



MEDEF thanks the business networks of companies that helped it to mobilize French companies to make their contribution:



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OUR COMMON AMBITION

On August 29th 2019, in the framework of the *Rencontre des Entrepreneurs de France (LaREF)*, 99 French companies, accounting for 1.650 billion euros turnover and 6 million jobs worldwide, reaffirm the need to collectively change course by accelerating innovation and R&D through their investments in low-carbon solutions, in order to engage in a drastic reduction of global greenhouse gas (GHG) emissions.

The commitment taken for 2016-2020 has been held and exceeded before time

For companies already committed in 2017, industrial investments and R&D in renewable energies, energy efficiency and other low-carbon technologies amount to €68 billion for 2017-2018, in only two years, i.e. more than the investments initially planned for 2016-2020 (€60 billion). This shows an acceleration of investments of French companies to reduce greenhouse gas emissions.

French companies take a new commitment for 2020-2023

From 2020 to 2023, 55 companies having disclosed their investment forecasts (including 9 additional ones) expect at least €73 billion (of which €8 billion for newly committed companies) of industrial investment and R&D in renewable energy, energy efficiency, the deployment of sustainable farming practices and other low-carbon technologies. In addition, investments amount to €10 billion in the nuclear sector and investment in natural gas as transitional energy amount to €18 billion over the same period.

On December 12, 2015, the 21st Conference of the Parties on Climate sealed in Paris a historic agreement, ratified since then, aimed at limiting the rise of temperatures related to the effects of climate change to 2° C, if possible 1.5° C. The Agenda of Solutions highlighted the essential role of business to innovate and develop solutions.

In the framework of the One Planet Summit of December 12, 2017, 91 French companies accounting for a cumulative turnover of €1.500 billion and 6 million jobs, have affirmed the need to collectively change course to engage in a drastic reduction of global greenhouse gas (GHG) emissions. They committed to invest €60 billion in low-carbon solutions between 2016 and 2020.

A growing number of States including France have affirmed the ambition to reach carbon neutrality by 2050. Companies have a key role to play to implement solutions to respond to this challenge. This strong ambition requires to accelerate our actions and to determine the right framework to put in place at a global level to reach this goal.

They fight climate change around the world, defining actions and developing solutions, products and services that significantly reduce GHG emissions. They want to help reduce greenhouse gas emissions significantly, particularly in the energy, transport, industry, building and agriculture sectors. Depending on their respective situations, they are already implementing several tools:

- 74 companies (of which 15 new ones) made commitments to reduce their emissions ;
- 34 (of which 7 new ones) have an internal CO₂ price ;
- 46 (of which 10 new ones) are engaged in the Science-Based Targets initiative or are thinking about joining it ;
- 54 (of which 12 new ones) have decided or intend to implement the recommendations of the Taskforce on Climate-Related Financial Disclosures (TCFD) with pragmatic methodologies.

This challenge requires to accelerate the injection of public and private financial resources into research and investment. It is also necessary to establish interconnected carbon pricing mechanisms in the main economic regions. This will enable economic actors to integrate climate issues in their decisions.

2016-2020: a commitment held and exceeded before time

For companies already committed in 2017, industrial investments and R&D in renewable energies, energy efficiency and other low-carbon technologies amount to € 68 billion for 2017-2018, in only two years, i.e. more than the investments initially planned for 2016-2020 (€60 billion). This leads to an acceleration of investments of French companies to reduce greenhouse gas emissions.

Over the period from 1st January 2017 to 31 December 2018 (40% of the duration of the joint commitment at the end of 2017), all the companies, including the new signatories, made €72 bn of industrial investments and R&D in renewable energies, energy efficiency and other low-carbon technologies. Added to this are investments of €5 billion in new nuclear capacity and investments of €11 billion in natural gas as transitional energy.

2020-2023: a new, ambitious commitment

From 2020 to 2023, 55¹ companies having disclosed their investment forecasts (including 9 additional ones) expect at least €73 billion (of which €8 billion for newly committed companies) of industrial investment and R&D in renewable energy, energy efficiency, the deployment of sustainable farming practices and other low-carbon technologies. In addition, investments amount to €10 billion in the nuclear sector and investment in natural gas as transitional energy amount to €18 billion over the same period.

This commitment is part of a European and global perspective.

It is also a key challenge for the attractiveness and competitiveness of France and Europe. The signing companies recommend that France and the European Union systematically integrate the continent's technological and scientific potential, its competitiveness and the increasing cooperation between European actors.

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The Sustainable Development department of PricewaterhouseCoopers Advisory is made up in France of about 40 consultants who have been supporting companies and investors for 25 years in the definition of their CSR strategy and the management of associated operations, in the integration of ESG criteria into transactions and in the verification of non-financial information. It is part of an organized network of 800 experts distributed within dedicated teams of the international PwC network in 65 countries.

1. This figure does not include companies whose strategic plans are currently being defined or those whose forecasts are confidential at this stage

The 99 signatory French companies

Accor	8	Derichebourg	33	Korian	58	Sanofi	83
Groupe ADP	9	DRT	34	L'Oréal	59	SCARA	84
Airbus	10	Ecocean SAS	35	Groupe La Poste	60	Schneider Electric	85
Air France-KLM	11	Edenred	36	Les Tissages de Charlieu (LTC)	61	SCOR	86
Air liquide	12	EDF	37	LafargeHolcim	62	Groupe SEB	87
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ArcelorMittal	14	Enedis	39	LVMH	64	Société Générale	89
ARKEMA	15	ENGIE	40	Michelin	65	Sodexo	90
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Avril Group	19	EUROPCAR MOBILITY GROUP	44	Orrion Chemicals Orgaform	69	SPHERE	94
AXA	20	Eurostar	45	Pellenc ST	70	STMicroelectronics	95
Bel	21	Faurecia	46	Pernod Ricard	71	SUEZ	96
BIC	22	GECINA	47	Plastic Omnium	72	Sunna Design	97
BNP Paribas	23	GSE	48	Groupe PSA	73	TechnipFMC	98
Bouygues	24	Hermès International	49	Publicis Groupe	74	Thales	99
Bureau Veritas	25	HOROQUARTZ	50	Groupe RATP	75	Total	100
Capgemini Group SE	26	Icade	51	Rémy Cointreau	76	Unibail-Rodamco-Westfield	101
Carrefour	27	Imerys	52	Groupe Renault	77	Vallourec	102
Casino Group	28	Ingenico Group	53	Rexel	78	Veolia	103
CETUP	29	Ipsen	54	RTE	79	VINCI	104
CNP Assurances	30	JCDecaux	55	SACRED Group	80	VIVENDI	105
Credit Agricole	31	KEM ONE	56	Safran	81	Worldline	106
Danone	32	Kering	57	Saint-Gobain	82		

OUR CONCRETE COMMITMENTS

Pioneer in terms of environmental, social and governance responsibility in the hospitality industry, Accor initiated an energy & GHG emission reduction plan in 2005 leading to probing results since 10 years : -5,5% during the 2006-2010 period, -5,3% between 2011 and 2015, and -5,6% between 2016 and 2018 on the kWh/available room ratio ; -8,3% between 2016 and 2018 on the kgCO₂/available room ratio.

2018 was marked by the disposal of the majority of the share capital in AccorInvest and the refocusing of Accor's activities around an "asset light" model in which the hotels are owned by third parties. This model has deeply influenced the Group's means of action for its carbon trajectory. It is up to Accor to define this collective trajectory, in line with the Paris Agreement – the Group currently works on the definition of its long term carbon strategy, which will be submitted to the SBT initiative by 2020 ; to act on the levers at its disposal – brand standards in particular – to ensure that its processes are consistent with decarbonization objectives; and lastly, to propose operational solutions to hotel owners to reduce the carbon footprint of their buildings. However, investment decisions (on equipment, insulation, green energy production, etc.) ultimately lie solely with the hotel owners. In this respect, AccorInvest will continue to mobilize its resources and expertise to aim for carbon neutrality over the very long term.

Accor builds its carbon footprint reduction strategy around the three following levers:

1. Progressively aim for the carbon neutrality of buildings by reinforcing its "carbon" requirements during building and renovation phases

In 2015, Accor joined the BBKA association as a founding member (Bâtiment Bas Carbone, for Low Carbon Building ; aims at reducing by half the carbon footprint of buildings during the span of their entire life cycle). After contributing to the production of hospitality-specific frameworks, the Group started the building of the pilot BBKA building. This pioneering initiative gradually transforms its construction and renovation standards as well as the current projects lead by the Group.

In parallel, Accor invests into cutting-edge innovations to set path to the building of tomorrow. By working with Energy Observer, the experimental hydrogen-powered vessel, the Group prepares the transfer of these spearhead technologies from the labs to its hotels.

2. Continuously reduce energy consumption and greenhouse gas emissions in hotels

To build on the consumption reduction already achieved in its portfolio of almost 5000 hotels worldwide, Accor tests out new equipment (insulation, sensors, domestic hot water production...) and new tools and process (energy management systems, Internet of Things, thermal imaging...). Bulked-up in technical and financial support solutions presented to the owners, they are steadily rolled-out with their agreements. In addition, the Group lists and switches to green energy contracts on a global scale.

3. Reduce the carbon footprint over the value chain, especially from food.

As a founding member of the IPI Insetting platform and of the "Pour une agriculture du vivant" association (For an agriculture of the living), Accor committed to act with his suppliers network to reduce its negative externality or even contribute to create positive externality. Thanks to the Plant for the Planet program, Accor promotes agro-forestry everywhere in the world by planting 10 million trees by 2021. Moreover, Accor encourages the food supply from the local producers committed to agro-ecology and pledges to reduce by 30% food waste in its restaurants by 2020.

Groupe ADP

Groupe ADP builds, equips, and operates airports, including Paris-Charles de Gaulle, Paris-Orly, and Paris-Le Bourget. In 2018, via Paris Aéroport, the group welcomed more than 105 million passengers at Paris-Charles de Gaulle and Paris-Orly and more than 176 million passengers at the airports managed abroad by its ADP International subsidiary, making the group world number one in airport management in terms of number of passengers. As one of the only global players that is involved at every stage of the airport value chain, Groupe ADP is convinced that respect for the environment is a driving force for development and competitiveness and gives to climate change a central position within its strategy. Several ambitious targets for 2020, for activities in Paris area, have already been reached or are closed to be at the end of 2018.

- **Reduce internal CO₂ emissions per passenger compared to 2009:** -69% CO₂ emissions per passenger which represents in absolute value a reduction of 108 ktons.
- **Improve energy efficiency of 7% compared to 2015:** 5.9%.
- **Bring renewable energy production to 15% of final energy consumption:** 15.8%.
- **Reach 25% of clean vehicles** in the light vehicle fleet: 25.4%.

Actions to reduce internal emissions: improvement of energy efficiency and sustainable construction, renewable energy production, purchase of green electricity (65% in Paris-Charles de Gaulle, Paris-Orly and 100% in Paris-Le Bourget in 2018), offsetting headquarters emissions, internal carbon price.

Collaborative actions with stakeholders to help reduce external emissions: reduction of aircraft emissions during taxiing, supplying electricity and heat to aircraft on the ground, develop power supplies to allow for the recharging of the vehicle fleets, contribution to the Sesar and Corac programmes, helping to improve access to public transport services, company and inter-company mobility plans.

With already 3 of the group's airports being carbon neutral, the group is **committed to being carbon neutral by 2030** for internal emissions of its airports in the Paris region², with the implementation of the following measures: a deep geothermal project at Paris-Charles de Gaulle, "power purchase agreement" project (a contract to directly purchase electricity produced by dedicated renewable energy farms) and/or purchasing of 100% renewable electricity, continued incremental implementation of energy-efficiency measures, sustainable construction, energy transition of vehicles, re-evaluation of carbon internal price (60 €/t in 2019, 100 €/t in 2023). **The work already carried out with our stakeholders will be continued**, and notably the widespread deployment of APU replacement solutions for the aircraft contact stands, the use of green technology on ground handling vehicles.

In June 2019, the company committed itself to achieving Net Zero CO₂ Emissions by 2050 (without carbon offsetting) for Paris-Charles de Gaulle and Paris-Orly Airports. This commitment is in keeping with a resolution issued by ACI Europe. To achieve "Net Zero Emissions", Groupe ADP will continue reducing its emissions as far as possible (through reducing energy and fuel consumption or transitioning to zero emission energy sources) and residual emissions will need to be removed from the atmosphere through projects to collect CO₂ and then store or use it.

2. Already accredited to Airport Carbon Accreditation Level 3, Airport Council International's carbon management program

The aviation industry rising to the climate challenge.

Aviation's contribution to global CO₂ emissions is estimated at 2-3% which is less than Internet. More than 4 billion people travel each year supporting local economies with trade, jobs and tourism. The industry has a solid track record in reducing noise and emissions. In the past 60 years since the introduction of the first jet airliners, CO₂ emissions per seat kilometer have dropped by 80%, noise by 75% and NOx by 90%.

The challenge today is to mitigate aviation's impact on the environment, reduce CO₂ emissions and develop a more sustainable aviation industry as society's demand for air transport continues to grow.³

Through the Air Transport Action Group (ATAG), the aviation industry – including aircraft and engine manufacturers, airlines, air traffic services and airports – has committed to ambitious targets such as capping net aviation CO₂ emissions from 2020 (carbon neutral growth) and halving CO₂ emissions by 2050 compared to 2005.

Airbus has already made significant progress towards these goals, making the Airbus Family of aircraft more and more efficient. For example, today an A321neo burns around 2 litres of fuel for 100 km per passenger.

These advances have been achieved and will continue through:

- new technologies and incremental innovation: new materials to reduce weight (eg: 52% composites within the A350 XWB structure), improved aerodynamics, breakthroughs in propulsion technologies;
- improved air traffic and ground operations;
- increased use of sustainable aviation non-fossil fuels;
- and finally, implementing market-based measures such as CORSIA (Carbon Offsetting and Reduction Scheme for International Aviation) to support carbon neutral growth from 2020-2035.

Airbus' commitment to reducing emissions is integrated into the entire life cycle of manufactured products from design, production, operations, maintenance and end of life. These processes are fully ISO 14001 certified. New objectives in the frame of the 2030 vision for the company will aim to further reduce CO₂ emissions as well as the use of raw materials, waste generation, air pollution, and water use. These objectives will extend to the supply chain⁴ also.

Airbus also supports EU co-funded⁵ local initiatives to reduce emissions such as DEMETER and COMMUTE in airport platform of the Toulouse metropolitan area. Collaborative management between national and local authorities, academic institutions, and private companies will help align the individual environmental initiatives and thereby maximize their impact, reduce urban congestion and associated emissions.

Airbus and its industry partners also participate in promoting the emergence of an integrated sustainable aviation fuel sector in the frame of the French government's "Green Deal" programme.

As a responsible company, Airbus is developing exciting new technologies, accelerating the pace of innovation, and engaging with partners worldwide for a more sustainable aviation sector.

3. Estimated growth: international level 4.4% and French domestic level 1.7% - source Airbus Global Market Forecast.

4. www.airbus.com/company/responsibility-sustainability/minimising-environmental-impact.html#ind

5. Urban Innovative Actions call for projects; Toulouse Metropole funded by the European Union

Air France-KLM

Air France-KLM is the leading Group in terms of international traffic from Europe. It offers its customers a network covering 314 destinations in 116 countries through Air France, KLM Royal Dutch Airlines and Transavia. With a fleet of 548 aircraft and 101.4 million passengers carried in 2018, Air France-KLM operates up to 2,300 flights per day, mainly from its hubs in Paris and Amsterdam.

Air transport is a powerful vector of link, openness and exchange. Travelling to discover the world today only makes sense if future generations can also do so tomorrow. That is why the Air France-KLM Group is convinced that offering the opportunity to travel responsibly is an absolute priority and is firmly committed to reducing its environmental footprint.

Acting responsibly is one of the Air France-KLM Group's main priorities: in 2018, for the 14th consecutive year, Air France-KLM was ranked on top of the Dow Jones Sustainability Indexes (DJSI World and DJSI Europe).

LIMITING AND OFFSETTING CO₂ EMISSIONS: CONCRETE RESULTS

Reducing CO₂ emissions is the primary objective of the Air France-KLM Group. And thanks to targeted actions, the Group is achieving visible results:

- 21.6% CO₂ emission per passenger/km, i.e. 4.3 million additional tonnes of CO₂ avoided compared to 2011

An action plan involving all our businesses and employees:

- By investing in new generation aircraft: our latest generation aircraft consume 20% less fuel,
- By reducing the weight on board our aircraft: 1kg less on all our aircraft means 69 tonnes of CO₂ avoided each year. Renovating our cabins with lighter seats, developing the digital press, optimizing the water on board, digitizing on-board documentation... all examples to reduce on-board weight,
- By adopting eco-piloting procedures: they allow to optimize fuel consumption and reduce a flight's CO₂ emissions by up to 3%,
- By offsetting our CO₂ emissions: since 2012, the Group has been subject to the European Union Emissions Trading Scheme (EU-ETS) for the scope of its intra-European flights.

LONG-TERM OBJECTIVES IN LINE WITH THE PARIS AGREEMENT

In order to ensure that the growth of air traffic does not contribute to an increase in CO₂ emissions, the aviation sector is the first economic sector to adopt a global carbon offsetting scheme within the framework of the International Civil Aviation Organization, to ensure a carbon-neutral growth of international air transport from 2020 onwards.

To comply with the objectives of the Paris Agreement, the Group has adopted the objective of reducing its CO₂ emissions by 50% by 2050 (compared to 2005), an objective that the French aviation industry reaffirmed at the last Le Bourget Air Show.

The Group works with its ecosystem to promote innovative solutions:

- Mobilizing public and private actors to develop viable alternative sustainable fuel industrial sectors,
- Encouraging research to develop breakthrough technologies to drastically reduce the environmental impacts of air transport.

In recent years, the Group has invested more than 1.3 billion euros per year to improve its environmental footprint.

In addition to the fight against climate change, the Air France-KLM Group is committed to the circular economy, the protection of biodiversity at airports and around the world, and the protection and development of forests.

For more information: <http://csrreport2018.airfranceklm.com/en/>

Air liquide

World leader in gases, technologies and services for industry and health, Air Liquide has also the ambition to deliver long term performance and **contribute to sustainability**. Air Liquide has thus been committed for several years to preserving the environment and public health with the objective of improving air quality and fighting global warming. The group contributes to the United Nations Sustainable Development Goals (SDGs) and is a member of the Global Compact.

At the end of 2018, Air Liquide announced its climate objectives, the most ambitious in its sector, covering at the same time its activities, its customers and the entire ecosystem.

Within its activities: reduce its carbon intensity⁶ by 30% by 2025

To reach this objective, Air Liquide is committed to:

- increasing by nearly 70% its purchases of renewable energy, from 6 to 10 TWh
- improving the energy efficiency of its production units by -5% through the automation and centralization of its operations, as well as the modernization of its assets;
- reducing by -10% the carbon footprint of its products by acting both on production and transport (conversion of 20% of its global truck fleet to alternative fuels)

In 2018, the Group's carbon intensity was at 4.9 kg CO₂/euro EBITDA (a reduction of 22% compared to 2015).

With its customers: commit to a sustainable industry

Thanks to its essential molecules (oxygen, hydrogen, CO₂, etc.) and its in-depth knowledge of its customers' processes, Air Liquide is already offering technologies which allow its customers to improve the energy efficiency of their industrial processes and to reduce their emissions of CO₂ and pollutants. The Group is continuously innovating to offer new low carbon solutions (oxy-combustion, carbon capture and sequestration or utilization [CCUS]...).

In 2018, the Group enabled its customers to avoid 10.9 Mt of CO₂, in particular through the oxy-combustion process which is a source of energy efficiency for the steel and glass industries. In addition, it also avoided 4.6 Mt of CO₂ thanks to its industrial efficiency. Finally, the Group has purified and supplied its customers with 3.5 Mt of CO₂ for use in various applications such as greenhouses and the food industry.

With the ecosystems: via an active dialog with key players (public policymakers, industrial partners, NGOs, etc.), contribute to the development of a low-carbon society by:

- developing biomethane for industry and transport. Air Liquide operates more than 10 biomethane production units around the world for injection into the natural gas network or distribution via its network of bio-NGV stations for vehicles
- proposing alternative solutions for refrigerated logistics (in particular Blueeze™ and Cryocity)
- promoting hydrogen – in particular carbon-free hydrogen – which will play a key role in the fight against climate change and energy transition, with regards to both mobility and energy. Air Liquide has built and installed more than 120 hydrogen stations for clean transportation worldwide

The Group intends to dedicate around 100 million euros of its Innovation expenses every year to reduce its carbon footprint and that of its customers. In addition, cumulated capital expenditures in biomethane and hydrogen mobility have totaled around 300 million euros since 2014. In 2018 alone, 40% of investment decisions have been dedicated to projects in favour of energy transition and environmental protection.

In addition, Air Liquide is a founding member of the Hydrogen Council, whose objective is to promote the worldwide deployment of Hydrogen technologies and solutions for energy applications.

Finally, in 2019, **the Group committed to the Science-Based Targets initiative** to validate the alignment of its objectives with a trajectory well-below 2°C.

This Air Liquide commitment for climate also translates into actions implemented in the countries where the Group is present, and relies on an **active dialogue with all its stakeholders**.

⁶. In kg CO₂ equivalent (Scope 1+2)/euro EBITDA

Alstom commitment towards sustainable mobility

The transport sector currently generates 25% of worldwide CO₂ emissions from fuel combustion⁷. It is one of the only sectors where emissions are still growing, even in developed countries. To reach the objective of keeping global warming below +2°C, a significant contribution from the transport sector will be crucial. We are convinced that shared and electric mobility will have a key role to play in the development of global sustainable transport systems. Indeed, shared and electric transport allows benefits jointly in terms of energy efficiency, low emissions of CO₂ and local air pollutants, and optimisation of space use.

As a historical player in the field of sustainable mobility, Alstom considers that access to mobility is an essential factor of social progress and economic development and that it is its mission to contribute to the transition towards more sustainable transport systems by designing and producing mobility solutions that are inclusive, environmentally-friendly, safe and attractive throughout their entire life cycle.

It is for this reason that Alstom supports the initiative of French enterprises committed to tackling climate change, "French Business Climate Pledge."

Alstom is progressively expanding its offer of sustainable mobility with the consistent objective to propose solutions that are integrated, accessible, clean, safe and connected. Through in-house research and development projects, technical and commercial partnerships, investments and acquisitions, Alstom intends to position itself as the global supplier of electrical, connected and shared sustainable mobility solutions.

Alstom has also set its own ambitions and goals for energy efficiency of its solutions and operations and commits to:

- Reduce the consumption of energy in its transport solutions by 25% by 2025 as compared to 2014.
Alstom defines standardised methods to assess energy consumption of its trains, favors the deployment of the best available technologies as well as innovation for new trains and energy efficiency services and collaborates with clients and suppliers to optimise the energy consumption of its solutions.
> In 2018, 17 % reduction has been achieved;
- Reduce the energy intensity in its operations by 10% by 2020 as compared to 2014.
Alstom carries out energy survey on its sites (factories, offices), puts in place energy action plans and develops the use of renewable energy.
> In 2018, 12 % reduction has been achieved;
- Switch to 100% electricity supply from renewable sources for Alstom sites by 2025
> In 2018, about 40 % of electricity consumed was supplied from renewable sources.

⁷. Source : IEA

ArcelorMittal

ArcelorMittal is the world's leading steel and mining company

With 209,000 employees in more than 60 countries, ArcelorMittal is the leader in all major global steel markets, including automotive, construction, household appliances and packaging, with leading R&D and technology, as well as sizeable captive supplies of raw materials and outstanding distribution networks.

Global steel production will continue to rely on primary sources until 2100

- The industrialisation of the world has been powered by fossil fuels. In the steel industry this has involved using coal-based products, to reduce iron ore in the blast furnace. However, the large volumes of steel produced globally mean that the industry emits over three gigatons of CO₂ annually.
- Steel is prevalent because it has a combination of properties that make it ideal for building much of the infrastructure we need. Global steel demand is then forecasted to increase from 1.7 billion tonnes in 2018 to over 2.6 billion tonnes by 2050.
- The availability of end-of-life scrap lags demand for steel by several decades, meaning the world will still be reliant on primary steelmaking until nearer the end of this century.
- The solution for the decarbonisation of steel sector is then to find an alternative reducing agent to be used instead of carbon in the primary steel-making process.

Our ambition is to significantly reduce our carbon footprint by 2050

- We understand the responsibility of ArcelorMittal to develop a roadmap to reduce our carbon emissions, however big the challenge. In line with the Paris agreement, **our ambition is to significantly reduce our environment footprint and target the carbon neutrality in Europe by 2050.**
- Towards this end, we are undertaking extensive research and pilot programs, as well as evaluating the opportunity from offsetting.

We are building a strategic roadmap based on potential improvements and our suite of breakthrough technologies. **In 2020, we will set a 2030 reduction target.**

ArcelorMittal's low-emissions strategy has four components

1. **Energy efficiency** in our steelmaking operations across the globe to help meet our medium-term emissions reduction targets.
2. **Increased use of scrap** based on its availability in the regions where we operate.
3. **€250 million low-emissions steelmaking innovation programme** to develop the technologies for steelmaking in a low-emissions circular future.
4. **Policy analysis and engagement** to understand and advocate for the policies that will support the transition to a low-emissions future in the different geographies where we operate.

Low-emissions steelmaking will be achieved through three technology pathways

a. Clean power used as the energy source for hydrogen-based ironmaking, and longer term for direct electrolysis ironmaking, and also contributing to other low-emissions technologies.

Ex.: €65 million pilot project in Hamburg (Germany) to test hydrogen steelmaking.

b. Circular carbon energy sources including bio-based, plastic wastes, agricultural and forestry residues.

Ex.: Torero €40 million project in Ghent (Belgium) to convert 120,000 tonnes of waste wood annually into bio-coal, jointly with Carbalyst €120 million demonstration facility in Ghent to capture waste gas from the blast furnace and biologically convert it into bio-ethanol.

c. Fossil fuels with carbon capture and storage enabling the continued use of the existing iron and steelmaking processes while transforming them to a low-emissions pathway. This shift would require national and regional policies to create the necessary large-scale infrastructure network for the transport and storage of CO₂.

Ex.: IGAR project in Dunkirk (France) to capture waste CO₂ from the blast furnace and convert it into a synthetic gas that can be reinjected into the blast furnace in place of fossil coal ; additional €20 million industrial pilot in Dunkerque to capture CO₂ using only low-temperature waste heat is under construction.

The development of these new steel technology pathways will differ by region and will need supportive policies to enable the transition to low-emissions steelmaking.

ARKEMA

A designer of materials and innovative solutions, Arkema shapes materials and creates new uses that accelerate customer performance. Arkema pursues – through its three main fields of activity, i.e. high-performance materials, industrial specialties and coating solutions – a global strategy aiming at reducing carbon emissions:

- In reducing the environmental footprint of its activities, through:
 - > ARKENERGY® a program of energy consumption reduction covering its 136 industrial sites worldwide, targeting a 15% reduction in its net energy purchases in 2025 vs. 2012,
 - > Its GHG reduction policy, targeting a 50% reduction in 2025 vs. 2012,
 - > OPTIM'O® a water management program launched in 2016, targeting a 40 % reduction in chemical oxygen demand (COD) in 2025 vs. 2012,
 - > An emissions in the air reduction policy, targeting a 33% reduction in volatile organic compounds (VOC) emissions in 2025 vs. 2012;
- Through an operational commitment in favor of a sustainable economy with low GHG emissions based on the development of new solutions for our customers in the field of :
 - > Energy storage, with KYNAR®, a fluorinated polymer (PVDF) for Li-Ion batteries and solar cells;
 - > Home efficiency and insulation, with BOSTIK® range of sealants and innovative coatings;
 - > Water treatment, with AQUATEC® fluorinated coating resins and KYNAR® ultrafiltration membranes;
 - > Bio-sourced products, with RILSAN® technical polymers used in many value chains (sport, automotive, oil& gas, industry...);
 - > Lightweight materials for composites and 3D Printing, such as SARTOMER® resins, KEPSTAN® PEKK polymer and RILSAN® technical polymers;
- Through a circular economy approach, with ELIUM®, a thermoplastic resin fully recyclable able to substitute in various value chains (windmill blades, automotive, construction, sailing...), the present thermoset resins which are not recyclable.

ARMOR

ARMOR is a French mid-market company (€265M turnover in 2018, 1,900 employees) which places corporate social innovation at the heart of its strategy.

Currently the market leader in Thermal Transfer technology used in the printing of barcode labels and variable data on packaging, Armor is also the European market leader in remanufactured laser cartridges.

Armor strives to limit its impact on the environment in 4 main areas:

- reducing the impact of its products;
- ensuring effective environmental management at its sites;
- combating climate change;
- saving energy.

The fight against climate change and the reduction of greenhouse gas emissions is achieved by more efficient use of raw materials and substantial energy savings. In order to consume less in a different way, Armor has made the circular economy one of the pillars of its sustainable development approach. A specialist in remanufactured consumables distributed under the eco-responsible OWA brand, Armor has developed recycled and recyclable filaments for use in 3D printing. Armor also creates solutions designed to support energy transition and develop renewable energies. Based on its core expertise (chemical formulations and coating on thin films), Armor has developed two new business activities: ASCA® photovoltaic film and En'Safe® current collectors.

ASCA® photovoltaic film

To avoid drawing on mineral resources, Armor decided to convert light into electricity by creating a new organic photovoltaic film technology, free of silicon and rare metals. The company has developed France's first flexible OPV film. It is a low-carbon solution. Its Energetic Pay-Back (EPB) is very low, 3 months, compared to traditional solar panels which have a 1,5-2 years EPB. Ultra-lightweight (450g/m²) and flexible, it has been incorporated within a range of greenhouses for Eiffage and will be part of a project, La Maison Projets, in Le Mans, next October. Launched in October 2016, the company now has operational capacity of 1 million m² of ASCA® film, the fruit of investments totalling €60 million. Its current performance is 40Wc/m² with the aim to reach in 2020 80Wc/m² and 120 Wc/m² in 2024. It is Armor's long-term objective to develop photovoltaic films and solutions capable of transforming any surface exposed to light into an energy source, whether on buildings, vehicles or mobile applications.

En'Safe® current collectors.

En'Safe® offers a tangible solution to battery manufacturers and their customers. Produced from a thin coated aluminium film, this pioneering current collector enhances the performance and useful life of batteries and creates new applications for laptop computers, electric vehicles, etc. A total of €20 million has been invested in this new business. Launched four years ago, the production of En'Safe® current collectors supports the exponential growth of the lithium-ion battery market, increasing by some 20% per annum.

To conclude, we can notice that all ARMOR industrial sites worldwide are ISO14001 certified. It is a guarantee of ARMOR's control of its impact on the environment. It can also be noticed that ARMOR's landfill rate in the world is close to zero (0,6% in 2017). And 80% of its waste is recovered in an ecological way (material use or reuse in Solid Fuel Recovery). Furthermore La Chevrolière site (Loire-Atlantique, France) has been ISO5001 certified since 2011, proof of an annual energetic consumption performance.

Atos is a global leader in digital transformation with over 110,000 employees in 73 countries and annual revenue of over € 11 billion.

European number one in Cloud, Cybersecurity and High-Performance Computing, the Group provides end-to-end Orchestrated Hybrid Cloud, Big Data, Business Applications and Digital Workplace solutions. The group is the Worldwide Information Technology Partner for the Olympic & Paralympic Games and operates under the brands Atos, Atos Syntel, and Unify. Atos is a SE (Societas Europaea), listed on the CAC40 Paris stock index.

The purpose of Atos is to help design the future of the information technology space. Its expertise and services support the development of knowledge, education as well as multicultural and pluralistic approaches to research that contribute to scientific and technological excellence. Across the world, the group enables its customers, employees and collaborators, and members of societies at large to live, work and develop sustainably and confidently in the information technology space.

Atos has committed to tackle climate change:

- **Atos CO₂ emissions** are on the decline and aligned with the Science-Based Target initiative to keep global warming below 2°C (targets for 2021 and up to 2050);
- **100% of our 2018 carbon emissions are offset** (data centers, offices & travel) through wind farm projects located near our Indian offices.
- **87% of our main sites are ISO 14001** (or in the process to be);
- **95% of the energy used in our strategic data center is decarbonized;**
- **15 of the top 100 supercomputers in the "Green 500" list regrouping the most energy-efficient computers are manufactured by A;**
- Our **global environmental e-learning** explains to our 120,000 employees how they can contribute to our environmental target as employees but also as experts in their job.

Atos contributes to the sustainable performance of its clients:

- **Atos 2019 IT Challenge** rewards sustainability achievements and the Technical University of Berlin for Farmero, its sustainable farming app;
- Thanks to the offsetting of 100% of our carbon emissions, our customers write **zero in their own carbon reporting** for the solutions they host in our data centers;
- Our new sustainable technologies and digital solutions help our clients with their own sustainability issues:
 - > **Artificial Intelligence** to forecast and model climate change and related impacts;
 - > **Cloud platforms** to analyze wildlife movements with satellites or help governments and cities better manage urban development;
 - > **Blockchain** to enable farmers to share data, facilitate instant payments to producers and trace food from farm to fork;
 - > **Automation and robotics** to support eco-services;
 - > **Business IT solutions** such as the one dedicated to better manage the integration of renewable energy into the power grid;
 - > **Big data and analytics solutions** to help the agricultural industry evolve towards precision farming to increase crops and vegetable proteins;
 - > **Supercalculators** to help simulate complex physical phenomena or industrial systems and enhance contributions to a low-carbon economy,
 - > **Machine learning** to boost sustainability innovation and more.

Atos publicly discloses its environmental and climate change ambition, targets and results through its Registration Document, its Integrated Report, but also throughout the year via dedicated webpage, position papers, press releases or videos.

Atos is recognized by many key players such as the CDP, EcoVadis and the DJSI as a global leader within the IT sector, based on its actions to tackle its environmental impact, reduce its carbon emissions and mitigate the risks and business risks of climate change.

Auchan Retail

In December 2015, on the occasion of the COP21, Auchan Retail signed up to the Manifesto for the Climate with one goal: to reduce by 20% the energy intensity of the stores over a 5-year period, starting from a 2014 baseline. This desire was reaffirmed on the occasion of the "One Planet Summit".

Thanks to the work of the teams in the stores and the support services in all countries, as well as the 215 million euros invested during the period, the -20% target will be achieved by this summer.

To continue the downwards momentum related to the operation of its sites, Auchan Retail has pledged to reduce the energy intensity of the stores by a further 10% over the period from the end of 2019 to the end of 2025 and 20% by 2030 compared to this same 2019 baseline. In the meantime, each year the company will present a progress report, backed by figures, in the chapter dedicated to its extra-financial performance statement.

The drastic decrease in the carbon footprint related to the operation of Auchan Retail stores will include two major complementary measures relating to its 2 most important emission sources:

1. Auchan Retail is taking action in favour of a lower carbon energy mix and wishes to cover 100% of its electricity needs with low-carbon electricity by 2030. This will mainly include the development of innovative energy purchasing systems, PPAs (Power Purchase Agreements), certificates of origin and self-production with on-site renewable electricity.
2. Auchan Retail is reducing refrigerant leakage, which is its second source of direct emissions of greenhouse gases. 100% of the cold plants must thus be equipped with a DNI system (Intelligent Level System) within 3 years, so that leaks are quickly identified and repaired. This action aims to achieve a reduction by 30% in 3 years of refrigerant refills as compared to the data presented in the 2017 CSR report. In addition, Auchan Retail is gradually changing the fluids used in its cold systems for refrigerants that are less harmful for the climate.

To reduce its indirect emissions, Auchan Retail will continue to fight waste in all its forms, whether this is food, by monitoring breakages at all stages of the supply chain, or resources such as plastic, by reducing by 50% all packaging of the non-food offering by 2025. Moreover, the company is intensifying the development of its responsible farming sectors which guarantee quality standards and promote short supply channels. In 2020, more than 500 of these channels will be listed in all the countries in which Auchan Retail operates.

In addition to its pro-activity, visible through some of the pledges presented above, Auchan Retail is studying, with humility and determination, all the projects that it will need to undertake to contribute to limiting global warming to below 2°C.

Avril Group

Our mission

To create sustainable value in the oils and proteins sectors, to contribute to better food for humans and preservation of the planet.

About the Avril Group:

Founded in 1983 at the initiative of farmers in order to assure long-term markets for French products, Avril is the leading industrial and finance actor in the vegetable oils and proteins sector. It is present in France and internationally in sectors as diverse as human foods, animal nutrition and expertise, renewable energies and chemistry, through its portfolio of strong brands that are leaders in their markets: Oleo100, Sanders, Lesieur, Puget, Costa d'Oro, Matines, Bunica, Taous, etc.

For 35 years, sustainable development has been integral to Avril's founding principles and at the heart of its original model: a sectoral organization – from grain to the finished product – where each activity creates value for all other links in the chain.

In the last few years, the Group improved on two major aspects: the optimization of the energy performance of its industrial sites; and the large scale implementation of the circular economy principles by building on synergies within the Group.

In 2018, the Avril Group achieved turnover worth €6.1 billion. It counts 7490 employees working in 22 countries.

For more information: www.groupeavril.com | Twitter: @Avril

Oleo100: a turning point that will encourage the energy transition of transport in France

In November 2018, the Avril Group has launched Oleo100, a new energy resource, 100% renewable and traceable, made from French rapeseed. Oleo100 is intended in the first instance for transport professionals (captive and local government fleets).

Produced entirely from local and traceable biomass, Oleo100 benefits from a positive energy balance: from the farmer's field to the fleet operator's fuel tanks, it can return 3.7-fold more energy than what was required to produce it (source Ademe). Furthermore, Oleo100 enables a reduction of at least 60% in greenhouse gas emissions by comparison with the fossil fuel it replaces. With a carbon balance that is more than 2.5-fold better than that of diesel and nearly 2-fold better than that of natural gas.

In the context of the ambitious orientations set by the French government in its Climate Plan, Oleo100 offers an immediate, simple and practical response to support and accelerate energy transition in the transport sector towards a post-petroleum world.

As early as 2015, at the COP21 in Paris, AXA paved the way for the financial sector in terms of climate leadership by being the first international insurer to withdraw from the coal sector. In 2019, the Group's climate strategy⁸ was extended to all its businesses (investment and insurance) and included also biodiversity conservation.

Our business as investor and insurer

Our Group and France investment policy

At AXA, we have divested coal and oil sands, the most CO₂-emitting sectors. This effort represents a total amount of **€45.5 billions**. We are also making a positive contribution to the ecological transition by investing **€12 billions** by 2020 in green assets.

At **AXA France**, as an investor, we are committed to integrating **environmental, social and governance** factors into the selection of our funds: offering specific investment solutions is an incentive for our **clients to be active in the ecological transition**.

Our underwriting policy and insurance offers in France

Because we felt it was essential to be consistent across our entire value chain: AXA has chosen to **no longer insure sectors in which we no longer invest**, such as coal and the oil sands.

At **AXA Climate**, a parametric insurance offer distributed in **40 countries** allows companies (solar panels) or local authorities (drought risk) to protect themselves against increasingly unpredictable weather events by using the latest satellite advances in climate data.

At **AXA France**, at the heart of our business, **we adapt our insurance and savings products** to deal with climate change by offering socially responsible products that include **individual and collective benefits for society as a whole**:

- **Towards 100% responsible offers**: adapt our core business to face climate change thanks to the "**Assurance Citoyenne**" program, which certifies that the **social and environmental** dimensions are systematically taken into account in all our insurance products. For example, it means offering a discount on green vehicles and replacement parts that promote the circular economy on the "Mon Auto" Auto product; or proposing, in the event of a home loss, to rebuild or replace in a more environmentally friendly way. AXA France's socially responsible approach, which will now be extended **to all savings products** in 2019. Thus, AXA France's new "Assurance Citoyenne" framework will be built around 3 major commitments in line with societal expectations: trust, pedagogy and giving meaning;
- **Prevention**: systematically **include a prevention service in all insurance products** in order to prevent the risk and raise awareness among as many people as possible. For example, it is the **weather alert service**, with more than 6 million climate alerts sent to France in 2018.

Our position as an international player in the financial sector

Our policy to reduce our direct footprint, particularly in France

In the 60 countries where the Group operates, AXA is committed to reducing its CO₂ emissions by 25%, marketing-paper use by 50% and water use by 15% by 2020.

At **AXA France**, work has been put in place to limit the environmental impact of the company's activities through **more sustainable management of the consumption** of energy, water and paper resources (**47%** reduction in CO₂ emissions between 2012 and 2018). This includes an **environmental protection awareness program** for our employees. As part of our mobility plan, we have widely deployed **teleworking** to half of AXA France's workforce (early 2019) to facilitate travel and reduce the carbon footprint.

Our commitment as a leader in research support

The AXA Research Fund supported **208 academic projects** related to the environment in 2018 for a total amount of **€40 million**. Funded topics may include animal and plant adaptation, urban resilience or aquaculture.

Our new commitment to biodiversity conservation

Climate change is accelerating another major risk with catastrophic consequences for the global balance: the erosion of biodiversity. The Group has therefore decided to address the issue of protecting this biodiversity.

Opinion leader: In May 2019, AXA supported a report produced by WWF France entitled "Into the Wild"⁹ aimed at making recommendations to the financial sector on biodiversity protection.

Investment: an **AXA Impact Fund** will be launched by the end of 2019 to support innovative international biodiversity protection projects with a budget of **€200 million**.

Reforestation: **AXA France contributes** to the protection of biodiversity by planting **200,000 trees** in French forests: one tree planted for each dematerialized contract (GTCs sent by email). An operation renewed in 2018 for each payment on AXA France's new range of responsible savings products.

8. Detailed in 2019 AXA Climate Report: www.axa.com/en/newsroom/news/axa-s-third-climate-report

9. More information about this initiative on axa.com: www.axa.com/en/newsroom/news/how-to-support-the-transition-towards-the-protection-of-biodiversity

"Championing healthier and responsible food for all"

Bel Group's commitment to sustainable growth is embodied by our programme "We Care In Every Portion". Structured around 4 strategic pillars: Sustainable agriculture, Caring nutrition, Environmental footprint, Wellbeing of people, this programme expresses and guides Bel's strong dedication to reducing its environmental impact along its entire value chain: from the farm to the plate.

Reducing our GHG emissions and using water sustainably

Bel has adopted ambitious targets for reduced GHG emissions and water footprint of its production sites:

- 70% GHG emissions in 2025 vs 2008
- 80% water consumption in 2025 vs 2008
- Achieve carbon neutrality for Bel's operations by 2025 and confirm Bel Science Based Targets, an initiative that the Group joined in 2017 covering our entire value chain.

Key achievements:

- 59% CO₂ emissions in 2018 (vs 2008);
- 48% water consumption in 2018 (vs 2008),
- 44% of electricity consumption and 12% of fuel consumption are of renewable origin.

Taking action for a sustainable upstream dairy

Bel and WWF France are partners since 2012 with a common goal: limiting the environmental impacts of dairy production.

Key achievements:

- Bel Global Sustainable Upstream Dairy Charter co-signed with WWF France
- Renewal of the agreement between Bel and its producers in France offering producers economic visibility and promoting responsible agricultural practices ((annual average benchmark price + premiums for pasture grazing and non-GMO animal feed)
- 100% of the milk collected by Bel in France and Slovakia comes from cows fed with non-GMO feed
- Access to pasture grazing encouraged in countries with a pastoral tradition and according to climatic conditions: France (150 days/year), Netherlands (120 days/year), Azores (365 days/year)
- In France, deployment of the CAP2ER tool for environmental diagnosis of dairy farms

Ensuring we do not contribute to the conversion of natural ecosystems via our supply chain

The Group aims to eliminate the risks of ecosystem conversion - including deforestation - in our key commodity supply chains, by 2025.

Key achievements:

- A global forest and natural ecosystems policy co-signed with WWF France, setting goals for animal feed, vegetable fat and cardboard/paper packaging.
- 100% of volumes of soy meal and Palm Kernel Expellers used to feed the cows worldwide are covered by RTRS and RSPO certificates
- 90% of Bel paper and cardboard packaging is recycled and/or certified.

Committed to a circular economy for packaging

Bel aims to achieve 100% recycle-ready and/or biodegradable packaging by 2025.

Key achievements:

- The Bel Responsible Packaging Policy that sets ambitious target for each packaging material used by the Group;
- 92% of Bel packaging recycle-ready in 2018;
- A new packaging for Leerdammer sliced cheese that is 100% recycle-ready and composed of 24% of rPET, in the main two markets (France and Germany);
- Support to the development of collection and recycling schemes: Bel is an active member of Club de l'Emballage Léger en Aluminium et Acier (CELAA) in France and AREME, a similar initiative in Belgium.

BIC is a world leader in stationery, lighters and shavers. For more than 70 years, BIC has honored the tradition of providing high-quality, affordable products to consumers everywhere. Through this unwavering dedication BIC has become one of the most recognized brands and is a trademark registered worldwide for identifying BIC products which are sold in more than 160 countries around the world. In 2018, BIC Net Sales were 1,949.8 million euros. The Company is listed on "Euronext Paris" and is part of the SBF120 and CAC Mid 60 indexes. BIC is also part of different Socially Responsible Investment indexes.

BIC is aware of the environmental impact of its activity and is committed to protecting the climate both in its factories and through its products.

In April 2018, BIC announced the launch of its 2025 Sustainability Commitment Program 'Writing the Future, Together' to capitalize on the transformation lever of sustainable development. Among these strategic and priority commitments, one has a direct link with climate change: by 2025, BIC will use 80% of renewable electricity.

This commitment is part of a long-term vision of 100% renewable electricity use and focuses on an approach in which each country or site examines its renewable electricity supply opportunities, taking into account its regulatory or operational constraints. BIC is looking for renewable energy certificates, green contracts, Power Purchase Agreements, and production potential at certain sites. BIC estimates that these efforts will help reduce its greenhouse gas emissions by approximately 50% by 2025. BIC is continuing to improve energy efficiency at its sites and is striving to optimize its transport activities in order to reduce its climate footprint.

The following results should be highlighted:

- In 2018, the renewable electricity share consumed by BIC is 68% compared to 23% in 2017 through the purchase of renewable electricity certificates for all its French plants, the Clichy headquarter, its BIC Iberia and BIC Graphic Europe sites in Spain, and its Manaus site in Brazil;
- Decrease by 18% in energy consumption per ton of production, between 2009 and 2018;
- Maintain a low level of air freight in the approach transport (0.93% of freight is operated by air).

In addition, BIC is also committed to its products, and aims to improve the environmental and/or societal footprint of BIC® products by 2025.

This approach, which aims to integrate eco-design even more into the innovation processes of each category, is based on a scorecard-type evaluation tool covering criteria such as the use of alternative materials, a reduced plastic consumption, or the environmental footprint of some materials. In 2018: In 2018: BIC defined the evaluation criteria of its products, allowing to progress towards the evaluation of the product portfolio.

Some facts to measure our efforts:

- Eco-design: products designed to last, with the use of few material;
- 8.32% of BIC® Stationery products are made from alternative materials;
- 19 writing products distinguished by the NF Environnement eco-label;
- ≥50% of BIC® products have environmental benefits;
- The BIC® Ecolutions® range incorporates more than 50% recycled material;
- In 2017, BIC launched Ubicuity™, its experimental program for the recycling of pens in outdoor furniture;
- More than 90% of BIC® cardboard packaging comes from certified and/or recycled sources.

BNP Paribas

Long term carbon objective

BNP Paribas is committed to aligning its credit portfolio with the objectives of the Paris Agreement. In 2018, alongside 4 other banks, BNP Paribas committed to contribute direct financial flows towards a low carbon trajectory ("Katowice commitment").

Financing the energy sector in line with the 2°C scenario of the IEA

At the end of 2018, the amount of funding for this sector was EUR 15.4 billion (compared with EUR 12.3 billion in 2017). The target of EUR 15 billion set for 2020, equal to double the 2015 amount, has already been surpassed. At the same time, we stopped investing in coal mining and coal-fired power projects, and in power producers whose ambition to reduce the use of coal would be less than that of their country. The kWh carbon content financed by the Group is 339g of CO₂, compared with the world average of 484g in 2017 (Source: IEA). In line with the Paris Agreement, BNP Paribas is now committed to reducing the kWh carbon content financed as rapidly as the world average is due to fall under the IEA scenario 450 (i.e. 85g of CO₂/kWh by 2040).

We also announced in 2017 that the Group decided to stop the financing of entities whose main activities are in shale gas and oil and oil sands.

Being one of the top three green bond market leaders by 2018

In line with its objective, BNP Paribas was in 2018 one of the three most important players in the Green Bonds market in euros, with more than 6.3 billion Green Bonds invested in 2018 in which we played a key role.

Supporting innovation for the energy transition

At the end of 2015, the Group committed to investing EUR 100 million by 2020 in innovative energy transition start-ups. At the end of 2018, the Group had invested more than EUR 35 million in seven start-ups and three energy transition funds. Out of the four direct investments in startups made in 2018, one is in the French company METRON, which has developed artificial intelligence software designed to optimize and reduce the energy consumption of industrial processes.

Integrating carbon risk into asset management

BNP Paribas Asset Management offers a diversified range of "green" funds invested, in particular, in alternative energies and energy efficiency. At 31 December 2018, they represented EUR 6.6 billion in outstandings.

In accordance with its strategy on climate change, the BNP Paribas Asset Management adapted its voting policy and reserves the right to abstain from approving the financial statements or the discharge of companies that do not sufficiently communicate their CO₂ and 2°C strategy. In 2018, this right to abstain was implemented 16 times.

Strengthening the financing of energy efficiency

In addition to our corporate actions, the joint subsidiary of EDF and BNP Paribas Personal Finance, Domofinance, specialised in the financing of energy efficiency in customers' homes, granted over 44.000 loans in 2018.

Reducing GHG emissions from our own activities

In line with the objective of reducing our GHG emissions by 25% between 2012 and 2020, CO₂ emissions per employee have been reduced by 23.6% since 2012. In addition, the BNP Paribas has been carbon neutral across its operational scope since 2017, through financing offsetting programs (forest conservation in India and Kenya).

Supporting scientific research

As part of its Climate Initiative program, the BNP Paribas Foundation has already supported 8 projects involving 18 international research teams, for a total of €12 million.

Bouygues

Bouygues mobilises for the climate

Bouygues and its business segments have a duty to develop low-carbon solutions and then promote them to their customers. With this in mind, the Bouygues group is rolling out a climate strategy based on three priorities: 1. To be a source of proposals for public policies on the decarbonisation of the economy in France and in Europe; 2. To develop pro-actively low-carbon solutions for its customers - mainly via... a. the thermal renovation of buildings, for which Bouygues has developed expertise that makes them more efficient in terms of energy and water consumption, without having to decant their occupants during the works; b. the construction of low-carbon buildings, which combine bio-sourced materials such as timber, bioclimatic architecture, smart systems enabling optimised building management, systems for renewable energy production coupled with energy storage systems and the integration of the circular economy; c. the creation of eco-neighbourhoods that combine sustainable construction, energy efficiency, functional diversity, soft mobility and biodiversity; d. the promotion of soft mobility solutions such as City Charge electric vehicle charge points, the Flowell dynamic road-marking solution and the network of third places that reduce unnecessary travel (Wojo); e. the launch of high-performance solutions designed to pool and optimise networks of urban services, such as the OnDijon project (street lighting, road markings & traffic signs, communication networks, etc.). 3. To display an exemplary attitude on the Group's own sites by making them showcases of its know-how – especially via Challenger, headquarters of Bouygues Construction, which, since the completion of its renovation in 2014, is a positive-energy building thanks to the use of high-performance insulation as well as solar and geothermal energy. This also now includes the new head office of Colas, Prism', a positive-energy building handed over in 2018.

Each of the Group's five business segments has set ambitious targets for combating climate change:

- **Bouygues Construction**, a responsible and committed company, pledges to pursue a policy of reducing its carbon footprint. The method chosen is that of highlighting the CO₂ emissions it has avoided thanks to its virtuous actions and initiatives. A CO₂ emissions reduction target in tonnes has been set for 2030, enabling it to cut its carbon footprint by 20% in terms of scope 1, scope 2, and scope 3 indirect emissions (up to handover of structures). All entities are involved in this policy and define the low carbon actions most suited to their business lines, from low-carbon concrete to optimised worksite living quarters, via the promotion of timber construction;
- **Bouygues Immobilier** is aiming for a reduction in its greenhouse gas emissions that is 2°C-compatible and pledges to lower the carbon intensity of its property development programmes by 30% between 2017 and 2030. This target covers Residential and Commercial property programmes as well as neighbourhood developments. To achieve this, Bouygues Immobilier is developing low-carbon construction methods and materials, as well as circular economy solutions. The features of these programmes focus on saving energy and resources;
- **Colas** is working to reduce its energy consumption by using tools that monitor the performance of its plant and machinery. Furthermore, Colas recycles and uses its waste and deconstruction material for its road construction projects as well as that of other building and civil works firms. 800 Colas sites transform used materials into raw materials, which forms part of a broader circular economy and carbon footprint reduction of materials process;
- **Bouygues Telecom** focuses its efforts on optimising its hardware (IT, telecoms equipment) by extending its life-cycle and sharing it with other operators. The same goes for its products, whereby it promotes the sale of pre-owned handsets to its customers and optimises the life-cycle of its routers;
- **TF1** works to raise its audience's awareness of climate change issues, particularly during its news bulletins and themed talkshows on the Ushuaïa TV channel.

Bureau Veritas

Bureau Veritas is a testing, inspection and certification company that offers compliance verification services in the fields of quality, safety, environmental protection and social responsibility.

Our mission consists of mitigating our customers' risks, improving their performance and supporting their efforts to innovate. Since the company was founded in 1828, our name has been synonymous with integrity, and constitutes an invaluable asset in a field of activity based on trust.

As the economy becomes global, technical harmonisation and standardisation have experienced exponential growth. Bureau Veritas supports its customers in fulfilling their duty and achieving their aim to comply with regulations for greater transparency. Our independence allows us to build trust between governments, citizens and businesses, which are the essential stakeholders in our societies.

Bureau Veritas' pledge to the climate is an expression of its will to contribute to the efforts that every company and every citizen must make in order to meet the needs of society. In addition to complying with the regulations, Bureau Veritas also wants to meet the expectations of all its stakeholders.

In view of the nature of its services, Bureau Veritas intervenes directly and indirectly in the realms of the environment and the climate.

- Directly, to reduce its own impact on the environment and the climate, by taking actions in every one of its activities and establishments,
- Indirectly, by offering a broad range of services designed to reduce the environmental impacts of its customers and to cut their greenhouse gas emissions.

Bureau Veritas has confirmed its pledge to reduce carbon emissions by taking several actions that back up its commitment:

- 1. Raising our customers' awareness of the importance of cutting carbon emissions,** by proposing our technical assistance, inspection and certification services that help them to protect the environment and reduce their CO₂ emissions, such as:
 - Certifying Energy management systems,
 - Assessing building and industry energy performance,
 - Implementing green building standards,
 - Assisting companies to implement a circular economy approach;
- 2. Raising awareness amongst our suppliers, so that they also promise to reduce carbon emissions.** A supplier charter that covers environmental protection and the reduction of energy consumption has been sent to every one of our partners.
- 3. The deployment of an eco-efficiency policy** to reduce our CO₂ emissions that applies to every one of our entities. We are paying special attention to business travel and the consumption of electricity by the activities in our offices and laboratories. In particular, this policy includes:
 - Giving priority to the use of high-energy performance premises,
 - Using low-energy lighting,
 - Limiting CO₂ emissions from company vehicles,
 - Reducing the difference in temperature in our offices, between the interior and the exterior,
 - Minimising the use of air travel.

We have set ourselves three environmental targets for 2015-2020:

- To cut our CO₂ emissions by 10% per employee;
- To increase our use of renewable energies by 10%;
- To obtain ISO 14001 certification for 75% of the Group's activities.

These targets will be raised for the period between 2020 and 2023.

Capgemini Group SE

A presentation of your company's profile and activity

A global leader in consulting, technology services and digital transformation, Capgemini is at the forefront of innovation to address the entire breadth of clients' opportunities in the evolving world of cloud, digital and platforms. Building on its strong 50-year heritage and deep industry-specific expertise, Capgemini enables organizations to realize their business ambitions through an array of services from strategy to operations. Capgemini is driven by the conviction that the business value of technology comes from and through people. It is a multicultural company of over 200,000 team members in more than 40 countries. The Group reported 2018 global revenues of EUR 13.2 billion.

A reminder of the 2017 targets for 2020 and an update about their implementation illustrated by concrete examples of actions and commitments

We are committed to cutting our carbon emissions, with a target which focuses on decoupling our development as a business from our total greenhouse gas emissions. In 2017, we became one of the first companies in our sector to have our target validated by the Science Based Targets initiative (SBTi), confirming it is consistent with the global commitments agreed at the COP21 climate change conference in Paris. Our target is **to reduce our total carbon footprint per employee by 20% by 2020 and by 30% by 2030 (vs. a 2015 baseline)**.

We were delighted this year to reach our 2020 target two years ahead of schedule, with a 21% reduction in greenhouse gas (GHG) emissions per employee achieved since 2015. This has been driven by combined action from many of our teams including facilities, procurement, Group IT, sustainability leads and individual employees, all seeking to embed sustainable behaviors and actions into the way we operate. Concrete examples of actions include:

- Investment in remote working and virtual collaboration technology, to reduce our business travel;
- Incentives and promotion of electric vehicles, car sharing and cycling to work to reduce the carbon impacts of travel;
- The installation of solar PV across our Indian offices, and the investment in procuring renewable energy across the Group;
- The creation of sustainable, resource efficient workplaces, with energy efficient lighting, heating and cooling;
- The implementation of ISO 14001 certification globally (our certificate now covers 87% of our operations), to ensure a strong focus on environmental management across the Group;

Further examples are given in our Group Environment Report: www.capgemini.com/resources/group-environmental-sustainability-report-2018-19/

Prospects for meeting targets in 2020; the new targets and the 2023 outlook

Having achieved our 2020 target two years early, our focus going forward will be on continuing to drive progress towards our science-based target to reduce our carbon emissions per employee by 30%.

Whilst continuing to reduce our own operational impacts is essential, we can play a far greater role in addressing climate change if we collaborate with our clients on this topic. We have identified over 30 capabilities from within our portfolio that can help clients reduce their carbon emissions. In 2018, we launched a new global ambition to help our clients save 10 million tonnes of CO_{2e} by 2030

Carrefour

As a global leader in food retailing, Carrefour's aim is to be the leader in the food transition by offering its customers high-quality, healthy products at a reasonable price.

In order to achieve its ambition of becoming the leader of the food transition for all, Carrefour has developed the CSR and Food Transition Index in 2017 which has allowed the Group to track its performance and commitments including those made through the French Business Climate Pledge. Carrefour has committed to reducing its CO₂ emissions by 40% by 2025 (vs. 2010) and by 70% by 2050. The Group has taken a two-pronged approach: taking action to lower primary, direct sources of CO₂ emissions (energy consumption and use of refrigerants) as well as action to lower indirect sources (in particular emissions related to transport and the production of goods). In 2018, Carrefour has reduced its emissions by 30.6% compared to 2010 (-6.2% compared to 2017).

1. Reduce CO₂ emissions generated by coolant production by 40% by 2025

In line with its commitment within the Consumer Goods Forum, Carrefour is phasing out hydrofluorocarbons and continually introducing new cooling facilities that use natural fluids (CO₂), generating "clean" cold. In 2018, 346 stores were equipped with fluids that are 100% "clean" and 346 using hybrid fluid systems. Thanks to these initiatives, Carrefour has reduced its carbon emissions by 45.3% since 2010.

2. Reduce energy consumption by 30% by 2025

The Antigaspi plan which included new cooling systems, LED lighting, the management of smart meters in stores, and the sharing of good practices has led to a reduction of 18.2% (vs. 2010).

3. Develop renewable energy production initiatives

Using solar panels on stores and logistics platforms, Carrefour is committed to actively participating in the acceleration solar energy development. In 2018, 36 hypermarkets had solar panels installed in their parking lots which have enabled them to produce their own energy supply.

4. Reduce carbon emissions from freight transport by 30% by 2025

Through optimizing distances, increasing use of biofuel vehicles and making better use of transport, Carrefour reduced its carbon emissions per palette by 8.4% in 2018 (vs. 2010). Carrefour currently has 220 vehicles in circulation in France and will have 400 vehicles by the end of 2019.

5. Mobilize our suppliers in the fight against climate change

Through establishing common objectives that implicate the entire value chain, Carrefour has engaged its suppliers in the fight against climate change, spanning from reducing packaging, fighting against deforestation, limiting pesticide use within its products to reducing food waste. Since 2017, Carrefour and its suppliers have worked to prolong and remove expiration date to combat food waste. Since then, 400 Carrefour-brands have prolonged their expiration dates and more than 100 have had their date limit removed altogether.

3. A voluntary Internal Corporate Carbon Pricing

This has led to increased investment in technologies that emit less CO₂.

Casino Group

A well-established player in the French retail industry since 1898, the Casino Group is also a leader in the global food retail market, with more than **12,000 stores worldwide** – in France, Latin America and in the Indian Ocean region and **36.6 billion euros sales**.

To reduce its environmental impact, the Casino Group is focusing on 3 key challenges:

- reducing greenhouse gas emissions to combat global warming;
- preserving and saving resources as part of a circular economy;
- protecting biodiversity for healthy and sustainable food.

As a signatory of the Science Based Target Initiative (SBTI), Casino group is committed to reducing its Greenhouse gas emissions by 18% for scopes 1 and 2 by 2025 compared with 2015 and to reduce the impact of the products sold in stores.

The main actions are:

Improving energy efficiency in shops

- The group is committed to having more than 75% refrigeration units in shops fitted with closed doors by 2020 in France to reduce refrigeration loss and minimise electrical consumption. Fast and effective preventive and corrective maintenance programmes have been put in place to reduce as far as possible refrigerant fluid losses (source of greenhouse gas) in the units.
- The energy consumption in shops is monitored and controlled remotely to enable optimal electricity consumption. Energy Performance Contracts have been deployed at over 1500 sites in France and internationally. Several hundred shops also have ISO 50001 certification, and Energy Efficiency Certificates are also operational at numerous sites.

Producing solar energy

- Producing solar electricity reduces the Group's carbon emissions. Since 2007, 121 solar power plants have been set up on the roofs of shops and on carpark shade canopies, in France but also in Colombia and Brazil. Part of these energy plants enable shops to be energy self-sufficient.
- Casino group is committed to multiplying by 5 the photovoltaic energy production capacity generated by the Group's energy subsidiary GreenYellow by 2021 compared with 2018.

Supporting sustainable delivery methods

- To reduce the impact of transport, the logistics teams optimise the lorries' loads, their fill rate and the frequency of their journeys.
- The vehicle fleet is being modernised in line with new technological advances of logistics : HGVs operating as NGVs – Natural Gas Vehicles – or fuelled by biomethane.
- For home deliveries, clean delivery services (bike, click & collect) are offered to customers.

Offering local and seasonal products and promoting plant proteins

- To reduce the carbon footprint of the products sold in shops, shops offer customers seasonal and locally made products (short circuits, regional products).
- The Group supports a better balance of animal and plant proteins, as recommended by ADEME [French Environment and Energy Management Agency] to reduce the carbon footprint of food consumption. A wide range of vegetarian and vegan products is offered to customers.

Educating the consumer

To help customers make the right choices, the Group supports environmental labelling to inform consumers about the impact of products in terms of greenhouse gas emissions and water pollution.

CETUP

CETUP is a transport provider which assumes a major share of responsibility for CO₂ emissions. So, for many years, CETUP has been committed to reducing its CO₂ emissions and acting as a responsible company, especially towards the environment.

Our Commitments:

- From the start, CETUP has prioritised and based its actions on sustainable and societal development;
- In October 2014 CETUP obtained ISO 14001 V: 2015 certification alongside OHSAS 18001 V: 2007;
- Cetup has been a member of the Global Compact since 2010 and achieved Advanced Level status in 2018.

Our actions:

a. Vehicles

- 2012: CETUP invested in electric vehicles and in late 2014 became one of the first operators of hydrogen fuel cell electric vehicles;
- 2016: 30% of our urban travel was achieved with vehicles emitting no pollution (EV / VEH2);
- 2018: we covered 54,800 km in our clean vehicles;
- All our employees are trained in eco-driving and our drivers are assessed on their driving behaviour;
- 2017/2018: we purchased 150 Renault Euro VI vehicles and 6 Bioethanol vehicles for our sales team;
- 2019: 95 Renault Euro VI vehicles and 3 clean vehicles for our sales team;
- 2020: 99 Renault Euro VI vehicles and 3 clean vehicles for our sales team;
- 2023: 216 vehicles + 4 clean vehicles for our sales team

b. Premises

- In 2018, in new premises (1500 m²) in Saint Jean de Moirans, we introduced a warm water system in the toilet facilities, a biodiverse environment, garden area, natural light in office spaces, a motion sensor for the lighting, waste sorting, paper sorting and totally removed the use of plastic cups;
- Printer management: printing on both sides and black/white set as default. We measure each employee's consumption individually;
- 2019: we no longer use chemical fertilisers in the management of our green spaces and have made a waste handbook available for our employees' use;
- We control our consumption of paper, water and electricity through performance indicators;
- 2020: 3 flower meadows and installation of beehives

c. Going paperless

- 2018: CETUP invested in software in order to introduce a paperless system;
- 2019: our expense accounts and pay slips are already paperless. Work on our BLs (bills of lading) is under way;
- 2020: vehicle audit + driver audit + leave applications and advance salary payment requests.

d. Our qse policy

- 2010: CETUP made a commitment by signing the ADEME CO₂ charter;
- We agreed to make our best efforts to reduce our CO₂ emissions by 5% through 3-year plans. In 2019, we are embarking on our 3rd partnership plan;
- 2014: CETUP formally introduced a company-wide Environment Policy;
- In 2017 CETUP made a commitment to the 17 UN Sustainable Development Goals (SDGs);
- 2018: 67/100 Ecovadis Gold rating
- 2020: move to ISO 45 001 standard.

e. Partnerships

- CETUP has been in partnership with the Planète Urgence association for 3 years. These funds have allowed us to contribute to reforestation (1 hectare) in Mali and Madagascar;
- 2016: Cetup set a world record for the distance travelled in a hydrogen powered Kangoo: 367 km continuous driving, zero emissions, and zero noise in a Renault Kangoo ZE equipped with a hydrogen range extender manufactured and sold by SYMBIO;
- 2017: CETUP welcomed 75 students to allow them to try out innovative mobility through our electric and hydrogen powered vehicles;
- Since 2016, we have been in partnership with the company Elise, an "Entreprise Adaptée" (company with at least 80% disabled employees) which manages our recyclable paper;
- In 2019, Cetup joined the Cercle des 112, and has made a commitment to stop using plastic cups from 2020.

At CETUP, when we make deliveries, we consider every stakeholder, each person and most of all the one piece of the puzzle shared by each and every one: Our Planet.

CNP Assurances

CNP Assurances, the number 1 life insurer in France

As an insurer, co-insurer and reinsurer, CNP Assurances delivers its unique protection and savings expertise to its policyholders and partners through a multi-partner and multi-channel business model. Its solutions are distributed in France, South America and Europe by its many banking and social economy partners, both at points of sale and online.

The Group has 37 million Personal Risk/Protection policyholders and 14 million Savings/Pensions policyholders worldwide.

CNP Assurances, a responsible investor

CNP Assurances strives to give meaning to its role as an institutional investor by aligning its investment decisions with its values. With more than €300 billion invested in all sectors, CNP Assurances is a major player in financing the real economy.

As a signatory of the UN's Principles for Responsible Investment (PRI), the Group chooses its investments according to Environmental, Social and Governance criteria that have been extended to every asset class over the past 10 years. With 81% of assets managed in accordance with ESG criteria at end 2018 and 19% partly managed in accordance with ESG criteria, CNP Assurances is a responsible investor that tailors its global approach to the specific nature of each asset class.

With €10 billion worth of green investments at end-2018 and further aims to opt out of coal, CNP Assurances has stepped up its commitment to the fight against climate change, in the belief that large-scale environmental problems generate a financial risk against which we have a duty to protect ourselves if we are to uphold what are often extremely long term commitments with our policyholders.

CNP Assurances' CSR commitments

CNP Assurances undertook a number of major commitments in line with the United Nations Sustainable Development Goals (SDGs) in 2018. Based on our conclusions of a risk analysis, these commitments are reflected in concrete projects implemented across all of the Group's businesses:

- contribute to a sustainable society

> Combat financial exclusion, better satisfy policyholders, ensure good business ethics, deploy a responsible HR policy and develop social initiatives on the ground.

- contribute to a sustainable environment

> Optimise the environmental footprint of the Group's internal workings and gear our customer relationships towards a low-carbon economy through products and investments.

- contribute to a sustainable economy

> Be a responsible investor and purchaser.

Climate commitments for 2021

CNP Assurances has set itself ambitious goals to be met by 2021:

- **Reduce the carbon footprint** of the portfolio of directly held listed equities by 47% between 2014 and 2021 → 91% of target achieved at end-2018.

- **Reduce GHG emissions** linked to the energy consumption of directly held property by 40% between 2006 and 2021 → 85% of target achieved at end-2018.

- **New green investments in the energy and environmental transition** of €5 billion between 2018 and 2021 → 61% of target achieved at end-2018.

- **Exclusion** of acquisitions of companies that derive over 10% of their revenue from thermal coal → 100% of target achieved at end-2018.

Credit Agricole

As one of today's world leaders in green bonds, and as a pioneer for climate finance for nearly 10 years, **Credit Agricole adopted a Group Climate Strategy in June 2019 fully aligned with the Paris Agreement**. This strategy, which will be rolled out by all its entities and subsidiaries, aims to make green finance a growth driver for the Group, through the gradual reallocation of its portfolios in favor of the energy transition.

This Group Climate Strategy comprises three main pillars:

1. An innovative governance

- This Strategy will be steered and monitored by three new governance bodies: a "**Societal engagement Committee**" comprising the Group's executive managers, a "**Scientific Committee**" dedicated to climate expertise and a business-oriented "**Climate Strategy Steering Committee**";
- **An independent third party body will audit and certify the proper implementation, oversight and transparency of the Group climate strategy.**
- Climate reporting will be prepared in accordance with the **Task Force on Climate-Related Disclosures** recommendations by 2020.

2. Incorporating energy transition issues into customer relationship

A "**transition scoring**" will be set up in order to measure the client's capacity to adapt their business model to the challenges of achieving the energy transition. It will be applied to large corporates starting in 2020 and then, following an overall assessment, possibly to SMEs. The transition scoring will supplement the existing financial score, giving us a better-rounded picture of the potential effects of the climate change on our financing portfolios.

3. The gradual reallocation of our portfolios aligned with the Paris Agreement

This reallocation will be aligned with the world energy mix, as projected in the scenarios adopted by the Scientific Committee and will include:

- Strengthening our commitment to finance energy transition

- > Finance 1 in 3 renewable energy projects in France;
- > Roll out a range of green financing solutions;
- > Double the size of the green loan portfolio to €13bn by 2022 ;

- Promoting sustainable investment policies

- > Apply ESG policy to 100% of Amundi's actively managed funds (and double outstandings integrating ESG in passively managed funds) and to all voting decisions in 2021;
- > Expand ESG criteria into Credit Agricole Assurances' new investments;
- > Double Amundi's investments in environmental or high social impact initiatives, raised to €20bn;

- A total phase-out from thermal coal in accordance with a Paris Agreement aligned timetable

- > The exposure of our financing and investment portfolios to coal industry will be in line with a full-fledged coal phase-out by 2030/2040/2050, depending on where the assets are located;
- > As of 2019 :
 - We will publish our coal exposure on an annual basis,
 - We will ask companies to provide us by 2021 with a detailed phasing out plan of their coal-sector mining and production assets. This plan will play a major role in setting the transition scoring,
 - We will no longer develop business relations with corporations generating more than 25% of their turnover in the thermal coal sector, or companies developing new coal capacities,
 - Companies failing to subscribe to this approach will be automatically placed in a "transition watch list" portfolio and subject to the reduction or even the freezing of our financial support.

Danone

"Each time we eat & drink, we vote for the world we want". At Danone, we believe in a food system that nourishes and protects people, communities and the environment. This is why we are committed to providing healthier diet options, and to sourcing and producing sustainably. During the COP21 in November 2015, Danone issued a new climate policy targeting zero net carbon emissions by 2050. Danone's GHG reduction targets were validated in 2017 by the Science Based Targets initiative, meaning they are consistent with the 2°C scenario and contribute to establishing a decarbonized economy. As part of this effort, Danone highlights the importance of building regenerative models of agriculture that are centered on nurturing healthy and resilient soils. These models can help address a number of global challenges - from climate change to water scarcity and loss of biodiversity – while fostering sustainable and inclusive growth.

To achieve our climate targets, we have established 5 priorities for action:

1 Cut danone's related carbon emissions. Danone has committed to reduce full scope (scopes 1, 2 and 3) the intensity of its emissions by 50%, and to achieve a 30% absolute reduction of scope 1 and 2 emissions by 2030. In 2018, we reduced our absolute emissions on Danone's scope 1 and 2 by 20,3% (vs 2015). To do so, we focused on energy. In 2018, 40 production sites ran on 100% renewable energy, and Danone purchased 34% of its electricity from renewable sources such as wind farms and hydropower plants

2 Eliminate deforestation from Danone supply chain. Danone signed the United Nations New York Declaration on Forests and has committed to eliminate deforestation in its supply chain by end of 2020. To meet this pledge, the Company has focused on 5 priorities: paper, cardboard packaging and bio-based raw materials for packaging, palm oil, soy for animal feed, and sugar cane. Three of these categories – palm oil, soy, paper and cardboard packaging –, are covered by specific policies that grew out of Danone's Forest Footprint Policy. For instance, in 2018, 79% of paper and board packaging sourced by Danone was made of recycled fibers or FSC certified fibers.

3 Foster "carbon positive" solutions. To achieve zero net emissions, Danone is working to pioneer "carbon positive" programs in order to sequester more carbon in forests, natural ecosystems and agriculture. Through the Livelihoods Carbon fund, Danone is fighting climate change while improving living conditions for local communities. The fund invests in projects in the fields of the restoration and preservation of natural ecosystems, agroforestry and soil restoration through sustainable agricultural practices, access to rural energy to reduce deforestation. The carbon credits generated by the fund are certified, then allocated to investors in proportion to their investments.

4 Develop regenerative agriculture practices. Danone is embracing a holistic vision of agriculture to help farmers strengthen climate resilience in harmony with their ecosystems and support them towards regenerative agriculture practices.

5 Offer healthier diet options using natural resources sustainably. Our goal is to offer preferred and healthier diet options that are produced in a resource-efficient way, using sustainably sourced ingredients. We will continuously explore new recipes and create innovative products aimed at offering a better nutrition and carbon footprint ratio.

Significant progress was achieved over the last years in each of these areas and were acknowledged by external parties. For instance, Danone is on the CDP Climate Change A list, leading the Food sector. This means Food sector, in recognition of its climate strategy, engagement, performance Danone is recognized for its climate strategy, engagement, performance and governance. In addition, Danone was awarded a position on its Supplier Engagement Rating Leader board for its work... combatting climate change all along its supply chain.

Derichebourg

The **Derichebourg Group** is an **end-to-end operator** providing environmental services and services to businesses and local authorities on an international scale.

Its activities break down into two separate branches: the **Environmental** division and the **Multiservices** division. They are both based on the same set of core **values** and share a common **ambition: to serve people while protecting their environment**.

OUR PURPOSE

Protect the environment and its resources

We preserve and optimize the planet's resources through our business of waste recycling produced by industries, local authorities and individuals.

Clean up the urban environment

We contribute to the cleanliness and the smooth running of individual living environments through our services to local authorities.

Optimize the professional environment

We offer a wide range of services to businesses and to local authorities enabling them to outsource all transferable services and thus to focus fully on their core business.

OUR RECYCLING BUSINESS IS CENTRAL TO A NEW DEVELOPMENT MODEL: THE CIRCULAR ECONOMY

Traditional business evolving in pace with a changing society

We have been in the recycling business for over 60 years. Back then, no-one could gauge the climatic consequences of our consumer society and no-one was yet talking about a circular economy. While the Derichebourg Group is today a major player in this new economy, it is not solely because it was one of its pioneers through its recycling business; more than this, the Group is also directly participating in another **value creation model**.

The central role of recycling in the natural resource economy

In a context of scarcity of natural resources linked to global growth, our activities bear a major environmental responsibility as they supply French and global industries with recycled raw materials that are resource-efficient.

How recycling contributes to reducing CO₂ emissions

By reintroducing quality recycled raw materials on the market, the Derichebourg Group reduces overall energy consumption: recycled materials, especially metals such as steel and aluminum, save a significant amount of energy compared with the primary production of such metals from minerals. Overall, the emission of 6.2 million tons of CO₂ is avoided thanks to the Group's business activities, which is equal to the average annual consumption of 826,000 French inhabitants.

FOCUS AREAS FOR REDUCING OUR ENVIRONMENTAL IMPACT

The Derichebourg Group is leading a coherent environmental approach based on reducing the impact of our business activities and improving recycling performance, as well as ramping up the recovery of non-recyclable fractions.

Toward more sustainable mobility

The Derichebourg Group's investment program in rolling stock means that equipment consumes less fuel and/or gas oil: for example, our new hydraulic shovels now consume 11 L/h, compared to 17 L/h in the past. Our new transportation plan is also helping to resize our fleet of heavy goods vehicles: 200 older vehicles were withdrawn and replaced by modern vehicles compliant with the EURO VI standard.

This renewal will continue until 2023, being complemented by **an innovative digital fuel consumption monitoring solution** that will reduce the fuel consumption of the heavy goods vehicles fleet by 10% over 2019.

Lastly, the Group is developing the use of **maritime or river transportation throughout the country**: the opening of new sites is taking place as soon as possible near waterways. Worldwide, more than one million tons of recycled raw materials are transported by water. We intend to increase this tonnage by at least 30% over the next five years by developing the business of 3 of our main facilities.

Become involved in the production of energy from non-recyclable waste

The Derichebourg Group is committed to **developing its business for producing solid recovered fuel (SRF) from waste from its recycling business**; this is to reduce the share of non recyclable final waste in landfills and to increase the share of energy produced as a substitute to fossil fuels. To do this, significant investments are needed and **ground-breaking partnerships with manufacturers that currently consume fossil energy** will be developed by 2023.

DRT

A specialist in plant-based chemistry since 1932, DRT is a world leader in the production of ingredients developed out of recovered and recycled pine derivatives and paper industry byproducts.

Using its two plant-derived raw materials, DRT manufactures more than 250 products and supplies around twenty industry sectors, with the emphasis on adhesives, perfumery, tires and chewing gum.

In 2018, DRT reported annual revenue of € 523 million - 80% from exports - and employed 1,500 people. DRT operates 10 production facilities and has 4 R&D centers in Europe, North America and Asia.

The innovations developed by its R&D division focus equally on replacing oil-based products with solutions developed using plant-based chemistry, and on developing eco-friendly natural resins that help our customers in making their ecological transition.

Reducing its environmental impact is a Group-wide priority

The DRT Group has been implementing initiatives to limit its environmental impact since 2015. Its teams are engaged in an ambitious energy efficiency program with the ultimate aim of reducing energy consumption by 15% between until 2020.

Over the same period, DRT has exceeded its energy mix target of 60% renewables, achieving 73% in 2018. All of these initiatives have succeeded in reducing (Scope 1) CO₂ emissions from its French facilities by 30% since 2014.

DRT puts CSR at the heart of its development strategy

To ensure its sustainable growth, DRT is committed to:

- Continuously improving the energy efficiency of its manufacturing processes and securing ISO 50001 (Energy Management) certification for its main production facilities by 2022;
- Maintaining at least a 60% contribution by renewables to its total energy mix;
- Assessing the CSR practices of its suppliers to improve product environmental profiles (assessments conducted at the end of 2020);
- Conducting a detailed analysis of its carbon footprint by including those facilities with high energy demand and integrating all stakeholders in its value chain (Scopes 2 and 3) - 2020 Report;
- Investing in employee training to boost instinctive eco-responsibility;
- Supporting environmental initiatives, such as *Plantons pour l'Avenir (Planting for the future)* which contributes to the replanting of French forests;
- Promoting the circular economy in ways that reduce the percentage of non-recycled waste;
- Cutting its water consumption by applying new recycling techniques (target yet to be set).

It is through all these CSR actions that DRT naturally supports the initiative driven by fellow companies committed to protecting our climate through their signature of the *French Business Climate Pledge*.



AN INNOVATIVE SME DEDICATED TO AQUATIC BIODIVERSITY

Located in Montpellier near the Mediterranean and created 16 years ago, French SME Ecocean designs, manufactures and installs "turnkey" solutions for the reconstruction/restoration of ecological functionalities in coastal marine ecosystems. Indeed, shallow coastal waters whose biodiversity is naturally very rich are particularly vulnerable and largely impacted by pollution, mechanical destruction, etc. Action is urgently needed to stop these impacts and restore these ecosystems. In the absence of a regulatory obligation regarding the restoration of marine and coastal environments, Ecocean encourages voluntary initiatives from companies to act in favor of an active restoration of these environments. Ecocean therefore intervenes either upstream or downstream, with private clients involved in major industrial projects structuring coastal areas such as the extension of the port of Calais 2015 (BOUYGUES), the extension of the port of Brest (VINCI), or the renewal of the public service concession of the Amphitria waste water treatment station (VEOLIA). Finally Ecocean is focusing on the huge potential of the Floating Offshore Wind Farm by offering innovative solution to improve knowledge of biodiversity (ENGIE-EFGL). Moreover, in a now acknowledged context of climate change, it is necessary to work at strengthening the resilience capacities of marine biodiversity so to insure the adaptive capacity of shallow coastal waters.

CasCioMar 2050, the first marine climate change adaptation project

Initiated and coordinated by CDC Biodiversité, the Nature 2050 program (www.nature2050.com) is a climate change adaptation tool for territories, based on the voluntary commitment of companies wishing to invest in natural capital, in a CSR approach, in relation to their operational activities or for the purpose of preserving the ecosystems from the territory in which they operate.

The coast of Cassis, La Ciotat and Marseille in the Bouches-du-Rhône, is an area where highly anthropized urban areas are adjacent to remarkable natural areas such as the Port Cros National Park. This exceptional area has long suffered from the artificialisation of the coast, pollution and now the impact of climate change. As a result of these multiple anthropogenic pressures, and in particular the multiplication of port infrastructures that artificialise functional areas, the life cycle of coastal fish has been strongly disrupted over time, resulting in a significant decline in fish stocks and an impoverishment of marine biodiversity. Ecocean and CDC Biodiversité have been engaged for 5 years (2016-2020) in the CasCioMar project to restore an habitat favorable to marine biodiversity, increase the resilience of marine ecosystems while strengthening the fishery function and ecological continuity, strengthen populations from fish and other marine species, and finally emphasize how actors from the maritime economy are dependent to shallow coastal waters.

In the last 5 years, Ecocean has invested more than 15% of its turnover into:

- Scientific validation through R&D projects of the solutions it has designed, patented and which are now deployed in France and Europe;
- Continual innovation effort to develop new products, covering new ecological functions and environments. Ecocean is actually transferring its expertise to continental waters;
- Implementation of economic models adapted to project managers in order to engage them in favor of biodiversity and climate change adaptation.

In 2019, Ecocean won the best "Trophée de la Mer et du Littoral" from the Occitanie Region. Ecocean uses 100% recyclable materials from the circular economy, and its products are entirely designed and produced in France.

Ecocean is today the European leader in ecological engineering dedicated to the marine environment.

Edenred

Edenred, the global leader in payment solutions for the working world, connects 830,000 corporate clients, 47 million employee users and 1.7 million partner merchants across 46 countries.

Edenred's 8,500 staff are driven by a commitment to improving employees' quality of life, increasing companies' efficiency and boosting merchants' revenues. Thanks to its global technology platform, the Group managed 2.5 billion transactions in 2018, primarily carried out via mobile applications, online platforms and cards, and representing more than €28 billion in business volume.

Edenred has deployed a Corporate Social Responsibility (CSR) approach applicable on a daily basis. Known as "Ideal", it is aligned with the Group's operations and based on three components: People (improve quality of life), Planet (preserve the environment) and Progress (create value responsibly).

The main environmental issues faced by the Group are related to climate change. To tackle these challenges, the Group has launched a number of initiatives to limit the impact of its business activities and its solutions:

1. to reduce its carbon footprint, its consumption of resources and its production of waste by improving the energy efficiency of its business activities and its solutions via the setting up of a global environmental management system and the monitoring of its greenhouse gas (GHG) emissions. Also, to ensure compliance with local environmental regulations and international environmental standards.

Edenred's progress on this commitment is measured annually based on the percentage of reduction in greenhouse gas emissions compared with 2013. GHG intensity is assessed for all Group countries that report their use of resources and measure the sum of direct and indirect emissions of point sources per unit of surface area occupied. With the development of the environmental management system and the ongoing campaign to raise the awareness of the Group's employees and stakeholders, GHG emissions were reduced by **26%** in **2018**, thereby achieving 100% of the total reduction target of **26%** by **2022** and well on the way toward the reduction target of **52%** by **2030**. These targets are aligned with the trajectory recommended by the Science Based Target initiative (SBTi) which defines an emissions reduction trajectory to meet the commitments in the Paris Agreement and keep the rise in global temperatures below 2°C.

2. to develop low-carbon professional mobility solutions for its stakeholders and fight against food waste through a network of partner merchants and employees.

Edenred's progress on this commitment is measured annually based on the number of eco-services developed Group-wide to address the issues of mobility and food waste. The figure stood at **10** in **2018**, with a target to reach **20** by **2022** and to have at least **one per country** by **2030**.

3. to manage the impact of its solutions during their lifetime in order to reduce its use of natural resources and promote circular economy.

Edenred's progress on this commitment is measured annually based on the percentage of eco-designed or recycled solutions marketed by the Group. These solutions are either in paper (recycled or FSC or PEFC-certified) for paper vouchers or in plastic (recycled, organic PVC, PLA or other plastics) for cards. This percentage stood at **16%** in **2018**, with a target of **35%** by **2022** and **70%** by **2030**.

In recognition of its commitment in terms of environmental responsibility, Edenred has been included in various extra-financial indexes such as the DJSI Europe (Dow Jones Sustainability Index), the FTSE4Good and the Europe 120 and Eurozone 120 indexes managed by Vigeo Eiris. Edenred also pledged to support the United Nations Global Compact. In 2018, the Group qualified for the advanced level, making it a leading corporation in terms of environmental protection.

EDF group is an integrated electricity company, active in all areas of the business: generation, transmission, distribution, trading, energy supply and energy services.

As a global leader in low-carbon energy, the Group has developed a diversified generation mix mainly based on nuclear power, hydropower and other renewable energies.

EDF group supplies electricity and gas to nearly 40 million customers worldwide. It is a major energy supplier in the key European markets that are France, the United Kingdom, Italy and Belgium.

Electricity is already decarbonized at 97% in France

Thanks to nuclear power and renewable energies, EDF Group's electricity has one of the lowest carbon content in the world, i.e. 57 gCO₂/kWh¹⁰ in 2018 when the average of the European sector is 275 gCO₂/kWh.

In France, with 17 gCO₂/kWh, EDF SA's performance is even better, making electricity one of the key enabler for decarbonizing the national economy.

EDF Group's carbon commitment

EDF Group is aware of both the impact of its activities on climate change and the impact of climate change on its activities. In 2016, EDF Group endorsed as its first goal in corporate responsibility the ambition to go beyond the requirements of the 2 ° C trajectory set by the COP 21.

In May 2018 EDF Group committed to decrease its direct CO₂ emissions from 51 million tonnes in 2017 to 30 million tonnes in 2030, hence achieving a reduction of 40%, and to aim at carbon neutrality by 2050.

From strategy to action

EDF Group's fight against climate change results in concrete actions, such as:

- Responsible management of fossil-fired power assets: between 2010 and 2018, EDF Group shut down nearly twenty thermal units in France representing 2.5 GWe of coal capacity and 5.2 GWe of heavy fuel oil capacity. No more coal should be used in France for electricity production by 2022 in the frame of the French national low carbon strategy;
- Ambitious development of renewable generation and storage capacities: in December 2017, EDF launched a Solar Plan to install 30 GW of photovoltaic energy in France between 2020 and 2035, and in March 2018 an Electrical Storage Plan providing for the development of 10 GW of new storage facilities worldwide by 2035.

In 2018, these actions, combined with a good availability of French nuclear power, a strong water supply throughout Europe and a rising CO₂ price on the European emission trading market, made it possible to reduce the direct CO₂ emissions of EDF Group at 35.5 Mt.

This commitment to transformation and proximity to customers and territories, at the heart of the energy transition and climate issues, is the very essence of EDF Group's Cap 2030 strategy: a responsible electricity producer, champion of low growth carbon.

¹⁰. Direct CO₂ emissions excluding the life cycle analysis of generating plants and fuel

Eiffage

The Eiffage Group has updated and reinforced its low-carbon strategy, which is firmly focused on both reducing its carbon emissions and changing its business model by encouraging the deployment of low-carbon solutions. The Group is thus reaffirming the commitment of its four divisions (Construction, Infrastructures, Energy and Concessions) to fighting climate change through its business activities and its integrated solutions for the sustainable city.

1. Since 2011, the Group has identified and measured the greenhouse gas (GHG) emissions of its activities, an essential prerequisite for any change management in this field. A reduction in its carbon footprint, through improved energy management and a transition to sustainable energy sources, is largely underway.

In 2017, a new stage was reached with the introduction of the **Eiffage 2020 Strategic Plan** that officially integrates environmental transition as one of the three pillars of the Group's development strategy, along with innovation and digital transformation. In 2018, the Group continued to mobilise action to fight climate change at the highest levels of its management structure. Eiffage is officially committed to the **Climate Finance Pact**, a European initiative launched by economist Pierre Larrourou and climatologist Jean Jouzel. Internally, the Group introduced a **new indicator to assess the rate of deployment of its low-carbon solutions**, adding to its existing internal indicator and targets for reducing emissions. The variable element of Eiffage CEO's compensation will be linked to the results of this new indicator. A note on "Group Carbon Strategy", signed by the CEO and addressed to all Group employees in early 2019, enabled the mobilisation of all our business lines.

Finally, Eiffage committed to integrate the **TCFD** (Task Force on Climate-Related Financial Disclosure) recommendations. A study was therefore launched to determine the risks and opportunities linked to climate change and develop a trajectory and targets for reducing carbon emissions over the long term in line with a two degree target – Eiffage has to reduce its carbon emissions by 15% by the year 2030 compared to 2017.

2. The Group is therefore rolling out measures **to accelerate the development of low-carbon solutions**.

The **E-FACE** Carbon Arbitrage Fund, guided by the Executive Committee, aims to stimulate the exploration of solutions that emit fewer GHGs, in the Group's responses to calls for proposals. Endowed with €2 million, this fund finances the difference in cost between standard solutions with an alternative that produces fewer emissions. To complete its offer and encourage partners to support its strategy, Eiffage has set up **Sekoya**, a Carbon & Climate platform dedicated entirely to low-carbon materials and processes. Sekoya allows the creation of a low-carbon industrial club, making it easier to identify solutions. Various types of partners and clients will be able to reference and promote low-carbon solutions and exchange on the issues. The aim is to respond to the multiple challenges of sustainable urban development. In this respect, **PhosphoreCity®**, a digital application, makes it possible to design a complex urban project, while achieving high levels of quality of life and environmental performance. The proposed solutions are adapted to the selected data: type of climate, presence or absence of natural elements or outstanding buildings, etc.

3. Eiffage's **low-carbon solutions** are built around seven inextricably linked pillars: new forms of mobility, renewable energies and energy performance, low-carbon design and construction, new digital applications, urban agriculture, biodiversity and ecological engineering, and the circular economy. Throughout exemplary projects, the Group endeavours to maximise implementation of these pillars, it is designing and building **eco-neighbourhoods in Marseille or Châtenay-Malabry** for instance, where all the parameters are taken into account in a systemic approach. For construction of the LaVallée eco-neighbourhood in Châtenay-Malabry for example, all the aggregates being used come from the deconstruction of buildings. Other solutions are also being deployed on projects (ARM-Recytal®, Luciole®, Expercité®, low-carbon recycled concrete, etc.).

Enedis

The electricity distribution network managed by Enedis is at the core of the energy transition. Its operation keeps adapting continuously to accommodate more and more renewable energies and to anticipate new developments related to electrical mobility. The alliance between digital technology and electricity networks enables Smart Grids innovations for the sake of a low-carbon energy strategy.

Make the integration of renewable easier

At mid-2019, 13,6 GW from wind farms and of 7,7 GW from solar energy are connected to the distribution network, in line with 2017 objectives. In order to meet the goals of the energy multiannual programming which was defined earlier this year in France, we increased our ambition to further connect 22 GW of wind and 18 GW of solar by 2023. This massive input of renewables is only possible due to a transformative change in the electricity network management and the implementation of "smart connection" new offers. These steps forward, stemming from the smartgrid technologies that were experienced hand-in-hand with other distribution system operators as well as universities and start-up companies, are fundamental in order to operate the networks to its limits and allow electricity flows in both directions, all the while respecting voltage regulation constraints.

Anticipate the development of electric mobility

Another major challenge is the development of electric vehicles to meet the scheduled end of the thermal vehicles in 2040. The target for Enedis is to connect at least 7 million charging stations by 2030. They were 122,000 in 2017, are 260.000 nowadays and we want to set up 1 million by 2023. With one charging station opened to the public for 7,3 electrical vehicles, France is one of the best equipped European country. To succeed, Enedis has developed a simulation tool to optimize the connections for charging operators and local authorities. In addition, several experiments are underway to test "smart charging" solutions aiming at smoothing peaks of consumption.

Promote energy efficiency

The third component of our mitigation strategy is to promote solutions allowing the control of the energy demand and facilitating energy efficiency, by deploying our smart meter, Linky, throughout the whole country. We had set up 5 million meters by 2017, and 19 million by mid 2019. The goal of installing 35 million new meters by the end of 2021 is then achievable. Linky will allow each customer to learn about his consumption in real time and to better understand his uses, which could lead to energy savings up to 20%. Moreover, Enedis has developed Dataviz applications to provide electricity balances at a neighborhood scale, thus supporting municipalities to fulfill their commitments for sustainable energetic planning and wide scale retrofit of poor energy performance buildings .

Reducing our carbon footprint

Enedis direct carbon emissions(scope1) are mainly CO₂ due to the 230 million kilometers we travel each year and our indirect own emissions (scope2) are related to electricity purchases to compensate the energy losses.

We therefore have begun a gradual conversion of our car fleet to electric vehicles (1,750 in 2017 to 3,500 by 2023), and an optimization of our trips to the customers thanks to Linky. We also have enhanced the energy mix of our supply in such a way that we are now on a SBT trajectory that aims at a 35% decrease of our carbon emissions between 2017 and 2030.

ENGIE

ENGIE is an international electric utility company, which operates worldwide in the fields of energy transition, electricity generation and distribution, natural gas, nuclear, renewable energy. It is one of the few players in the sector to develop expert skills in both upstream (engineering, purchasing, operation, maintenance) and downstream (transport, sales, energy management services) activities.

Over the past three years, the ENGIE Group has undergone a deep transformation, by focusing its development on three core activities: gas, renewable energies and energy efficiency, while firmly positioning itself in innovative activities (green mobility and smart grids in particular).

A second wave in the energy transition is emerging. Decarbonization and digitization are continuing, while decentralization is accelerating; local authorities and companies must now respond to climate change and the zero-carbon imperative. It is a complex challenge requiring cost-efficient, proactive investment to improve stakeholder quality of life, driving new demands on energy industry players to enable these transitions. With a unique combination of know how, ENGIE is determined to Lead the "zero carbon transition " as a service to our customers

Summary ENGIE 2017 pledge commitments and progress to date

- -20% on CO₂/kWh in 2020 on 2012 : -28,7% achieved
In 2018, ENGIE reduced its absolute emissions by 60% on 2012
- 25% renewable in the generation mix by 2020 : End 2018 we achieved 24,8%
- Exiting coal based activities : ENGIE has dis-engaged from 75% of its coal assets

ENGIE 2019 commitments

ENGIE will be 2°C compatible by 2050 and reduce its direct emissions Worldwide by 85%.

- GHG Target beyond 2020 being defined
- 30 % reduction of energy consumption in buildings by 2030
- 50 % of renewables in the mix power capacity in 2030
- Adding 50% of green vehicles in our fleet by 2030.

Green finance: ENGIE started emitting Green bonds in 2014. With 6 emissions for a total of **8,75 billion€ Green Bonds emitted to date**, ENGIE remains the largest corporate green bond emitter in the World, thus confirming its resolution to play a leading role in green finance development.

ENVEA Group

An activity in the heart of climate change issues ENVEA Group, formerly ENVIRONNEMENT SA, provides public and private actors with the necessary tools to assess and measure the impact of human activities on ecosystems. The company relies on a strong expertise in gases and particles measurement both in the environment and in the main sources of pollutant release or greenhouse gas emissions (thermal power plants, petrochemicals, metallurgy, cement, incineration, automobiles, aeronautics, etc.). Founded by its current President, the group achieved a consolidated turnover of €92 million, supported by a worldwide network of distributors and subsidiaries. As a pioneer in its technology, ENVEA has always placed innovation and environmental protection in the heart of its strategy and created strong values throughout its history. From the measurement of pollutants in ambient air, then directly at the source of emissions and now within the industrial process itself, ENVEA strives to fight against environmental impacts as early as possible.

Identified objectives in 2017

1. 100% renewable energy for our own needs
2. Allowing the use of our products through direct sources of renewable energy supply, most particularly by drastically reducing their consumption
3. Developing tools to support our industrial customers' processes to reduce their gas emissions

Today's achievements

1. Already 50% of energy from renewable sources being used for our own needs; part of it coming from the hydroelectric network in Avignon.
2. The eco-design initiated in the new range of air quality monitoring products has made possible the consumption reduction of our products by more than 60% while avoiding energy-intensive air conditioning systems. In 2019, as a world premiere, the first solarpowered station for monitoring air quality was installed.
3. ENVEA has displayed in a waste treatment plant the first measurement tools to optimize the injection of reagents in order to reduce pollutant emissions.

Perspectives for the future

1. By 2020, the company expects to reach 70% of renewable energy consumption, and aims for 80% by 2023.
2. The improvement of its products energy performance continues with the upcoming launch of a new range of gas emissions monitoring products, which should target nearly 60% of the products sold. A figure that should be raised to 90% by 2023.
3. Successes achieved in the implementation of tools to encourage emission reductions will continue to be spread out with installations scheduled in China in the year. This activity being under development should represent approximately 30% of the group's implementations in 2023.

Eramet

As a contributive corporate citizen, Eramet strives for a sustainable and responsible industry

Eramet, a global mining and metallurgical group, is a key player in the extraction and valorisation of metals (manganese, nickel, mineral sands) and the elaboration and transformation of alloys with a high added value (high-speed steels, high-performance steels, superalloys, aluminium and titanium alloys). The Group supports the energy transition by developing activities with high growth potential. These include lithium extraction and refining, and recycling. Eramet employs around 13,000 people in 20 countries with sales of approximately €4 billion in 2018.

Eramet positions itself as the privileged partner of its customers in sectors that include carbon and stainless steel, aerospace, pigments, energy, and new battery generations. Building on its operating excellence, the quality of its investments and the expertise of its employees, the Group leverages an industrial, managerial and societal model that is virtuous and value-accretive.

A CSR Roadmap engaged towards our stakeholders

To contribute to the construction of the mining and metallurgical industry of tomorrow, Eramet commits to thirteen measurable objectives, which are integrated into its overall strategy. They are organized around three pillars -human, economic and environmental. Eramet aims to use this roadmap 2018-2023 step up the integration of CSR (Corporate Social Responsibility) actions into short-and medium-term schedules, particularly for its mining activities.

To reduce our Energy-Climate foot-print

The target 13 aims to reduce our energy and climate footprint with a reduction of 26% of tones of CO₂ by tones of outgoing product¹¹. This target meets the goal 13 of United Nations' Sustainable Development Goals (SDGs) relating to combat climate change and its impacts.

This objective includes, among other things, the conversion of the Doniambo (ferronickel production) oil-fired power plant in New Caledonia (SLN, France) to LNG (liquefied natural gas) in 2023, as well as investments in renewable energies for certain sites.

In addition to these large-scale operations, many operational levers have been identified that contribute to the reduction in greenhouse gas emissions at each site. Added to this is an improvement in the overall balance sheet linked to the evolution of the Group's business portfolio.

Main actions in 2019

- Solar panels projects parking shade (Les Ancizes - Characteristics: 2 MWp on 12 000 m², production of 2 GWh/year).
- Launch of a pre-feasibility study for solar panels at GCO (mineral sands operations) in Senegal (ambition to be confirmed by the studies: substitution of 20% of the electricity consumed by solar, reduction of 15 Kt CO₂).
- Opportunity study for the installation of solar panels at the SLN (plant of ferronickel production) with self-consumption.
- Electric mobility: installation of charging stations on the majority of French sites.
- Deployment of LED lighting

With these action plans, the Group wishes to contribute to solving the global problem of climate change.

11. Of which 16.5% related to the activity mix effect related to the Group's strategic choice to develop its mining activity, less emissive than the Group's transformation activities

Eurazeo

Eurazeo is a leading global investment company, with a diversified portfolio of €17 billion in assets under management, including nearly €11 billion from third parties, invested in over 300 companies. As a professional long-term shareholder, Eurazeo has provided its investments with all the financial, human and organizational resources to help them reach a new growth level.

Eurazeo, a pioneer in its sector in terms of CSR

Eurazeo has, for more than 10 years, conducted an unprecedented approach in its sector in terms of CSR:

- 2008: Eurazeo set up an organization and governance dedicated to CSR and calculate a first carbon footprint for the entire portfolio.
- 2009: Eurazeo commits by signing the Principles for Responsible Investment of the United Nations
- 2012: Eurazeo is a driving force behind creation of the France Invest ESG (Environment, Social and Governance) Commission
- 2015: Eurazeo create iC20 (Initiative Climat 2020) with 4 others major Private Equity actors. IC20 is the first initiative dedicated to Private Equity to participate to the fight against climate change. Since 2017, Eurazeo is coordinating this initiative and its nearly 30 signatories.
- 2017: Eurazeo is integrated in the five main families of CSR benchmark indexes.

Voluntary CSR strategy of a responsible investor

Corporate Social Responsibility (CSR) is **a value creation opportunity** for Eurazeo and its portfolio companies and fully contributes to their transformation and sustainable growth. Eurazeo's commitments embody this ambition which aims at combining value enhancement and responsibility throughout the investment cycle.

During the detection phase, Eurazeo's goal is to perform CSR due diligence for **100% of prospective acquisitions** undergoing advance review. During this phase, CSR serves to enrich the analysis of the sector and the target company, and to obtain an in-depth understanding of the various risks and opportunities particularly regarding climate (studies of exposure to physical climate risks of production sites, modeling of financial impact of the carbon price...)

During the holding phase, which involves operating all the levers for growth, Eurazeo provides companies in its portfolio with a roadmap enabling the deployment of a **CSR approach**.

More specifically on climate-related issues, Eurazeo has identified, as part of its CSR strategy, the following objectives for 2020:

- **100% of portfolio companies measure the greenhouse gas (GHG) footprint every 3 years and/Or define an action plan to reduce emissions;**
- **100% of portfolio companies have decreased their carbone missions as proportion of EBIDTA.**

Find our commitments on our website www.eurazeo.com Responsibility section

EUROPCAR MOBILITY GROUP

"We are at the beginning of a societal revolution, where mobility solutions will play an essential part. It is now critical to reconcile the fundamental need that moving is, with what is at stake all around us: demographic explosion, metropolisation, urban congestion, environmental challenges... We believe mobility is all about offering attractive alternative solutions to vehicle ownership, in a responsible and sustainable way."

Caroline Parot, CEO

Information on Europcar Mobility Group: activities and business model

Europcar Mobility Group is a major player in mobility markets and listed on Euronext Paris. Its mission is to be the preferred "Mobility Service Company" by offering alternative attractive solutions to vehicle ownership, with a wide range of mobility related services: vehicle-rental, chauffeur services, car-sharing, scooter-sharing and peer-to-peer car-rental. Customers' satisfaction is at the heart of the Group's mission and all of its employees and this commitment fuels the continuous development of new services. Europcar Mobility Group operates through multi brands meeting every customer specific needs; its 4 major brands being: Europcar® – the European leader in vehicle rental services, Goldcar® – the most important low-cost car-rental company in Europe, InterRent® – "mid-tier" brand focused on leisure and Ubeeqo® – one of the European leaders in car-sharing (BtoB, BtoC). Europcar Mobility Group delivers its mobility solutions worldwide solutions through an extensive network in 140 countries (including 20 wholly owned subsidiaries in Europe, 2 in Australia and New Zealand, franchises and partners). On December 31st, 2018, the Group employed 12.000 people in its network of 3.600 stations, to better meet the travel needs of its 7.7 millions of active customer base. The average fleet size is more than 315.000 vehicles, mainly held under buy-back lease agreements. The Group's vehicle rental activities are organized into five business units (Cars, Low Cost, Van & Trucks, Urban Mobility and International Coverage) and have generated revenue of €2.9 billion.

Commit Together! A Corporate Social Responsibility program embedded in the Group's strategy

The Group's purpose is to deliver an experience of open mobility for all, lifting all barriers, giving individuals as well as groups of people easy access to this great new world of mobility solutions, whenever and wherever they want, whatever the ride. Accessibility is key: mobility should be inclusive, not excluding!

Europcar Mobility Group has built a solid Corporate Social Responsibility (CSR) program in order to offer concrete solutions to these specific needs. The "Commit Together!" program addresses 4 important priorities:

1. Make mobility accessible: Europcar Mobility Group develop offers, services and programs for facilitating mobility for all, aiming at giving individuals as well as groups of people easy access to this great new world of mobility. Its efforts are particularly focused on: people with reduced mobility, cost-sensitive customers and less favored youngsters;
2. Be a responsible employer: We live an exciting age of mobility, where mobility new usages and needs create job opportunities and require new skills to be developed. In this fast changing environment, Europcar Mobility Group focuses its employer brand efforts on 3 pillars: the commitment, the diversity and the development of its employees, implementing specific HR policies and programs for its employees throughout the world. Europcar Mobility Group also wants to foster the emergence of new trades and new services that will create job opportunities for tomorrow within the Group as well as within the partnerships and alliances the Group will set up, thus acting in favor of economic and social progress;
3. Act for the environment: Aware of the global environment issues caused by massive urbanization and demographics explosion, Europcar Mobility Group wants to be part of the solution, not part of the problem. This means that the Group seeks to play an active role in the transition to a low carbon world. In that combat, the Group evangelizes new mobility solutions that are an alternative to vehicle ownership, promotes eco-driving all along the customer journey, develops its offer of hybrid and electric vehicle, strives at reducing its environmental footprint (water, energy...) and supports best environmental practice. The Group's low-carbon strategy strives at reducing its main sources of carbon emissions i.e. GHG emissions linked to the use of the vehicles – providing a fleet equipped with the latest technology (consumption & emissions) and developing Hybrid and Electric Vehicles offer. In its 2023 strategic roadmap – SHIFT 2023 – the Group will implement its "ONE sustainable fleet" program aiming at increasing the ratio of low-carbon vehicles to 20% of its fleet mix by 2023. Work is ongoing to define a carbon path as well as a GHG emissions reduction target using Science Based Target approach.
4. Share our business ethics: Proud of its values and dedicated to the enforcement, on a daily basis, of the Group's business ethics: Europcar Mobility Group has 48 commitments and 12 objectives featured in its Ethics Code. The Group wants to build confidence with its customers by offering them transparent products and by improving their satisfaction. Moreover, Europcar Mobility Group wants to promote business ethics all through its value chain with customers (BtoB, BtoC), suppliers, franchisees and employees. This ambition translates into policies and awareness initiatives.

Eurostar

Our 100% French Company located in Fosses (95) has been manufacturing Thermoplastics compounds since 1972. The company has established the notoriety of its know-how mainly in the manufacture of non-halogenated flame-retardant plastics for electrical and electronic applications. Eurostar-EP's products are also found in other areas that require flame protection, but also the demanding technical areas of materials suitable for contact with drinking water and materials to demonstrate controlled properties for friction and wear. The Tailoring of Formulations to meet the needs of our customers while capitalizing on quality, responsiveness and flexibility is a key factor in the success of Eurostar Engineering Plastics.

Our job is to functionalize virgin polymers through the mechanical addition of micro components resulting in a homogeneous material unique in the qualities it brings in the application for which it was developed.

Commitment and achievements

In 2016, the issues of Sustainable Development and Corporate Social Responsibility were shared with all the company's employees through a thematic workshop on our "Safety Day". Employees participated in working groups to share ideas for improvement and actions to be implemented, strengthening our commitment to the principles of Corporate Social Responsibility and Sustainable Development.

The company has identified three indicators of environmental performance:

- Energy (kWh) consumed per ton produced;
- The amount of water consumed (m³) per ton produced;
- The amount of waste (kg) generated per ton produced.

It is the first of these indicators that has the greatest impact on CO₂ emissions.

The reduction in CO₂ emissions has been achieved through a programme to replace extruder engines with up to date optimized generations. The work also focused on lighting by aiming for better management by replacing incandescent lights with LEDs, raising staff awareness.

Thus, the energy required to produce a ton of compound has been reduced by 15% since 2015. It will fall by a further 3.5% by the end of 2020.

Eurostar Engineering Plastics will conduct an energy audit in 2020. Its ambition is to be ISO5001 certified in order to keep going ahead with continuous improvement in energy efficiency.

Faurecia

Sustainable mobility and environmental protection rank among the greatest challenges for the automotive industry.

Faurecia, one of the world's largest automotive equipment suppliers (17.5 billion euros of sales in 2018, 122,000 employees in 37 countries) is **a key player in sustainable mobility**, through technological solutions that improve air quality and reduce CO₂ emissions. With 300 sites including 35 R&D centers worldwide, the Group is **a responsible industrial leader**, which has a positive impact on the environment, society and all of its stakeholders.

In 2018 the Group defined six Convictions that express its ambition for sustainable development. These Convictions serve to strike an ideal balance between short term performance and long-term value creation.

Innovative solutions for air quality and energy efficiency

Sustainable mobility is a strategic priority for Faurecia. Building on its technological leadership, the Group is developing:

- Innovative solutions reducing the environmental impact of internal-combustion and hybrid vehicles, in particular through emission aftertreatment and exhaust gas heat recovery systems as well as lightweight solutions;
- Ultra-clean emissions aftertreatment solutions for commercial vehicles and high horsepower engines;
- Fuel cell systems for zero-emission mobility.

Faurecia is investing some €15 million a year in R&D on hydrogen vehicles, the sole zero-emission alternative to battery-powered electric vehicles, with the aim of developing complete competitive systems. The Group recently signed an agreement to create a joint venture with Michelin aimed at accelerating the global introduction of high-performance fuel cell systems for light vehicles, utility vehicles, trucks and other applications.

To accelerate in its two strategic areas – the Cockpit of the Future and Sustainable Mobility – Faurecia has also built an open innovation ecosystem on the basis of partnerships, investments in start-ups and acquisitions. In 2018, Faurecia invested for example in Enogia, enabling the Group to strengthen its technological expertise in energy efficiency and reduce the carbon footprint of high horse power engines.

Improve the environmental performance of production sites

Faurecia's manufacturing sites are encouraged to improve their energy efficiency by optimizing the energy performance of their buildings and production tools and favoring wherever possible the use of renewable energies. At the end of 2018, the direct and indirect emissions (scopes 1 and 2) of all Faurecia sites came to 723,121 tons, accounting for under 5% of the Group's total carbon emissions. The latter are mainly generated by the use of Faurecia products during the vehicle life cycle through to end of life (scope 3).

Faurecia industrial investments aimed at protecting the environment amounted to €10.6 million in 2018, of which €4.3 million are dedicated to energy efficiency. A total of 72 Faurecia production sites have rolled out initiatives to improve the energy efficiency of their buildings and production tools.

In terms of the overall environmental performance of its sites, 77.7% of the Group's production sites were ISO 14001-certified at the end of 2018.

GECINA

GECINA, AT THE HEART OF URBAN LIFE

For its 100,000 urban customers, Gecina designs and manages innovative and sustainable living spaces.

Gecina owns, manages and develops property holdings worth 19.9 billion euros at June 30, 2019.. As a specialist for centrality and uses, the Group is building its business around Europe's leading office portfolio, with nearly 97% located in the Paris Region, and a portfolio of residential assets and student residences.

Gecina has put sustainable innovation at the heart of its strategy to create value and anticipate the expectations of around 100,000 customers and end users. To offer them high-quality services and support their changing needs, Gecina has launched YouFirst, its relational brand.

An ambitious environmental commitment built around four pillars.

We must respond to the climate challenge, as an active part of the economic world. This requires us to renew our production, operating and consumption models. We are responding to this by focusing on four pillars:

1. **Low carbon:** We are reducing our greenhouse gas emissions and aim to be carbon neutral by 2050.
2. **Biodiversity:** Because our buildings are living spaces, we respect the lives of local animal and plant species. We build our tenants' awareness of these issues and we have launched an ambitious and proactive certification policy;
3. **Circular economy:** We are focusing on the smart reuse of materials and energy savings for the construction and the management of our buildings. We are continuing to develop our know-how supporting a resource-efficient economy that promotes recycling, sharing and eco-design;
4. **Wellbeing:** We are taking action to improve wellbeing at work and at home, from buildings' technical design aspects to the responses we provide for services.

This CSR policy is quantified and measured.

We are reducing our greenhouse gas emissions and aim to be carbon neutral by 2050.

We are pioneers. Our first carbon plan was launched back in 2009 and we are accelerating to deliver on our three core commitments:

1. Setting up an internal carbon fund and promoting low-carbon innovation;
2. Establishing low carbon as the standard for:
 - the management of our operational portfolio, aiming to reduce our greenhouse gas emissions by 40% by 2020 and 60% by 2030 (versus 2008),
 - the design of our developments, aiming to be carbon neutral by the end of 2050;
3. Producing renewable energy on each of our developments.

Some concrete achievements:

- 40% of our buildings were connected to Paris' urban heating and renewable energy networks in 2018.
- 69% of the buildings we delivered in 2018 include the production of renewable energy via photovoltaic panels.
- 92 of our buildings are covered by an ISO 50001-certified energy management system.
- After initially being designed using concrete, wood was chosen for Domaine de la Ronce in Ville-d'Avray, with 125 timber-frame homes, achieving record CO₂ savings: 180 kg/m³ for wood, compared with 400 kg/m³ for concrete.
- In Issy-les-Moulineaux, we delivered the city's first positive energy office building in 2018. It generates more energy than it consumes. Its minimal energy requirements are met by a heat pump, which capitalizes on the site's geothermal resources, as well as 960 sq.m of photovoltaic panels, covering virtually the entire rooftop terrace.

Résultats already in line with our targets for 2020:

- 35% reduction in CO₂/sq.m for offices compared with 2008, close to meeting our 2020 target.

Our global contractor business allows us to think "environment" at all stages of the project, from the design of buildings, their construction, and now, after their delivery to our customers, with the monitoring of energy performance.

The construction sector is prosperous, creating jobs and values. However, we know that the environmental impact of the building and construction sectors is important, in terms of resource management, soil and biodiversity protection or even pollution.

Our responsibility is huge and all GSE staff are aware of the contribution and impact of our activities on the environment, people and society.

In 2018, an overall evaluation of GSE's performance level was conducted to identify our priority areas of action, linked to the Sustainable Development Goals (SDGs).

A roadmap has been produced, articulating the CSR strategy around 3 axes for 2025:

- Manage sustainability;
- Act with and for employees;
- Support the territories.

The 17 SDGs are interdependent and essential. Seven of them have been highlighted through a materiality survey, four are directly related to environmental issues:

3. Good health and well-being;

6. Clean water and sanitation;

7. Clean and affordable energy;

8. Decent work and economic growth;

12. Consumption and sustainable production;

15. Land life;

16. Peace, justice and effective institutions;

In our functioning mode, in addition to our employees' well-being, we pay attention to our own impact, and we have initiated a program to reduce our consumption of water, energy and non-durable consumer goods.

Environmental concerns are being increasingly integrated by our customers. In order to provide them with solutions on these issues, priority is given to the impact of our constructions. These topics need to be shared with our internal and external partners to meet the goals we have set for ourselves.

Therefore, GSE resolutely focusses its actions in order to be a player in **sustainable eco-construction**.

The design of works made in digital model (BIM) aims at an optimal and secure exploitation, while seeking the well-being of the users and the respect of the environment.

The Project Management, the integrated engineering teams, the **environmental certification** department, the purchases, and the "Lab-R & D" first, are in constant watch and research, in order to reduce the impact of materials and supplies, to progress in the constructive methods used, and to increase the **sustainability** of buildings, while reducing their carbon impact.

We have developed sound site management practices, and we share a "**Low Environmental Impact Site Charter**" with all stakeholders. The objectives are to limit the risks and nuisances caused to local residents, the health risks for workers, the pollution during construction (soil, air and water), the consumption of resources, the amount of construction waste generated and to promote waste recycling.

Our **Code of Ethics** and our "**Responsible Purchasing Charter**" make it possible to share with our stakeholders, not only the 10 principles of the Global Compact, but also our desire for reciprocity in transparency and empowerment. These documents seal the attitudes and behaviors of all. Of course, they mention respect for people, legality, rules of competition, ... but they also put forward the **environmental protection**.

Lastly, to record our actions in the long term, we have developed an "enerGiSE" offer that supports our customers and empowers everyone on their behavior in terms of energy consumption.

The fight against global warming will be won collectively.

Hermès International

Hermès' craftsmanship model is based on production which is carried out predominantly in France (80%) and is highly integrated. The House employs more than 5,000 artisans in its manufactures in France. This craftsmanship model is, by its very nature, operationally sober. It requires the control of supplies of noble, high-quality materials, the optimisation of these scarce resources by craftsmen who are very aware of their scarcity and value, production facilities with a limited energy footprint, and the "right" volume of production, dictated by a decentralised distribution system in which store directors decide on their purchases according to their respective markets. Faced with the issues and challenges of Sustainable Development in terms of the environment, this artisanal model holds part of the solutions.

The company's carbon footprint is moderate in view of its activity (€6 billion in sales). The Group's strategy is to seek out and implement practical and ambitious long-term solutions to control and reduce its carbon footprint in line with the commitments made at the COP21 climate conference in Paris in 2015.

Hermès' carbon commitments are illustrated in the following decisions and projects:

- **Including a "climate" criterion in the variable remuneration of the chairmen of Hermès SCA:** one of the criteria considered is the uncoupling of business growth from industrial energy consumption;
- **Increasing the share of renewables in the energy mix:** since 2015, all the Group's French sites have been supplied with "green" electricity, essentially hydraulic, which corresponds to four-fifths of the total electricity consumed by the Group. In addition, Hermès is firmly committed to encourage the use of renewable energy, using geothermal heating in Pantin (27,000 m² of workshops and offices), solar panels in 4 sites in France, Italy and in the USA, and wood boilers in 4 maroquineries. The House intends to maintain and increase this effort;
- **Improving the energy performance of our sites:** Hermès is constantly improving the energy performance of its production sites, with measurement campaigns that trigger the choice of less energy-intensive equipments, the installation of insulation, new technical processes, etc., as well as in its stores through the widespread use of LED equipment (80% complete) and an in-depth analysis of renovation projects (calculated savings of 20%);
- **Continuing to uncouple business growth from energy consumption,** particularly in production, in a context where more than 70% of production is carried out internally. The energy intensity of the House is low (0.039 GWh/m€ in 2016), but the objective remains to reduce it further (0.035 GWh/m€ in 2018);
- **Compensating all of our Scope 1&2 carbon emissions:** the carbon intensity is 7.1TeqCO₂/€m of sales before offsetting, decreasing in 2018, with the objective of maintaining this reduction. Hermès offset 85% of its Scope 1&2 carbon emissions in 2018.

HOROQUARTZ

French leader in the domain of software development, human resources optimization and safety systems solutions integrator, HOROQUARTZ has the ambition to contribute to the achievement of the UN's sustainable development objectives (SDOs) and to constantly reduce the ecological impact of its activities.

Via its Corporate Social Responsibility approach, which was rewarded with a score of 71 during the last ECOVADIS Gold certification assessment, HOROQUARTZ integrates social, environmental and societal civic dimensions in each one of its decisions.

HOROQUARTZ supports the initiative of French companies committed to the climate and has set itself the following objectives through the "French Business Climate Pledge" of December 11 2017:

1. Use 100% biodegradable packaging (cardboard and protection) by 2020 and still encourage short circuits for our deliveries;
2. Equip 100% of its employees with "Energy Star" certified IT equipment to ensure better energy efficiency;
3. Reduce by 5% every year the number of kilometres travelled / driven by each employee, by encouraging a greater use of remote working tools.

To date, the objectives set in 2017 have been achieved and HOROQUARTZ will continue its efforts to raise awareness among all the parties involved (employees, partners, suppliers, customers, etc.) and within its sphere of influence. It is in this context that HOROQUARTZ invests in environmental sponsorship actions (sailing, electric bicycle, kayak).

It is also in this sense that the company actively participates with GLOBAL COMPACT France (GCF) and supports the actions of the GCF throughout the national territory as an ambassador company and by accepting the presidency of the Territories Committee for the GCF.

In addition to its commitments to reduce its ecological imprint, HOROQUARTZ also acts on a daily basis to guarantee the safety of its employees and improve their working conditions by choosing more environmentally friendly premises, pleasant for employees and easy to access by public transport. This involvement has been recognized by the MASE certification for all the company's establishments.

It is by acting together and focusing our efforts that we will succeed in meeting the challenge of "sustainable prosperity".

Icade

"Icade is committed to energy transition, with ambitious quantifiable targets regarding energy, water, waste and biodiversity." **Olivier Wigniolle**, CEO

Icade is an integrated real estate player, involved in both property investment and development. We design, build and manage property assets and offer property services adapted to new urban lifestyles and habits, working closely with stakeholders and users in the cities. As an office and healthcare property investor (portfolio value of €13.4bn as of 12/31/2018) and as a property developer (2018 revenue of €1.3bn), Icade has been able to foster the emergence of tomorrow's greener, smarter and more responsible cities. Icade is a significant player in the Greater Paris area and major French cities.

Our CSR policy is based on strong governance and regular dialogue with our stakeholders. It is an integral part of the Company's strategy focused on five priority areas which were reaffirmed in the new 2019–2022 strategic plan:

- The fight against climate change;
- Preservation of resources and the circular economy;
- Preservation of biodiversity;
- Territorial cohesion and inclusion;
- Employee engagement, agility and collaboration.

Icade's long-term carbon objective

As part of its new CSR commitments for 2019–2022, Icade has put the necessary resources in place to assess the level of commitment that would be required, in accordance with the French National Low-Carbon Strategy (SNBC) for the construction industry, to be on a 2°C pathway, in line with the ambitious scenarios from SBT/SDA 2DS¹² for office real estate. As a result, the Office Property Investment Division has defined goals consistent with a 2°C or even 1.5°C trajectory. The Property Development Division is already committed to an ambitious carbon objective whose threshold will be set once the upcoming 2020 French Environmental Regulations ("RE2020") are released.

Icade supports its commitments by implementing innovative modelling tools and recognised methodologies to help meet its low-carbon objectives.

A summary of Icade's 2020 objectives

As part of its 2016–2020 strategy, Icade is committed to reducing greenhouse gas emissions from buildings in use by 40% between 2011 and 2020, and by 12% for emissions related to their construction between 2015 and 2020. To achieve this, Icade has taken a number of steps, such as: improving energy equipment (LED lighting, high efficiency boilers, etc.) and renovating existing property assets; using low-carbon building materials, such as wood; expanding the use of life-cycle assessments and implementing the best certification standards.

These measures reduced CO₂ emissions of the Office Property Investment Division by 34% between 2011 and 2018 and those related to new construction projects by 12.8% between 2015 and 2018. In addition, HQE certification has been obtained for all of the Healthcare Property Investment Division's major projects.

Projections and outlook

Icade has adopted a new strategic plan for 2019–2022, which also provided an opportunity to review its CSR objectives. These new objectives aim to reduce greenhouse gas emissions at a faster pace over a larger scope:

- Office Property Investment: -45% in CO₂ intensity between 2015 and 2025 (i.e. 5.8% per year vs. 5.5% targeted in the previous plan);
- Property Development: 100% of new offices > 5,000 sq.m and 33% of new homes with the E+C- label by 2022;
- Healthcare Property Investment: monitoring energy performance for at least 75% of healthcare operators and offering solutions to improve energy performance starting in 2019.

www.icable.fr/en/csr/csr-strategy-and-governance/csr-policy-and-commitments

12. The Sectoral Decarbonisation Approach (SDA) makes it possible to align emission reduction targets with a 2°C pathway scenario, set by the Science-Based Targets initiative.

Imerys

With 230 sites across more than 50 countries, Imerys reported a revenue of €4.6 billion in 2018, and uses a variety of industrial processes.

Imerys delivers high value-added solutions, formulated in accordance with the technical specifications of each customer. Imerys develops solutions including functional additives, mineral components and process enablers that enhance the performance of a vast range of applications.

Imerys signed the French Business Climate Pledge in 2017 and by doing so, it committed to setting reduction targets and drawing up a roadmap compatible with the international commitments formulated in the Paris Agreement.

Since then, the Group has stepped up its efforts and has now defined ambitious, concrete objectives and actions aimed at significantly reducing the carbon footprint of its operations.

After signing up to the "Science Based Targets initiative" (SBTi) in 2018, Imerys' GHG emission reduction targets were approved in 2019 by the SBTi, recognizing that the Group's commitments reflect a 2°C trajectory:

- 36% reduction in its relative emissions (scopes 1 and 2) by 2030 (reference year 2018);
- Additionally, the Group intends to reduce its indirect emissions (scope 3) by requiring its suppliers to commit to a low-carbon trajectory.

Climate change, defined as a priority pillar in the Group's Corporate Social Responsibility (CSR) roadmap, "SustainAgility", is managed by a dedicated governance team and organization at Imerys. The approach, steered by a CSR committee chaired by the Imerys CEO Conrad Keijzer, is supported by a working group made up of members with cross-business expertise. It is tasked with compiling risk assessments as well as defining and implementing the Imerys climate strategy. The "Energy" division, which has representatives in the operational organizations, conducts detailed energy efficiency audits to establish energy efficiency action plans, source low-carbon energy, and coordinate their implementation. The aim is to carry out an additional 66 audits by 2023.

Imerys will speed up the program to convert the most carbon-intensive industrial units to biomass, aiming to transform 90% of its refractory mineral furnaces by 2023.

Imerys also applies its innovation resources to promoting the low-carbon economy and guides its customers through their own transition. It provides advanced solutions helping reduce CO₂ emissions in various areas, in particular, to support sustainable mobility (graphite and carbon black in lithium batteries) and reduce the weight of plastics (minerals to reinforce polymers). For the past two years, Imerys has also been increasingly involved in the environmental assessment of its products and businesses. It has conducted 40 Bilan Carbone® reviews and Life-Cycle Assessments (LCA) of products. This program will be extended with the aim of completing an additional 50 assessments by 2023.

Imerys is also helping to improve recycling solutions for refractories and certain plastics. Its Calderys subsidiary in India has rolled out an ambitious program called "R3" to reduce the volume of raw materials, and to recover and recycle waste produced by customers in order to reduce the carbon footprint of its products.

The aim is to reach 20% recycled material used in the production processes within the High-Temperature Solutions Business Areas by 2022.

These action plans will be continued and extended to cover all areas, including materials and equipment, organization, methods, supply, transportation, renewable energy and strategy, which involves the introduction of an internal carbon price.

Imerys is committed to tracking and communicating its results to its stakeholders through the Carbon Disclosure Project (CDP).

Ingenico Group

Ingenico Group, global leader in seamless payment

For almost 40 years, Ingenico Group has supported the evolution of commerce through a comprehensive offering of payment acceptance solutions and services. Our solutions cover the whole payment value chain and all sales channels, and are suited to our customers' local requirements and international ambitions. Ingenico is at the heart of commerce, and its goal is to help merchants to develop their business.

The value creation goes beyond economic aspects, so to contribute in building tomorrow's world, we want to provide our customers and partners with the most innovative and trusted payment solutions so that we generate ethical, inclusive and transparent growth together.

Eco-friendly products

Aware of the expectations regarding products to limit global warming, Ingenico Group has adopted an eco-design approach that takes environmental concerns into account right from the very early stages in the design and development of products.

Energy consumption is an important factor for the Group (energy efficiency, low-energy supply, standby mode, etc.). As an example, the energy consumption of Lane/5000 terminal in idle mode was optimized by 13% compared to the previous range (iSC250). This eco-design approach also translates into a reduction of the weight of the terminal by 35% (60% for plastic parts, 27% for the circuit board and components) and 21% for the surface of the circuit board.

Digital receipt management

Ingenico Group also works on the development of digital receipts for electronic payment which allows to minimize the environmental footprint of each transaction.

The environmental benefits of paperless receipt are large, indeed it's a great lever to reduce waste production and carbon footprint: almost 70% with a digital receipt sent by email and 99% by SMS (compared to a paper receipt).

Programs for end-of-life product recycling

As a global manufacturer of electronic products, the collection and recycling of electronic waste is a priority for Ingenico Group. This is why the Group delivers solutions that enable its customers to recycle the electronic waste resulting from the products it sells in a responsible way.

This commitment to circular economy helps to save natural resources as well as save energy and reduce greenhouse gas emissions. In 2018, 342.1 tons of end-of-life terminals were collected and processed.

Over the period from 2018 to 2023, the target is to extend the coverage of end-of-life product recycling programs to 75% of the countries where Ingenico Group is present.

Renewable energy

As part of its activities, Ingenico Group needs electricity for the energy consumed in its offices or in the data centers operated by the Group. Energy consumption, and especially those of data centers, is becoming a real issue, which is why it is essential to use green and neutral energy in terms of carbon emissions.

By 2023, the target is to have all data centers in Europe (BU Retail) use renewable electricity.

WHO ARE WE

Ipsen is a global biopharmaceutical group dedicated to improving lives through innovative medicines in Oncology, Neuroscience and Rare Diseases. We also have a well-established and successful Consumer Healthcare business. We are committed to discovering new solutions for targeting debilitating diseases and improving the quality of life for patients.

OUR SOCIAL RESPONSIBILITY STRATEGY

Our Social responsibility strategy is based on three pillars:

- Employees – Caring for and developing employees, encouraging diversity and inclusion, and supporting an open and respectful culture;
- Patient & Society – Providing innovative solutions for the benefit of patients & society based on trusted relationships and shared commitments;
- Environment – Protecting the environment, minimizing the impact on it, by making activities safe and sustainable.

OUR ACHIEVEMENTS

The Ipsen Environment, Health and Safety (EHS) Management Manual describes the management and operational standards necessary to protect the environment and to respect and manage the health and safety of employees. The goal is to drive continuous improvement in EHS performance at Ipsen and throughout its supply and customer networks. A strategic plan drives to the development of annual objectives applicable to all the Group's sites. The HSE 2018-2021 strategic plan was updated and approved by the Group's Executive Committee in December 2017.

In 2018, we delivered the revised EHS Policy signed by the EHS Council against the 2020 targets designed. In terms of environment, these targets are:

- Reduce the normalized energy consumption and carbon greenhouse gas emissions (Scope 1 and 2) by 5% by 2020, using 2016 as the baseline;
- Reduce the normalized water consumption by 30% by 2020, using 2016 as the baseline;

The energy consumption normalized to occupied space decreased by 13% in 2018 versus the 2016 baseline. This goal is considered achieved and new targets are currently defined for coming years.

The greenhouse gas emissions normalized to occupied space decreased by 19% in 2018 versus the 2016 baseline. Greenhouse gas emissions in absolute terms decreased by 35% in 2018 using a market-based approach.

The normalized water consumption to occupied space increased by 2% in 2018 versus 2016 baseline due to new regulatory requirements in China for one of our products. We are currently reevaluating the goal to establish additional targets related to water reduction and reuse within our sites.

OUR COMMITMENTS

Since 2012, Ipsen has committed to and adheres to the Global Compact Program of the United Nations contributing to the Sustainable Development Goals, notably Goals 6, 7, 11, 12, 13, 14, 15 on energy, water, biodiversity and climate preservation. In 2019, we will define our environmental commitments towards 2025.

JCDecaux

JCDecaux, a virtuous and sustainable business model

In 1964, Jean-Claude Decaux invented an economic model that is more relevant than ever: **providing cities with useful products and services for citizens funded by advertising, creating thereby strong economic and societal value at the heart of territories.** Available now in all of the Group's activities (cities, airports, transport services, shopping centres, private landlords etc.), our business model is particularly resonant in the service economy. Our street furniture is designed to last and it is maintained by JCDecaux teams during all the contract duration, on average 12 years. Our products and services may get a second life and be renovated and reused as soon as a contract authorise refurbishment.

Our commitments for climate and our results

In 2014, JCDecaux reaffirmed its commitment to fight against climate change by deploying its Sustainability Strategy which includes the following 2020 goals:

- Reduce by 20% analogue furniture energy consumption (vs 2012);
- Offer digital furniture with reduced energy consumption by 50% for LCD screens and 15 % for LED screens
- Cover 100% of electricity consumption by renewable electricity (2022 goal);
- Reduce vehicle fuel consumption by km travelled by 20% (vs. 2012);
- 100% of paper posters ordered certified FSC, PEFC or equivalent;
- 90% of paper posters recycled;
- 80% of PVC canvas recycled in the EU;
- 70% of waste recycled.

 Point of vigilance  Performance 2018 in line with 2020 goals

The detail of our performances is available in our [Registration Document](#)

Highlights

Greenhouse gas emissions resulting from JCDecaux activities were significantly reduced in 2018 (-33 % vs 2017) and almost divided by two as compared to 2014. This reduction is due to energy efficiency gains, but mostly to the Group's renewable electricity purchasing Policy. In 2018, 69% of electricity consumption was covered by renewable electricity, while this rate was only 27% in 2013.

2018 also marked by the successful deployment of the 4,000 new Vélo'v in Metropolitan Lyon in just one night, as well as the 1,230 new Bicloo in Metropolitan Nantes, and was awarded the Grand-Duché de Luxembourg Self-Service Bicycle (SSB) contract. In line with this soft mobility approach, JCDecaux also decided to introduce electrical vehicles in its vehicle fleet in Lyon and Nantes. It is the first time that electricity-powered light vehicle with a trailer are used in France.

In 2018, JCDecaux also continued to make available its positive influence media capacity in favour of the fight against climate change during the C40 events of San Francisco (Global Climate Summit), Mexico and Paris (Women4Climate) in order to share and prepare measures facing climate change issue.

Perspectives

JCDecaux conducted in 2018 a new internal materiality study. The results confirm the relevance of our Sustainability Strategy and will feed into the Group's reflections on how its Sustainability Strategy will be enriched, as well as the setting of 2025 objectives.

KEM ONE

KEM ONE est engagée dans une démarche d'amélioration continue en matière de sécurité, d'environnement et de gestion responsable de ses produits. Parallèlement à la recherche de progrès de ses performances technique et économique, elle met en pratique les principes de développement durable dans la chimie.

Signataire de la charte Responsible Care, KEM ONE met en oeuvre les moyens nécessaires pour améliorer continuellement sa performance énergétique et réduire l'empreinte environnementale de ses activités.

Dans cette démarche, deux sites pionniers au sein de KEM ONE ont ouvert la voie et ont considérablement amélioré leur performance énergétique, en optant pour des équipements plus efficaces et en pilotant étroitement leurs consommations et réglages procédés :

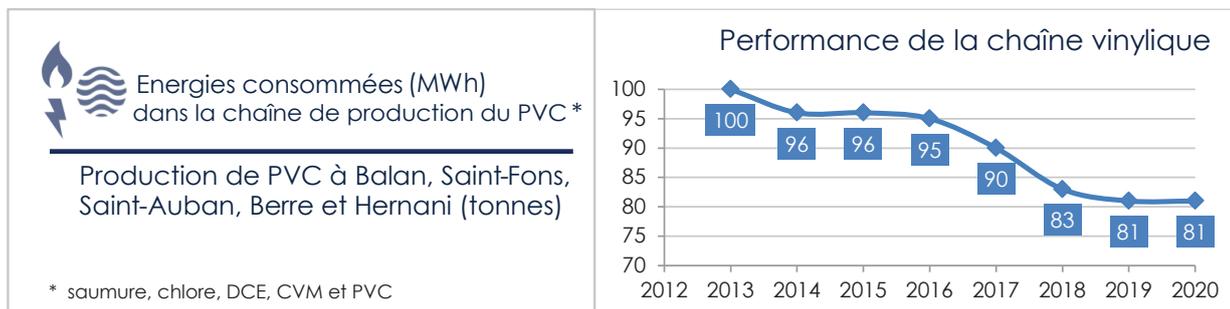
- le site de Balan a réduit de 30 % ses consommations énergétiques de 2012 à 2016 et est certifié ISO 50001 ;
- le site de Hernani a réduit sa consommation d'électricité de 40 % et celle de gaz de 28 % de 2006 à 2016.

La nouvelle électrolyse chlore/soude du site de Lavéra, mise en service en mars 2017, contribuera encore à faire progresser KEM ONE en la matière.

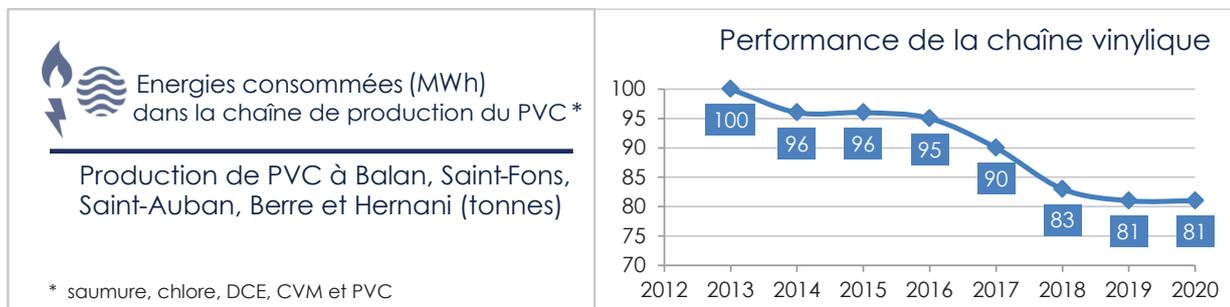
Pour intégrer pleinement la performance énergétique dans ses fonctionnements, l'entreprise se structure et met en place un système de management de l'énergie (ISO 50001) sur tous ses sites. Ainsi chacun élabore un plan d'actions pour identifier des projets d'amélioration et mettre en oeuvre les plus prometteurs.

KEM ONE évalue sa performance via deux indicateurs :

- l'indicateur de performance énergétique de la chaîne vinylique :



- l'indicateur de performance énergétique de l'empreinte carbone :



Pour pérenniser nos progrès et atteindre ces objectifs, mobilisons toutes les énergies, ne négligeons aucune piste de progrès !

Kering

"I believe that sustainable business is smart business, it is both a business and a leadership opportunity."

François-Henri Pinault, Chairman and CEO, Kering

At the heart of the Luxury sector is a dependence on high-quality raw materials, and thus we must understand the challenges climate change poses to our businesses and proactively build resilience into our supply chains. Implementing an ambitious climate change strategy is a non-negotiable for business.

Kering's climate action strategy covers both the Group's own direct operations and those of its supply chains. The end goal is to reduce climate change impacts whilst also identifying effective means of building climate change resilience into the Group's operations. In line with this, Kering has been verified and approved by the Science Based Target (SBT) initiative today as the first luxury company, and first French company, to create science-based goals around reducing our carbon footprint.

In line with SBT's criteria, Kering has committed to reducing its emissions by 50% in scope 1, scope 2 and scope 3 (transportation and distribution, business flights, fuel and energy related emissions) of the GHG protocol by 2025, and to reducing an additional 40% its scope 3 emissions from purchased goods and services.

Fundamental to Kering's strategy is the measurement and understanding the Group's total carbon footprint, (greenhouse gas emissions, water consumption, water & air pollution, waste and land use) across its entire supply chains and back as far as the source of raw materials (Tier 4). To better understand these impacts, Kering has developed an Environmental Profit & Loss (or E P&L for short). **Kering committed to reduce the Group E P&L intensity by 40% by 2025**, this addressing not only climate change but all the environmental impacts generated by its activities. Kering publishes the results of its E P&L every year. The 2018 results show a decrease in E P&L intensity of 14% compared to 2015, in line with the desired trajectory.

This reflects the efforts of the Group and its brands, in particular on responsible sourcing, improvement of the environmental efficiency of production processes and optimisation the management of proprietary sites. For example, the group has multiplied by 10 the rate of organic cotton in its supplies between 2015 and 2018, and the share of green electricity on electricity purchased around the world is 67% (close to 100% in Europe). Furthermore, Kering and the brands use innovation to significantly reduce environmental impact all along the value chain. The Materials Innovation Lab support the Group's brands in piloting sustainable innovative solutions.

To complete this comprehensive climate action strategy, Kering also annually offsets its remaining GHG emissions (scopes 1 and 2 of the Greenhouse Gas Protocol plus the part of scope 3 relating to business travels) in conjunction with the UN's REDD + programme.

www.kering.com/en/sustainability

Korian

In the space of 15 years, Korian has become Europe's leading integrated operator of health and care services catering to the elderly and promoting independent living. We can already boast a long and healthy track record since 2003 as we have built up and reinforced our European identity through various stages of development. Improving the environmental performance of each site hinges on monitoring and controlling water and energy consumption and better waste management.

Monitoring consumption in facilities

Korian catered for around 300,000 residents and patients per year in Europe, so the amounts of water and energy required for their accommodation and care has a significant impact on the Group's environmental footprint. The aim, therefore, is to optimise the resources used without compromising the well-being and comfort of the elderly residents or the employees.

In its four countries, Korian is deploying procedures and tools to centrally monitor and manage the water and energy consumption of its facilities in order to optimise these resources and reduce our carbon footprint. Throughout Europe, the Korian group is gradually installing smart meters at strategic points in facilities to automatically measure and record energy and water consumption on an ongoing basis. Those have already allowed a **reduction of 9,6% of electricity consumption and 2,9% of gas consumption by number of beds since 2016.**

In France, a new position has been created in the Safety and Maintenance Department to manage the reduction of water and energy consumption. By setting a consumption rate of 60 cubic meters of water per bed and per year in line with guidelines issued by the French agency for the environment and energy control ("Ademe"), Korian has **decreased its consumption in water in facilities of 3,2% per number of beds between 2016 and 2018.** A network of technical managers both regional and in our facilities, allows us to share the best practices in each country and to lower fluids consumption.

Reducing and recycling waste

Infectious medical waste is tightly regulated at all Group facilities, and is subject to specific internal procedures within the Korian group.

The quantities of **infectious medical waste were reduced by 18% from 2016 to 2018** thanks to better employee awareness about sorting practices, a result achieved in spite of an 11% increase in the number of sites serviced by collection operators (ratio of 1.57 to 1.17).

In 2018, Korian conducted a study of 30 representative facilities in France to analyse the cost and volume of waste generated by its sites and to understand the teams' waste management practices.

This inventory led to the identification of priority actions and the definition of an ambitious waste reduction strategy for 2019. Our goals are to optimise the waste recovery circuits for each stream (household waste, biowaste, cardboard, paper, etc.), to improve the teams' practices through training and to educate and support the facilities which generate the highest amounts of waste.

Towards new commitments

Korian's objective is to maintain the same volume of greenhouse gas emissions in 2019 at a constant perimeter. A European Environmental Committee is tasked with defining in 2019 a plan to reduce greenhouse gas emissions over the period 2020-2025, in particular by conducting a carbon audit.

In 2019, Korian collaborated with the consulting firm Carbone 4 to determine the group's carbon footprint, a first step to align with the French regulation. Eventually, this assessment will allow Korian to implement a climate strategy within the 2°C objective and to lower the group's dependency to fossil energy.

Climate change is a pressing global issue, and its consequences require urgent action. With a commitment to making a profound transformation towards a low-carbon business model, the L'Oréal Group aims to play a catalysing role, in order to contribute actively to addressing this challenge.

Reducing CO₂ emissions: a global strategy

From 2005 to 2018, L'Oréal has reduced the CO₂ emissions of all its manufacturing sites by 77%, in absolute terms, compared to 2005, while increasing its production volume by 38%. Year after year, L'Oréal is proving that it is possible to combine economic growth with reducing its environmental impact. L'Oréal has also reduced the carbon footprint of its administrative sites and research centres by 18%, compared to 2016. Overall, 38 sites achieved carbon neutrality in 2018. In order to balance the residual emissions linked to its manufacturing sites by end of 2020, L'Oréal continues to generate carbon gains within its sustainable supply chains. Established in 2015, this programme called *Carbon Balanced* allowed to avoid the emission of 59,341 tonnes of CO₂ equivalent (teq CO₂) in 2018.

To reduce its carbon footprint, L'Oréal is implementing complementary actions:

- **Improving energy efficiency** at its manufacturing sites by improving building design and insulation, optimising industrial processes and using energy-efficient technologies. By the end of 2018, 60% of its plants (24 sites) were ISO 50001-certified ;
- **Increasing the use of renewable energy** through large-scale projects harnessing technologies adapted to the location of each site (such as biomethanisation, biomass and solar panels, etc.), and by purchasing green electricity and gas. In 2018, renewable electricity accounted for 66% of power requirements at L'Oréal's plants and distribution centres;
- **Reducing product transport emissions:** L'Oréal has reduced the emissions linked to the transport of products from its manufacturing plants to its distributors by 8% (by sales unit per km), compared to 2011 ;
- **Engaging suppliers:** since 2009, L'Oréal has encouraged suppliers to work with CDP, within the context of the CDP Supply Chain programme. In 2018, 437 of them began this effort, compared to 355 in 2017 ;
- **Fighting deforestation:** L'Oréal pledged that by 2020 at the latest, none of the ingredients and raw materials used in its products would be linked with deforestation. 100% of supplies of palm oil, palm oil derivatives and palm kernel oil derivatives have been certified sustainable in line with RSPO criteria since 2012.

The Group's efforts are recognised. In 2018, for the third year in a row, L'Oréal was awarded a triple 'A' CDP ranking, the highest score possible, on the three key topics of climate protection, managing water sustainably and preventing deforestation. The Group is the only company to have obtained the triple 'A' score, three years running.

Implementing approved Science Based Targets commitments

L'Oréal is pursuing its initiatives with an ever-greater ambition – the Group's new 2030 emission reduction goals have been approved by the Science Based Targets initiative. These new commitments cover its whole value chain, include its direct and indirect impacts and are aligned with the trajectory that will enable global warming to remain below 2°C, as required by the Paris Agreement. L'Oréal has committed to reduce its entire greenhouse gas emissions (Scopes 1, 2 and 3) by 25% in absolute terms, compared to 2016. This encompasses both those that are produced directly by the Group and those produced indirectly, such as through its suppliers' activities or consumers' use of its products. And by 2025, all L'Oréal's manufacturing, administrative and research sites will have achieved carbon neutrality.

"L'Oréal will continue to be a high-performing company if, and only if, it generates sustainable growth while creating shared value. We have undertaken and accomplished multiple initiatives, but we must collectively accelerate our efforts in the face of the climate crisis. We are resolved to addressing these challenges on a global scale. It's the condition inherent to the company's long-term success and to safeguarding our planet." **Jean-Paul Agon**

Groupe La Poste

Beyond compliance and exemplarity: Driving change

Our aim of being a people-centred company for everyone, everywhere and every day brings with it a weight of responsibility. Confronted with environmental transitions, opportunities and challenges linked to digital services and social and regional cohesion, Le Groupe La Poste is committed to action for a more sustainable world.

Achievements and outlook for obtaining results based on the targets drawn up in 2017

Energy and carbon strategy

Le Groupe La Poste takes action to achieve environmental transitions. Our building stock is fully powered by renewable electricity. We have reduced our greenhouse gas emissions by 20% compared with 2013, and in 2018 we had already met the targets set for 2020. In 2018, Le Groupe La Poste became the first worldwide postal operator to issue a Green Bond. Its success has raised €500 million to fund our environmental transition, and in particular our electric vehicle fleet which is already one of the biggest in the world (40,000 electric vehicles representing 42% of the total fleet). It also funds the energy renovation of our building stock and our production projects (46 solar power plants producing 6 GWh per year) and self-sufficient renewable energy projects (10 trial projects).

La Poste's mail, parcel, express and digital services have been entirely carbon neutral since 2012, and its banking activities since 2018. La Banque Postale will be the first generalist bank to have fully SRI-certified outstandings by 2020.

Le Groupe La Poste is the only operator to have made it onto the CDP's A List.

Circular economy strategy

La Poste is aiming to seamlessly integrate the circular economy into its processes and services, in order to achieve environmental transition. Therefore, 94% of its Waste Electrical and Electronic Equipment was recycled in 2018, Colissimo Ready-to-mail packaging products are made of 20% recycled materials, and since 2014, 260,000 tablets and smartphones have been managed to increase extended use, reuse and recycling.

Contributing to environmental transition on a regional and national level

Since 2015, La Banque Postale has been funding the energy transition of its individual customers, corporate customers and regional authorities. La Poste's Action Habitat service has raised awareness and provided energy renovation for 100,000 households. At the end of 2018, Île-de-France Mobilités opted to provide 20,000 VAE electric bikes under the 'Bemobi' bike-sharing scheme (La Poste subsidiary). In 2018, La Poste joined forces with the Suez group to form joint venture Recygo, which has boosted office waste collection and recovery in mainland France (275,000 users).

New targets and outlook for 2023.

In order to guarantee the continuity and exemplarity of its commitments, the Group is currently setting out new goals, which include:

- defining a new SBTi-certified GHG trajectory (Science Based Target initiative) by 2025, to meet the Paris agreement target of limiting the temperature rise to 2°C;
- rollout of self-sufficient renewable energy projects;
- extending the 100% carbon neutrality scheme to low carbon-certified projects in France;
- rollout of an Energy Management System to 10,000 buildings and 90,000 vehicles, and the first ISO 50.001 certification launched from 2019;
- launch of the 'URBY' urban logistics brand to develop sustainable cities solutions, for more environmentally-friendly logistics in partnership with local authorities wishing to ease urban congestion and reclaim urban areas for their inhabitants. One of the Group's main targets is the Paris urban area, for which it has committed "to deliver entirely carbon-free flows before the Olympic Games in 2024".

Les Tissages de Charlieu (LTC)

LTC is a French company (turnover €10 M, 70 employees) leader in jacquard weaving industry in Europe and in the manufacturing of textile bags with the brand Indispensac.

LTC is strongly committed in sustainable development since 2008.

Our commitments for sustainable development :

Environnemental commitments :

- 30% of our raw materials are bio or recycled yarns;
- 100% of consumed energy is electrical and renewable;
- Heating of offices is made thanks to the energy collected from our weaving machines;
- Our strongly growing intra-company Indispensac produces bags whose impact on CO₂ has been divided by ;
- Our intra-company Everweave weaves highly innovative and creative fabric based on our waste re-used.

Social commitments :

- We try to be a « shared » company ; 4 employees have created 4 **intra-companies** (Letol, Indispensac, Tonnerre de Belt, Everweave) with strong autonomy representing today more than 30% of turnover and major growth possibilities;
- 25% of our results is distributed to employees;
- We have the great opportunity to have among us 12% of disabled employees who bring joy in our company;

(note : an intra-company is a company created by an employee within the company he works in).

Continuity and future actions :

Indispensac and circular economy :

- Indispensac produces textile bags and packagings based on 100% recycled yarns and weaved on a very innovative way generating major economic savings ; the communications and drawings on the bags are weaved and not printed. Bags are assembled in our company or in companies working with disabled people. Indispensac support our values and represents an extraordinary development driver for a circular, creative, durable, local and inclusive economy;
- Our ambition in the next 5 years is to produce 5 million bags, generating a saving of 15 000 tons of CO₂ (1 bag = 1 saving of 3 kg of CO₂) and creating 30 local jobs;
- This business model is totally based on circular economy and local production ; it will contribute to help French brands and textile manufacturers to give a second life to non-used textiles or end-used clothes.

LafargeHolcim

Global leader in building materials and solutions, LafargeHolcim is at the forefront of our industry to mitigate the impacts of climate change. In our vision for 2050, the built environment is decarbonized and circular. We are therefore committed to contribute our share along our entire value chain. LafargeHolcim does not only commit to reducing carbon emissions from manufacturing activities. We aim to lead the transition towards low-carbon construction by:

- **enabling the transition towards low-carbon buildings and infrastructure** by being at the forefront of materials innovation;
- continuously **improving the carbon footprint of our manufacturing operations** through the deployment of short-term solutions as well as longer-term technological advances such as carbon capture and carbonation technologies;
- **integrating the principles of circularity into our materials and solutions** as well as our manufacturing activities.

LafargeHolcim is the most ambitious international cement company when it comes to lowering carbon emissions. Since 1990, we have reduced our net carbon emissions per tonne of cement by **25 percent** – leading international cement companies with the highest reduction compared to our 1990 baseline¹³.

By targeting **520kg of net CO₂ emissions per tonne of cement by 2030**, our trajectory is consistent with the global effort to limit warming of the earth's climate to 2°C above pre-industrial levels (i.e. the '**2-degree scenario**'). Aligning with the timeframe of the **Group Strategy 2022**, we have developed the following interim 2022 targets:

- Reduce our net CO₂ emissions to **560 kgCO₂ per tonne** of cementitious material,
- Reuse **60 million tonnes** of waste in our operations,
- Reduce freshwater withdrawal to **291 liters per tonne** of cementitious material,
- Create shared value for **5 million people** through our community investments.

In the short-term, we are focusing on three main levers to achieve our objectives:

- reducing the clinker content of our cement products through substitution by **alternative mineral components** such as pozzolan, slag or fly ash (we reached 28% alternative minerals in 2018);
- increasing the use of **alternative fuels** including pretreated waste and other low-carbon fuels (11 million tonnes of waste were used in this way in 2018);
- investing in **energy efficient technologies** and production processes (in 2018, we have reduced our energy consumption per tonne of clinker by 30% in comparison with 1990).

In parallel, we are exploring longer-term advanced technologies, such as carbon capture and storage/use (e.g. testing of the Oxyfuel technology as part of the ECRA industrial project) as well carbonating technologies which allow transforming carbon back into construction materials.

At the center of all our activities, we continue to develop **innovative products and solutions** at our **Research & Development Center** in Lyon (France), the world's most advanced research facility focusing on construction material. In addition, LafargeHolcim is engaged in numerous partnerships around the world to develop low-carbon solutions. In France, for example, LafargeHolcim is an industrial partner of **Fastcarb**, a French national research project for the accelerated carbonation of recycled concrete aggregates. A pilot demonstration will be launched at the LafargeHolcim Val d'Azergues plant in early 2020.

At LafargeHolcim, we are committed to contribute our share along our entire value chain. Our 2050 vision for the built environment rests on four strategic drivers: **Climate and Energy, Circular Economy, Environment** and **Communities**.

¹³. We measure our climate goal in terms of reduced net CO₂ emissions (measured in kilograms of CO₂ per tonne of cementitious material, or kg CO₂/tonne).

Legrand

The **building and building construction sectors** represent 36% of global final energy consumption and almost 40% of total direct and indirect CO₂ emissions.

As a **global specialist in electrical and digital building infrastructures**, Legrand carries the responsibility to be a leading player in the advent of low carbon buildings and to limit the environmental impacts of its activities.

Our commitment to the 2019-2021 period as a part of the CSR roadmap notably includes the following priorities:

Reducing the Group's carbon footprint

Legrand's unwavering commitment is to reduce greenhouse gas emissions by 30% by the year 2030 and by 75% by 2050. This trajectory is validated by the "Science Based Targets" initiative.

In the intermediate time-period, Legrand aims to reduce CO₂ emissions by 7% by the year 2021. This is to be achieved by the systematic integration of energy efficiency solutions into the Group's premises, the improvement of industrial processes and the use of renewable energy sources.

In addition, Legrand incorporates in its operational reflections a price of 30 € per ton of CO₂ emitted. The reassessment of this price will be conducted imminently.

Avoiding CO₂ emissions for our customers

This is an initiative to promote amongst our customers energy efficient solutions such as lighting or heating management tools, charging points and charging plugs for electric vehicles and measurement, analysis and electrical supervision system for buildings.

Between 2014 and 2018, the Group avoided the cumulative emission of 4.5 million tons of CO₂ due to the promotion of such products. We continue to push these offers with the aim to avoid over 7 million tons of emissions during the roadmap.

Providing customers with Product Environmental Profiles (PEP)

These PEP information sheets enable our customers to analyze the life cycle of buildings and to reduce their energy impact.

This information is available for 2/3rd of the Group's turnover (out of a product portfolio of more than 300 000 references).

Innovating for a circular economy

The Group has set ambitious standards in eco-design. By 2021, these standards will be deployed in all R & D centers around the world.

Protecting nature is an absolute imperative that has always been a core priority for LVMH and its Maisons.

Launched in 2012, the Group's LIFE program was strengthened in 2016 with LIFE 2020, which sets four shared objectives for all our Maisons:

- **Product objective:** Mitigate the environmental footprint of product creation, covering the entire lifecycle;
- **Supply Chain objective:** Monitor the traceability and conformity of the raw materials used even more closely while applying the highest environmental standards across 70% of procurement chains;
- **CO₂ objective:** Reduce CO₂ emissions by 25% by 2020, pursuing initiatives introduced to fight climate change. The LVMH Group was a pioneer in the business community in 2002 when it introduced carbon reporting at its Maisons. In 2015 LVMH again proved a trailblazer by creating an internal Carbon Fund, announced during the COP21 conference;
- **Site objective:** All sites will target an improvement of at least 10% in environmental performance indicators, including water and energy consumption and waste production. The Maisons are also committed to improving their energy efficiency by 15%.

The appointment of Yann Arthus-Bertrand as an Advisory Member of the LVMH Board of Directors and an investment in the Stella McCartney brand both underscore a commitment to strengthening the LVMH Group's engagement with sustainable development issues.

The LVMH Carbon Fund

To initiate a virtuous circle designed to boost the effectiveness of its environmental policy, LVMH has created an internal Carbon Fund. This Carbon Fund is one of the tools that will help reduce the Group's CO₂ emissions by 25%. Each LVMH Maison contributes 30 euros – following a doubling of the amount in 2018 – for each metric ton of CO₂ equivalent it produces. This contribution is entirely reinvested in projects designed to reduce greenhouse gas emissions, including precise measurement of energy consumption, optimized energy efficiency and production of renewable energies.

In 2019 a total of 11.5 million euros will be allocated to these projects.

LVMH Lighting

The LVMH Lighting program enables the Group to optimize its energy consumption, LVMH relies on. This program was set up to develop the use of new lighting technologies across the Group, especially LED lighting, which reduces electricity consumption by 30% on average, eliminates most maintenance, and provides reliable, high-quality lighting. Thanks to the LVMH Lighting program, more and more square meters are being equipped with LEDs every year throughout the Group. The Maisons primarily install LED lighting in their stores, which represent over one million square meters worldwide and are responsible for 70% of the Group's greenhouse gas emissions for Scopes 1 and 2.

Renewable energies

In addition to actions to reduce its consumption of fossil fuels, LVMH is developing the use of renewable energies. This policy reached a significant milestone in 2015 when the Group signed a framework contract for the supply of exclusively green electricity to 450 sites belonging to 27 Maisons in France. In 2016, a similar agreement was signed for the supply of energy to the sites of several Italian Maisons. LVMH has also begun to extend this initiative to Spain and the United States.

Thanks to the active commitment of all its Maisons, the LVMH Group has to date reduced its CO₂ emissions by 16%, reached a 27% share of renewable energy in its energy mix, and improved the energy performance of its 4,590 stores by 16%, while at the same time increasing sales by 10%.

Michelin

In line with our purpose “offering everyone a better way forward”, Michelin deploys its strategic vision in four areas: offering customers the right tire for every need, making mobility more efficient with tire-related services and solutions, enabling customers to enjoy an outstanding mobility experience, high-tech materials.

Because we believe that mobility is essential for human development, we are passionately innovating to make it more sustainable: safer, more affordable, more efficient and more environmentally friendly.

A. Aware of magnitude of these challenges, Michelin is helping to fight climate change with four objectives

1. To reduce the amount of energy used by a tire per kilometer by 20% by 2030 compared to 2010

- Michelin tires put on the market in 2018 contribute to the improvement of vehicles' energy efficiency and its carbon footprint, by a reduction of 8% of CO₂ emissions in gram per traveled km. Therefore, Michelin successfully maintains a regular reduction of its tires' carbon footprint of 1% per year, in order to achieve the objective of -20% in 2030.
- Reducing the number of tires to cover the same distance saves CO₂ emissions: should each tire be used up to the legal limit, 35 million tons of CO₂ would be saved. Michelin promotes a minimum performance test on wet grip at worn stage, to ensure that all tires can be used safely up to the legal limit and contribute, with the European tire industry, to the work of the United Nations Economic Commission for Europe on that topic. In addition, Michelin promotes this objective throughout the whole value chain.

2. Reduce the carbon emissions of the Group's manufacturing operations by 50% in absolute value in 2050 compared to 2010

- Scope 1 and 2 emissions have decreased for about 4 millions of tons in 2010 to 3 millions of tons in 2018. This progress is leaning on:
 - The improvement of energy efficiency: the Group's energy consumption has reduced by 16% with a target of -25% for 2020,
 - The use of less carbon-intensive energy: 17 out of 70 of the Group's facilities use renewable energy solutions, out of which 8 are directly consuming the energy produced. More than one third of electricity consumption by the Group is from certificated renewable sources. In all, 15% of the electricity used by the Group in 2018 came from renewable sources.

3. Support a global carbon pricing system

- After a 2 year experimentation, the Group confirmed in 2018 the incorporation of an internal carbon price of €50 per ton of CO₂ into its method of calculating return on investment for projects requiring major capital expenditure.

4. Unify efforts to prepare the mobility of tomorrow

- The Movin'On Summit mobilizes the eco-systems with a 4th annual edition in Montreal in June 2020. The Movin'On Lab, a continuous process of innovation and international collaboration within communities of interest, launched an open sustainable mobility innovation network with the Québec stakeholders during the 2018 Summit.
- Michelin is a founding member of the Transport Decarbonization Alliance (TDA), which represents a unique coalition of the “3Cs” (Countries, Cities/Regions and Companies) that are spearheading the systemic transformation of mobility into a “net zero emissions” system before 2050.

Michelin joined the Steering Committee of the World Bank's SuM4All initiative in 2018, which advocates a comprehensive vision of sustainable mobility.

Michelin is also a member of the Transforming Urban Mobility program of the WBCSD.

B. In order to progress towards a carbon-free mobility, Michelin is strengthening its commitment

1. In line with our COP 21 2050 ambitions, compatible with a global warming below 2 °C, Michelin submitted its 2030 target to SBTi (Science Based Targets initiative).
2. In 2018, the Group approved the goal of eliminating coal as an energy source by 2030 for our 5 facilities concerned.
3. Michelin is expanding in the electric mobility solution with hydrogen fuel cell. Backed by Michelin and Engie, France's Auvergne-Rhône-Alpes region has decided to launch the highly ambitious Zero Emission Valley project.

Nexans

Nexans provides concrete solutions to the energy transition

As a global player in the cable industry, Nexans designs, produces and markets cables and cabling systems that provide the energy and information we need every day in our daily lives.

Climate change is a key issue for Nexans, which draws on its expertise and innovation capacity to advance towards the energy transition. Nexans brings concrete responses that span every phase of its business activities to reduce the carbon impact of products throughout their entire life cycle.

Responsible production

The energy efficiency of our production sites is an important lever for reducing our greenhouse gas emissions. The Group's environmental investments are aimed in particular at improving the energy performance of equipment. Some of our sites use renewable energies: installation of photovoltaic panels, wind turbines, etc. The circular economy is also a major focus of our low-carbon policy. We are working on reducing the raw materials used, increasing the recycled materials in our products, improving the recycling rate of our waste (100% of recycled non-ferrous metal waste).

Innovative products

Developing zero-carbon electricity

As a partner to large-scale projects, the Group secures the operation of wind turbines with cables that can resist twisting and the most severe weather conditions. Nexans optimizes the life and yield of photovoltaic installations and channels the electricity generated with minimum loss. As world leader in submarine applications, Nexans is stepping up its research and development efforts in hydraulic energy.

Adapting electricity transmission and distribution

The Group helps meet growing worldwide demand by facilitating the integration of renewable energy production and electricity exchanges between countries, and by improving grid resilience and energy efficiency through safer, more eco-friendly solutions for powering cities.

Nexans provides solutions to interconnect networks, secure the power supply, develop installed solar and wind capacity and supply energy to islands and offshore facilities.

Reducing energy consumption and emissions from transport

To reduce the weight of vehicles and therefore their energy consumption, Nexans develops finer, more lightweight cables.

The Group contributes to the development of electric mobility with cable solutions that allow the engine in hybrid and electric vehicles to operate. Nexans with its partners offer a comprehensive solution to facilitate the rollout of smart charging infrastructure for electric cars.

Improving the energy efficiency of buildings and data centers

Nexans assists in the construction and renovation of sustainable buildings. Its approach combines safety, energy efficiency and a limited environmental footprint. The EcoCalculator application helps professionals select the best low voltage cable solution for improving energy efficiency, reducing carbon impact and ensuring fire safety. Nexans cables also optimize the energy efficiency of data centers.

Bringing electrical power to more people

Access to electricity is a challenge for the economic development of emerging countries. But providing this access also offers the opportunity to take action to protect the climate by reducing deforestation and fossil energy consumption. The Group supports large-scale electrification programs in emerging countries through a simple, complete and easy-to-manage offer. In addition, the Nexans Foundation supports access to carbon free electricity for disadvantaged communities.

Targets

		2016	2017	2018	Evolution	Target 2022	
PLANET	Environmental management	100%	99%	99%	→	97%	
	Energy	Energy intensity ⁽¹⁾	239	257	348	↗	-3%
	Climate	Reduction of GHG emissions (scope 1, 2 and 3) (tCO ₂ e/t) ⁽²⁾	8.82%	-2.7%	+0.4%	↗	-5%

(1) Number of sites certified ISO 14001 / ISO 45001 / Total number of sites in the scope of the BNP survey (Belgium, Department, Italy)

(2) kWh consumed by the industrial area / kWh in constant prices index

(3) Greenhouse Gas emissions including direct and indirect indirect emissions (flow-related) and steam consumption, excluding power line losses, use of fuel cells and water treatment, as well as fugitive emissions. The 2022 target is based on the reduction of emissions at 2016, the base year

Orange

The digital is present in all sectors of human activity. The rapid growth of digital uses represents a challenge in terms of sustainability and pushes us to take into account a complex environmental equation. However, by radically transforming the old industrial world, the digital is also part of the solution to reduce environmental impacts.

For more than 10 years, as part of UN initiatives, within the ITU (International Telecommunication Union) or the non-governmental organisation's platform of *the Global Climate Action Agenda*, and of course in all sectors of its activity, Orange is committed to the energy and ecological transition. At COP21 in Paris in 2015, and in Marrakech the following year, we announced and reaffirmed our objectives:

- **reduce CO₂ emissions per customer usage by 50% in 2020** (in relation to 2006);
- **implement circular economy principles** in our organization and processes .

In terms of reducing CO₂ emissions, we are working to reduce our energy consumption which resides mainly in the networks and information systems. It is a demanding challenge because we must also act on behalf of our customers so that their ever-increasing digital activity does not strike their own energy bill.

Our networks consume energy and generate CO₂ emissions. To tackle these issues, we are deploying the Green ITN 2020 programme that drives the development of energy efficient solutions. In Africa and the Middle East, our Energy Services Company (ESCO) programme helps avoid 80,000 tonnes of CO₂ emissions each year and we are aiming to fulfil over 30% of our energy requirements from renewable sources by 2030. In addition, Orange has deployed an environmental management system that has been recognised with ISO 14001 certification across two thirds of the Group's global businesses. We are also working to increase the energy efficiency of our buildings and transport, looking particularly at limiting business travel.

- > **Between 2006 and 2018, we have reduced our CO₂ by 56,6 % per customer use**
- > **Between 2016 and 2018, our global carbon footprint decreased by 3,2 % in absolute terms**
- > As part of our 2025 goals, **we commit to be Net Zero Carbon with the GSMA in 2050** and achieve a utilization rate of **at least 50% renewable energy**

In terms of the **protection of natural resources**, Orange has applied a process aimed at taking into account issues associated with the rare and critical resources used in the Group's products and equipments (networks, terminals ...) which use critical materials and limited resources that must be treated in an irreproachable manner. The recycling and recovery of waste electrical equipment (WEEE) and the development of the principle of reuse constitute a virtuous obligation for us that positions us as a player in the circular economy.

In 2018, we created an exchange platform to redeploy set-top boxes and boost second-hand mobile sales. We have also opened an internal repair centre in Senegal and put in place systems to collect and recycle unwanted devices that are customised to handle different types of waste and adapt to different markets

- > In 2018, we collected and recycled 1 600 000 unwanted mobile phones
- > **20 000 set-top boxes** repaired in Poland and redeployed in Senegal

But at the same time, the digital can help the energy and ecological transition. "IT for green" is a source of innovation which is likely to provide sustainable solutions to certain environmental issues (smart cities, smart grids, smart mobility, smart metering, connected objects...)

- > **At COP23, our technological and human partnership (collection, processing and modeling of climate data) with the Centre de Recherches sur les Ecosystèmes de l'Altitude du Mont-Blanc (Mont Blanc Altitude Ecosystem Research Center) received the United Nations Momentum for Change Award.**
- > We have set up a cooperation between Orange Marine and Argo for the protection of the biodiversity in the oceans.

Orano

In a context of increasing electricity needs worldwide (X2 by 2050) and with the urgency of combating climate change (CO₂ emissions to be halved by 2050), it is essential to develop all low carbon energy sources. To meet the goals set by the COP 21, while allowing everyone to enjoy a competitive and continuously available supply of electricity, nuclear power remains necessary. Along with renewables, it is one of the two pillars of an energy mix capable of responding to present and future challenges.

Orano contributes through the recycling and reuse of the nuclear materials that will enable this low carbon electricity to be produced. The group and its 16,000 employees offer products, technologies and services with high added value spanning the complete nuclear fuel cycle, with activities encompassing mining, uranium chemistry, enrichment, used fuel recycling, logistics, dismantling and engineering.

Since 2004, Orano has implemented a program to reduce its environmental footprint through uncompromising control of its CO₂ emissions. This program also features ambitious reduction targets for greenhouse gas (GHG) emissions, energy and water consumption, and conventional waste.

This program has been implemented across all of Orano's industrial sites and the figures for the period 2004 to 2018 speak for themselves in terms of the reductions in GHG emissions achieved, and therefore our contribution to the fight against climate change:

- Mining activities: GHG emissions reduced by 26% per ton of uranium produced, through the implementation of new industrial processes;
- The Malvési facility devoted to uranium conversion: 80% reduction in GHG emissions linked to the commissioning of its new Comurhex II facility, the most modern conversion plant in the world, equipped with new production workshops with a reduced environmental footprint;
- Tricastin facilities devoted to uranium conversion and enrichment: beyond the 98% reduction in electricity consumption thanks to new enrichment technology, an 85% reduction in GHG production has been achieved mostly through a modification of the fluorine production facilities and the commissioning of the new Philippe Coste conversion plant. In total, between 2004 et 2018 energy consumption has been reduced by 96%;
- La Hague plant devoted to the recycling of used fuel: 42% reduction in CO₂ emissions, thanks mostly to preferred use of electricity over heavy fuel oil in the production of steam for the needs of the site.

Orano's climate strategy has delivered an overall reduction in GHG emissions of 64% between 2004 and 2018. Over the same period, we are also proud to have reduced energy and water consumption by 91% and 93% respectively.

Two years ahead of schedule, Orano has exceeded its initial ambition: **to reduce its energy consumption by 80% and its CO₂ emissions by 50% compared to 2004.**

Moreover, to tackle the energy challenge, Orano is committed to increasing the share of nuclear in global electricity generation by providing its customers with services and products spanning the entire fuel cycle (supply of uranium, transformation, recycling of nuclear materials, waste management, etc.), fostering the production of low-carbon electricity. By way of illustration, for the production of nuclear electricity, CO₂ emissions over the entire production cycle worldwide amount to 12 grams of CO₂/KWh compared to 48 for solar photovoltaic, 490 for gas and more than 800 for coal (IPCC sources).

Orrion Chemicals Orgaform

Orrion Chemicals Orgaform is a company producing specialty chemicals: glue for staples, glass-coating to protect glass bottles from scratches and improve resistance, and demolding agents for polyurethane foam parts. Orrion Chemicals Orgaform also toll manufacture for start-ups looking for a long-term industrial partner as well as large multinationals (eg food adhesives, rubber-metal adhesives for anti-vibration systems...).

Orrion Chemicals Orgaform's 2018 turnover has reached € 12.9 million. The company employs 46 persons, of which 9% in R&D.

Our long-term carbon objective is to reduce our greenhouse gas emissions: reduce the CO₂ emissions kg ratio per manufactured kg to 0.15 in 2023. In 2011, the ratio was 0.28 and went down to 0.19 in 2018.

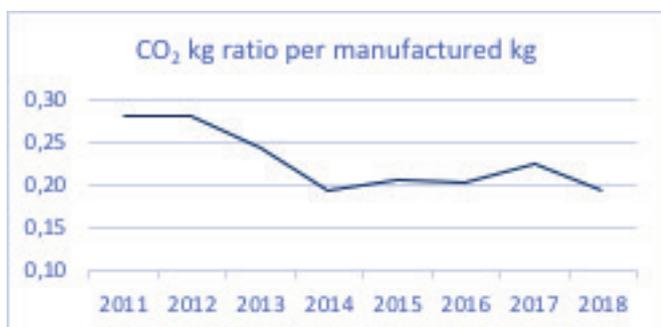
Various actions are pending to achieve this goal:

- **CSR** (Corporate Social Responsibility) is part of our strategy and policy. The company is deeply involved in France Chimie's CSR initiative and its self-assessment tool. We have established a CSR action plan in 2018.
- **R&D**: major projects financed by ERDF funds are in progress on demolding agents in order to replace solvent-based products with aqueous base products.
- **On site: energy savings and waste optimization**
 - > We are certified ISO 14 001 since 2006.
 - > Extensive waste sorting (26 different streams) and 73% of waste are recovered/valorized. We also recycle cleaning solvents and limit losses.
 - > Solar panels have been installed in 2017. It represents 5% of our electricity consumption.
 - > The boiler burner was replaced, reducing energy consumption and CO₂ emissions.
 - > Thanks to EWCs (Energy Saving Certificate), we have been able to finance the insulation of all singular points of workshops, as well as the replacement of the workshops and warehouses lighting by LED lighting.

Thanks to OPCA funding, we trained in 2019 an "Energy Referent" that leads a multidisciplinary team. Following that training, we have built a whole action plan:

- install a metering system (for steam and electricity);
- recover air energy from compressors to heat a building and;
- replace softened water by osmotic water to supply the main boiler in order to reduce the number of blowdowns.

We are confident that our actions to reduce greenhouse gas emissions will enable us to meet our objective.



Pellenc ST

An innovative SME advocating Circular Economy

Pellenc ST is a French industrial manufacturer of optical equipment for the recycling industries. The technologies embedded in our machines (infrared spectrometry, visible spectrometry, x-ray transmission and inductive sensing) are used in Material Recovery Facilities (MRF) and recycling plants. With over 1,600 machines installed in more than 40 countries, Pellenc ST is one of the leading suppliers of intelligent sorting solutions supporting circular economy.

Indeed, Intelligent and connected sorting solutions are an essential link for the circular economy, reducing pressure on natural resources: they make it possible to discriminate materials that cannot be differentiated by the human eye, and to treat large volumes of waste which are thus diverted from landfill to material recovery and recycling. Sorting and recycling waste also helps to reduce greenhouse gas emissions.

A good case in point is PET recycling, a PET bottle requires less energy to produce with recycled material than with virgin resin: 7 MJ/kg instead of 84 MJ/kg. Producing 50 000 t/year of virgin PET generates 107,500 tons CO₂ compared with 25.0000 tons for recycled PET (rPET), representing a reduction in CO₂ emissions of 82,500 tons.

(source: www.clubinternational.ademe.fr/en/exemplary-projects/pellenc-st-mexico-project).

As a responsible company and thanks to its continuous improvement policy and particularly concerning the energy performance of its products and installations, enabling it to reduce greenhouse gas emissions and increase its energy autonomy.

Pellenc ST invests each year 1 million euros for the products development

- Reduce energy consumption: replacement of air conditioning by a Vortex system, optimization of the detection chain resulting in the reduction of halogen power and the reduction of compressed air consumption
- Develop new sorting technologies to meet the new challenges of the industry in 1st position
- Increase the spare parts lifetime: for instance electrovalves lifetime have doubled
- Facilitating machines end-of-life: fiberglass reinforced polyester covers, difficult to recycle, have been removed and replaced by recyclable metal parts
- Offer smart and connected solutions to support the performance of sorting centers.

In parallel, Pellenc ST has started a yearly 1 million euros investment program on its infrastructures

The objective is to work in collaboration with major professional associations to validate new materials recyclability and contribute to their Ecodesign.

- Opening of a new demonstration line dedicated to metals recycling and technical plastics recovery
- Set up of photovoltaic panels
- Optimization of lighting and switch to LEDs
- Limitation of the buildings temperature rise and regulation in a controlled range
- Variable energy recovery compressor system

Already ISO 9001, 14001 and OHSAS 18001 certified, the company continues its approach aims at passing ISO 50001 Energy Management certification within the next 3 years.

Pernod Ricard

Company overview:

Pernod Ricard is the No.2 worldwide producer of wines and spirits with consolidated sales of €8,987 million in FY18. Whiskies, rums, gins, vodkas, anise spirits, liquors, wines, all the products of the Group come from the processing or agricultural raw materials and are strongly rooted in their "terroirs". This strong connection to nature and to the planet comes from the history of the Group. In 1966, Paul Ricard founded the Oceanographic Institute that will later carry his name. Climate change is one of the most serious threats for humanity. It especially endangers agriculture, from which we depend for our activities. It is also closely linked to the management of the water resource of the planet, which the prerequisite for life.

This is why, in 2010, Pernod Ricard set a series of environmental targets to be reached by 2020 to address climate change through its 2020 Environmental Roadmap.

2020 Environmental Roadmap progress:

By end of 2018, the Group has reached:

- 93% of manufacturing locations are ISO 14001 certified;
- 95% of vineyards are certified according to environmental standards (target of 100% by 2020);
- 20% reduction of water consumption per litre of pure alcohol produced between 2010 and 2018 (target of 20% by 2020 – target reached);
- 30% reduction of carbon emissions per litre of pure alcohol produced from 2010 to 2018 (target of 30% by 2020 – target reached) by reducing the energy consumed per litre of pure alcohol in production sites by 17% from 2010 to 2018 and increasing the renewable electricity up to 75%;
- From 10,253 tonnes of waste to landfill in 2010 to 748 tonnes in 2018 (target to go toward 0 tonne in manufacturing locations by 2020).

New 2030 targets:

In April 2019, Pernod Ricard launched a new Sustainability & Responsibility (S&R) strategy "We bring good times from a good place.", built on the United Nations Sustainable Development Goals (SDGs) and addressing the entire business from 'grain to glass'. This roadmap has ambitious targets from now until 2030, with key milestones for 2020 and 2025. Below are the main commitments linked to environment and climate change which lies in two of the four pillars of the strategy Visit our website to read the entire strategy: www.pernod-ricard.com/en/sr/

Nurturing Terroir

- Biodiversity - by 2030, 100% of the Group's global affiliates will have a strategic biodiversity project.
- Regenerative agriculture – by 2025, the Group will develop regenerative agriculture pilot projects within its own vineyards in 8 wine regions – Argentina, California, Cognac, Champagne, Spain, Australia, New Zealand and China - mimicking natural processes to improve the quality of top soil, watersheds and ecosystems. By 2030, Pernod Ricard will then partner with over 5,000 farmers to share this knowledge further.

Circular Making

- Packaging and waste - by 2025 Pernod Ricard will ban all promotional items made from single-use plastic and 100% of its primary packaging will be recyclable, compostable, reusable or bio-based. In addition to which, by 2030 the Group will pilot 5 new circular ways of distributing wine & spirits and help increase recycling rates in its top 10 largest markets with low recycling levels.
- Water balance and carbon-footprint - by 2030, Pernod Ricard aims to be water balanced in all high-risk watersheds (like India and Australia), replenishing 100% of water consumption from production sites. In relation to carbon emissions, Pernod Ricard will commit to reducing the overall intensity of its carbon footprint by 50% by 2030 in line with the Science-Based Targets (SBTs) initiative.

Plastic Omnium

A Long-standing commitment to the Environment

Plastic Open is a French industrial group that ranks among the world's leading automotive suppliers with three, intelligent exterior systems, clean energy systems and automotive assembly modules :

- **An environmental governance based on a strong commitment of the Executive Management**, enshrined in a code of conduct since 2003 and reviewed regularly since. The Group affirms its will to go beyond local environmental legislations, when these are considered insufficient, by the elaboration and implementation of specific rules;
- **Energy management** with the launch in 2007 of a dedicated program: Top Planet, which has been strengthened after COP21, by the setting of an objective of energy consumption reduction per kilogram of processed material;
- **Effective management of the sites' environmental footprint**, through systematic environmental certifications of the plants as well as actions aiming at optimizing recyclability, materials consumption, and waste management.

In 2019, Plastic Omnium formalized its CSR strategy around 3 axes – a responsible company, caring for people and sustainable production – and 10 performance indicators with associated objectives. **In particular, the Group aims to reduce by 20% CO₂ emissions per kilogram of processed material in 2025 compared to 2018.**

Product innovation with a proven impact on CO₂ emission reduction

For many years, car manufacturers have been committed to continuously reduce greenhouse gas emissions for every new vehicle on the market.

This change was very early anticipated by Plastic Omnium, and has for several years been **a key focus of its R & D strategy**. With R&D expenditures amounting to around 6% of annual sales, this strategy has resulted in multiple innovations (**vehicle lightening, improved aerodynamics, “SCR” emission reduction devices, fuel systems suited to the constraints of hybrid-powered vehicles...**) Plastic Omnium **provides manufacturers with products and functions that directly contribute to their emissions reduction objectives.**

Leading the way towards zero-emission mobility with hydrogen and fuel cells vehicles

Convinced that, in transport and automotive in particular, electric propulsion is the most convincing alternative solution when it is possible to produce electricity in the vehicle, the Group invested significantly in fuel cells and hydrogen, with the ambition to master the design and integration of these new technologies in the vehicle, from storage to flow management and electricity generation.

The opening in 2019 of two new R&D centers, one in Brussels (Belgium) and the other in Wuhan (China), partly dedicated to the development of hydrogen storage and fuel cell, illustrates Plastic Omnium's commitment in this direction.

By integrating the *Hydrogen Council*, which brings together the main industrial groups developing hydrogen, Plastic Omnium aims at **establishing a global dialogue with the main stakeholders likely to promote and develop this cleaner energy.**

Groupe PSA

Tangible commitments and results for a low-carbon economy.

Strengthened climate governance

Carbon emissions issues are at the heart of the responsibility of an international automotive group like Groupe PSA. To ensure its resilience to climate change, Groupe PSA has adopted climate governance at the highest level of the company. By shedding light on the impact on the climate of its decision-making, Groupe PSA protects its economic and financial performance and preserves the value of its assets over the long term.

To effectively support the implementation of decisions related to the fight against climate change, Groupe PSA has integrated climate issues at all levels of the organization, with responsibility exercised within all the company's management and executive functions.

A holistic approach to climate: reducing CO₂ emissions at all stages of the product life cycle

As an actor in sustainable mobility, Groupe PSA is committed to reducing the environmental footprint of its vehicles, from the extraction of the raw materials necessary for their manufacture to their recycling.

Of the total carbon footprint of the Group's vehicles, 75% of CO₂ emissions occur when they are used. The Group therefore concentrates a large part of its efforts on reducing this source of emissions, and thus devotes nearly 40% of its Research and Development budget to clean tech:

- eight plug-in hybrid petrol and seven electric models will be launched by 2021 in Europe and China;
- in 2021, 50% of the vehicles on the market will be offered in electrified versions, then this will cover 100% of the offer in 2025.

For more than 10 years, Groupe PSA has been among the European leaders in reducing CO₂ emissions from vehicles. This leadership reflects its choice to focus on efficient and accessible technological solutions, deployed on mass-market vehicles, a prerequisite for a real impact on the environment.

In addition to the eco-design of its vehicles, the Group is also committed to reducing the carbon footprint of:

- its supply chain and logistics activities - by setting its suppliers targets to reduce their own emissions;
- its industrial facilities - by reducing energy consumption. By 2050, all the Group's plants will be carbon neutral through the use of renewable energies and compensation for unavoidable emissions.

A brand dedicated to easy and low-carbon mobility: Free2Move

In addition to the five automotive brands (Peugeot, Citroën, DS Automobiles, Opel and Vauxhall), the Free2Move brand brings together the Group's mobility services to guarantee its customers their freedom of movement.

Several electric car-sharing services are operational: Paris, Madrid, Lisbon, Wuhan...

In addition, Free2Move Services allows you to:

- locate charging stations compatible with your electric vehicle among the largest network in Europe (more than 85,000 public charging points);
- propose the best itinerary, including stops at charging points when necessary, based on an analysis of the vehicle's remaining autonomy and use;
- estimate the duration of your trip taking into account the charging time.

The Group is thus activating all the levers to simplify electric mobility and encourage its customers in the energy transition.

Publicis Groupe

The third largest global communications group, Publicis Groupe positions itself as a platform, as a partner in transforming its customers (companies and brands) with the challenge of reinventing consumer engagement by offering personalized experiences at scale. Marketing transformation is closely linked to digital transformation. Consumption patterns are changing rapidly as citizens-consumers are rethinking their needs and expressing new expectations in the face of the many challenges of the coming years.

Publicis Groupe has incorporated this paradigm shift. In order to progress, the “**Consume less and better**” environmental policy is aligned with the 2030 Framework for Climate and Energy of the European Union, the 2020 targets having already been achieved.

In terms of its intellectual services activities and its direct impacts, the Groupe initially focused on reducing its consumption, with energy as a priority. Over the last 10 years, while the company has doubled in size, energy consumption per capita has been reduced by 31.5%

Parallel to this, the efforts made by the subsidiaries in many countries with regards to the origin of the electricity consumed, has made it possible to reach the 33.5% renewable energy rate over the same decade. The Groupe has therefore undertaken a compensation program for its unavoidable environmental impacts, with the energy mix as a priority, since the Groupe's digital activities consume electricity. A renewable electricity supply program has begun to reduce the impact of electricity consumption by the Groupe on the climate. Three countries were selected for a first pilot operation: the United States, India and France. Thanks to the acquisition of Guarantees of Renewable Origins and Renewable Energy Certificates (hydropower in France and India, wind energy in the USA) the consumption of these 3 countries is 100% renewable for 2018. This brings the share of renewable energies to 77.3% at Group level. Ultimately, the goal is to have 100% of the energy consumed coming from renewable sources.

These major advances are possible thanks to the involvement of the entire company, from the General Management to all employees in all branches. Lastly, the Groupe works closely with its customers on campaigns and technological projects that integrate the reduction of environmental impacts as soon as they are conceived. Different measurement methods are tested according to the projects. The goal shared with certain clients is to create carbon-neutral campaigns.

Groupe RATP

RATP continues its commitment to energy sobriety and the fight against climate change through ambitious objectives, placing itself as a major player in smart and sustainable cities

RATP Group is determined to meet the energy transition challenge, in Île-de-France and through its projects in France and abroad. To achieve this, the Group is aiming to develop the use of public transport, which is virtuous by definition, and is committed to reducing its energy and carbon footprint by 2025.

It strives to constantly improve the mobility solutions performance, in all transport modes, regarding the environmental footprint, public health and energy sobriety.

In 2017, RATP set itself new goals for 2025 compared to 2015:

- **Reduce its energy consumption** per passenger-kilometre **by 20%**;
- **Reduce greenhouse gas emissions** per passenger-kilometre **by 50%**.

To achieve this, the company has set up an action plan for all of its activities: passenger transport (rolling stock), buildings, infrastructures, passenger areas and auxiliary vehicle fleets.

Since 2017, RATP is the **1st multimodal transport operator to obtain ISO 50001 certification (energy management)** for all of its activities and networks in the Île-de-France region.

In 2018, **RATP already reduced its energy consumption by 6% and its greenhouse gas emissions by 11%, compared to 2015.**

In Île-de-France, on the RATP network and for the same distance, we emit up to 60 times less CO₂ when we travel by metro, RER suburban rail or tramway than when we use a private car. Public transport provides the best carbon footprint for travelling from place to place. And RATP continues to innovate in order to improve its activities' environmental performance even more.

Regarding energy transition, its main aim is to deploy its Bus 2025 Plan. It seeks to offer a **100% clean bus network**, making the Île-de-France region a global reference in very low-carbon urban public road transport. This is a major challenge that is mobilising the entire company, as it involves 4,700 buses and 25 bus depots. The fleet of 4,700 buses will therefore be totally renewed with the long-term objective being to have a fleet composed of two-thirds electric buses and one-third biogas buses.

In 2018, the fleet was already made up of 950 hybrid buses, 140 bio-NGV buses and 83 electric buses.

In rail networks, the **recovery of braking energy** is a major lever for reducing energy consumption. All trams and RER trains in the RATP network are so fitted. From 2032 onwards, all metros are also expected to be able to regenerate energy on braking.

As a major player in sustainable cities, RATP also leads various innovative projects in favour of the ecological transition in cities. For example, on metro line 11, heat in the tunnels is recuperated and used to heat a building with 20 housing units. This mechanism makes it possible to cover 35% of the building's heating needs on average.

To encourage passengers to use less carbon-intensive modes of transport instead of private cars, **RATP Group is enhancing public transport's attractiveness and complementarity**, notably by providing mobility services in addition to its long-standing network: carpooling, car sharing, electric scooters and autonomous shuttles, through RATP Capital Innovation's investment in these areas. The additional services include: 1,084 bicycle parking spaces near metro and tram stations.

In 2018, RATP became founding member and partner of Net Zero Initiative, a group of companies aiming to reach carbon neutrality. Their goal is to establish a carbon neutrality frame of reference for companies.

Rémy Cointreau

1. Implementation of Low-Carbon Strategy

In the Global Compact context, & after a 2017 materiality analysis, Rémy Cointreau has retained 10 of the UN SDGs (including climate change & sustainable agriculture). The variable remuneration of Executive Committee members has been indexed on them. Our new 2019 Group CSR Charter brings further focus to climate change. We now measure GHC emissions on a Scope 3 basis for all activities. From 2020 onwards, our new CSR Plan will be based on carbon emission reduction targets (ACT/ADEME & SBT - Science Based Targets) so as to attain carbon neutrality.

2. Sustainable wine-making practices

The Domaines Rémy Martin have been HEV (High Environmental Value) certified by the French Ministry of Agriculture since 2012. Furthermore, Rémy Cointreau supports its suppliers/partners from the "Coopérative Alliance Fine Champagne (AFC)" in implementing this certification. Target: 100% of AFC members engaged in this process by 2020. In 2018, some 230 winegrowers have been trained raising the total to over 600. Today, 94% of AFC's growing areas are engaged in this process. By 2022, our goal is to have over 50% of winegrowers HEV 3 (highest level) certified. In 2019, over 180 winegrowers had already obtained this certification, representing 42% of growing areas.

3. Energy & Raw Materials

In 2017, the equivalent of 100% of the electricity used by our French sites was renewable (hydraulic). In addition, a plan to reduce energy consumption has been developed targeting a 900 MWh decrease by 2020. In 2018/19, a reduction of 441 MWh was achieved, i.e. 49% of our 2020 target.

4. Greenhouse Effect Gas (GHG) emissions

Rémy Cointreau published this year for the first time a full Scope 3 carbon footprint by brand, encompassing all its production & freight activities. Over the past two years, eco-design, videoconferences & travel optimisation have helped to avoid over 3 500 teqCO₂ of emissions. Such actions will be at the heart of our new CSR Plan in order to place the Group on the required global +1,5° C. trajectory.

5. Packaging Eco-design

A dedicated, transverse committee has been created at Group level, bringing together our purchasing, supply chain, product development & marketing teams that have by now all been trained for our eco-design process. In 2018, a comprehensive evaluating & monitoring model has been developed enabling the calculation of an Environmental Performance Index (EPI) for each SKU's package, allowing a detailed analysis of their environmental footprints & leading to a first mapping for key SKUs in our product range.

6. Product Freight

Emissions of CO₂ due to freight (measured in scope 3) are one of the largest causes of GHC emissions for the group. They are now measured and audited worldwide in order to target their steady reduction over time. Our bids for tenders to logistic companies now include environmental criteria (e.g. monthly reporting of carbon emissions, charter driven commitment to reduce emissions). In 2018/19, 44% of our transporters have supplied information covering 86% of our expeditions.

7. Terroirs & Territories

By 2024, Rémy Cointreau aims at achieving a 100% coverage of the worldwide land necessary to provide its Maisons with agricultural raw materials to be cultivated in a durable manner. In addition to the land already owned by the Domaines Rémy Martin, most of our Maisons have now acquired, whether in Scotland, France, Barbados or Greece, their own plots in order to develop durable agricultural practices. In 2018/19, the Group has engaged, for the tenth consecutive year, with the French ONF (National Forestry Organization) in programmes to preserve forests (e.g. adaptability to climate change, development of pedunculate oak in France). Other actions for biodiversity include bees preservation (France, Barbados), creation of (bee) fallows in the Cognac region, etc.

Groupe Renault

Make mobility sustainable and accessible to all, everywhere in the world: An electric, responsible, shared, autonomous and connected mobility

Groupe Renault has integrated environmental issues into its strategy and organization as challenges to be met. The Group is committed to reducing the environmental impacts of its products throughout their entire life cycle, from generation to generation. It has chosen to be a pioneer in the development of a range of electric vehicles accessible to all and in the implementation of the principles of the circular economy (recycling of end-of-life vehicles, short material loops, reusable and remanufactured parts, economy of functionality).

Results of the Drive the Change 2011-2016 Plan

Renault has met its 7 commitments to reduce CO₂ emissions, including:

- To Reduce its global carbon footprint per vehicle by 3% per year, taking into account the entire life cycle, from raw material extraction to end-of-life, by integrating fuel and electricity production and the use phase.
- To remain among the top 3 best car manufacturers in Europe in terms of average CO₂ emissions;
- To be the European leader in electric vehicle sales;
- To reach a proportion of 33% recycled content in the total mass of new vehicles produced in Europe (36% on Megane).

Groupe Renault has established itself as a pioneer in the automotive sector in terms of the circular economy, in particular by developing projects for the recycling, reuse and marketing of parts and materials from the Group's end-of-life vehicles (ELVs) and production sites.

Ambitions of the new Plan Drive the future 2017- 2022

The automotive industry must halve its greenhouse gas emissions by 2050 to meet the COP21 targets and contain global warming below 2°C by 2100, taking into account the doubling of the vehicle fleet by 2050. This means reducing well to wheel emissions from passenger cars sold in 2030 versus 2010 by nearly 40%.

The Group's CO₂ emission reduction targets (scope 1, scope 2 and scope 3 "from well to wheel") for 2030 were officially approved by the Science-Based Targets (SBT) initiative in March 2019. The Renault Group is the first company in the automotive sector to obtain validation of its decarbonation objectives through the SBT initiative.

Renault's ambition is to go beyond this objective and maintain its positive contribution to the sector's efforts to reduce greenhouse gas emissions worldwide.

Renault's approach is characterized by the choice of cross-functional solutions capable of simultaneously meeting the challenges of climate, resources and air quality in urban areas. Each solution combines a very high ecological potential and a large diffusion capacity thanks to a viable business model for manufacturers and attractive for the customer:

- To Reduce the carbon footprint by 25% between 2010 and 2022 on average per vehicle sold.
- To remain a leader in electric vehicles through the deployment of products and services:
 - > The widest range of electric passenger and commercial vehicles, with 8 electric and 12 electrified models.
 - > The development of network services: intelligent charging and second battery life.
- To develop new mobility services through the deployment of connected products and services: 100% of vehicles connected to key markets, car-sharing vehicles, on-demand transport services with driver or autonomous (robot-taxis);
- Increase the turnover of the industrial system of the circular economy implemented and develop new circular activities: short material loops, offers of reusable parts and economy of battery functionality.

Energy efficiency for a sustainable future

Rexel is a worldwide expert in the professional multichannel distribution of electrical products and services for the energy world. The Group supports its customers to better manage their activities by offering them a range of adapted and scalable energy control solutions for construction, renovation, production and maintenance.

Climate change is one of the major challenges of our time. Energy management alone can absorb 40% of the greenhouse gas reductions needed to meet the Paris Agreement targets on climate change (IEA, Energy Efficiency 2018). Every day, Rexel works to make energy efficiency the safest and most effective lever to accelerate the energy transition and promote the emergence of a "net zero emission" economy.

The Rexel Group is committed to fighting climate change:

- By offering its customers products and solutions to accelerate the energy transition;
- By reducing its own environmental footprint;
- By encouraging all of its stakeholders to commit to being an active player in the transition to a low-carbon economy.

2020 objectives already achieved

Rexel had set itself two climate targets for 2020:

- Reduce greenhouse gas emissions in its operations by at least 30% (over 2010). In 2018, Rexel reduced its emissions by 36.9% compared to 2010;
- At least double the sale of energy efficiency products and services (compared to 2011). By the end of 2018, Rexel had achieved this goal with sales 2.07 times greater than in 2011.

The Group's investment in France illustrates its ambition to combine operational excellence with its commitment to fight climate change. Rexel moved into a new 20,000 m² logistics warehouse near Bordeaux in 2018. This BREEAM GOOD-certified building has a nearly 2,000 m² photovoltaic power plant on the roof, for its own consumption. The installation covers 20% of the logistics center's energy needs.

The early achievement of these targets led the Group to develop a new climate roadmap in 2018.

An ambitious roadmap for 2030

Having fulfilled its objectives a few years early, Rexel joined the Science Based Target initiative (SBTi) in 2018 and is committed to setting targets for reducing greenhouse gas emissions that are aligned with the +2°C target. The Science Based Target initiative, supported by the WWF, the United Nations Global Compact, the CDP, and the World Resources Institute, aims to encourage companies to set ambitious GHG reduction targets and validate them.

The new Rexel climate roadmap will engage the Group in a collective adventure. A new target will be set for internal emissions (scopes 1 and 2). It will be complemented by provisions to reduce emissions throughout the value chain (scope 3).

RTE, the French transmission system operator, is a service provider. Its main mission is to ensure an affordable, reliable and clean electricity supply to all its customers.

The development and optimization of the electricity system to achieve a successful energy and ecological transition, mainly by ensuring that the targets of the multi-year energy plan are met, requires deployment of all available drivers: innovation, grid adaptation, integration of renewable energies, sobriety, economic and environmental actions.

Here are some of our actions to allow carbon neutrality by the year 2050:

Make the integration of renewable energies and the new electricity usages for an economy with zero net emission possible:

- The RTE Ten-Year Network Development Plan proposes a new approach for carbon-free adaptation of the grid to reach the first target of 50 GW of renewable energy capacity integrated in the electricity system. The purpose of this strategy is to limit investments in the on-shore grid to M€400 a year against M€695 a year, based on a conventional approach, without any increase in congestion costs. In addition, connection of off-shore energies results in investments of around M€450 a year based on the standardisation strategy, aiming at overall savings of M€900 by the year 2035. These savings in € represent CO_{2eq} emissions and tons of avoided materials not consumed;
- RTE fosters integration of electric vehicles in the electricity system. This could reach up to 16 million vehicles by the year 2035 without issue for the grid. This extensive penetration is factored into the hypotheses of the Long-term Adequacy Report on electricity supply-demand balance. RTE is also committed to enabling electric mobility by proposing market design adaptations to boost vehicle-to-grid mode, and by progressively adapting its own fleet and deploying charging stations on its sites.

Target in savings resources

Committed to an active policy of sustainable resources management, RTE eco-designs innovative modular solutions to reduce the environmental footprint over the lifecycle of its activities for the electricity system and infrastructures. RTE drives extensive adjustments of its grid to reach sobriety and lifetime extension of existing assets, by increasing their usage value with a precise combination of digital technologies.

- RTE is committed to the SubZéro innovation partnership. This is jointly develop with its industrial partners to implement new solutions for compact substations using electrical insulating materials and technical innovations minimising the risks of greenhouse gas emission, mainly by substituting SF₆ gas.
- Since 2018 RTE has used an internal carbon price for its grid development decisions
- RTE promotes energy sobriety in its different publications (Long-term Adequacy Report, Eco2Mix, Ecowatt, etc).
- RTE is committed to acting as a role model for energy consumption based on energy efficiency action plans concerning the main consumption items.
- RTE develops infrastructure maintenance and management to save resources with a tailor-made approach and implementation of a monitoring programme based on the most innovative sensor technologies.

Foster ecological regeneration

- RTE deploys a no pesticides policy on all its sites. It has been in place on all its administrative sites since the end of 2018 with the aim to maintain 65% of its industrial sites without using phytosanitary chemicals by the year 2022.
- RTE is developing a new vegetation management solutions fostering biodiversity under its lines. The purpose is to use an alternative vegetation management to rotary cutting on 3000 hectares by the year 2024.
- RTE has been recognised as deploying the national biodiversity strategy since 2012 and has been committed to Act4Nature since 2018.

Safran

In 2016, under the auspices of the International Civil Aviation Organization, the stakeholders in the air transport industry set themselves a highly ambitious goal in terms of environmental requirements: bringing greenhouse gas emissions in 2050 down to 50% of their 2005 levels, despite passenger traffic being expected to increase 3.5-fold by then. Between 2009 and 2020, the objective is to improve fleet fuel efficiency by 1.5% per year.

The third-largest player in world aeronautics (excluding manufacturers), with revenue of more than €21 billion in 2018 and more than 93,000 employees on over 300 sites worldwide, Safran is contributing fully to achieving this objective by acting on two levels: reducing the environmental impact of its products and managing the greenhouse gas emissions linked to their production.

Our engines and equipment need to consume less and less fuel. Already, the new jet engine from Safran, the LEAP, produced since 2016 and designed for short- and medium-haul aircraft, emits 15% less CO₂ compared to the current standard. We need to go even further. 75% of our R&T budget, the total amount of which will exceed €600 million in 2022, is therefore being directed toward reducing the environmental footprint of our products.

We are working on ultra-energy-efficient modes of propulsion, with new architectures such as Open Rotor and advanced materials, and on sustainable alternative fuels.

The electrification of propulsion also accounts for a major proportion of our effort, even though the technological challenges posed by the energy density of batteries make this more of a long-term project for commercial aviation. However, small, medium and larger hybrid or all-electric aircraft, which could reduce air traffic congestion on routes and cities, should start to make their appearance in stages between the mid-2020s and the following decade. The aviation industry can also contribute to lowering greenhouse gas emissions for other modes of transport, by proposing an alternative to them. Electrification concerns propulsion but also equipment. An example of the latter is electric taxiing, whereby a motor incorporated in the landing gear handles some of the taxiing on the runway, thereby reducing fuel consumption by up to 4%. Managing the environmental footprint of our products also involves supporting our customers in reducing their energy consumption. Digital solutions such as SFCO₂ or BOOST enable airplane and helicopter pilots to make optimum use of our engines in terms of energy efficiency.

Moreover, we need to continually improve how we manage the carbon footprint of our production modes. Launched in late 2018, the Low Carbon project targets a major reduction of greenhouse gas emissions linked to our activities, to comply with the two degrees scenario of the International Energy Agency. We had given ourselves two years to define the notion of carbon compatibility, draw up an inventory of exemplary actions—such as the biomass plant in Bordes, the biodiesel plant in Gloucester, or the controlled and optimized management of air in the clean room in Montluçon—and study the feasibility of the objective of reducing our energy-related greenhouse gas emissions by 30 to 40% by 2025. In 2020, this strategy will be implemented through investments and actions on the ground. At our nacelles factory in Le Havre for instance, this involves replacing gas heating with the urban heating network. While at our sites in Mexico, this means supplying electricity from a field of solar panels.

Alongside the other stakeholders in the sector, Safran, a civic-minded company, is doing all it can to honor its part of the ecological contract to which it is committed. For this reason, Safran is supporting the “French Business Climate Pledge” initiative.

Philippe Petitcolin
Safran CEO

Saint-Gobain

In the frame of its climate change policy, Saint-Gobain supports a set of proposals:

- The realization of net global carbon reduction emissions trajectories in line with the global reduction objectives and taking into account scientific findings;
- Clear, effective and predictable carbon pricing mechanisms and complementary economic signals to achieve global net emission reductions at the least economic costs. Such mechanisms should be carefully designed and implemented to reduce competitive distortions in the most sensitive sectors;
- The guarantee that international trade and investment rules will positively encourage actions to help combat climate change;
- The rollout of efficient mechanisms to reduce energy consumption and greenhouse gas emissions in buildings and transportation sectors;
- The support of this transition by ensuring the long-term viability of measures taken locally;
- The introduction of certifications to support the environmental benefits of products.

We commit to:

- Promote the preservation and availability of natural resources.
- Reduce the amount of non-recovered waste and natural resources consumption.
 - > -50% non-recovered waste by 2025¹⁴
- Reduce water withdrawal and in the long term, water discharge in liquid form.
 - > -80% water discharge by 2025¹³
- Reduce the CO₂ emissions from industrial activities, transportation, infrastructure, products and services of the Company.
 - > -20% total CO₂ emissions of our plants by 2025¹³
- Reduce energy consumption of the Company activities.
 - > -15% energy consumption of our plants by 2025¹³
- Reduce energy consumption and greenhouse gas emissions from our tertiary buildings with CARE4® program.
- Increase the number of R&D projects and investments targeting the reduction of the environmental impact of our process and solutions.
- Promote sustainable and responsible building to conserve energy and natural resources while providing comfort and well-being.
- Develop innovative and efficient solutions contributing to increasing energy efficiency and reducing the environmental impact of buildings through their entire lifecycle.
- Invest in energy efficiency and sustainable habitat trainings for professionals and entrepreneurs.
- Promote the dialogue with our external stakeholders and participate in the development of regulatory projects.

¹⁴. Compared to 2010 at iso-production

Sanofi

Sanofi, a major player in the pharmaceutical industry and the healthcare sector, is fully aware that human health is intrinsically linked to the health of the planet.

Although having set targets to improve its environmental performance as early as 2010, Sanofi gave a new impetus to its environmental strategy, during the COP 21, with the implementation of an ambitious roadmap "Planet Mobilization", illustrating his role as a responsible company working to ensure that health is part of the climate debate.

New impetus for 2025 – The Planet Mobilization roadmap

This roadmap combines several goals: reduce the long-term impact by setting ambitious targets, mobilize employees internally and engage increasingly with external stakeholders. With this frame, Sanofi has focused its efforts on five major concerns: greenhouse gas emissions, water management, pharmaceuticals in the environment, waste and biodiversity

Although CO₂ emissions were already reduced by almost 20% between 2010 and 2015, Sanofi's new ambition is to achieve carbon neutrality on its production, R&D and tertiary activities by 2050, with an intermediary goal of reducing its CO₂ emissions by 50% in the same areas by 2025 (base 2015).

Among the levers for reducing its climate footprint, Sanofi has defined its trajectory in relation to the commitments made under the Paris agreement and to do so, continues to work on:

- energy efficiency of sites by reinforcing the use of renewable energies;
- mobility/transportation policy implementation for sales forces;
- improvement of energy performance related to the transporting of medications by shifting to sea and rail shipments.

To reinforce its engagement, Sanofi is committed to the Science-Based Target Initiative (SBTi) and is developing a program around TCFD recommendations.

Because climate and water availability are intimately linked, Sanofi is committed to reducing its water consumption by 20% between 2015 and 2020 and pays particular attention to sites located in water-scarcity areas.

In addition to reducing the environmental impact of its activities, Sanofi's intent is to avoid such impacts while guaranteeing the safety and effectiveness of medications for patients, and therefore to work upstream on the eco-friendly design of products. This involves all the active forces of Sanofi and its external partners.

Thus, the policy on management of pharmaceutical residues in the environment is conducted voluntarily and over the entire life cycle of the medicines. Among the main actions: environmental impacts were evaluated in sites that are given priority and results have shown the absence of impacts. The study continues in all the other Sanofi sites. Sanofi encourages the appropriate use of medicines and has contributed to establishing – or participates in – a number of programs for collecting unused or expired medicines in Europe, Asia, and North and South America. Furthermore, Sanofi has committed itself to the AMR 2020 Roadmap initiative, the industry roadmap involving 13 major players from the pharmaceutical sector, the purpose of which is to combat antimicrobial resistance.

Few results end 2018 (vs 2015):



SCARA

For more than 95 years, SCARA (Cooperative farm company of Arcis-sur-Aube) has been serving farmers of the area of Arcis-sur-Aube, located in the Aube Department, in the Grand Est region of France. It concentrates on the collection and marketing activities of cereal crop and oilseed proteins and on services for crop practices. Its purpose is to increase wealth of the territory while increasing income of members and industrial performance. It ensures long term economic, social and environmental value for its stakeholders: members, customers, employees, suppliers and partners. The CSR Scara strategy, structured for nearly nine years, is at the heart of its strategic approach "Scara 2025."

As part of its sustainable development approach, Scara has been working for many years about themes in a bid to improve both environment and human being respect:

- The pollution prevention (waste, dispersion, emissions);
- Sustainable use of resources (water, energy, raw materials, soils);
- Mitigation of climate change (greenhouse gas emissions);
- Environmental protection and rehabilitation (biodiversity);
- Regional anchoring;
- Human resources development and vocational training.

Combating climate change is therefore integral part of the cooperative in their activities which become more global. Scara works with its members to develop environment-friendly and valueadded production systems. It aimed to respond to the customers demand, in particular in sectors, generating added value to farms while respecting the environment.

- On this point, the cooperative is engaged in research and testing on 3000 microplot with the Club Scara Innovation, particularly with soil fertility. The Club Scara Innovation works from now on soil biodiversity and microbiology.
- The cooperative also fights against climate change in various ways, for example managing recycling programs for different waste and recycling some waste with his partner ADIVALOR. 100% empty cans of products sold they are recycled since 6 years. Scara wishes to keep this rate.
- The cooperative has been, for several years, many indicators to improve practices: the treatment frequency index, the nitrogenous overall balance (measure of the surplus nitrogen remaining on the plot when the crop have been harvested), the greenhouse gas emissions (a decrease in 400 kg of CO₂ equivalent between 2016 and 2018) or feeding performance (28 people/years/hectare on 2018). All indicators are evaluated for more than five years according to the ISO 26000 standard and the aim is to maintain and even improve these results.

Schneider Electric

"Here is our promise to future generations: we will be part of the solution, taking urgent actions now to co-create a brighter future for everyone, everywhere."

Jean-Pascal Tricoire, Chief Executive Officer, Schneider Electric.

Our world is continuing to transform, driven by two key trends with electrification and digitization. These trends have led to a major transition in the energy world, by further strengthening digitization and decarbonization of energy generation.

Schneider Electric contributes to taking up the energy challenge by providing the best possible bespoke customer experience and by integrating sustainability at each stage. The Group provides innovative solutions to support the global energy transition and overcome the energy paradox: balancing our planet's carbon footprint with the irrefutable human right to quality energy. Schneider Electric is materializing this long term vision into ambitious short and middle term programs, aligned with the UN Sustainable Development Goals (SDGs).

Since 2015, renewal of our Principles of Responsibility, and strengthening of our governance system; achievement of 4 of the 10 commitments made at the COP21 and definition of new objectives; deployment of our Vigilance plan; reaching the 16 objectives of the Planet & Society Barometer.

From 2018 to 2020, increase, and achieve, the 21 objectives of the Schneider Sustainability Impact (SSI) and validate a new 1.5 °C ambition with the Science Based Targets initiative across our entire value chain; launch new programs for SSI 2021-2023, to provide more solutions to our customers to reduce their GHG emissions, to reduce our own impact (including by phasing out SF6 in our products (by 2025), by increasing the circularity of our products, by integrating electric vehicles into our fleet and by engaging our suppliers in reducing of their GHG emissions), allow access to electricity for the 840 million people without access in the world; increase the importance of sustainable development in the variable compensation of Group employees.

By 2030, contribute to the 17 UN SDGs and achieve carbon neutrality for our extended supply chain and provide access for all to safe, clean and reliable energy.

By 2050, reduce by at least 60% our absolute CO₂ emissions on scopes 1 and 2 compared to 2017

	Commitments 2015-2030 (updated in 2017)	Achievement 2018
1	120 million tons of CO ₂ saved on our customers' end thanks to our EcoStruxure™ offers (2018-2020)	51 Million
2	80% renewable electricity (2020), 100% (2030); continue to reduce our energy consumption by doubling energy productivity (2005-2030)	30% renewable electricity
3	75% of sales under our new Green Premium™ program (2018-2020)	46%
4	120,000 metric tons of avoided primary resource consumption through ECOFIT™, recycling and take-back programs (2018-2020)	43,572 tons
5	100% cardboards and pallets for transport packing from recycled or certified sources (2020), 100% for packing and packaging (2030)	61.6%
6	200 sites labeled Towards zero waste to landfill (2020), and recover 100% of industrial waste (2030)	178 sites, 94.7% recovered
7	Improve CO ₂ efficiency in transportation by 3.5% per year (since 2012)	-8.5% since 2015
8	Facilitate access to lighting and communication with low-carbon solutions for 50 million underprivileged people (2009-2025).	24 million
9	Find alternatives to SF ₆ (2020), Eliminate SF ₆ from our products (2025)	In progress
10	Invest EUR10bn in innovation and R&D for sustainability in 10 years (2015-2025).	5 billion
✓	Quantify CO ₂ impact of 100% of new large customer projects (2015-2017).	100%
✓	Design 100% of products with Schneider Electric ecoDesign Way™ and achieve 75% of product revenue with Green Premium™ (2015-2017)	ecoDesign Way: 100% Green Premium end 2017: 80.1%
✓	Avoid the emission of 120,000 tonnes of CO ₂ through end-of-life services for products in line with the circular economy principles (2015-2017).	168,400t of CO ₂ 2015-2017
✓	Issue a climate bond to finance low carbon R&D	11-9-2015, EUR 300 million

SCOR, the 4th largest reinsurer in the world¹⁵, provides insurance companies and corporations with a diversified and innovative range of cutting-edge financial solutions, analytics tools and services to help them manage the risks they face in all areas – in Life & Health as well as in P&C (re)insurance.

Climate variability, the increased severity of certain extreme events, the growing vulnerability of modern societies to natural hazards – all these make adapting to climate change and controlling the risks associated with it a major economic and societal challenge. In an ever riskier and more uncertain world, the reinsurance industry has a leading role to play in managing climate risks and protecting a growing number of people and assets.

SCOR's environmental commitment is reflected in its support for scientific research, for example through its Corporate Foundation. More fundamentally, the Group implements underwriting and investment policies designed to support and assist the energy transition, and to support the development of "green" projects and infrastructures that are resilient to climate change.

As well as creating an Executive Committee body dedicated to ESG and climate issues, SCOR has successfully fulfilled the objectives it set forth in December 2017. New environmental initiatives will be presented in September 2019 as part of the Group's new strategic plan.

1. Addressing the risks and opportunities presented by Climate Change.

- **Understanding the risks linked to climate change.** SCOR has notably partnered with Climate-KIC, one of the largest public-private partnerships dedicated to climate issues. In this regard, SCOR launched a feasibility study in early 2018 on modeling the increased risk of fire and forest fire.
- **Addressing climate adaptation and risk mitigation.** SCOR has contributed, in partnership with the World Food Program, to the design and launch of an index insurance product in Ethiopia with some unique features, including helping to protect livestock during periods of major drought by financing preventative actions. The Group is also involved in the Philippine program covering public assets (such as administrative and educational institutions) against the risk of typhoons.

2. Limiting the environmental footprint of the Group's operations.

- **Committing to carbon reduction.** At the end of 2018, SCOR surpassed its objective to reduce the carbon intensity of its direct operations by 15% per employee (-25%). 55% of the Group's employees are covered by an environmental management system (50% in 2017).
- **Moving towards carbon neutrality.** More than 80% of the Group's CO₂ emissions are linked to its employees' air travel. These emissions, which are partly non-reducible due to the Group's global activity, are partially offset under a program that doubled in size in 2018 (representing 10,000 TeqCO₂, i.e. almost 50% of air travel emissions).

3. Managing the environmental impacts of a global reinsurer.

- **Implementing underwriting and investment policies designed to support and assist the energy transition and to support the development of a Society that is more resilient to climate change.** The Group is developing its underwriting of low-carbon technologies and is also investing in those same technologies, while operating a targeted exclusion policy that has removed business linked to thermal coal from both its underwriting and its investments.
- **Assessing the Group investment portfolio's carbon footprint.** In 2018, Carbone 4 was entrusted with measuring the Group's portfolio's alignment with the "2°C" scenario of the Paris Agreement. The analysis covers 85% of SCOR's portfolio.

Groupe SEB

Groupe SEB, the world leader in small electrical appliances, has for many years adopted a sustainable development strategy, one of the main pillars of which is to contribute to the fight against global warming.

Thanks to a first series of measures stemming from its "Climate Action" pillar, the Group has already achieved its 2020 objectives of:

- 20% reduction in the energy consumption of its factories;
- 20% reduction in greenhouse gas emissions for the transportation of products and components.

In order to strengthen its environmental approach, the Group has taken a new step by joining the Science-Based Targets (SBT) initiative whose objectives were validated at the beginning of 2019. From now on, our ambition is to achieve carbon neutrality across our entire value chain by 2050, implying the establishment of intermediate objectives, with 2023 as the first deadline:

- **40%** fewer greenhouse gas emissions per manufactured product in our **factories** (*base year 2016*);
- **15%** fewer greenhouse gas emissions related to the energy consumption of our **products** (*base year 2016*).

The different levers that will be activated to achieve these objectives are:

- continue to reduce the energy consumption of the sites, thanks to the 3-year equipment plan for all our factories as an energy monitoring tool, of which 10 factories will be equipped by 2020;
- increase the share of renewable energy;
- purchase of energy that is less carbon dioxide emitting;
- compensation for the remaining emissions, which consists in offsetting the Group's carbon dioxide emissions by financing carbon reduction or sequestration projects;
- improving the energy efficiency of the Group's electrical products thanks to the levers of eco-design.

SEQENS

SEQENS innovates and pledges to further reduce its carbon footprint as part of the French Business Climate Pledge

SEQENS is a global player in pharmaceutical synthesis and specialty ingredients

SEQENS is an integrated global player in pharmaceutical synthesis and specialty ingredients, with a wide range of products, services and technologies.

With 24 manufacturing plants and 3 R & D centers in Europe, North America and Asia, SEQENS designs, develops and manufactures high-specialty ingredients for the most demanding industries such as pharmaceuticals, healthcare, electronics and cosmetics.

More than 300 scientists, engineers and experts develop tailor-made solutions for its customers and ensure that products are successfully transferred into production.

In 10 years, SEQENS has reduced by more than 60% the carbon intensity of its activities

As a major player in pharmaceutical synthesis and specialty ingredients, SEQENS is committed to making corporate social responsibility a priority.

The SEQENS group has implemented all the actions detailed in the commitments made within the French Business Climate Pledge in 2017 to analyze its carbon footprint, reduce its energy consumption and launch the transition to low carbon energies.

In 10 years, the group has reduced by more than 60% the carbon intensity of its activities thanks to:

- **The decrease of 20% of the energy intensity** (energy consumption per unit of production) of all its production sites thanks to the implementation and monitoring of concrete energy performance plans as close as possible to the references of our sectors and to the investment in innovative processes which efficiency makes it possible to strongly limit the consumption of energy and resources and the production of waste;
- **The transition to low-carbon energies** of our production units, either with the use of renewable energies (biomass, energy recovery, photovoltaic, etc.) up to 15% of our needs or with electrification of our synthesis processes developed in our R & D centers where the use of carbon-free electricity limits our fossil-fuel consumption;
- **The transformation of its activities** towards products with lower carbon footprint and offering solutions to limit the environmental impact of our customers or support the energy transition (biocatalysis, recycling of solvents, etc.).

Today, SEQENS is committed to going even further and to achieving a 75% reduction in carbon intensity by 2025

With the excellent results achieved so far on all of its production sites and with its customers, SEQENS intends to continue this approach and aims for a three-fold reduction of its carbon intensity by 2025 as compared to 2008, which represents a further minimum 30% decrease of its carbon intensity within the next 5 years.

In addition to pursuing the actions already undertaken, SEQENS can rely on the performance of its research and development centers in Europe and the United States and its ability to industrialize the solutions of tomorrow on its 24 manufacturing sites worldwide.

300 scientists, engineers and experts work every day to find innovative, sustainable and competitive solutions to reduce our carbon footprint and the one of our customers.

Concrete solutions to fight against global warming will come from the ability of our industry to support the transition to a low carbon economy but also from our ability to innovate constantly towards more efficient and environmentally friendly technologies and low carbon products.

For more information: www.seqens.com

Twitter : [seqens_group](https://twitter.com/seqens_group)

[LinkedIn / Seqens](https://www.linkedin.com/company/seqens)

Société Générale

As from 2015, Société Générale has committed to strive to put the Bank's action on course to achieve the scenario whereby global warming is limited to 2°C by 2020.

On the occasion of COP24, Société Générale with four other banks, committed to measure the climate alignment of its lending portfolio, and to explore ways to progressively steer financial flows through its core lending towards the goals of the Paris Agreement.

This climate strategy of the bank has been articulated around three axes:

Managing climate-related risk

Société Générale has integrated the management of the climate-related risks in its existing governance and has deployed new tools to transition risks on its credit portfolio. The Group has recently chosen a "reference climate-related macro-economic scenario" and is using it to assess the vulnerability of its clients against transition risks.

Seizing opportunities by financing low-carbon transition and supporting clients

In 2017, Societe Generale pledged to help commit €100 billion in supporting the energy transition between 2016 and 2020 and to report regularly on achievements. **By the second quarter of 2019, the Group had already achieved 89% of its goal (EUR 66.9 billion in green bonds and EUR 22.1 billion for the renewable energies sector).** Société Générale has been supporting renewable energy financing activities for more than 10 years, and today is one of the world's leaders in this domain. The bank has been classed second in the 2018 Dealogic ranking for renewable energies in the Europe, Middle East and Africa (EMEA) region, as both Mandated Lead Arranger and Financial Advisor. To support Société Générale's clients' transformation – corporates and investors alike – Société Générale has launched a dedicated offering bringing together all its environmental & social expertise across the full spectrum of investment and financing solutions. Société Générale looks forward to supporting its clients in meeting their reduction emissions targets. The bank was one of the founding signatories to the Poseidon Principles that promote shipping industry decarbonisation.

Managing the bank's impact on climate (via the financing provided and on Societe Generale's own activities)

Managing impact via the activities financed is done by scaling back carbon-heavy investments. Société Générale has stopped providing new services or products to companies mainly related to thermal coal and to companies in transition that do not have an explicit diversification strategy. **Société Générale has just published its new sectoral policy for the coal sector which puts the bank in a global exit strategy from the coal sector by 2030 for companies with assets in the European Union or OECD countries and by 2040 for the rest of the world.** In 2016, the Bank implemented a robust methodology to steer the monitoring of our coal financing with the objective of reducing the share of coal in the electricity production financed by the Bank to 19% by the end of 2020, in line with the IEA's two-degree scenario. The Group is very close to its 2020 target with the share of coal in the energy mix of electricity production being financed reduced to 19.3% end 2018. Societe Generale also decided to no longer finance production of oil sands and Arctic oil drilling.

The Group had previously adopted a range of E&S guidelines and policies that are implemented operationally on clients and transaction by a dedicated team. In the oil and gas sector, Société Générale requires its clients to apply the best practices in order to limit greenhouse gas emissions (methane and carbon dioxide) and other environmental impacts associated with production activities.

Managing the impact of Société Générale's own operations on the climate is done in particular through an internal "carbon tax" that is levied based on the greenhouse gas emissions of each of the Group's entities. The sums collected are then redistributed in the form of rewards for the best internal environmental efficiency initiatives. Moreover, the Group has environmental strategies for its real estate, IT, sourcing (paper, water) and travel centred on continuous improvements in energy performance and optimizing consumption and waste. In 2017, Société Générale decided to accelerate its 2014-2020 carbon reduction programme, and therefore strengthened its objective to reduce its carbon footprint by cutting its CO2 emissions per employee by 25% by 2020.

For more information, Société Générale has published its first climate disclosure TCFD report:

www.societegenerale.com/sites/default/files/documents/Document%20RSE/climate-disclosure-societe-generale-tcf-d-report-june.pdf

Sodexo

As a global corporate citizen, operating in 72 countries, Sodexo has always recognized our responsibility to conduct business in a way that contributes to society's sustainable progress. This conviction is embodied in our mission of improving the quality of life of all those we serve and contribute to the economic, social and environmental development of the cities, regions and countries where we operate.

A rich and resourceful planet is indispensable for quality of life in the long term. This is why Sodexo has been working together with the World Wildlife Fund (WWF) to address the Group's carbon footprint since 2010 and set a carbon reduction target approved by the Group Executive Committee in 2015.

Our action on carbon is one of nine commitments in our corporate responsibility roadmap: **Better Tomorrow 2025**.

Our commitment: Source responsibly and provide management services that reduce carbon emissions.

Our target: 34% reduction of carbon emissions by 2025.

In 2017, Sodexo had already realized significant Scope 1 and Scope 2 carbon emissions reductions. The ability to improve environmental outcomes through the reduction of Scope 3 emissions is far greater however, as these represent most of our footprint.

To that end, Sodexo and WWF renewed their partnership in 2017 to measure and reduce Sodexo's Scope 3 footprint. Sodexo developed a revised emissions calculation methodology for supply chain emissions, established a Scope 3 baseline and reviewed our carbon ambition and strategy.

Sodexo submitted its target in line with the latest climate science and the **1.5°C** pathway for official validation by the **Science-Based Target initiative** (SBTi) in May 2019.

Associated with this target, there are many actions underway to reduce our impact and help our clients and suppliers reduce theirs. The following four areas are where we can be the most impactful.

PREVENTING FOOD WASTE

Preventing food waste is the single most important area where we can work to reduce emissions. Sodexo has implemented **WasteWatch**, a waste tracking program powered by LeanPath to help meet food waste reduction goals. In May 2019, Sodexo's CEO, Denis Machuel, mandated its deployment at 3,000 sites worldwide within a year with the objective to extend the program to 70% of food sites by the end of Fiscal 2020 and reaching 100% by 2025.

PROMOTING PLANT-BASED MEAL OPTIONS

To raise awareness on the health and environmental benefits of plant based meals, Sodexo has implemented programs like **Love of Food** and offers like **Mindful**. In North America, Sodexo also launched 200 new plant-based recipes in hundreds of accounts across its Universities, Healthcare, and Corporate Services segments.

REDUCING ENERGY CONSUMPTION THROUGH MANAGEMENT SERVICES

We understand the market opportunity to increase energy awareness and to deploy best practices around energy efficiency. We work together with our on-site clients to co-construct **Energy Management Service Offers** around facilities and resource management to help clients meet their reduction targets.

RESPONSIBLE SOURCING AND INCREASING LOCAL AND SMALL BUSINESS ENGAGEMENT

Sodexo places a strong focus on supporting local and small businesses such as suppliers promoting sustainable agricultural practices. Moreover, localized supply chains also reduce carbon emissions associated with transportation and significantly reduce waste.

If we allow global temperatures to rise above 1.5°C, the negative impact on the quality of life of billions of people around the world will be irreversible.

Reflecting on this pressing global issue, we are taking clear actions as a responsible company that provide business growth opportunities, create efficiencies, while at the same time advancing our mission to improve quality of life.

Please visit www.sodexo.com/home/positive-impact.html to discover more about Sodexo's positive impact.

Solvay

For Solvay, climate action entails reducing the carbon footprint of our activities as well as innovating and collaborating with other companies, public authorities and civil society. Our advanced materials and chemical sector activities place us at the heart of many industries such as automotive, aerospace, glass, insulation, and energy storage, which are essential in rapidly reducing greenhouse gas emissions.

Since 2015, Solvay has launched with partner businesses the *Initiative of 39 leading French groups in view of the Paris Conference or French Business Climate Pledge*. We are excited by the momentum that it has triggered, the results already achieved and the increase of ambition for the companies at the forefront.

Go further in the reduction of the carbon footprint of our activities

On the way to exceed many years in advance the commitment made in 2015 to reduce by 40% the greenhouse gas intensity of our industrial activities, we have decided in 2018 to start a **new phase with a target to reduce in absolute our greenhouse gas emissions** by 1 million tons CO₂ between 2017 and 2025 at constant scope, setting ourselves as a leader for our activities. We are pulling out every trigger to reduce the emissions in absolute, which is necessary to stabilize climate, without hindering our growth prospects:

- Since 2017, **renewable energy** productions have been commissioned and investments have been approved for the reduction of our greenhouse gas emissions in excess of 300,000 tCO₂/year. Examples of this are switching from fossil fuels, coal or gas, to biomass at plants in France, Germany and China, using biogas coming from a partnership with a French agriculture player, and installing a solar farm in the US. More potential projects continue to be studied around the world. Some of the switches to renewable energies are decided in conjunction with our clients allowing Solvay to develop climate actions spanning throughout the entire value chains,
- We continue to implement our Solwatt **energy efficiency** program deployed across 70 sites worldwide and which has led to an emissions drop of 150,000 tCO₂/year since 2017;
- A clean technology developed with our **research & innovation** team is close to end the piloting phase and will also add a significant contribution to our emissions reductions.

Our involvement in the Carbon Pricing Leadership Coalition mirrors our conviction that a carbon price is required and contributes to competitiveness. Solvay has recently increased its **internal carbon price to €50/t CO₂** for all of its medium-term investment decisions worldwide. For long-term analyses, we use €75/t CO₂ as a basis for our decisions.

Develop even more low carbon solutions for our day to day activities

50% of our revenues are now from **sustainable solutions** that improve the energy efficiency of vehicles, aircrafts, buildings or energy storage and which are a priority for our investments. For example, in 2018 Solvay decided to increase its PVDF production capacity by 35% in France for a high value-added polymer that helps raise the performance of high energy batteries in hybrid and zero CO₂ emission vehicles.

Developing breakthrough solutions to deal with climate change and resource scarcity is one of our research team's priorities. Solvay has launched the **Battery Alliance** in 2018 with several other European partners. The target is to develop and industrialize next generations of battery cells with very high energy intensity.

Solvay supports the recommendations published by **TCFD** (Taskforce on Climate-related Financial Disclosure) and its pragmatic implementation to improve transparency and to reinforce corporate actions to take on the risks and opportunities of climate change.

Sonepar

Sonepar is an independent family-owned group with global market leadership in the B-to-B distribution of electrical products, solutions and related services. Assisting customers in a wide range of markets and drawing on the skill and passion of its 46,000 associates, Sonepar has revenue of €22.4 billion (as of 31 December 2019). Through a dense network of 170 operating companies spanning 44 countries and 5 continents, and the digital solutions developed, the Sonepar Group delivers greater service and enhanced customer relations every day. Sonepar's ambition is to become "La Référence" – the standard-setter for all its stakeholders.

For many years, Sonepar has made sustainable development a priority through an approach focusing on local and concrete action, in line with the Group's decentralised structure that fosters autonomy and initiative. This commitment evolved early on within the Group as a natural extension of the strong values adopted by our family shareholders and associates in all Group countries, which are aligned with the core principles of sustainable development. We also have a responsibility on this front in light of the industry and the business sector to which we belong.

Climate change in particular is a major concern for our Group. The building sector currently represents some 70% of our revenue and is also the world's largest emitter, representing 36% of energy consumption and 40% of direct and indirect emissions. The CO₂ emissions reduction objectives set by the COP can only be achieved if buildings become more energy efficient. The construction industry is thus undergoing a major revolution that will provide Sonepar with a number of opportunities in the coming decades.

Sonepar hopes to leverage its capillarity, logistical power and wide product range to accelerate the energy transition by focusing part of its development strategy on selling solutions in service of energy efficiency (heating, cooling, ventilation, air conditioning, lighting, energy management and home automation), renewable energy (solar, heat pumps and batteries) and electric mobility. The Group also intends to cement its position as current global leader in this market, with more than €3.5 billion in sales, by developing specialised distribution models, streamlining its product offering to strategic suppliers and providing training for Sonepar associates and our electrician customers in the technologies of the future.

In response to the environmental concerns of its electrician customers and of new generations, Sonepar also plans to contribute to accelerating carbon neutrality, energy efficiency and the circularity of the electrical products sector. With the help of strategic partners, Sonepar is working on pilot projects to get circular products to market, to promote alternative, more energy efficient products on its e-commerce sites and to calculate CO₂ emissions for different types of products with a view to promoting a lowcarbon product offering.

In all the countries where Sonepar operates, the Group is encouraging creativity, improving processes and sharing best practices, while allowing for local circumstances.

This approach has the full support of the Group's family shareholders, who have been developing a Responsible Shareholder programme since 2014.

Sopra Steria

Sopra Steria is a **European leader in digital transformation** providing one of the most comprehensive portfolios of end to end service offerings on the market: Consulting, Systems Integration, Software Development, Infrastructure Management and Business Process Services. Combining added value, innovation and high-quality services, Sopra Steria enables its customers to make the best use of information technology.

With more than 45.000 employees in 25 countries, Sopra Steria generated revenue of €4.1 billion in 2018.

Sopra Steria pro-actively contributes to building a sustainable world. The Group commits to sustainability and works every day on reducing its negative imprint and increasing its positive impact in the delivery of its services.

Sopra Steria's **environmental strategy** aims to reduce the environmental footprint of its operations and help combat climate change by involving the whole of its value chain. It holds eight priorities:

1. Strengthening the **Environmental Management System (EMS)** that provides a framework for the Group's policy;
2. Optimising the **resources** consumed by its operations;
3. Increasing the proportion of **renewable energies** to cover its electricity consumption;
4. Reducing greenhouse gas **emissions** and achieving **carbon neutrality** for residual emissions arising from offices, data centres and business travel;
5. Contributing to the **circular economy** by optimising waste management, notably for waste electrical and electronic equipment (WEEE);
6. Involving the entire **value chain** (employees, clients, suppliers, partners, etc.) in the continuous improvement process;
7. Embedding **sustainability into the value proposition**;
8. Ensuring **employees** are committed to the Group's programme.

Sopra Steria supports the 17 **Sustainable Development Goals of the United Nations**, and is a signatory to the UN Global Compact, in the "**Global Compact Advanced**" category. The Group continues to implement the recommendations of the Task Force on Climate-related Financial Disclosures (**TCFD**) and the Climate Disclosure Standards Board (**CDSB**).

The Group works on reducing GHG emissions resulting from its operations and on involving its entire value chain. The **SBTi** has approved Sopra Steria's objectives in 2017:

- **Cut absolute greenhouse gas (GHG) emissions** by 21% by 2025 (Scopes 1, 2 & 3; business travel, offices and data centres; baseline year: 2015). 14.9% have already been achieved in 2018;
- **Cut GHG emissions per employee** by 43% by 2025 (Scopes 1, 2 & 3; business travel, offices and data centres; baseline year: 2015) and by 76% by 2040. 29.1% have already been achieved in 2018;
- Ensure the **Group's leading suppliers**, accounting for at least 70% of supply chain emissions, control their GHG emissions, and that 90% of them have set GHG emissions reduction targets.

The Group works on complementary goals:

- Implement an **internal shadow carbon price** across all Group key geographies by 2020, with already UK, India, France and Spain deployed in 2018.
- Cover 85% of the Group's electricity consumption (offices and on-site data centres) from **renewable sources** by 2020, with already 78% achieved in 2018. Sopra Steria purchased renewable energy directly from power suppliers at certain of its sites or data centres, obtained Guarantees of Origin in Spain, France, Norway and Poland, I-REC in India, Green Gas in the United Kingdom, and produced biodiesel in France.
- Ensure that the Group's business travel, offices and data centres are **CarbonNeutral®**, which has been renewed in 2018.

We are confident that Sopra Steria will achieve its environment objectives set for 2020, and 2025. After completion of 30% in time, we have achieved 46% of our target, and are looking to support the call to limit Climate Change to 1.5C. Perspectives are very encouraging too for 2040 as innovation and digital transformation will be part of the solution.

For more information, find us on www.soprasteria.com

Pour plus d'information, retrouvez-nous sur www.soprasteria.com

SPHERE

SPHERE is a family-owned French group founded in 1976. As the European leader in household packaging, we are present in three markets: consumer, professional and local authorities and it is also a producer of bioplastic resins.

SPHERE is continuing and strengthening its commitment to the circular economy by pursuing an eco-design policy and by adopting an industrial strategy focused on using raw materials that are more environmentally friendly:

- Reducing the volume of fossil virgin plastic materials used in its products by replacing them with recycled materials derived from the circular economy;
- Developing new biodegradable and compostable materials;
- Using plant-based raw materials.

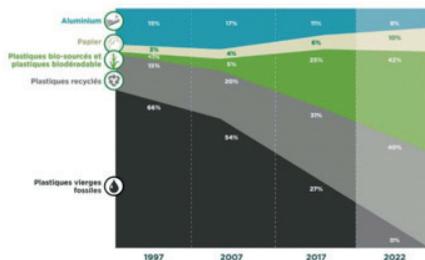
SPHERE manufactures and distributes ranges of recycled or plant-based products, for transporting, protecting, cooking and sorting.

- Bags: bin liners, carrier bags, freezer bags, fruit and vegetable bags, etc.
- Packaging for food use: aluminium foil, stretch films, baking paper, bread bag, trays, paper bags for the retail trade, etc.
- Disposable tableware, etc.

With 15 production sites in Europe, of which 8 are located in France, the group has annual production of about 150,000 tonnes of bags. Turnover of 600 million euros with more 1450 employees is forecast for 2019.

1. Stop using non-renewable virgin raw materials by 2022

Changes to manufactured products according to their base material



The strong development of plant-based and/or biodegradable products, as well as the growing incorporation of recycled plastic means that SPHERE is on track to meet the objectives that it has set itself.

2. Sustainably innovate

- Develop in France and in Europe the sector of 100% biodegradable and compostable bio-plastics based on potato starch. In the past three years, SPHERE has significantly increased its production of bio-plastics, with home-compostable plant-based fruit and vegetable bags in compliance with the requirements of the Energy Transition for Green Growth Act.
- Contribute to the development of the biowaste sector with collection bags for composting organic waste encouraging the production of natural high-quality fertilizers.
- Reduce our products carbon footprint by offering a new generation of plant-sourced plastics based on sugar cane. This material reduces CO₂ emissions by up to 95%. - Use recycled raw materials with of course in-house recycling of all production waste and sorting bags incremented by purchases of recycled granules, of "yellow recycling bin" origin in particular, in order to assist in establishing this aspect of the plastic's circular economy.

3. Continue its policy of site certification and product accreditation

- Production site certification ISO 14001. - Standards compliance and accreditation of products: NF Environment and NF Quality for its ranges of bin liners, freezer bags and aluminium foil rolls. SPHERE offers OK compost INDUSTRIAL and OK compost Home certified products. And in addition, for France: Origine France Garantie accreditation.

In the past ten years, SPHERE has invested 50 million euros in R&D and in its production facilities. SPHERE aims to reduce its carbon footprint by 10% by 2022 and 20% by 2030.

STMicroelectronics

ST's mission is to provide the semiconductor solutions that help our customers make a positive contribution to people's lives, today and tomorrow. We are proud to do so by living our values, which have guided our behavior and ways of working for over 30 years: Integrity in conducting our business; People always at the center; Excellence in whatever we do.

Manufacturing semiconductors requires energy and certain substances, which contribute to global warming. Semiconductors solutions also drive many opportunities for low carbon economy.

Mitigating our direct emissions

ST is committed to decreasing Greenhouse Gas (GHG) emissions and to reducing its carbon footprint. This has led us to adopt approach to reduce our GHG emissions and to implement energy-efficiency programs along with the purchase of renewable energies.

Since 1993, ST has been working to reduce its carbon footprint and has set challenging public targets to conserve energy and minimize direct and indirect air emissions. ST is also committed to the World Semiconductor Council's 2020 targets on climate change, including its goal to reduce PFC normalized emissions.

To reduce our emissions we develop projects to install PFC abatement systems and define greener manufacturing techniques. To offset the remaining direct emissions, ST has developed a number of reforestation programs.

Improving our Energy efficiency

Developing semiconductor solutions requires energy to run the manufacturing equipment but also to maintain ultra-clean operating conditions (air quality, ultra-pure water, controlled temperature and humidity).

For more than two decades, ST has been decreasing its energy usage, reducing its costs **and gaining efficiency through continuous upgrades of existing equipment and improvement of manufacturing processes. These energy-efficiency programs have already halved our energy consumption per production unit in two decades. All our energy-intensive Front-End sites have been ISO 50001-certified since 2013.**

Part of our strategy to reduce our carbon footprint is also to increase the share of renewable sources in our energy mix. In 2018, 21% of the total volume of energy we purchased came from renewable electricity.

Our 2025 goals include a commitment to reducing our energy consumption and greenhouse gas (GHG) emissions by 20% per unit of production compared to 2016. By the end of 2018, we are ahead of our roadmap having reduced our GHG emissions by almost 15% and our energy consumption by more than 19% compared to the 2016 normalized baseline.

Product stewardship

Our Sustainable Technology program is one of the cornerstones of our sustainability strategy, reflecting our holistic approach of environment. This covers responsible sourcing, eco-design, manufacturing, transportation, usage, and disposal.

Our eco-design process ensures that product development teams innovate to respect our planet's resources. It includes a benchmark approach on key indicators for silicon products to assess the environmental performance of new ST designs. It ensures that when designing products, the development teams systematically take into consideration the environmental impact of the device during its whole life cycle.

Our responsible products deliver environmental and social benefits, such as reducing energy consumption, saving resources, protecting the environment, and improving people's quality of life.

Our 2025 goals include a commitment to multiply by three our revenues from responsible products compared to 2016. In 2018, 50% of our new products are responsible products, 93% of them having a positive environmental impact. Responsible revenues have increased by 30% compared to 2016, which is on track for achieving our 2025 goal.

At the end of 2017, SUEZ, world leader in resource sustainable management, committed to **increasing by 12% by 2020, in comparison with 2015, its investments and spending on research and development** dedicated to low-carbon technologies and climatically responsible projects, ranging from the combination of desalination and solar energy to the technologies used to produce and re-inject biogas, or optimised plastics recycling and recovery systems.

At the end of 2018, **the commitment had been fulfilled to a prorated 93% during the period from 2015 to 2018**, indicating that the target set for 2020 will very likely be reached. In particular, efforts have focused on the transformation of wastewater treatment plants into Resource factories, a development area which won the United Nations' Momentum for Change award at the COP24, waste-to-energy, with research programmes focusing on the production of biofuels, investments in the direct injection of biomethane from landfill facilities, and the co-incineration of wastewater sludge and industrial waste. Specific programmes are also working on the continual improvement of the quality of recycled plastic, as SUEZ continues to invest in digital platforms that network producers and users of waste. Finally, since the start of 2019, SUEZ has been taking part in a project supported by the Climate-Kic, among other actors in the profession, that aims to measure the contribution of the waste recycling and recovery sector to the calculation of avoided emissions.

This promise comes in addition to **SUEZ's 12 commitments to the climate included in its 2017-2021 Road map**, whose main are:

- **To reduce GHG emissions by 30%** across the company's entire scope of activity by 2030: SUEZ cut in 2018 its GHG emissions from 4.7% compared with 2014 (pro forma), thanks in particular to a sharp drop in the energy consumption of the water activities and waste collection activities;
- **To help its customers to avoid 60 million tonnes of GHG emissions** by 2021: between 2015 and 2018, SUEZ enabled its customers to avoid more than 38 MtCO₂e, or 76% of its commitment for 2021, thanks to circular economy solutions;
- **To save the equivalent of the water consumption of a city with 2 million inhabitants by 2020 and to promote different uses of water by tripling alternative water supply sources by 2030** : the efforts to improve the efficiency of water networks between 2015 and 2018, notably thanks to the use of smart technologies, saved the equivalent to the annual consumption of 1.3 million inhabitants, while 2,600 million m³ of water from alternative sources (reuse of wastewater, desalination, replenishment of water tables) were produced in 2018;
- To adopt **an internal carbon price**.

At the end of 2018, **SUEZ was on track to fulfilling its main commitments**. Elsewhere, **the Group's climate performance has been recognised by CDP**, which included SUEZ in its **Climate "A list" in 2016, 2017 and 2018**.

The Group **has committed since 2017 in new collective initiatives**, for example as a founder partner of the Global Compact's "Platform Pathways to Low Carbon and Resilient Development". In **January 2019, SUEZ became a founder member of the Alliance to End Plastic Waste, made up of 30 enterprises in the plastic value chain**.

Finally, SUEZ's commitments to the climate have been validated by the Science-Based Targets initiative. At a time when we urgently need to speed up our actions to contain the rise in temperatures to 1.5°C, and not 2°C, **SUEZ is currently working to revise its commitments in view of this target** and is publishing the efforts that must be made before 2050¹⁶.

About SUEZ

With 90,000 people on five continents, SUEZ is a world leader in smart and sustainable resource management. We provide water and waste management solutions that enable cities and industries to optimise their resource management and strengthen their environmental and economic performance in line with regulatory standards. To meet increasing demands to overcome resource quality and scarcity challenges, SUEZ is fully engaged in the resource revolution. With the full potential of digital technologies and innovative solutions, the Group recovers 17 million tonnes of waste a year, produces 3.9 million tonnes of secondary raw materials and 7 TWh of local renewable energy. It also secures water resources, delivering wastewater treatment services to 58 million people and reusing 882 million m³ of wastewater. SUEZ generated total revenues of €17.3 billion in 2018.

¹⁶ 2019 SUEZ Integrated Report, page 58, www.suez.com/fr/actualites/publications

Sunna Design

POWER & CONNECT

Sunna Design is a pioneer and leader in solar street lighting and energy management for connected stand-alone applications.

After a phase of industrialization of its technology, successful commercial launch with more than 20,000 products installed in 45 countries, Sunna Design is impacting the lives of more than 2,000,000 people.

Today, Sunna Design designs and produces the best solar and connected solutions on the market. They are distinguished by their reliability, superior performance over an unequalled lifetime in all climatic conditions thanks to on-board electronics and mastery of the latest generation battery technologies.

Sunna Design breakthrough technology platform allows to **Power & Connect™** smart outdoor applications. Solar street lighting is the first market segment to benefit from Sunna Design's unique combination of solutions and services providing reliability, connectivity, and unmatched lifespan across all climate conditions.

Our customers map the sites where we deploy our solutions, monitor the data in real-time. Together, we offer them services according to their needs.

We invent new uses thanks to the power of solar energy and connectivity, beyond lighting:

- In street furniture to offer services to citizens;
- In safety to protect them;
- In IT to deploy digital networks based on our solutions.

Our original and integrated model, from R&D to services on the installed base, is our differentiator.

We bring together an ecosystem of reference partners that allows us to accelerate our commercial growth.

11 International awards and 14 patents highlight Sunna Design's technologies.

All over the world, solar energy and connectivity open a field of possibilities for all outdoor applications powered by Sunna Design solutions.

Let's build together the world of tomorrow: carbon-free, digital, decentralized.

Let us empower the world, here and now. Brightening life.

TechnipFMC

TechnipFMC is a global leader in oil and gas projects, technologies, systems and services. With our proprietary technologies and production systems, integrated expertise, and comprehensive solutions, we are transforming our clients' project economics across subsea, onshore/offshore and surface technologies.

We are uniquely positioned to deliver greater efficiency across project lifecycles from concept to project delivery and beyond. We are driven by a steady commitment to clients and a culture of purposeful innovation.

Sustainability is a foundational belief for TechnipFMC. Our foundational beliefs — safety, integrity, quality, respect and sustainability — are the cornerstone of our values. These beliefs reflect how we fundamentally do business and are things we'll never compromise on, no matter the circumstances.

TechnipFMC is committed to fostering an incident-free environment worldwide through operating in a manner that minimizes our impact on the environment and develop sustainable solutions to reduce carbon emissions and the overall environmental footprint.

Reduction of the environmental footprint

In accordance with TechnipFMC's policy to minimize the environmental impacts and the risks generated by our activities on nature and others, we have measured our environmental performances for more than 10 years.

The Company main environmental goals are part of the Sustainability 3-year roadmap 2018-2020 which was presented to shareholders during the Company Annual General Meeting:

- The first goal is to implement a voluntarist strategy and reduce our own carbon footprint;
- The second goal is to provide our clients with the carbon footprint of their subsea projects through conceptual studies;
- The third goal is to set-up an internal carbon price for our investment decisions.

Leadership in natural gas

Natural gas is at the heart of energy transition and TechnipFMC has today a clear leadership in this domain. Since 2017, TechnipFMC has delivered three of the largest LNG (Liquefied Natural Gas) projects in the world and in particular of FLNG (Floating Liquefied Natural Gas), which is more and more considered as a sustainable alternative to onshore infrastructure since it is economical, efficient and environmental friendly:

- In 2017, Petronas FLNG, in Malaysia, the first ever FLNG unit in the world;
- In 2018, Yamal LNG, in Russia, the largest LNG plant in the world;
- In 2019, Prelude FLNG, in Australia, the largest offshore floating unit ever built in the world.

Our integrated approach, combining all our technologies and know-how, allow us to maintain our global leading position in LNG.

Stimulate technological innovation

TechnipFMC's proprietary technologies that allow our clients to reduce the greenhouse gas emissions of their facilities include as examples:

- The development of Fast Pyrolysis Bio-Oil (FPBO) plants using an innovative technology that converts non-food biomass (waste) into bio-oil or bio-fuels, thanks to a collaboration between TechnipFMC Process Technology (PT) teams in Zoetermeer and BTG BioLiquids (BTL);
- The development of a large suite of innovative subsea solutions integrated into its Subsea 2.0™ product platform, of which, for example, the compact manifold allowing an average 50% reduction in size, weight and part count compared to the traditional manifold and hence minimizing the carbon footprint from design to installation.

Thales

Present in almost 70 countries and located on over 200 sites, Thales has been involved in environmental matters for more than 15 years. Initiatives taken since 2008 across the world have enabled a significant reduction of our environmental impact, while integrating business growth:

- > **-38%** (water consumption);
- > **-30%** (CO₂ emissions) (Scope 1&2 and business travel);
- > **-11%** (energy consumption);
- > **-39%** (fossil fuels);
- > **59%** (recycling rate) (44% in 2008).

3 pillars for our strategy:

- **Reduce our direct emissions and those due to our products;**
- **Contribute to the understanding of climate phenomena;**
- **Supply functions and services to our customers to reduce their own CO₂ emissions.**

This strategy is deployed through our own activities but also collaboratively and in partnerships (such as Clean Sky, Sesar, EDGE2E, Shift2rail, Copernicus, Flex, Swot ...).

Thales especially contributes to the development of increasingly sustainable mobility thanks to their innovative solutions which enable the optimization of trajectories and reduced traffic congestion in the air, naval, rail and road sectors, and also thanks to the acquisition and consolidation of reliable data allowing the modeling of climate change effects to be optimized. Some figures and examples of solutions:

- Everyday **satellites** produced by Thales Alenia Space supply meteorological forecasts to more than 50% of humankind.
- Seltrac CBTC: up to 15% reduction of the electricity consumption (subway);
- Greenspeed (**Driver Advisory System - train**): information in real-time helping with decision-making (driving speed, reduced energy consumption and CO₂ emissions);
- **Integrated modular avionics** and algorithm: -20% on the weight (on-board equipment) and up to 15% less kerosene (take-off and landing phases);
- **Aeronautic simulation tools in real-life conditions**: innovative training, optimization of the operational control of the pilots, saving on flight duration and related energy consumption;
- **Road traffic**: -20% on travel time, -5% on CO₂ emissions, up to 60% less traffic congestion (rush hour) and 70% less accidents at toll collection points;

As proof of Thales' commitment, in 2015 Patrice Caine signed the "Business proposals for COP21" with 58 other Chief Executive Officers from large French Groups. By joining the "French Business Climate Pledge" in 2017, he reaffirmed the Group's dynamic approach.

The ambition of Thales is to pursue these commitments:

- By implementing a global carbon strategy as of 2019 involving the entire value chain,
- By carrying out the mapping of, and reinforcement of the monitoring of Scope 3 in 2018,
- By setting ambitious objectives linked to the 2°C trajectory being inspired by SbT on the next period of objectives 2020 - 2030, with an intermediate step in 2023,
- By studying the various existing initiatives of carbon pricing and/or offsetting.

Total

A major energy player

TOTAL, producer of oil and gas for nearly a century, with a presence in more than 130 countries on 5 continents, is a major energy player that produces and markets fuels, natural gas and low-carbon electricity.

The Group's activities include exploration and production of oil and gas, refining, petrochemicals and the distribution of energy in various forms to the end customer. More than 100,000 employees are committed to contributing to supply to as many people as possible, a more affordable, more available and cleaner energy.

Integrating climate into its strategy

Total's ambition is to be the responsible energy major. This puts climate concerns at the heart of its strategy, based on four axes:

- For oil, focus on low cost (no drilling in the arctic, progressive withdrawal from oil sands...), reduce emissions from operations and promote sustainable biofuels;
- Maintain leadership along the gas value chain, essential alternative to coal in power generation;
- Develop low-carbon electricity businesses, from power generation – based on gas or renewables – to sales to final customers and including power storage;
- Contribute to carbon neutrality by proposing energy efficiency services to its customers as well as investing in nature based solutions (forests, wetlands...) and in CCUS (capture utilisation and storage of CO₂).

Reducing the greenhouse gas emissions of its operated oil & gas activities

Total has set itself targets and introduced a number of indicators to coordinate its performance.

- A GHG emission reduction (Scopes 1 & 2) on operated oil & gas facilities from 46 Mt CO_{2e} in 2015 to less than 40 Mt CO_{2e} in 2025
→ a reduction to 42 Mt CO_{2e} achieved in 2018
- An 80% reduction of routine flaring on operated facilities between 2010 and 2020, in order to eliminate it by 2030
→ more than 80% reduction achieved between 2010 and 2018
- An average 1% improvement per year in the energy efficiency of operated facilities between 2010 and 2020
→ more than 10% improvement achieved between 2010 and 2018
- A sustainable reduction in the intensity of the methane emissions of the Exploration & Production segment's operated facilities to less than 0.20% of the commercial gas produced, by 2025
→ a methane intensity below 0,25% of commercial gas produced in 2018

Reducing the carbon intensity of energy products used by its customers

Total positions itself on high-growth low-carbon markets and intends to offer customers an energy mix with a carbon intensity that shall gradually decrease. To accompany these changes, Total has introduced a carbon intensity indicator for the energy products used by its customers and intends to reduce this indicator by 15% between 2015, the date of the Paris Agreement, and 2030. This carbon intensity was reduced from 75 gCO₂/kBtu in 2015 to 71 gCO₂/kBtu in 2018, a reduction of more than 5%.

Identifying and supporting technologies and initiatives that help respond to the challenge of climate change

Total is also committed to various sector initiatives on the main challenges raised by climate change. Indeed, tackling climate change requires cooperation between all actors, from both public and private sectors.

In 2014, Total was actively involved in launching and developing the Oil & Gas Climate Initiative (OGCI), a global industry partnership. At year-end 2018, this initiative involved 13 major international energy players. Its purpose is to develop solutions for a sustainable low emissions future.

Source: www.total.com/sites/default/files/atoms/files/DDR2018-en.pdf

Unibail-Rodamco-Westfield

Unibail-Rodamco-Westfield is the premier global developer and operator of flagship shopping destinations, with a portfolio valued at €65.2 Bn as at December 31, 2018, of which 87% in retail, 6% in offices, 5% in convention & exhibition venues and 2% in services. Currently, the Group owns and operates 92 shopping centres, including 55 flagships in the most dynamic cities in Europe and the United States. Its centres welcome 1.2 billion visits per year. Present on 2 continents and in 12 countries, Unibail-Rodamco-Westfield provides a unique platform for retailers and brand events and offers an exceptional and constantly renewed experience for customers.

Since 2007, Unibail-Rodamco-Westfield has sustained an ambitious Corporate Social Responsibility (CSR) strategy in Continental Europe. By 2015, the Group had already achieved a cumulative reduction of 33,8% of its energy intensity and 65,1% of its carbon intensity. Building on these strong results, Unibail-Rodamco-Westfield launched **Better Places 2030** in Continental Europe in 2016, **setting the most ambitious environmental target in the industry: to cut by -50% the Group's carbon footprint by 2030 in comparison with 2015**, addressing the wide scope of indirect carbon emissions resulting from construction works, transportation of visitors and employees, and energy consumption by tenants.

Today, Unibail-Rodamco-Westfield is taking this ambition one step further. Better Places 2030 extends to all regions of the Group (including the new Group's regions: the US and the UK), and builds on the experience gained in each country where we operate. Our target to cut our carbon footprint by -50% by 2030 remains untouched and Better Places 2030 covers new topics around issues such as **biodiversity, sustainable consumption** and **circular economy**. The Group is also increasing its investment in its teams with a comprehensive approach to **diversity** and **training**. CSR is a cornerstone of Unibail-Rodamco-Westfield's corporate culture.

Better Places 2030 is based on 3 pillars:

- **BETTER SPACES: cut carbon emissions across our value chain by -50% by 2030;**
- **BETTER COMMUNITIES: be a catalyst for growth within our communities;**
- **BETTER TOGETHER: empower our people to become sustainability & diversity change-makers.**

In Continental Europe, the Group has achieved its objectives so far. As at Dec. 31st 2018, the Group had **performed Life Cycle Analysis from the design stage for all development projects** in Continental Europe⁽²⁾ in order to identify the levers for reducing their carbon footprint. **LED lighting is systematically used** for its European assets' common areas and **100% of the assets are fully supplied with electricity from renewable sources**. The Group has rolled out a wide number of projects to support alternative transportation modes, from **carpooling pilot projects, cycling lanes connections or the achievement of the roll out of EV charging spaces in 100%** of its assets⁽³⁾.

As part of Better Places 2030 and to support the overall objective of cutting by 50% our carbon footprint by 2030, the Group has set the following mid-to long-term targets related to climate change:

- Improve eco-efficiency

- > Reduce **emissions from operations by -80%**⁽¹⁾ by 2030, covering both common and private areas;
- > Improve the **energy efficiency of our assets by 30%**⁽¹⁾ by 2030;
- > **Multiply by 5 the installed capacity of on-site renewable energy** ⁽¹⁾ by 2025;
- > 100% of our assets to include **a climate change risk plan** by 2022.

- Design sustainable buildings

- > Reduce **emissions from construction by -35%**⁽¹⁾ by 2030;
- > 100% development projects to include **long term climate risks**, while **minimizing resource use, and maintaining user comfort** by 2025.

- Develop connectivity and sustainable mobility

- > Reduce **emissions from transport by -40%**⁽¹⁾ by 2030;
- > 100% of development projects **significantly connected to public transport solutions** by 2025;
- > **More than 50% of visitors** come to the group's assets by **sustainable means of transport** by 2030.

Through **Better Places 2030**, and as signatory of the Business Climate Pledge, Unibail-Rodamco-Westfield is committed to the fight against climate change.

(1) Compared with 2015

(2) Extension and brownfield/greenfield projects over 10,000sqm

(3) For the owned and managed shopping centers for which the Group fully owns and manages the car parks.

Vallourec

1. Vallourec is a world leading company for steel seamless tube solutions. Its business is 80% dedicated to energy markets and is about 85 % located outside Europe

About 19000 employees work at Vallourec and its 2018 revenues amounted almost €4 billions .

2. With 400 Kilo tons GHG direct emissions level in 2018 and 0,2 kg CO₂/€ carbon intensity ratio (emissions to revenues), Vallourec is a low carbon emitter as a consequence of its Brazilian forest carbon sink effect . Vallourec runs 2 electric arc furnace steel mills and uses in its Brazilian blast furnace the charcoal produced in its forest which is a renewable energy .Moreover 50% of the electricity used for processes is renewable.

3. Vallourec offers its markets premium products which allow its customers to reduce their own emissions avoiding methane - which is a powerful GreenHouse gas - and liquid leaks . Vallourec created in 2018 a new product line for bringing solutions to Energy Transition challenges . The related expected revenues in 2025 should be significant .

4. During the 2017/2020 reference period of time Vallourec intended to invest in low carbon Capex €66 million . The updated value is €57 million . For example the company invested in forest plantations and in the refurbishing of several furnaces to reduce thermal leaks.

On the same period of time Vallourec intended to invest 33M€ on low carbon R&D programs .The updated value is 46 M€ . For example the company invested in premium connections for tubes and thermal thermic processes .

5. During the 2016-2020 period of time , in order to participate to climate change mitigation, the Company will:

- Deepen its knowledge of its "supply chain" emissions and look for reduction ways;
- Make its GHG emissions 2025 objective public on the basis of its new industrial footprint and further to the Group subscription to the "SBT" initiative in 2018;
- Still invest in its forest domain which is a carbon sink;
- Look for solutions for reducing or capturing the emissions related to rolling or heat treatment;
- Still deploy its energy efficiency plan which already allowed 20% reduction of its specific gas and electricity consumptions since 2009 taking activity level and product mix into account ;
- Plan the adaptation of its mills to the consequences of Climate Change;
- Develop its product line relate to the Energy Transition (wind mills, CCuS, hydrogen,solar energy , geothermy...).

6. Investments on the 2021/2023 period of time

During this new reference period of time Vallourec intends to invest in low carbon Capex €40 million .For example the company should still invest in forest plantations and in the refurbishing of several furnaces to reduce thermic leaks.

On the same period of time Vallourec intends to invest €39 million on low carbon R&D programs . For example the company should still invest in premium connections for tubes, thermal processes and the "Energy Transition Opportunities" new program .

Veolia, operator of the circular economy and actor in the fight against climate change Our contribution for a low-carbon and resilient development

Since 2002, Veolia has been committed to reducing its greenhouse gas emissions, its own or that of its clients. Building an economy with a lower environmental impact but a higher social impact, an economy for people without harming the environment is the meaning of the nine commitments to sustainable development made by the company in 2015. Four objectives for 2020 concern the fight against climate change.

Veolia commits to:

- Achieving 100 million metric tons of CO₂ equivalent of reduced emissions between 2015 and 2020 in the facilities Veolia manages - **2018 performance : 63 million metric tons reduced;**
- Achieving 50 million metric tons of CO₂ equivalent of emissions avoided for our clients through energy, water and material recovery for the period spanning from 2015 to 2020-2018 performance : 24 million metric tons avoided;
- Capturing over 60% of methane from landfills we operate - **2018 performance: 57,7%;**
- Achieving over 3.8 billion revenue linked to circular economy by 2020 -**2018 performance: €4.8 billion;**

Since 2015, Veolia's strategy on climate has focused on the three following issues :

1. Put in place regulations and taxes to **help the transition from the linear model widely used today to circular and functional models** emitting less and more environmentally friendly. These models come with adaptation and resilience solutions needed to prevent and limit the impacts of extreme weather events;
2. **Set a robust and predictable carbon price** to steer investments toward low-carbon technologies via fees that would be used for solutions contributing to a "decarbonized" economy;
3. **Take action to tackle short-lived greenhouse gas with high global warming power such as methane** and for which exist accessible technical solutions.

In 2018, this strategy was complemented by a fourth priority : **Contribute to adaptation challenges** by proposing solutions that improve regional resilience.

In 2017, Veolia has committed to the Science Based Targets initiative (compatible 2 degrees emission trajectory under review).

To assist its clients in their low-carbon transition, Veolia has developed *GreenPath*, a web platform to calculate contracts and projects carbon footprint. The Group is able to help its clients assess the GHG emitted during their contract with Veolia, and more broadly to measure their global environmental performance using carbon measure, water and biodiversity footprint tools. Greenpath is a tool to help the decision making process by providing a choice between several technical solutions according to their environmental performance. The contribution to GHG emissions mitigation, energy recovered from waste, materials recycled or cogeneration and energy efficiency for buildings are here brought to light.

Veolia - a responsible player in the energy transition : Veolia's coal activities amount to 2.9% of its revenue and 31% of direct emissions of activities under the Group's operational control in 2017. Veolia has decided to take a position regarding coal-fueled heat and electricity production. In 2018, the Board of Directors put Veolia on the path to eliminating the use of coal: Veolia commits to not develop or acquire new activities using coal, except activities specifically aiming to replace coal with energies producing fewer greenhouse gas emissions. Rather than passing on the responsibility, the Group agrees to start converting its existing business activities to reduce then totally remove the CO₂ impact of using coal over time by combining several drivers: improving energy performance by increasing thermal plants and networks efficiency and implementing energy efficiency solutions, as well as replacement of coal, either with alternative fuels (waste, biomass, gas) or by using recovered waste heat.

Key figures Veolia (2018): Revenue: 25 911 M€ - 171 500 employees worldwide

Aiming for global performance

Designer, builder, and operator of infrastructure and buildings that help improve individuals' everyday life and mobility, VINCI has a global view of the life cycle and impacts of each structure.

VINCI takes into account the environment at each step in the projects it carries out, with a broad perspective that tends to reduce the footprint across the life cycle of structures. The Group develops solutions that help improve people's living conditions in cities and regions, while at the same time providing solutions to major development challenges: urban development, digital transition and climate change.

Our commitments

Group companies take many initiatives to reduce their energy consumption, the main source of greenhouse gas emissions, by applying energy efficiency solutions and using renewable energy.

- 30% decrease in our GHG emissions in 2020. In term of carbon intensity, VINCI achieved 25% reduction last year, with 53.1 tCO₂eq. per million euros of revenue in 2018, compared to 71 tCO₂eq. in 2009. This commitment will be renewed for the period 2020-2030, and will be published by the end of 2019.
- 70% of research and development budget is dedicated to environmental programs, in the field of sustainable mobility, renewable energies, energy efficiency, low carbon and smart city.
- Nearly 100,000 MWh of renewable energy is consumed in 2018 in Group companies. In this context and for instance, all VINCI Airports sites are involved in the Airport Carbon Accreditation (ACA) programme. Lyon-Saint Exupéry Airport in France renewed its top Level 3+ certificate in 2018.

Committed to our customers

VINCI companies develop solutions to help their customers reduce their own environmental impact. Oxygen® is an eco-design solution developed by VINCI Construction France and VINCI Facilities (VINCI Energies) that simulates efficient energy performance for a building throughout its life cycle, from design to use. In 2018, the no-stop 30 km/hour electronic toll lanes, developed by VINCI autoroutes, lowered CO₂ emissions by 78,697 tonnes over the year, cumulating 360,886 tonnes of avoided emissions since they opened in 2010.

To further promote the use of renewable energy, some Group entities are engaged in promoting renewables internally and externally. VINCI Energies companies leverage their expertise to actively participate in developing renewable energy production sites (solar and wind power), as well as electric mobility solutions. Eurovia has developed Power Road®, an innovative system that captures solar power and stores it in the geothermal probes embedded in the carriageway. This energy is then recovered by heat exchangers to supply power for nearby buildings.

VINCI companies have developed solutions to manage materials from their source to their reuse. VINCI Construction France has developed a low-carbon concrete to improve the environmental impact of its structures while keeping ahead of regulatory changes. Eurovia has developed its fully recycled road, tested thanks to a dedicated plant, working under actual conditions at a motorway resurfacing worksite on the VINCI Autoroutes network."

From the design to the operational management of infrastructures and buildings, VINCI has undertaken a sustainable transition to answer climate change challenges and implement it with a partnership and voluntary approach.

VIVENDI

Art and culture have always been closely tied to nature: musicians create their compositions based on the sounds they hear around them; poets and writers use their verses and prose to glorify the beauties and mysteries of nature; directors film the planet's most beautiful spots, and so on. Over the centuries, nature and the environment have always been an endless source of inspiration for artists.

Vivendi is present throughout the value chain — from discovering talents to creating, publishing and distributing content — thanks to its network of subsidiaries (Universal Music, Canal+, Havas, Editis, Gameloft, Dailymotion and Vivendi Village). It sees environmental protection as a logical and implicit component of its role, since lasting artistic creation cannot exist within a damaged ecosystem.

This is why Vivendi is supporting the initiative led by businesses committed to the climate, the French Business Climate Pledge.

Several years ago, convinced that protecting natural resources and combating the climate emergency are two of the 21st century's most important issues, Vivendi implemented a policy aimed at constantly improving the environmental performance of its business activities.

Now, with the goal of taking its commitments to a new level, Vivendi is adopting the following core principles:

- Improve understanding of its environmental impact on the entire value chain involved in the Group's activities;
- Manage energy consumption at the Group's sites, i.e.:
 - reduce consumption of resources and energy by working on using them sustainably,
 - work specifically on the energy efficiency of data centres (internal and external),
 - increase the use of renewable energies,
 - identify suitable energy-saving initiatives at subsidiaries to reduce the Group's global energy footprint,
 - promote environmental certification for buildings (ISO 14001, ISO 50001, LEED, etc.);
- Incorporate eco-design as a key element during the development of services, products and projects to reduce energy and/or raw material use;
- Promote initiatives focused on the circular economy to reduce the amount of waste generated by the Group's subsidiaries: reuse products and materials whenever possible and improve the percentage of recycled waste;
- Incorporate environmental criteria in purchasing policy to ensure that suppliers and contractors are aligned with the Vivendi environmental policy;
- Continue to raise awareness among employees and service providers to encourage their efforts and promote actions designed to protect the environment.

Vivendi is also working on defining a low-carbon pathway to ensure that its commitments are exemplary, adopting a science-based goal for reducing its CO₂ emissions to meet the 2°C scenario, in line with the Paris Agreement signed in 2016.

This pledge, adopted by all our subsidiaries, all our core activities, all the women and men who make up the Group, will ensure that Vivendi can reduce its carbon impact while creating value.

Worldline

Worldline at a glance

Worldline is the European leader in the payments and transactional services sector. With more than 45 years of experience, Worldline is one of the main players in the B2B2C market. The Group operates across the entire extended value chain of payment services activities, providing a full range of solutions to financial institutions, merchants, businesses and government entities.

Our climate strategy

In order to fight climate change, Worldline has defined a low-carbon environmental strategy consistent with the 2-degree scenario undertaken within the framework of COP 21. This strategy concerns the energy efficiency of our data centers and offices, but also the emissions related to our payment terminals and business travel. Worldline also has a Green IT strategy implemented in 2018, ranging from the energy efficiency of its data centers and offices to the eco-design of its payment terminals, as well as the application of policies for experts with the objective of eco-designing software and applications.

The fight against climate change as the main ambition

Worldline has structured its environmental strategy around the following commitments:

2020 Objective	Achievement
Obtain ISO 14001 certification for all its data centers and sites with more than 500 employees	In 2018, Worldline had 9 ISO 14001 certified sites. The 100% should be achieved by the end of 2020 with the certification of sites in Switzerland, the Netherlands, India and France.
Reduce carbon intensity by 2% each year (in tons eq. CO ₂ /Million euros)	Since 2014, Worldline has already reduced its emissions by 85% for its data centers and by 11% for all its activities. In terms of intensity, Worldline reduced its emissions by about 18% in 2018 compared to 2017.
Supply 100% of total electricity consumption with renewable energy	In 2018, the percentage of energy used which comes from renewable sources is 90% in 2018.
Offset all CO ₂ emissions from our data centers, offices, business travels and payment terminals by 2020.	In 2018, Worldline became the first company in the payment industry to neutralize its CO ₂ emissions.
Achieve a PUE (Energy Efficiency Indicator) of 1.65 by 2020 for its strategic data centers.	The PUE of Worldline's data centers is continuously improving, currently at 1.70. It was 1.83 in 2011.

These commitments are part of Worldline's adherence to the City of Paris' "Paris Action Climat" Climate Charter in 2018 and are based on a large number of initiatives. With regard to its data centers, Worldline has decided to adopt a continuous improvement approach aimed at making them as energy efficient as possible:

- Increasing energy efficiency and therefore reducing PUE, Worldline has implemented innovative technologies and systematically selects energy-efficient IT and infrastructure equipment.
- Platform virtualization is a major focus in the renovation of IT equipment, which also contributes to optimizing energy performance.

As part of its ISO 14001 certifications, Worldline has embarked on the generalization of actions to reduce the environmental footprint of its offices, such as:

- The systematic deployment of energy-efficient computer equipment.
- Investment in lighting based on LED technologies to replace traditional lamps and the installation of motion sensors in public spaces.
- Raising employee awareness of eco-responsible actions continues to be an important aspect of empowering employees' practices.