our company has plans to implement this standards in many geographies, there may be an interest by other CDP supply chain members to participate in such activities.

Projected outcome

Requesting member
L’Oréal

Category of project
Promote river basin collective action

Type of project
Invite customer to collaborate with other users in their river basins to reduce impact

Motivation

Estimated timeframe for achieving project
4 to 5 years

Details of project
Promoting the Alliance for Water Stewardship Standard in relevant catchments to stimulate the implementation of best practices and collaboration by multiple stakeholders towards a sustainable water resources management. Our company has plans to implement this standards in many geographies, there may be an interest by other CDP supply chain members to participate in such activities.
Projected outcome

**Requesting member**
Wal Mart de Mexico

**Category of project**
Promote river basin collective action

**Type of project**
Invite customer to collaborate with other users in their river basins to reduce impact

**Motivation**

**Estimated timeframe for achieving project**
4 to 5 years

**Details of project**
Promoting the Alliance for Water Stewardship Standard in relevant catchments to stimulate the implementation of best practices and collaboration by multiple stakeholders towards a sustainable water resources management. Our company has plans to implement this standards in many geographies, there may be an interest by other CDP supply chain members to participate in such activities.

Projected outcome

**SW2.2**

**(SW2.2) Have any water projects been implemented due to CDP supply chain member engagement?**
No

**SW3.1**

**(SW3.1) Provide any available water intensity values for your organization’s products or services across its operations.**

**Product name**
NESCAFÉ

**Water intensity value**
0.7

**Numerator: Water aspect**
Other, please specify (Water use along the value chain)
**Denominator: Unit of production**
Several river basins including for sourcing, manufacturing and consumption.

**Comment**
We conduct LCA for all our product from farm to end of life. Note, please that the water itensity is in litres of water equivalent per cup of coffee. For more information, please see https://www.nescafe.com/the-future-of-coffee (using Chrome).

---

**Submit your response**

**In which language are you submitting your response?**
English

**Please confirm how your response should be handled by CDP**

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