





OUR SUSTAINABILITY PLAN

B-CONSCIOUS

People

Page 7

B-CONSCIOUS

Communities

Page 21

B-CONSCIOUS

Planet

Page 29

Focused to perform for a more sustainable future

A company's annual report is all about transparency. But, more than transparently communicating our financial results and sharing highlights and challenges, we also want to briefly zoom in on our results in the field of sustainability – a topic that is increasingly important for Barco.

In line with our values, we strongly believe that growing our company goes hand in hand with helping our people and the communities around us to thrive, while safeguarding our planet. This is why we gave sustainability a central role in our organization in 2015. We appointed a Corporate Sustainability Committee that spearheaded a program to raise awareness and identify sustainability challenges and opportunities.

Under the label Barco 2020, we are now working hard to firmly embed sustainability into every division and process. We are fully aware that we cannot realize our ambitions on our own, and require the help and full engagement of our employees and business partners. We know that we can build on their commitment.

Thinking sustainable is thinking long-term. This overview is a short record of the progress we made in 2016 in three spheres: our people, our communities and our planet. In June, we will publish our second Corporate Sustainability Report, featuring more detailed results and looking ahead at what we want to achieve in the future.

We are confident that every step we take will bring us closer to being a truly sustainable company – which is critical for every business to be successful in the long run.



Ambition statement

In line with our ambition to fully integrate sustainability into our corporate DNA, we at Barco have launched our B-Conscious program, aiming for sustainability on three levels: people, community and planet.

We will prepare our people for future-proof and sustainable employability by energizing, engaging and inspiring them.

We will take up our responsibilities and play an active role in our ecosystem by

- safeguarding ethical business standards in the communities where we operate, and
- providing underprivileged people across the world with access to the innovation society through knowledge and resources. energy use.

In addition, we

- empower our employees to constantly explore more sustainable ways of working, and
- adopt sustainable practices in product design and energy use.

Barco is ready to gear up, move forward and take the lead towards a more sustainable future.

Corporate responsibility and sustainability at barco

One program, three pillars

Barco's ambitions for growing a sustainable business are supported by three strategic pillars:

B-Conscious People:

all initiatives targeted towards (future) employees



B-Conscious Communities:

all initiatives targeted towards our stakeholders and the communities where we live and work



B-Conscious Planet:

all initiatives that influence our environmental impact



Platforms and commitments

Sustainability charter

describes Barco's approach to sustainability, as well as the context, status (completed, on-going and planned) of the different initiatives, ambitions and next steps.

Code of ethics and business conduct

explains the standards of behavior that we expect of our employees. Any issues can be reported through our Ethics Hotline. The code complies with European and US legislation on e.g. fair working conditions and human rights.

We Mean Business

is a coalition of organizations working with thousands of the world's most influential businesses and investors to accelerate the transition to a low carbon economy. As a member, Barco is fully committed to three of the initiatives suggested by We Mean Business:

- Put a price on carbon
- Report climate change information in mainstream reports as a fiduciary duty
- Remove commodity-driven deforestation from all supply chains by 2020.

Charter Duurzaam Ondernemen

By signing this Flemish charter, which helps and urges companies to take environmental and social responsibility, we commit ourselves to developing an action plan involving 10 themes;

- Corporate governance
- Engagement with society
- Communication and dialogue
- Being a people-friendly company
- Risk management
- Sustainable investing, procurement and product development
- Supply chain management
- Climate change and energy
- Quality of the company's direct environment
- Sustainable logistics and mobility

Roles and responsibilities

Corporate Sustainability Committee

Our Corporate Sustainability Committee devises our overall sustainability strategy and frames the different initiatives across Barco's worldwide organization. The committee, which is chaired by Carl Vandebussche (VP Investor Relations), met on a bi-monthly basis in 2016.

Corporate sustainability reporting

- **Reporting period, cycle and scope**

We published our first Corporate Sustainability Report on 18 February, 2016 and will continue to report on an annual basis. The report provides a clear overview of our most relevant intentions, achievements and objectives in the field of corporate sustainability in 2015. In June 2017, we will publish our next Sustainability Report with all the relevant information about 2016.

- **GRI Standards**

Our Sustainability Report is prepared using the Global Reporting Initiative (GRI) Standards (see the complete GRI Content Index at the back of this 'sustainability' booklet for all references to the GRI Standards).

- **Carbon Disclosure Project**

Since 2015, we have been reporting to the Carbon Disclosure Project (CDP). In 2016, we were delighted to see a clear improvement in our CDP score: we received a B score – which is given to companies taking coordinated action on climate change issues - quite an achievement!



We strongly believe that growing our company goes hand in hand with helping our people and the communities around us to thrive, while safeguarding our planet. This is why sustainability has a central role in our organization.





B-CONSCIOUS PEOPLE

Be engaged: you are you+ and
together we are one

Barco cares about its people. That's why we work hard to provide a healthy, fun and motivating workplace where everyone is treated fairly and with respect.

We strongly adhere to the principle of sustainable employability. The key to keeping our people motivated, today and in the future? Wellbeing in the workplace. By appreciating and stimulating talent, motivating our people and keeping them healthy physically and mentally, we encourage them to feel strong, valued and capable. Moreover, we focus on their ability to respond proactively to change, evolutions and trends so they are ready to face the challenges of a dynamic world – both within our company and beyond.





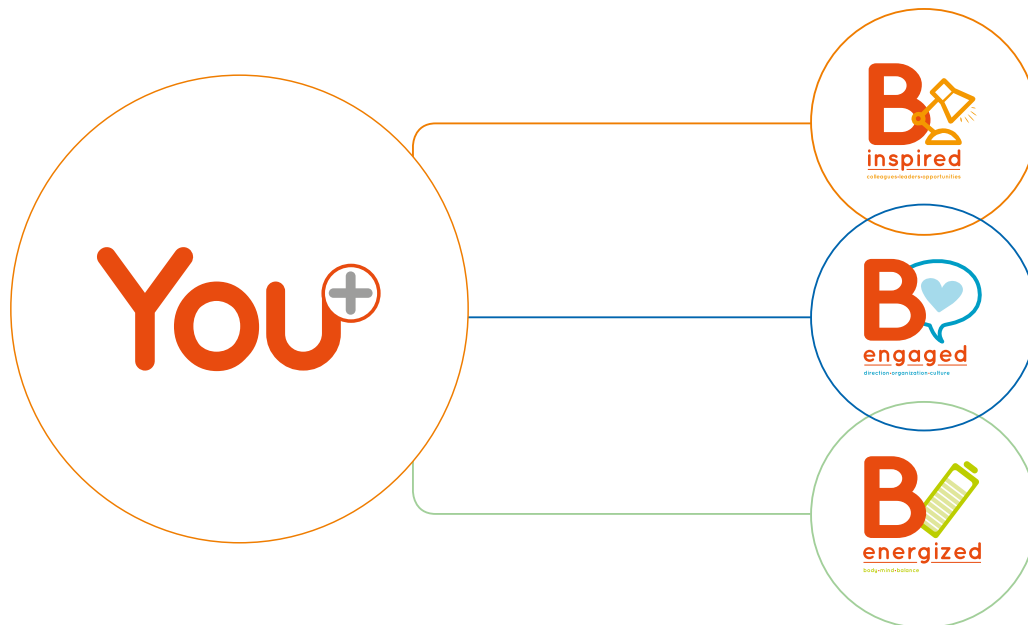
In my first weeks, I've been really struck by the pride, passion and drive of the Barco people. I am excited to become part of this motivated Barco family and help them – together with my team – to bring Barco to the next chapter.

An Dewaele

Chief Human Resources Officer since January 2017



To achieve our objectives in the field of sustainable employability, we created the You+ philosophy, which consists of three main pillars:





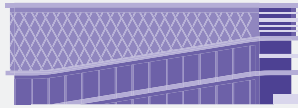
B-Inspired training and personal development

At Barco, we cherish talent and actively help it to grow and flourish. Through Barco University, dedicated training programs and coaching, we seek to empower our people, ensuring that they are flexible, agile employees while encouraging them to think about how they want to contribute to our company, today and tomorrow.

Barco University

Our 'tool' to stimulate excellence in lifelong learning is Barco University. Year after year, Barco University offers a broader range of courses in various formats (e-learning, in-house training sessions, etc.). In 2016, we included training sessions related to health and well-being like stress management, mindfulness and yoga. The 2017 program even features healthy cooking classes.

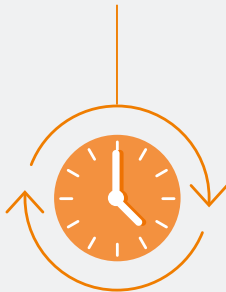




In total, Barco University
organized
600
courses in 2016



For
13,008
course participants



On average,
20
hours of training per
employee

Leadership Development Track

Operational excellence requires skilled leadership. That's why we have devised a Leadership Development Track, which includes multiple custom-made programs for managers of every level. These programs, often developed in collaboration with an external educational partner, focus on expanding our leaders' skillsets and fostering their leadership potential.



I truly appreciate how internal mobility opportunities at Barco are complemented with tailored learning initiatives to quickly build knowledge and skills in new areas.

The mix of self-education via e-learning, in-house trainings and external programs offers a flexible approach to designing your own learning journey.

Jana De Cock
Product Manager Healthcare



Performance management

As a good team is only as good as the people in it, our HR team helps all Barco employees to discover and develop their talents by means of an advanced performance management process. Managers can use 360-degree feedback tools and get together with the members of their team at least once a year to discuss their performance, training needs, career planning and, of course, job satisfaction.

Career development and Internal mobility

One of the keys to employee satisfaction is making sure that people feel happy in their professional roles. As it is not always easy to identify the perfect position, we help our employees to self-manage their career to the greatest extent possible. Everyone can find a career self-management guide on BarcoZone, our intranet, or attend a workshop. They can even call in the help of our in-house career coaches to find the role that suits them best. In addition, we promote internal mobility, supporting our people to move from one position to another within Barco.





B-Engaged together we are one

We are all part of the same Barco team – One Team with one mutual goal: achieving operational excellence in order to maintain and strengthen Barco’s global leadership position. To spread our message, we provide structured communication platforms. Our new One Campus is designed to foster interaction. Yet in other regions too, we encourage our employees to ask questions, provide feedback, share ideas and become truly involved in our operations.

Put it on the wall!

BarcoZone, the new and improved intranet that we launched in 2015, has been very well received. Our people consider it a handy tool for accomplishing their daily work more effectively and efficiently, and to increase learning, knowledge sharing and a feeling of oneness within Barco. Since 2016, we also share company information on large displays, in all offices around the world. The content varies greatly: from information about local events, contract wins and even birthdays to strategic updates.

At our Duluth site (US), we organize quick ‘come together’ gatherings – including coffee and pastries! – whenever a colleague from abroad visits us. It’s an ideal opportunity to share views and experiences and feel that we’re part of a global group.

Jan’s blog

The strategy roadshows that we had organized in 2015 greatly helped us foster awareness about our corporate ambitions. In 2016, we continued our efforts to help every Barco employee understand the bigger picture. In the Americas, for example, Ney Corsino hosts a monthly teleconference to share results and discuss programs and activities. The blog posts that our new CEO Jan De Witte publishes on BarcoZone every week are also a great way to involve and engage our people.

LATAM swaps offices

To share best practices and better understand the day-to-day work environment of their colleagues abroad, the LATAM team set up an exchange program in 2016: for two months, Alejandra Pazos from Mexico and Daniel Ray from Brazil swapped work places. “It was a great experience, for me as an individual, while it is definitely also very valuable for the company,” they agreed. The teams will repeat the initiative in the coming years.

Engagement survey

The engagement survey, which we conduct on a regular basis, helps us keep the finger on the pulse of employee satisfaction/motivation and gauge employees' opinions about the organization and company processes. Based on the results, action plans are being drafted, by region, by division and globally, in order to further increase employee engagement.

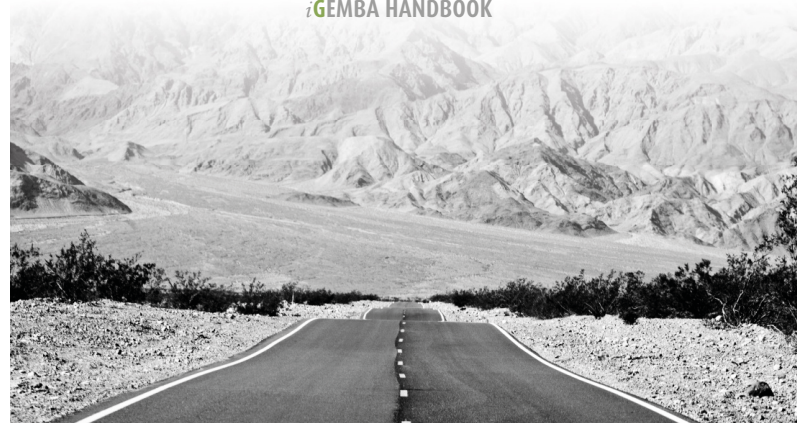
The results of the 2016 engagement survey were very encouraging.

The 2016 survey indicated that we had improved on our commitment to deliver and perform, and that people better understand our company strategy. In addition, our colleagues indicated they are proud of what we make and are willing to promote our products to people around them – which actually indicates a great level of engagement.

Gao Yong
China R&D team

The road to excellence

(i)GEMBA HANDBOOK



(i)Gemba – the road to operational excellence

For over five years now, our (i)Gemba program has encouraged Barco operators around the globe to continuously improve processes by placing them at the heart of improvement ideas. Much to our satisfaction, the program continues to gain more momentum year after year. Our operators have never suggested more improvements and there have never been more Gemba walks than in 2016 (1,335 walks).

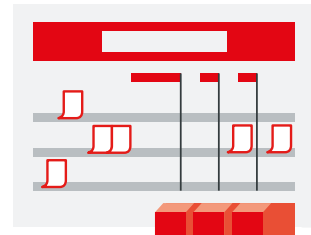
(i)Gemba Handbook

On the occasion of '5 years (i)Gemba', we published an (i)Gemba handbook, which serves as an inspiration, a toolbox and a route planner for every Barco operator to pursue operational excellence.



iGemba is no longer a project; it has become a part of our daily work processes; it is the engine of our continuous improvement. This does not mean, however, that we can now rest on our laurels. In an ever-changing market, we must remain vigilant.

Johan Heyman
Vice-President Operations & Logistics



6,610

In 2016, iGemba triggered 6,610 suggestions for improvement of which 84% (5,535 suggestions) were implemented (i.e. 6.24 proposals per operator).

Teambuilding around the world

Every year, Barco colleagues around the world – from Taiwan, China, CFG-Barco and India through to Belgium – hold a one- or two-day teambuilding event. More than being real fun (singing, enjoying food, sports), the events also encourage teamwork and sometimes even zoom in on work-related topics, though in an informal way. Year after year, the teambuilding events prove to improve communication and motivation, ensuring better, stronger and happier teams.

SMURF 2016 in Taiwan

In October 2016, people who were new at Barco Tainan and Taipei (Taiwan) were invited to 'SMURF 2016'. Rather than introduce them to Barco with PowerPoint presentations, the local HR team took them on a fun, unforgettable journey into the universe of the Smurfs – those small, smart, cheerful blue humanoid – made in Belgium! – that everyone in Taiwan loves. It was a great way for newcomers to get to know Barco and their colleagues.





Americas celebrate core value “We care about our people”

Since 2010, our American colleagues have been organizing Employee Appreciation Week – a program that has grown to each of our ten Barco sites. Purpose of the initiative? Bring all the Barco employees and their managers closely together for a week of fun and inspiration. Activities are very diverse, ranging from football games and painting contests through to a Brazilian barbeque hosted by Ney Corsino, Americas Sr. VP. One of the 2016 highlights was the free car wash service that managers at the Sacramento offered to the employees. De Appreciation Week surely is a fantastic initiative to bring people together, away from the office, email and deadlines ...

Power to self-steering teams

To ensure that our employees feel more engaged and have the chance to grow and develop, we increasingly rely on self-steering teams.

The team working on our new Lean Line, for example, is responsible for the quality checks and the logistics of the complete production process. As almost every team member is capable of executing every step in the production procedure, they can rotate working stations easily, which helps avoid monotony.

Make generations meet

By 2025, 75% of the global workforce will consist of millennials. To enhance collaboration between this generation Y and employees of other generations, Barco Brazil launched the Millennials Project in 2016. Meanwhile, Barco Mexico picked up the initiative as well.

The project doesn't just demystify millennials; it's also an incentive for everyone to reflect on our differences. It has allowed me to express my ideas and be heard. I feel like we can now achieve more.

Carlos Miwa and Ximena Garcia
Millennials at Barco Brazil and Barco Mexico





B-Energized happiness and well-being at work

In 2016, we launched many initiatives to energize our employees and improve their mind and body balance. In addition, we continue to invest in a healthy and safe work environment.

Food as energy booster

In 2016, we continued our efforts on this front, enabling employees to enjoy free fruit and filtered tap water in their offices. Moreover, everyone who takes his/her lunch at One Campus can choose a healthy meal, as there are salads, a fresh fruit bar and a daily vegetarian menu. During the B-Energized week, Belgian food and lifestyle guru Sonja Kimpen gave an inspiring keynote on how healthy food can truly energize people.

Sitting is the new smoking

In 2016, we kick-started a campaign to make our colleagues aware of the dangers of sitting too much, urging them to move more at work. We're actively promoting stand-up or walking meetings.

Ergonomics at work

Barco attaches great importance to the ergonomic well-being of its people – both blue- and white-collar employees. While blue-collar workers receive special training on, e.g. safe lifting techniques, our colleagues at the new One Campus enjoy the benefits of adjustable desks and chairs, more natural light and healthy air conditioning. Every Barco employee is welcome to ask for personal advice regarding ergonomics issues.

Let's get moving

Barco actively encourages its employees to practice sports. In addition to sponsoring several sports events, we offer our people communication tools to find sports-minded colleagues so they can practice together. The secured bike parking and shower facilities at One Campus motivate people to come to work by bike – a healthy and sustainable alternative to the car!

Second Barco bicycle day

Barco Germany too, motivates its employees to come to work by bike. In 2016, our German colleagues organized the Barco bicycle day, the Barco-bicycle day. Barconians who took the challenge, were treated to a tasty breakfast at the office, while experts checked – and if needed repaired – their bikes.

B-Energized Week 2016

In October 2016, we organized the 'B-Energized week' at our headquarters – a full week of activities centered around 'health'. One of the most popular activities was the B-Energized Trophy, where teams competed in go-carts, pétanque and a tug-of-war to win the title of 'most energetic Barco team'. Hundreds of employees visited the B-Energized market, where they found information on sports initiatives, stress and burnout prevention, healthy food and much more.



Be prepared for change

In 2016, we organized several change resilience workshops that prepare our employees to face the challenges of a dynamic world. We have also launched a series of Barco University programs focusing on improving our leaders' change management and leadership skills.



In today's rapidly changing world, it is important to keep your skills up to date. Barco University perfectly caters to that need while making learning fun! The change game was a great way to learn some change skills together with the team.

Wim Vanmarcke
Project Manager Operations



Employee Assistance Program

Since 2016, we offer Belgian employees who are wrestling with psychosocial issues professional advice and counseling. In times of crisis, they can call a dedicated hotline, 24/7, and reach a competent professional. In case they need the help of a psychologist, Barco pays for the first five consultations. In addition, we also offer the 'FitforLife' training program, which provides tips and tricks (via Skype or phone) to deal with stress in a proactive manner. In 2016, 39 employees used our Employee Assistance Program to find help to tackle private or work-related (stress) issues.

Flexible workplace

At One Campus, employees have the freedom to choose the zone they prefer to work in, depending on the task at hand (learning, meeting, collaborating, concentrating, etc.).



B-CONSCIOUS COMMUNITIES

Be involved: Increasing stakeholder engagement and helping our communities thrive

As a responsible corporate citizen, Barco is focused on caring for its entire community - employees, customers and business partners; investors, analysts and shareholders; authorities and the media; and, of course, the wider sphere in which it operates.

The Barco team does its utmost to continuously contribute to a safe, healthy and pleasant world for every stakeholder. Besides working closely together with customers and business partners, we also support artistic and cultural initiatives, promote technology and innovation and help people around the world build better futures.





Our customers

Insights from the customer loyalty survey

Every two years, we measure the satisfaction of our customers with a loyalty study. In 2014, we recorded the highest customer loyalty index in our history. At 83%, the 2016 score was slightly lower than the 87% we achieved in 2014, but it is still a strong result. The survey yielded a ton of great insights on how to improve our products and services to score even higher in the future!

Our business partners

Barco collaborates with a growing number of business partners, including resellers and suppliers. Committed as we are to delivering solutions and services of the highest possible quality, we carefully screen every business partner. More than simply offering the best-value solutions and services, they also have to meet our ecological and social criteria.

A rapidly growing Barco Connect! Family

To grow our business and bring our solutions closer to our customers, we launched the Barco Connect! partner program in MEA in 2014. Connect! provides a framework for doing business with our resellers: in return for their loyalty and sales, Connect! partners get tools, support, resources and training – depending on their partner level – that help them expand their market reach.

While Connect! started as a program for resellers of our corporate AV solutions, it now also includes resellers of our healthcare solutions, from an increasing number of countries. Our colleagues around the world have similar programs.

connect!
+ 1,000

In 2016, our **Connect!** program in MEA passed the 1,000-reseller milestone.

Ensuring a sustainable partnership with our suppliers

Since the end of 2014, all our suppliers have agreed to comply with our Supplier Sustainability Program. The program is based on five pillars: training and awareness, compliance with the EICC Code of Conduct, supplier audits, product compliance and responsible sourcing.

1. Training and awareness

Through webinars and other communications, we train suppliers and inform them of developments in environmental compliance guidelines, ecodesign and corporate social responsibility. In our 2016 training sessions, we presented legislation updates, new information on conflict minerals and explained how to focus on deliverables.

2. EICC Code of Conduct

Each one of our core suppliers is expected to comply with standards relating to social, environmental and ethical issues in the electronics industry supply chain as set out in the EICC Code of Conduct.

3. Supplier audits

To make sure they meet our sustainability criteria, we audit every new supplier. In the case of shortfalls, we develop an action plan and recommend a training course, after which we re-evaluate the results. Our core suppliers are subject to yearly audits.

4. Product compliance

Every component that our suppliers deliver must comply with the **Product Compliance Requirements Code**, which includes worldwide regulations, industry standards and a number of criteria that we have voluntarily defined.

The **Barco Substances List**, which includes information about 46,887 components, helps us improve our ecodesign processes, choose the right materials and decrease our products' environmental footprints.

5. Responsible Sourcing Program

Through our Responsible Sourcing Program, we strive to make sure that our raw materials, components and packaging come from **sustainable sources**. In recent years, we've adopted a conflict minerals policy, improved the transparency and traceability of metals in our supply chain and gained insight into the tin, tungsten, tantalum, gold and the smelters used in our supply chain.

90%

In 2016, we managed to obtain Full Material Composition data for 90% of the components that are used in our products. Based on that information, we phase out components that are not compliant with (future) legislation and replace them by compliant alternatives.

Proudly inaugurating One Campus - a welcoming home for the entire Barco ecosystem

On 27 May, 2016 we officially inaugurated our One Campus, in the presence of King Philippe of Belgium. More than presentations, drinks and live music, the hundreds of customers and business partners who attended the event enjoyed a guided tour through the iconic building – including our top-notch Experience Center.

The opening perfectly illustrated what One Campus is all about: bring our employees, customers and all other stakeholders together in a truly inspiring environment.





Our communities

In 2014, we took the first steps towards setting up the Barco Foundation - a new initiative aimed at giving everyone around the world access to an open innovation society. In addition to sponsoring charities, we also regularly donate written-off stocks and refurbished goods to charities. All Barco employees are encouraged to contribute to our activities and suggest initiatives.

Examples of 2016 projects:

During the 4th 'Barco Play Day' in Kortrijk, our volunteers welcomed children from underprivileged families for a fun day full of games, dancing and movies.

When I joined Barco, many people told me about the special Barco family and engagement. During this 'Warmste Week' I could really FEEL it! Thanks for making Barco special!

Jan De Witte
CEO

By selling postcards and cakes, washing cars, organizing DJ sets, etc., Barco collected EUR 20,073 for 'De Warmste Week' - a popular, annual charity event organized by radio station Studio Brussel.



11 youngsters joined our team for one day in October, **working for a good cause** during **Zuiddag** – an initiative of YOUCA (Youth for Change and Action).

-

We delivered projectors to support 'Lens through a **Stereogram**' - an art installation that is part of an ongoing research project into dementia.

-

During the biannual **Czech National Radiology Congress**, we sponsored an original initiative by our partner Aura Medical and charity Světluška: radiologists ran alongside visually impaired people to **generate awareness of sight loss** and raise money for the cause.



During **Breast Cancer Awareness Month**, we invited three women diagnosed with breast cancer to a wellness center. We talked, the ladies got complete makeovers and we captured their stories and beauty in a picture painted with light.



It's been so long since I thought of my body as not just a medical object, but as something beautiful. Something I should be proud of. It felt good to share my mammo story.

Charlotte Smeets





On **International Women's Day**, we posted an inspiring video featuring powerful Barco women from around the world. The initiative highlighted our strong belief that a diverse company culture in which women and men work respectfully together is a more balanced, productive and creative culture.

-

Through the innovative '**iGemba Scholarship Scheme**', Barco India helps its employees to pay for the education of their children. The concept is simple: for each improvement suggestion that operators make under our iGemba program, Barco contributes 2 euro, which are collected in a scholarship fund. Since the start of the program, 36 children of Barco employees got a scholarship, 11 of which in 2016. The program not only supports our sustainability and CSR efforts, but also reinforces the Barco value "we care about our people".



In Poland, we supported the third edition of **Digital Mammography Workshops** – an initiative run by FUJIFILM.

-

Barco India donated 37,000 euro to CANSUPPORT, an organization that provides **palliative care to underprivileged people** with cancer in advanced stages. By offering medical and psychological care, CANSUPPORT offers the patients the chance to spend their last days in the comfort and privacy of their homes. In addition, our colleagues in India also support Indus Action (37,000 euro). Founded by students from Harvard and MIT committed to India's growth and development, Indus Action works hard to build a network of **inclusive schools in India**.

-

In 2016, we were happy to **donate a digital cinema projector** to accommodate occasional screenings for the people living in the Steung Meanchey dump in Phnom Penh (Cambodia), one of the poorest areas in South-Asia.

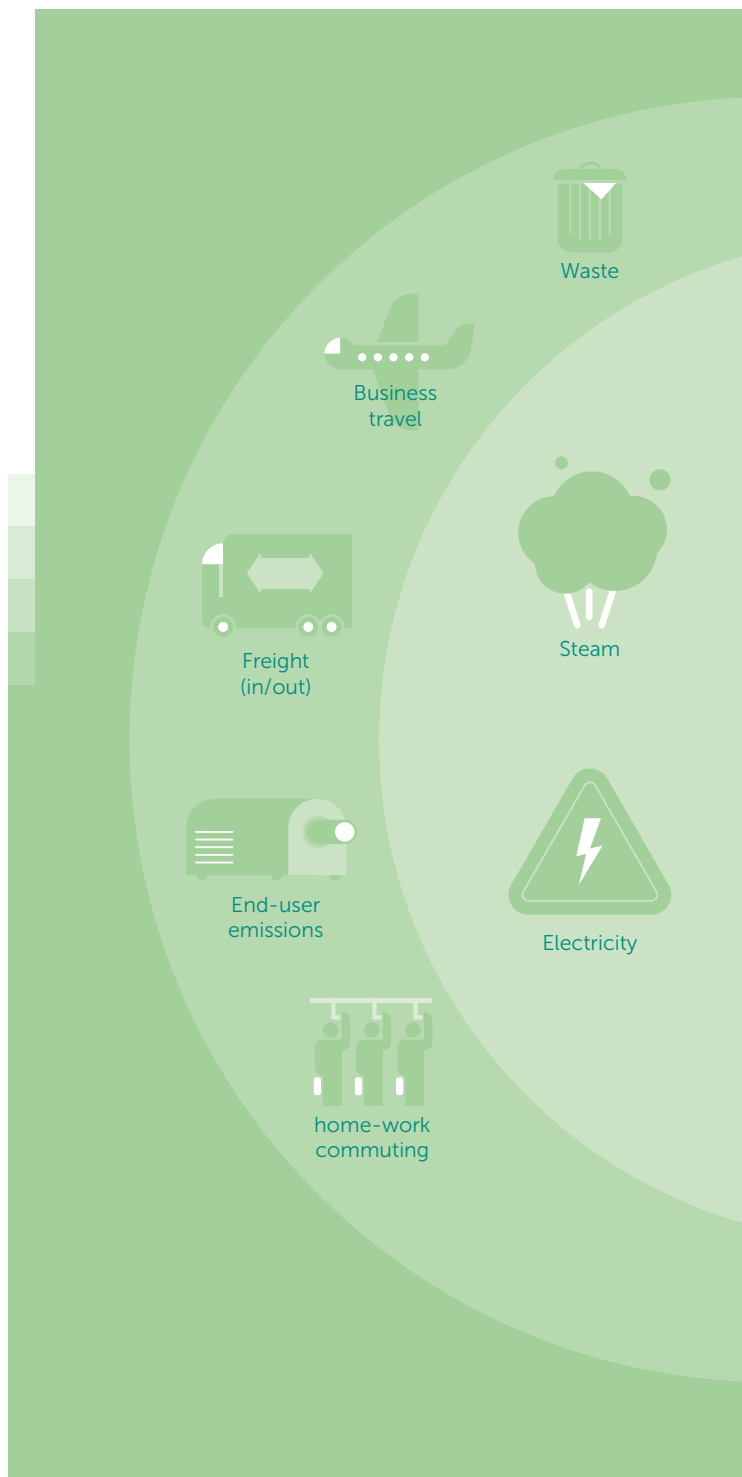


B-CONSCIOUS PLANET

Be green: minimizing
our ecological impact

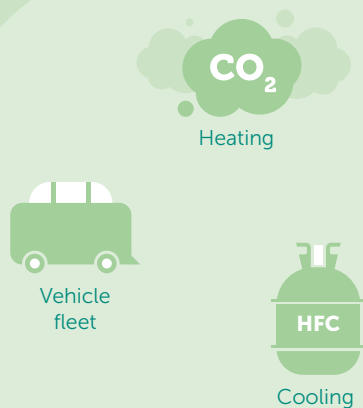
As a global company, we are aware of the impact our operations have on our planet. We are therefore working hard to minimize the ecological footprints of our operations and our products. More than meeting the regulatory requirements in each country, we take voluntary steps to proactively comply with the most stringent rules and guidelines.

Reducing greenhouse gas emissions at all Barco sites and departments is one of the key objectives of Barco's sustainability strategy. In addition, we increasingly 'design for the environment', i.e. we aim to raise the sustainability of our products.



Reducing our carbon footprint

Committed to fully embedding sustainability into our DNA, we've set ourselves the ambitious objective to reduce Barco's CO₂ emissions by 20%* by 2020. In the following pages, you'll find an overview of the 2015 carbon emission results, as well as related insights and details about our sustainability goals for the future, including a series of concrete actions to achieve our targets. Note that the 2015 results will be updated in our annual Sustainability Report, to be published in June 2017.



Scope of the carbon footprint analysis

SCOPE 1

Direct emissions from owned and controlled sources

SCOPE 2

Indirect emissions from owned and controlled sources

SCOPE 3

All other indirect emissions

* compared to the first analysis in 2015

To measure is to know

Since 2014, Barco has been analyzing and measuring its carbon footprint in close collaboration with CO₂logic. After significantly fine-tuning our scope and data collection approach in 2015, we observed a clear decrease in emissions in 2015. We expect a further reduction in the 2016 results.

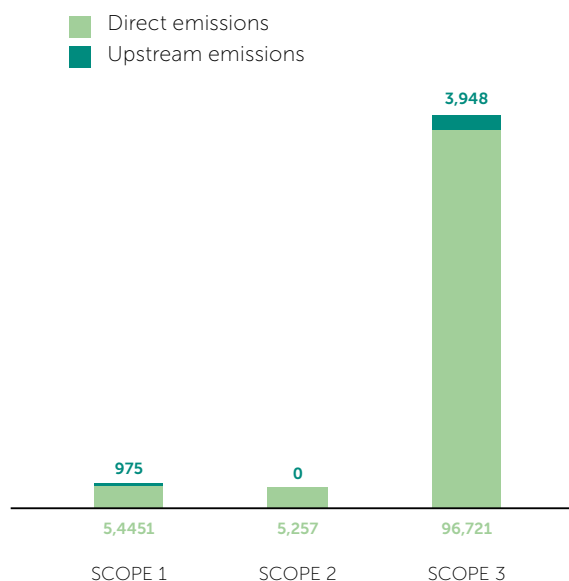
In 2015, we started reporting the results of our measurements to the Carbon Disclosure Project (CDP).

We've set ourselves the ambitious objective to reduce Barco's CO₂ emissions by 20% by 2020.

Geographical scope (84% of headcounts*)

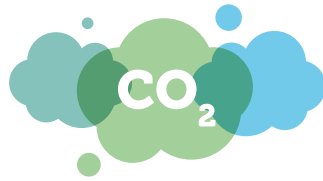
Country	Location
Belgium	Kortrijk Kuurne
China	Beijing Chang Ping Beijing
Italy	Saronno
Germany	Karlsruhe
India	Noida
Norway	Frederikstad
Taiwan	Taipei Taipei AWIND
US	Folsom Duluth Advan
Mexico	Mexico City
Brazil	Sao Paolo

Total emissions per scope (tCO₂e**)



* A number of facilities in other countries have not been included in our disclosure, because the emissions related to their activities are not significant at group level. 84% of Barco's GHG emissions are covered by our disclosure.

** The calculated uncertainty of Barco's carbon footprint is 22%. Uncertainty for scope 1 and 2 is 3% to 6%, uncertainty for scope 3 is 24%. The following Greenhouse Gases (GHG) were taken into account: carbon dioxide (CO₂), methane (CH₄), nitrous oxide (N₂O), halocarbon (CFC, HCFC, PFC, HFC), SF₆ and O₃.



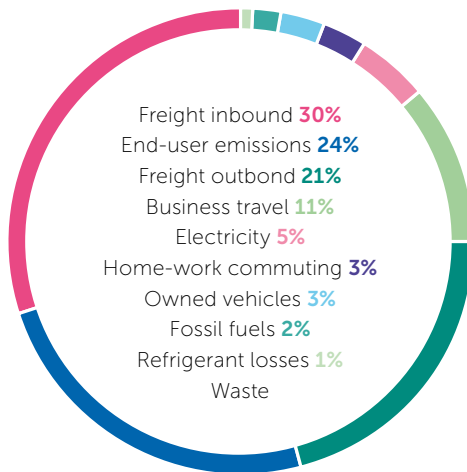
107,423 tCO₂e*

The total carbon footprint of Barco in 2015 (without upstream). With upstream taken into account, the total carbon footprint amounted to 112,345 tCO₂e.

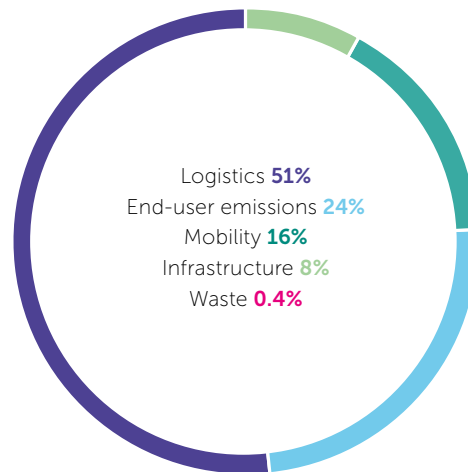
Numerous ways to reduce carbon emissions

Logistics, facilities (infrastructure), mobility, end-user emissions and waste: these are the five main sources of CO₂ emissions at Barco. We have been measuring the carbon footprint of these sources/activities since 2014. Based on the first results, we have identified ways to lower our carbon footprint in each field. Our efforts to drastically reduce CO₂ emissions by 2020 will mainly focus on cutting emissions from the areas of logistics, mobility and infrastructure.

Composition of total tCO₂e



Direct emissions per category



- **Logistics** (inbound & outbound): **54,581 tCO₂e**
- **End-user emissions**: **26,777 tCO₂e**
- **Mobility**: (business travels, home-work commuting and owned vehicles): **17,591 tCO₂e**
- **Infrastructure**: (fossil fuels, refrigerant losses and electricity): **8,002 tCO₂e**
- **Waste**: **0.4%** of the total direct emissions

Logistics

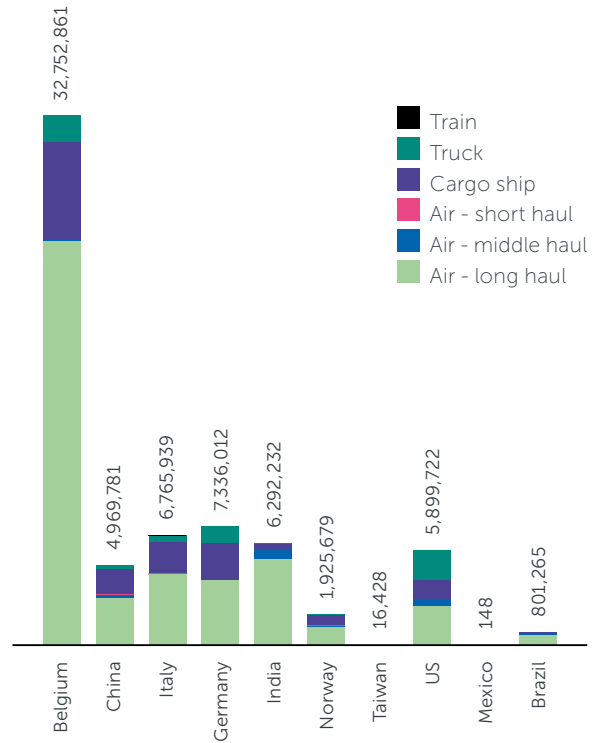
54,581 tCO₂e

Generating 54,581 tCO₂e, the transport of goods – inbound and outbound – is the largest source of carbon emissions at Barco (representing 62% of our total carbon footprint).

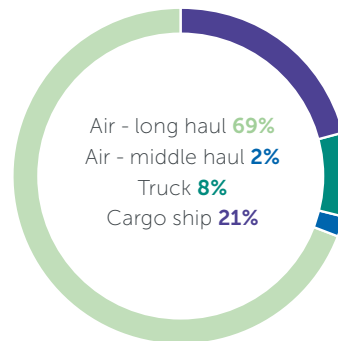
Reducing freight emissions is one of the focal points of our sustainability efforts in these initial years. Taking into account Barco’s growth, however, we expect freight emissions to increase in the coming years (+ 3% in total kms inbound/yr.). A solid plan to optimize transport worldwide will help us cut emissions in spite of that growth.

Actions include:

- Searching for **more local suppliers** as a way of cutting inbound emissions while **driving up local production** to reduce outbound emissions.
- Increasing the number of **local repair centers** for basic repair activities.



Freight emissions (tCO₂e)



Mobility

17,591 tCO₂e

- Transporting cargo **by truck or ship instead of by plane**, or **by train instead of by truck**. A steadier supply chain and better forecasts will make transportation planning easier, which is a must if we want to choose alternative – and often slower – modes of transportation like ships, trains or trucks. 2020 targets include:

- +20% cargo delivered by ship instead of by plane
- +5% cargo delivered by train instead of by plane
- +5% cargo delivered by truck instead of by plane

- By critically **evaluating our packaging**, we can substantially raise transport efficiency too. By 2020, our packaging should be 5% more efficient than it is today. These efforts have yielded impressive first results:

- ClickShare is now shipped on bigger pallets, which allows us to transport 210% more products on a single pallet.
- Packing projectors and parts together in one flight case instead of shipping them separately helps us cut freight emissions.

Our own company cars, business travels and daily commutes account for 17,591 tCO₂e, or 16% of our carbon footprint.

-

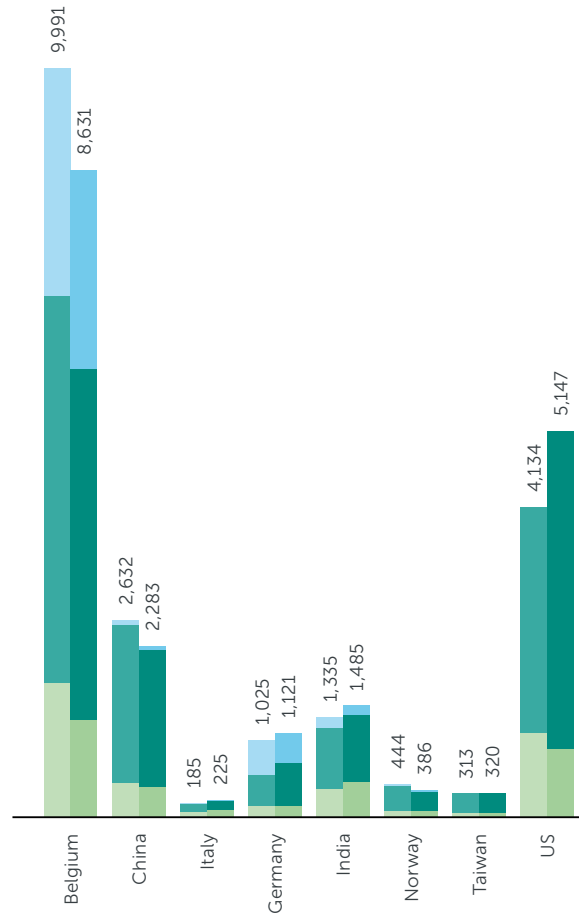
Thanks to an updated vehicle fleet, mobility emissions decreased in 2015. At the same time, however, emissions from business travel per FTE increased in the US, Belgium and Germany. Actions to raise awareness about the importance of a green fleet and decrease our footprint include:

- Updating our car fleet (policy) led to a 3% decrease in carbon emissions in 2015. By gradually **replacing our petrol-fueled cars** with CNG and electric vehicles and organizing **eco-driving courses** for employees driving company cars, we want to reduce the average emission factor of our fleet by 1% per year (200 tCO₂e).
- In 2015, we reduced carbon emissions by 39 tCO₂e, thanks to **teleworking**.

By 2020, we will cut:

- inbound logistics emissions by 15% (3,600 tCO₂e)
- outbound logistics emissions by 13% (4,500 tCO₂e)

- To motivate Belgian employees to come to work in an eco-friendlier way, One Campus features secured bike parking and modern shower facilities. In the future, we will **facilitate carpooling** and keep **promoting the use of bicycles and public transport** to reduce the environmental impact of home-work commuting. Moreover, as our Belgian employees no longer have to travel between two Belgian facilities, we expect fuel emissions to drop significantly from 2016 onwards.
- Our **virtual meeting rooms** led to fewer business trips.
- To further reduce the emissions as a result of business travel, we will **cut down on the number of air flights** (-8% by 2020). For short distances (<600 km), Barco will promote train travel instead of flights. In addition, we will **phase out air transport in business class** (50 tCO₂e).



Mobility emissions (tCO₂e)

2014 2015 - Home-work commuting
 2014 2015 - Business travels
 2014 2015 - Owned vehicles

By 2020, we will cut:

- the emissions of our company cars by 11% (500 tCO₂e)
- the emissions from business travel and commuting by 9% (1,400 tCO₂e)

Infrastructure

8,002 tCO₂e

Barco's global infrastructure (heating, fuel use, cooling equipment and electricity) is responsible for 8,002 tCO₂e, i.e. 12% of our total greenhouse gas emissions.

Barco's main global energy sources are electricity (ca. 50%) and fuel used for heating and cooling equipment (ca. 28%). We are currently still working on an action plan to minimize the impact of all R&D and manufacturing facilities. It is clear, however, that our new Belgian headquarters helps reduce our footprint:

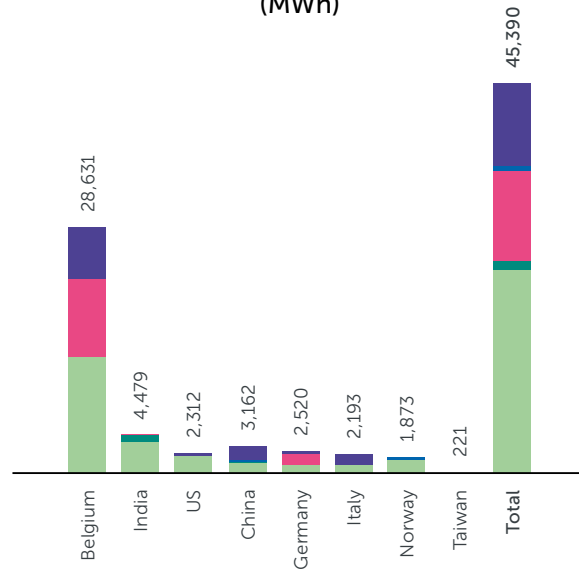
- By **centralizing all our Belgian activities** in One Campus, we cut infrastructure emissions. Our new headquarters is powered by **green electricity**. Other Barco facilities will follow that example: by 2020, all Barco facilities will have made the switch to green electricity.
- One Campus features an **energy-efficient** underfloor heating system, a radiant cooling system and a 6,000m³ rainwater basin. To further reduce emissions, we will switch to refrigerants with a lower Global Warming Potential (GWP of R134a) by 2020.



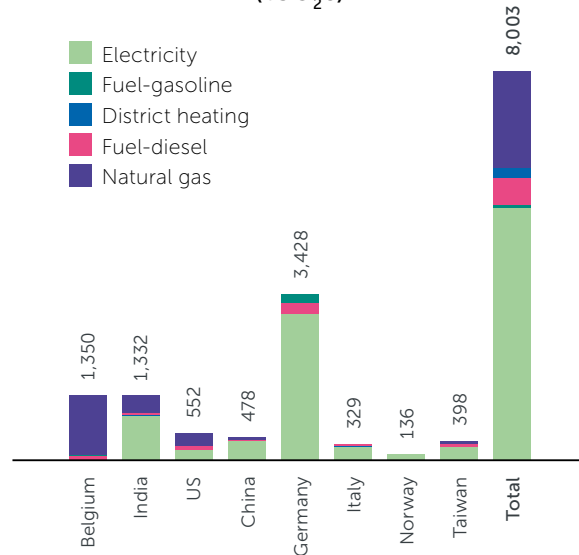
By 2020, we will cut

- electricity emissions by 99% (5,200 tCO₂e)
- heating emissions by 15% (400 tCO₂e)
- cooling emissions by 20% (100 tCO₂e)

Energy consumption at Barco (MWh)



Energy consumption at Barco (tCO₂e)



Waste

472 tCO₂e

Generating 472 tCO₂e, waste contributes 0.4% to our total carbon footprint.

-

We are actively looking for ways to reduce waste at every step of the supply chain. Just one example:

- Our cardboard shredder pulverizes the cardboard boxes we receive into paper pulp, which we use as a buffer material in our own packaging. In this way, we recycle, save costs and reduce the transport needed for the delivery of new buffer material.

End-user emissions

Also committed to assess the environmental impact of our solutions, we started measuring the footprints of our health-care products.

The average power consumption per sold item over its lifetime was 537 kWh. Our analysis showed that at 26,777 tCO₂e, the emissions associated with our healthcare applications are responsible for 24% of our total carbon footprint.

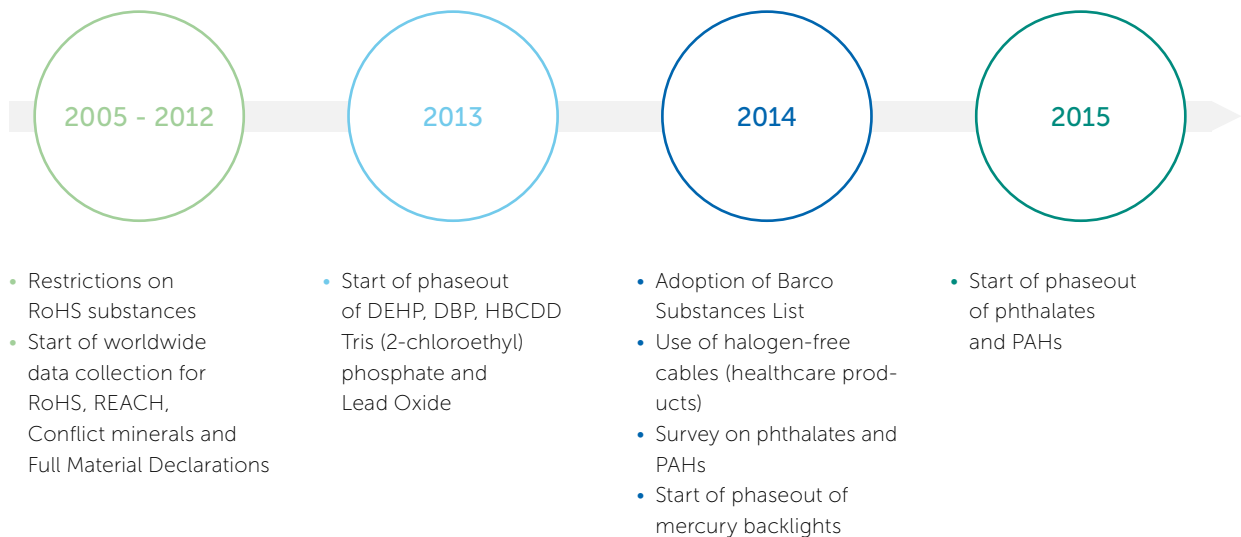
In the future, we want to extend this exercise to other divisions as well. In the meantime, we are working hard to **enhance the sustainability of our products**. To support and accelerate our efforts, we launched the Design for the Environment program.

Design for the environment: sustainable product innovation

More than developing innovative technology solutions, we want our products to be economically, socially and ecologically sustainable too. That is why an increasing number of our innovation initiatives are focused on sustainable product innovation. To support these efforts, we introduced the Design for the Environment Program, which focuses on three pillars.

Reducing the toxicity of our products

We have already made great efforts to proactively reduce the toxicity of our products, often in close cooperation with our suppliers.



Designing for recyclability

Since 2011, we have been a partner in the **GreenElec project**, which identifies processes and strategies needed to recycle electronics equipment efficiently. Our extensive research into ways to increase the recyclability of our products led to an extensive list of requirements that our R&D teams have to take into account during the product development stage. Our Coronis Fusion 4MP medical display was the first product designed with these criteria in mind.

Making our solutions more energy-efficient

All Barco products comply with worldwide mandatory regulations regarding eco-efficiency. More than that, we comply voluntarily with a series of extra requirements in order to proactively meet and exceed future regulations. Over the past few years, we have managed to truly **boost the energy efficiency of our solutions**:

- Our displays consume far less energy while maintaining the quality of light output.
- Solid-state illumination solutions - projectors, video walls and medical displays -, which play an ever-bigger role in our portfolio, consume far less power than traditional systems:
 - Our laser-illuminated projectors could reduce energy consumption of cinema projectors in Europe by 150 GWh per year – which equals the electricity production of a small nuclear power plant in one month.
 - The use of laser projectors could avoid over 1 million lamp swaps annually in Europe. This is the equivalent of 670 trucks filled with lamps navigating Europe every year.



50% energy reduction
for Coronis Fusion displays




51% energy reduction
for Clinical Review displays




75% energy reduction
for Nio displays

Barco retrofit: 3 x green

Thanks to the **modular design** of our products, we enable our customers to smoothly upgrade their Barco equipment. Cinema exhibitors, for example, can easily convert their traditional projectors into cutting-edge laser phosphor alternatives by replacing the lamp housing. In this way, we help our customers reduce energy consumption by 30% while keeping existing projectors out of the landfill. Last but not least, the laser solution boasts a much longer lifetime.



Thanks to the modular design of our products, we help our customers reduce energy consumption by 30% while keeping existing projectors out of the landfill.



General Disclosures	Description	Page
102-1	Name of the organization	D/93
102-2	Activities, brands, products and services	A/16-17, A28-45, C/32
102-3	Location of headquarters	D/93
102-4	Location of operations	A/14
102-5	Ownership and legal form	C/49, D/93
102-6	Markets served	A/12-14, A/30-31, A/36-37, A/42-43
102-7	Scale of the organization	A/6-9, A/15
102-8	Information on employees and other workers	A/15
102-10	Significant changes to the organization and its supply chain	A/3, C/10
102-12	External initiatives	B/5
102-13	Membership of associations	B/39
102-14	Statement from senior decision-maker	A/2-5
102-15	Key impacts, risks, and opportunities	A/28-45, C/28
102-18	Governance structure	C/5-7, C/10-12
102-20	Executive-level responsibility for economic, environmental, and social topics	C/28
102-22	Composition of the highest governance body and its committees	C/5-15
102-23	Chair of the highest governance body	C/7
102-24	Nominating and selecting the highest governance body	C/17
102-25	Conflicts of interest	C/23
102-26	Role of highest governance body in setting purpose, values, and strategy	C/16
102-27	Collective knowledge of highest governance body	C/7
102-28	Evaluating the highest governance body's performance	C/18
102-29	Identifying and managing economic, environmental, and social impacts	C/24-28

General Disclosures	Description	Page
102-30	Effectiveness of risk management processes	C/25-28
102-31	Review of economic, environmental, and social topics	C/16, C/25
102-32	Highest governance body's role in sustainability reporting	B/6
102-33	Communicating critical concerns	C/25-28
102-34	Nature and total number of critical concerns	C/27-28
102-35	Remuneration policies	C/19-22
102-36	Process for determining remuneration	C/19-21
102-37	Stakeholders' involvement in remuneration	C/17
102-38	Annual total compensation ratio	C/19-21
102-43	Approach to stakeholder engagement	B/12-17, B/21-22
102-45	Entities included in the consolidated financial statements	D/24-25
102-50	Reporting period	B/6
102-51	Date of most recent report	B/6
102-52	Reporting cycle	B/6
102-53	Contact point for questions regarding the report	D/93
102-54	Claims of reporting in accordance with the GRI Standards	B/6
102-55	GRI Content Index	B/41-43

Energy	Description	Page
302-01	Energy consumption within the organization	B/36
302-02	Energy consumption outside of the organization	B/37
302-05	Reductions in energy requirements of products and services	B/39

Emissions	Description	Page
305-1	Direct (Scope 1) GHG emissions	B/31-32, B/34-36
305-2	Energy indirect (Scope 2) GHG emissions	B/31-32, B/36
305-3	Other indirect (Scope 3) GHG emissions	B/31-32, B/34-35
305-5	Reduction of GHG emissions	B/34

Supplier Environmental Assessment	Description	Page
308-1	New suppliers that were screened using environmental criteria	B/24
308-2	Negative environmental impacts in the supply chain and actions taken	B/23-24

Training and Education	Description	Page
404-1	Average hours of training per year per employee	B/10
404-2	Programs for upgrading employee skills and transition assistance programs	B/9-10

Diversity and equal opportunity	Description	Page
405-1	Diversity of governance bodies and employees	A/15

Local Communities	Description	Page
413-1	Operations with local community engagement, impact assessments, and development programs	B/26-28

Group management

Beneluxpark 21
BE-8500 Kortrijk
Tel.: +32 (0)56 23 32 11
Fax: +32 (0)56 26 22 62

Registered office

President Kennedypark 35
BE-8500 Kortrijk
Tel.: +32 (0)56 23 32 11
Fax: +32 (0)56 26 22 62

Stock exchange

Euronext Brussels

Financial information

More information is available from the
Group's Investor Relations Department:

Carl Vanden Bussche
Vice President Investor Relations
Tel.: +32 (0)56 26 23 22
Fax: +32 (0)56 26 22 62
E-mail: carl.vandenbussche@barco.com

Copyright © 2017 Barco NV

All rights reserved

Realization

Barco Corporate Marketing
Focus Advertising

Publisher

Ann Desender
Senior VP-CFO

Barco

Beneluxpark 21
8500 Kortrijk – Belgium