

2020 GHG EMISSIONS BREAKDOWN BY SCOPE



**WHERE OUR
EMISSIONS
COME FROM**
SCOPE 1, 2 & 3

6%

**35% REDUCTION SINCE 2010
14% REDUCTION SINCE 2019**

SCOPE 1:
Direct emissions
from owned or
controlled sources

<1%

**98% REDUCTION SINCE 2010
20% REDUCTION SINCE 2019**

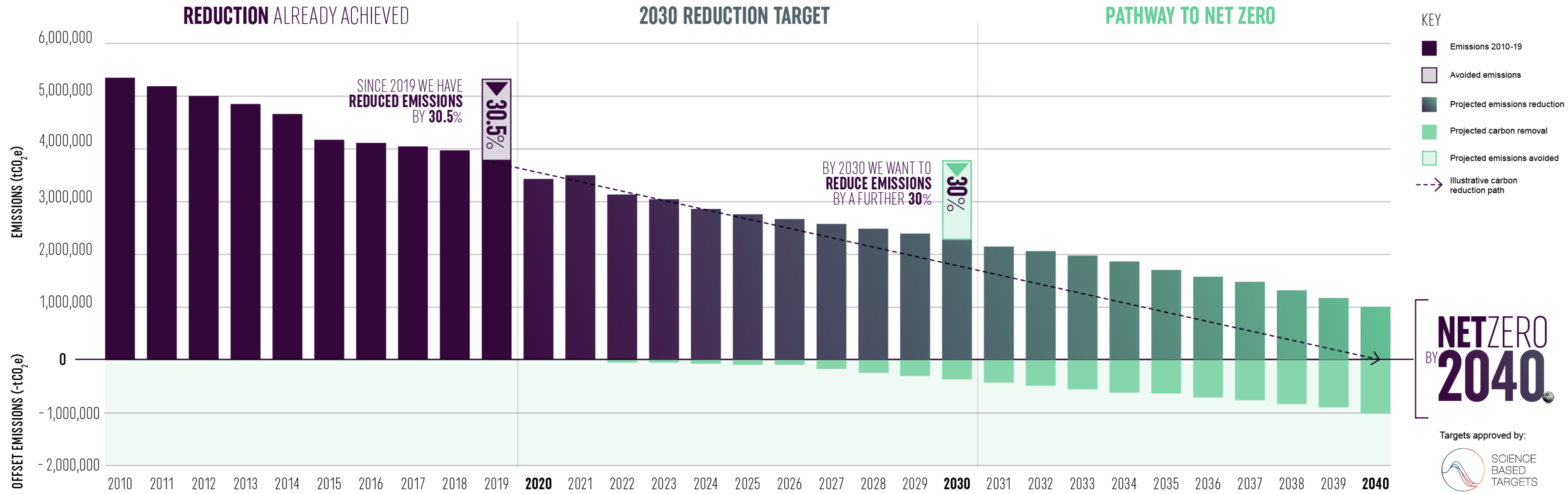
SCOPE 2:
Indirect emissions
from the generation
of purchased energy

94%

**34% REDUCTION SINCE 2010
12% REDUCTION SINCE 2019**

SCOPE 3:
Indirect emissions that
occur in the value chain,
including both upstream
and downstream
(e.g. purchased goods
and services/capital
goods/transportation)

PROPOSED CARBON REDUCTION PATHWAY 2040



2020 GHG EMISSIONS BREAKDOWN – VALUE CHAIN

25%

43% 8% 8%

16%



▼
20% VS. 2010
9% VS. 2019



▼
22% VS. 2010
11% VS. 2019



▼
51% VS. 2010
12% VS. 2019



▼
34% VS. 2010
23% VS. 2019



▼
65% VS. 2010
13% VS. 2019



ACTION ON CLIMATE MILESTONES

2011
'DELIVER FOR TODAY, INSPIRE FOR TOMORROW'
SUSTAINABILITY PLAN LAUNCHES

2013
SUSTAINABILITY INNOVATION SUMMIT

2015
FIRST SBTI TARGET SET.
COMMITTED TO **USING 100% RENEWABLE ELECTRICITY**

2016
CDP CLIMATE A-LIST

2017
THIS IS FORWARD
SUSTAINABILITY ACTION PLAN LAUNCHES

2018
ACHIEVED **100% RENEWABLE ELECTRICITY STATUS**

2019
ACHIEVED **EMISSIONS REDUCTION:**
50% - CORE BUSINESS
30.5% - ENTIRE VALUE CHAIN

2020
ACTION ON CLIMATE NOW LAUNCHES

