

C0. Introduction

C0.1

(C0.1) Give a general description and introduction to your organization.

Kongsberg Automotive provides world class products to the global vehicle industry. Our products enhance the driving experience, making it safer, more comfortable and sustainable. . With revenues of EUR 969 million and 11,234 employees in 19 countries, Kongsberg Automotive is truly a global supplier. The company is headquartered in Zurich, Switzerland, and has 27 production facilities worldwide.

The product portfolio includes seat comfort systems, driver and motion-control systems, fluid assemblies, and industrial driver-interface products developed for global vehicle manufacturers.

C0.2

(C0.2) State the start and end date of the year for which you are reporting data.

	Start date	End date	Indicate if you are providing emissions data for past reporting years	Select the number of past reporting years you will be providing emissions data for
Reporting year	January 1 2021	December 31 2021	Please select	<Not Applicable>

C0.3

(C0.3) Select the countries/areas in which you operate.

- Brazil
- Canada
- China
- France
- Hungary
- India
- Mexico
- Norway
- Poland
- Republic of Korea
- Slovakia
- Spain
- Sweden
- United Kingdom of Great Britain and Northern Ireland
- United States of America

C0.4

(C0.4) Select the currency used for all financial information disclosed throughout your response.

EUR

C0.5

(C0.5) Select the option that describes the reporting boundary for which climate-related impacts on your business are being reported. Note that this option should align with your chosen approach for consolidating your GHG inventory.

Operational control

C0.8

(C0.8) Does your organization have an ISIN code or another unique identifier (e.g., Ticker, CUSIP, etc.)?

Indicate whether you are able to provide a unique identifier for your organization	Provide your unique identifier
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C1. Governance

C1.1

(C1.1) Is there board-level oversight of climate-related issues within your organization?

Yes

C1.1a

(C1.1a) Identify the position(s) (do not include any names) of the individual(s) on the board with responsibility for climate-related issues.

Position of individual(s)	Please explain
Chief Executive Officer (CEO)	As head of the KA Group responsibility for climate related issues sits with the CEO.

C1.1b

(C1.1b) Provide further details on the board's oversight of climate-related issues.

Frequency with which climate-related issues are a scheduled agenda item	Governance mechanisms into which climate-related issues are integrated	Scope of board-level oversight	Please explain
Sporadic - as important matters arise	<ul style="list-style-type: none"> Reviewing and guiding strategy Reviewing and guiding major plans of action Reviewing and guiding risk management policies Reviewing and guiding annual budgets Reviewing and guiding business plans Setting performance objectives Monitoring implementation and performance of objectives Monitoring and overseeing progress against goals and targets for addressing climate-related issues 	<Not Applicable>	<p>Senior management, including Board representative, sign-off annual targets for the climate-change related performance of our manufacturing facilities, notably reduction in energy consumption. Senior management then review HSE data reported by all our plants on a monthly basis, including energy consumption. This data is not only reviewed at a plant level, but also at the business segment level.</p> <p>We assess our own facilities and each supplier / supply routes for extreme weather risks, putting mitigation actions in place where a medium or high risk is identified. Our Corporate risk register includes a risk of disruptions to our operations from extreme weather events, and as such there is a clear reporting line through to Board, executive and senior management from our plants for this risk. The plants capture the risks of extreme weather to their operations through the environmental risk registers they maintain as part of their ISO14001 certification.</p>

C1.1d

(C1.1d) Does your organization have at least one board member with competence on climate-related issues?

	Board member(s) have competence on climate-related issues	Criteria used to assess competence of board member(s) on climate-related issues	Primary reason for no board-level competence on climate-related issues	Explain why your organization does not have at least one board member with competence on climate-related issues and any plans to address board-level competence in the future
Row 1	Yes	Experience and knowledge gained in previous executive management roles.	<Not Applicable>	<Not Applicable>

C1.2

(C1.2) Provide the highest management-level position(s) or committee(s) with responsibility for climate-related issues.

Name of the position(s) and/or committee(s)	Reporting line	Responsibility	Coverage of responsibility	Frequency of reporting to the board on climate-related issues
Other, please specify (Vice President Quality & HSE)	<Not Applicable>	Managing climate-related risks and opportunities	<Not Applicable>	As important matters arise

C1.2a

(C1.2a) Describe where in the organizational structure this/these position(s) and/or committees lie, what their associated responsibilities are, and how climate-related issues are monitored (do not include the names of individuals).

The Executive Vice President (EVP) of Quality & HSE reports directly to CEO. The EVP Quality & HSE is responsible for all company HSE, which includes energy usage by our plants and consequently the Carbon emissions that we are responsible for. Performance and climate-related issues are reviewed through monthly reporting of HSE data (including climate change related performance) by all plants through our dedicated reporting tool. Each month the Corporate HSE Director (who reports directly to EVP Quality & HSE) reviews the performance of the plants in each Business Unit (BU) with the senior Quality managers for the BUs, identifying where performance is not achieving target and sharing best practices from across the business to facilitate performance improvements. Monthly meetings are also held directly with all the plants and the Corporate HSE team (inc. HSE Director) to review monthly performance data for the latest reported data and trends over the last 12 months to identify where focus needs to be placed to improve performance, as well as sharing best practices from across the business and in industry in general as a way to improve performance.

C1.3

(C1.3) Do you provide incentives for the management of climate-related issues, including the attainment of targets?

	Provide incentives for the management of climate-related issues	Comment
Row 1	Yes	Reductions in Energy Intensity now form part of the Long Term Incentive (LTI) scheme for senior and executive management. From a baseline of 2019 performance the targets are set for 2024: Minimum: Reduction by 5% Target: Reduction by 8% Ambition: 11% Maximum: 14% Incremental performance targets are in place for 2022 & 2023 under the LTI scheme.

C1.3a

(C1.3a) Provide further details on the incentives provided for the management of climate-related issues (do not include the names of individuals).

Entitled to incentive	Type of incentive	Activity incentivized	Comment
Business unit manager	Monetary reward	Energy reduction target Efficiency project Efficiency target	All plants are set annual targets to monitor and reduce energy use. Energy is recorded as an intensity value - the absolute energy used for each Euro of sales. Each plant's performance against its energy intensity target is reviewed monthly, with a final detailed review as part of the complete end of year performance reviews of the plants.

C2. Risks and opportunities

C2.1

(C2.1) Does your organization have a process for identifying, assessing, and responding to climate-related risks and opportunities?

Yes

C2.1a

(C2.1a) How does your organization define short-, medium- and long-term time horizons?

	From (years)	To (years)	Comment
Short-term	0	1	This is a standard companywide definition of short-term timescale
Medium-term	1	5	This is a standard companywide definition of medium-term timescale
Long-term	5	10	This is a standard companywide definition of long-term timescale

C2.1b

(C2.1b) How does your organization define substantive financial or strategic impact on your business?

The severity of a risk is determined by the predicted financial impact of the risk on the business. This impact is measured through external, trustworthy data where available, and previous experience of the likelihood of the risk and the degree of financial impacting created to the business achieving its strategic goals. A risk is considered high if the financial impact to the business is assessed to be more than 20m Euros.

C2.2

(C2.2) Describe your process(es) for identifying, assessing and responding to climate-related risks and opportunities.

Value chain stage(s) covered

Direct operations

Risk management process

Integrated into multi-disciplinary company-wide risk management process

Frequency of assessment

More than once a year

Time horizon(s) covered

Short-term

Medium-term

Long-term

Description of process

The impacts of climate change on the day to day activities of the business are considered by our manufacturing facilities and Corporate Responsibility team. All manufacturing locations are ISO 14001 certified and maintain a risk register of environmental risks, including climate change risks. The risk registers are regularly reviewed by the manufacturing locations. Where the impact of a risk is considered to be high it is raised to senior and executive management for assessing which are the appropriate mitigation actions to take. The main direct climate change risk to our facilities is the impact of severe weather disrupting operations. We use the RiskMethods system to assess the probability for extreme weather events to impact our own operations.

Corporate teams are responsible for identifying and addressing other climate change risks to the business that do not directly affect the operations of a specific manufacturing facility, such as risks associated with our product portfolio (i.e. products that contribute to lesser carbon emissions in our customers final products), the potential impact of carbon taxes, future legislation to reduce carbon emissions affecting manufacturing locations, etc. These risks are discussed and assessed through the organisation's risk management system, with the potential impact and likelihood of the risk dictating at which level of management the risk is discussed. Low risks, when identified, are discussed with senior management, but as the categorisation increases so they are then brought before executive management and mitigation activities incorporated into usual business activities.

Value chain stage(s) covered

Upstream

Risk management process

Integrated into multi-disciplinary company-wide risk management process

Frequency of assessment

More than once a year

Time horizon(s) covered

Short-term

Medium-term

Description of process

We use the RiskMethods system to assess the probability for natural hazards (inc. extreme weather) events to disrupt operations at our suppliers' plants and their supply routes. This assessment is one of the criteria involved in all decisions to award new work to suppliers, and the results of the assessment are reviewed in each supplier contract award meeting: Category Sourcing Boards when the contract is for between 20,000 Euros & 100,000 Euros annually or the Global Sourcing Board for contracts worth over 100,000 Euros annually. These Boards are comprised of executive and senior management. Where a medium or high risk of disruption to our suppliers or their supply chain is identified we work with the supplier to ensure mitigation actions are in place before commencing physical supply of products. Our supply chains are yet to be impacted by an extreme weather event.

We also require all our suppliers to complete a sustainability questionnaire before contracting with them that provides information on how they manage key issues of sustainability performance, such as environmental performance, Health & Safety, working conditions, and Carbon emissions reporting. This allows us to understand the extent to which our suppliers are recording and managing the Carbon emissions of their operations.

Value chain stage(s) covered

Direct operations

Risk management process

A specific climate-related risk management process

Frequency of assessment

Annually

Time horizon(s) covered

Long-term

Description of process

At the end of 2020 KA set the strategic commitment to manufacture Carbon neutral products by 2039. This target was set in response to strategic ambitions set by some of our customers, and the risk is therefore that we will have limited future sales opportunities if we do not achieve this target.

As the strategic commitment is relatively new, we are still forming the detailed plan of how we can get to the target, but this risk is included in our Corporate Risk Register and therefore will be reviewed by our leadership team and Board in accordance with our risk management process on an annual basis as a minimum.

Value chain stage(s) covered

Direct operations

Risk management process

A specific climate-related risk management process

Frequency of assessment

Annually

Time horizon(s) covered

Medium-term

Long-term

Description of process

As a part of making a commitment to manufacturing Carbon neutral products by 2039, KA also committed to source 100% renewable energy by 2030. As purchased electricity makes up 92% of the emissions created by our manufacturing activities, it is imperative that we achieve 100% renewable energy if we are to manufacture Carbon neutral products. Many of our biggest customers are setting renewable energy targets as a requirement of future contract awards, and as such there is a risk of limiting future business opportunities if we do not achieve this target. This risk is included in our Corporate Risk Register and therefore will be reviewed by our leadership team and Board in accordance with our risk management process on an annual basis as a minimum.

Value chain stage(s) covered

Direct operations

Risk management process

Integrated into multi-disciplinary company-wide risk management process

Frequency of assessment

More than once a year

Time horizon(s) covered

None of the above/ Not defined

Description of process

With the cost of energy increasing rapidly in volatile energy markets we have implemented a companywide energy efficiency programme to identify energy usage reduction opportunities in all our manufacturing facilities. Energy usage is monitored for each facility on a monthly basis, with reviews to examine the reasons behind both positive and negative trends in performance for each plant, business unit and companywide as a whole.

C2.2a

(C2.2a) Which risk types are considered in your organization's climate-related risk assessments?

	Relevance & Inclusion	Please explain
Current regulation	Relevant, always included	Corporate functions identify any climate change related legislation that affect either regions where we operate or segments of the business. In addition, national legislation is identified by each plant as part of its process of maintaining a register of legislative requirements as part of their processes as part of their ISO14001 certification. Identification of the legislation is either done through contracted external third parties or internal knowledge experts.
Emerging regulation	Relevant, sometimes included	Corporate functions keep track of emerging and potential legislation that may affect any part of the organisation. Also, each manufacturing location, as part of its process of maintaining its register of legislative requirements as part of its ISO14001 certification may identify emerging legislation. Identification of the legislation is either done through contracted external third parties or internal knowledge experts.
Technology	Relevant, sometimes included	<p>Our manufacturing activities mainly comprise the assembly of components into complex parts that are then sold to our end customers. The largest use of technology in our business are the machines and equipment we use in our manufacturing activities, and the largest climate change risk on a day to day basis associated with this technology is the energy efficiency of the equipment and our manufacturing processes. In 2021, we collaborated with General Motors (GM) to assess the energy efficiency of 2 of our manufacturing locations; Suffield in the US and Matamoros in Mexico. The knowledge and learnings gained from this project were incorporated into an energy efficiency programme that was rolled out to our largest energy using plants in 2022. In 2021, our plants sought to improve energy efficiency by investing in new, more efficient equipment, some examples include:</p> <p>Conversion to LED lighting and installation of motion sensors to automatically turn off lights in working areas when no employees were working in those areas, Finding and fixing air leaks in compressor equipment, New chillers in Suffield and Vrable, Slovakia, Digital control sensors for adjusting heating and ventilation systems in Vrable, Slovakia, Injection molding machine in Wuxi, China, New refrigeration unit and replacement of all compressors in Cluses, France, New compressor in Jundiá, Brazil, Replacement of heating and ventilation system in Molsheim, France.</p>
Legal	Relevant, always included	Each plant is ISO14001 certified and as part of this maintains a register of legislative requirements, which include any relevant climate change regulation.
Market	Relevant, sometimes included	<p>Our business segments have day to day contact with our customers and monitor developments in the markets. Any risks or opportunities are identified through this form of engagement. Many of our customers, notably our automotive customers, now have sustainability at the core of their business strategies and are focused on reducing the Lifecycle emissions of their products. This leads them to require lighter and more efficient products made by their suppliers, as well as increasing the amounts of recycled materials.</p> <p>Our new vision and mission, launched in 2022, puts engineering, sustainability and innovation at the heart of our business for the coming years to align with the transition to an electric vehicle future that is already moving quickly. Under the European Green Deal, the European Climate law sets a target of 2030 for reducing Greenhouse Gas emissions by a minimum of 55% compared with 1990. Part of this goal includes introducing stricter carbon emissions standards for road vehicles as well as promoting an alternative fuels infrastructure. In China, one of the development targets under the New Energy Vehicle Industrial Development Plan is a target of 20% for new energy vehicles (NEVs) in all sales of new vehicles by 2025. The US has also recently taken measures to accelerate the implementation of charging infrastructure.</p> <p>Growing trends are already being seen in e-mobility numbers and the number of digitally connected vehicles. In Europe, government incentives and regulation are resulting in strong growth in Battery Electric Vehicles (BEVs), with projections of a 27% market share by 2025. In China and the US, BEVs are projected to have 19% and 6% market share, respectively, in 2025. Projections of the European vehicle market in 2025 indicate that around 50% of the vehicles will be digitally connected. And in the next few years, it is envisaged that the first automated passenger vehicles will enter the market.</p>
Reputation	Relevant, sometimes included	<p>Our customers are a key stakeholder and supporting them to meet their climate change related requirements is a reputational risk. In recognition of this risk we aim to support our customers in the development of our products, an example of how we have responded to this is the development of a range of Automated Manual Transmission products that help achieve higher fuel efficiencies, and reduce end-product weight and emissions.</p> <p>We aim to drive positive behavioural change through setting good examples to our workforce and our local communities. One of our Chinese facilities and our Hungarian plant receive some of their energy from solar panels installed at their facilities. Our plants in France, Sweden, Poland & UK are assessing the feasibility of installing solar panels. Our Canadian plant has installed electric vehicle charging points for use by the employees.</p> <p>Another key stakeholder group for us with regards to reputation are our local communities. Our plants are significant employers in their areas, and the company aims to contribute and support our local communities' causes and needs. An example of our local community support is that our Normanton plant in the UK participated in a nationwide initiative where members of staff mentored local schoolchildren to develop solutions to some of the biggest sustainability challenges of our times.</p>
Acute physical	Relevant, sometimes included	We assess our supply chain routes for potential affectation by increased frequency and/or severity of extreme weather events using the RiskMethods system. Where the risk of disruption is high we work with the relevant suppliers to ensure mitigation plans are in place.
Chronic physical	Relevant, sometimes included	As part of ISO 14001 certification our plants maintain a risk register, including climate change risks. In 2020, various plants reported experiencing more extreme weather/temperature rises and falls than was typical for certain times of year. Manufacturing facilities in Europe, North America and Mexico reported record breaking summer temperatures. Facilities in the US, UK, Mexico and Sweden all reported periods of more intense rainfall, with localised flooding, though our operations weren't affected. The southern US and Mexico experienced significant storms. Our plants in south east Asia experienced colder winter temperatures than are normally expected.

C2.3

(C2.3) Have you identified any inherent climate-related risks with the potential to have a substantive financial or strategic impact on your business?

Yes

C2.3a

(C2.3a) Provide details of risks identified with the potential to have a substantive financial or strategic impact on your business.

Identifier

Risk 1

Where in the value chain does the risk driver occur?

Upstream

Risk type & Primary climate-related risk driver

Acute physical	Other, please specify (Extreme weather disruptions)
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Primary potential financial impact

Decreased revenues due to reduced production capacity

Climate risk type mapped to traditional financial services industry risk classification

<Not Applicable>

Company-specific description

Disruptions to supply chains through extreme weather events has the potential to affect our contractual obligations to customers. We are assessing supply routes through the RiskMethods system to understand the probability of extreme weather disruptions and where risks are identified as high we are working with suppliers on mitigation plans.

Time horizon

Short-term

Likelihood

Likely

Magnitude of impact

Medium-high

Are you able to provide a potential financial impact figure?

No, we do not have this figure

Potential financial impact figure (currency)

<Not Applicable>

Potential financial impact figure – minimum (currency)

<Not Applicable>

Potential financial impact figure – maximum (currency)

<Not Applicable>

Explanation of financial impact figure

Due to the complexity of our supply chains and the high number of suppliers we do not have a reliable financial impact figure yet.

Cost of response to risk

Description of response and explanation of cost calculation

We are assessing the potential for supply chain disruption using the RiskMethods software. Where a high risk of disruption is identified we are working with suppliers on mitigation plans.

Comment

This mitigation action takes man hours and is dependent on the findings of the analysis of supply routes.

Identifier

Risk 2

Where in the value chain does the risk driver occur?

Direct operations

Risk type & Primary climate-related risk driver

Acute physical	Other, please specify (Extreme weather)
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Primary potential financial impact

Decreased revenues due to reduced production capacity

Climate risk type mapped to traditional financial services industry risk classification

<Not Applicable>

Company-specific description

We have plants in North & South America, Asia and Europe. In 2021, various plants reported experiencing more extreme weather/temperature rises and falls than was typical for certain times of year. Manufacturing facilities in Europe, North America and Mexico reported record breaking summer temperatures. Facilities in the US, UK, Mexico and Sweden all reported periods of more intense rainfall, with localised flooding, though our operations weren't affected. Our plants on south east Asia experienced freezing temperatures during the winter that were lower than would normally be expected.

Time horizon

Short-term

Likelihood

Likely

Magnitude of impact

Medium-high

Are you able to provide a potential financial impact figure?

No, we do not have this figure

Potential financial impact figure (currency)

<Not Applicable>

Potential financial impact figure – minimum (currency)

<Not Applicable>

Potential financial impact figure – maximum (currency)

<Not Applicable>

Explanation of financial impact figure

Extreme weather has yet to directly impact our operations with any significance.

Cost of response to risk

Description of response and explanation of cost calculation

Our plants are responsible for monitoring the potential for climate change to affect their operations/activities. They are supported by Corporate functions, including the HSE & Corporate Responsibility team, in climate change knowledge and best practices in addressing identified issues and risks.

Comment

Management costs are dependent on the issues being addressed, and can range from man hours to CAPEX costs for improving plant infrastructure.

Identifier

Risk 3

Where in the value chain does the risk driver occur?

Direct operations

Risk type & Primary climate-related risk driver

Technology	Substitution of existing products and services with lower emissions options
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Primary potential financial impact

Decreased revenues due to reduced demand for products and services

Climate risk type mapped to traditional financial services industry risk classification

<Not Applicable>

Company-specific description

Our customers have a focus on lowering the emissions generated by their products. They require lighter and more efficient products from their supply chain. For any products designed a number of years previous there is a risk that the market may become restricted for them.

In 2021, we set a new vision and mission for the company to set our intention to create products that support the transition to more sustainable forms of transport in the coming years, and putting engineering, sustainability and innovation at the core of our business strategy. In 2022, we will develop our strategy for manufacturing carbon neutral products by 2039 in order to support the strategic goals of some of our biggest customers.

Time horizon

Medium-term

Likelihood

Likely

Magnitude of impact

Medium-low

Are you able to provide a potential financial impact figure?

No, we do not have this figure

Potential financial impact figure (currency)

<Not Applicable>

Potential financial impact figure – minimum (currency)

<Not Applicable>

Potential financial impact figure – maximum (currency)

<Not Applicable>

Explanation of financial impact figure

We don't have reliable market data currently to assess a reasonable financial impact across our large product portfolio.

Cost of response to risk

Description of response and explanation of cost calculation

Our Engineering teams work to design products that fit our customers' requirements. Whenever there is a need to update or design a new product, they are well placed to understand and fulfil our customers' needs. However, we do not have reliable information at the moment on what the likely costs are in the coming years as different customers continue transitioning to lower emissions vehicles.

Comment

Costs will include employee time, tooling and machinery costs, and production of new products.

Identifier

Risk 4

Where in the value chain does the risk driver occur?

Direct operations

Risk type & Primary climate-related risk driver

Market	Increased cost of raw materials
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Primary potential financial impact

Increased direct costs

Climate risk type mapped to traditional financial services industry risk classification

<Not Applicable>

Company-specific description

2021 saw rising costs in raw materials and energy. Steel and copper prices rose by 130% and semiconductor shortages affected production in some of our plants. There were also rises in costs such as freight, labor, electricity, and oil, which impacted our business. These issues have continued into 2022.

A substantial part of our products based on steel and brass (copper and zinc) is sold to truck manufacturers. Business practice in the truck industry allows some increases

in steel, aluminum, and brass prices to be passed onto customers. However, there is a time lag of three to six months before we can adjust the price of products to reflect fluctuations in the mentioned raw material prices, and a sudden change in market conditions could therefore impact our financial position, revenues, profits, and cash flow. When the market prices go down the adverse effect will occur. For products sold to passenger car applications, we don't have the same opportunity to pass along increases in raw materials prices.

Time horizon

Short-term

Likelihood

More likely than not

Magnitude of impact

Medium

Are you able to provide a potential financial impact figure?

No, we do not have this figure

Potential financial impact figure (currency)

<Not Applicable>

Potential financial impact figure – minimum (currency)

<Not Applicable>

Potential financial impact figure – maximum (currency)

<Not Applicable>

Explanation of financial impact figure

The risk has been categorised as a medium risk due to recent fluctuations in the raw materials market and the predicted impact such fluctuations would have on our business today.

Cost of response to risk

Description of response and explanation of cost calculation

We don't have a direct figure for a cost to response as a large part of it involves employee time working with suppliers to minimise the potential for market fluctuations to affect our business.

Comment

NA

Identifier

Risk 5

Where in the value chain does the risk driver occur?

Direct operations

Risk type & Primary climate-related risk driver

Emerging regulation	Carbon pricing mechanisms
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Primary potential financial impact

Increased indirect (operating) costs

Climate risk type mapped to traditional financial services industry risk classification

<Not Applicable>

Company-specific description

It is possible that governments in this decade will introduce carbon taxes for companies in order to meet national 2030 climate change commitments and that this will impact us financially.

Time horizon

Medium-term

Likelihood

Likely

Magnitude of impact

Low

Are you able to provide a potential financial impact figure?

Yes, a single figure estimate

Potential financial impact figure (currency)

Potential financial impact figure – minimum (currency)

<Not Applicable>

Potential financial impact figure – maximum (currency)

<Not Applicable>

Explanation of financial impact figure

We emitted approximately 42,000 tonnes of CO2 in 2021. We expect this figure to continue reducing as we source more renewable energy and improve energy efficiency in the coming years, so we are basing our estimate on annual emissions of 40,000 tonnes of CO2. The current price of carbon in Carbon allowance markets has risen through 2020 to almost 45 Euros per tonne of CO2. We have used this figure in our estimation of this financial risk.

Cost of response to risk

Description of response and explanation of cost calculation

We are working to increase renewables in our supply mix, and there are also CAPEX costs in improving equipment and our facilities, but we do not currently have enough detailed and reliable data to calculate the cost of a response.

Comment

NA

C2.4**(C2.4) Have you identified any climate-related opportunities with the potential to have a substantive financial or strategic impact on your business?**

Yes

C2.4a**(C2.4a) Provide details of opportunities identified with the potential to have a substantive financial or strategic impact on your business.****Identifier**

Opp1

Where in the value chain does the opportunity occur?

Downstream

Opportunity type

Products and services

Primary climate-related opportunity driver

Development of new products or services through R&D and innovation

Primary potential financial impact

Increased revenues resulting from increased demand for products and services

Company-specific description

Our automotive customers have a focus on manufacturing products with lower Carbon footprints, and an increasing focus on electric vehicles. All our Engineering teams are focused on designing products that enable the transition to electrified and hybrid vehicles. We also aim to design lighter products which require the vehicle to use less energy to achieve optimal performance. With most OEMs now putting sustainability at the core of their business strategies, and setting specific sustainability requirements in their RFQs (mainly focused on increasing the recycled material content of products, achieving 100% renewable energy, and calculating the carbon emissions of products) it is now becoming a license to operate to design more sustainable products with lower carbon emissions.

Time horizon

Medium-term

Likelihood

Likely

Magnitude of impact

Medium

Are you able to provide a potential financial impact figure?

No, we do not have this figure

Potential financial impact figure (currency)

<Not Applicable>

Potential financial impact figure – minimum (currency)

<Not Applicable>

Potential financial impact figure – maximum (currency)

<Not Applicable>

Explanation of financial impact figure

Due to the large diversity in our product portfolio and the number of industries that we supply it is difficult at the moment to make a reasonable estimate of the impact of this opportunity. Out of all the industries we supply, the automotive industry is most likely to make demands for lower emission products. Currently, there is a need for lighter products that have an emissions impact, but we may well see customers asking for us to measure lifecycle emissions and providing products that meet minimum limits for these emissions.

Cost to realize opportunity**Strategy to realize opportunity and explanation of cost calculation**

Our sales teams are in regular contact with our customers so potential opportunities will be identified through this engagement. They relay customer requirements to our R&D and Engineering teams who use these requirements as the basis for designing our products.

Comment

The extent of these opportunities is variable at present.

Identifier

Opp2

Where in the value chain does the opportunity occur?

Direct operations

Opportunity type

Energy source

Primary climate-related opportunity driver**Primary potential financial impact**

Reduced direct costs

Company-specific description

Reducing energy usage in manufacturing facilities leads to more efficient processes and equipment being installed resulting in reduced OPEX spend.

Towards the end of 2020 we committed to purchase 100% renewable energy by 2030. During 2021, some of our biggest customers have requested their supply chains to achieve 100% renewable energy by 2025. We have an opportunity to significantly increase the amount of renewable energy we use over the medium term: 3 years approx. Currently, 40% of purchased electricity is generated from renewable sources. Seven of our plants – four in Scandinavia, our Canadian, Brazilian and Slovakian plants – purchase 100% renewable electricity. Two facilities have installed solar panels that provide some of the energy they use.

Time horizon

Medium-term

Likelihood

Likely

Magnitude of impact

Low

Are you able to provide a potential financial impact figure?

No, we do not have this figure

Potential financial impact figure (currency)

<Not Applicable>

Potential financial impact figure – minimum (currency)

<Not Applicable>

Potential financial impact figure – maximum (currency)

<Not Applicable>

Explanation of financial impact figure

For many of our products we assemble components that have already been made by our suppliers. This means that a lot of our operations are not highly energy intensive. In 2021, 92% of our total Carbon emissions were our Scope 2 (purchased electricity) emissions, so sourcing 100% renewable emissions will have a significant impact on reducing our indirect emissions. We have begun exploring the different market options to achieve 100% renewable energy - Onsite generation, Power Purchase Agreements, Gurantee of Origin certificates, Carbon offsets, green tariffs - and it is clear that we are going to need to use an number of these to reach our target. However, there is still work to be done to establish the feasible options for our different sites and arrive at the financial impact of this opportunity.

Cost to realize opportunity**Strategy to realize opportunity and explanation of cost calculation**

We have a target for 2030 to achieve 100% renewable energy. We have already collected information on the energy contracts for all of our facilities and when they expire so we can negotiate contracts with improved percentages of renewables, and are working with the Purchasing team on this opportunity.

We are in the trial stages of a project that will look at improving energy efficiency in our plants. However, annually our plants are tasked with improving energy usage from the year before, but we expect this project to further drive innovation when looking at how we use energy. The financial impact of increasing renewable energy usage through the different mechanisms available to us is difficult to quantify presently until we have evaluated the most feasible options for each of our plants.

Comment

NA

Identifier

Opp3

Where in the value chain does the opportunity occur?

Direct operations

Opportunity type

Resource efficiency

Primary climate-related opportunity driver

Use of recycling

Primary potential financial impact

Reduced indirect (operating) costs

Company-specific description

The move to circular economies and a focus on reducing, reusing and recycling materials to eliminate waste to landfill presents an opportunity to design products that require less raw material inputs. Our biggest customers have targets for the amount of recycle materials being used in their products and they are making the same requirements to their supply chains.

Time horizon

Short-term

Likelihood

Likely

Magnitude of impact

Medium-low

Are you able to provide a potential financial impact figure?

No, we do not have this figure

Potential financial impact figure (currency)

<Not Applicable>

Potential financial impact figure – minimum (currency)

<Not Applicable>

Potential financial impact figure – maximum (currency)

<Not Applicable>

Explanation of financial impact figure

Our manufacturing locations have the responsibility to minimise the waste produced from our operations. The extent to which we can take advantage of this opportunity is dependent on the availability of waste contractors in the areas of our facilities, and the types of waste that they can manage. But we expect more opportunities will be created over the next 1 to 5 years to recycle more waste and waste streams.

Using more recyclate in our products is becoming a prerequisite to being able to quote for future work with some of our biggest customers. It is not clear at the moment what the financial impact of this is likely to be, but in the long term is expected to run into the tens of millions of Euros.

Cost to realize opportunity

Strategy to realize opportunity and explanation of cost calculation

There are many aspects to improving waste management generally and increasing the amount of recyclate materials in our products. We do not have sufficient information at present to estimate the scale of these costs.

Comment

C3. Business Strategy

C3.1

(C3.1) Does your organization’s strategy include a transition plan that aligns with a 1.5°C world?

Row 1

Transition plan

No, our strategy has been influenced by climate-related risks and opportunities, but we do not plan to develop a transition plan within two years

Publicly available transition plan

<Not Applicable>

Mechanism by which feedback is collected from shareholders on your transition plan

<Not Applicable>

Description of feedback mechanism

<Not Applicable>

Frequency of feedback collection

<Not Applicable>

Attach any relevant documents which detail your transition plan (optional)

<Not Applicable>

Explain why your organization does not have a transition plan that aligns with a 1.5°C world and any plans to develop one in the future

We have set a target to manufacture carbon neutral products by 2039, which is in line with science based targets set by others in the industry that have been set based on a 1.5 degree climate change target. On this basis we don't envisage resetting our targets by going through a process in accordance with a 1.5 degree transition plan.

Explain why climate-related risks and opportunities have not influenced your strategy

<Not Applicable>

C3.2

(C3.2) Does your organization use climate-related scenario analysis to inform its strategy?

	Use of climate-related scenario analysis to inform strategy	Primary reason why your organization does not use climate-related scenario analysis to inform its strategy	Explain why your organization does not use climate-related scenario analysis to inform its strategy and any plans to use it in the future
Row 1	No, and we do not anticipate doing so in the next two years	Please select	With other more pressing sustainability requirements we have to place our focus on these before coming to scenario analysis.

C3.3

(C3.3) Describe where and how climate-related risks and opportunities have influenced your strategy.

	Have climate-related risks and opportunities influenced your strategy in this area?	Description of influence
Products and services	Yes	<p>Our climate change risks and opportunities are having a significant influence over our strategy. At the end of 2020 we committed to manufacturing Carbon neutral products by 2039, and a significant milestone as a part of that commitment is to source 100% renewable energy by 2030. This is particularly pertinent because 92% of our Scope 1 & 2 emissions come from purchased electricity. The commitment to 100% renewable energy was driven from the need to achieve Carbon neutral products by 2039 and risk to future business if we don't achieve that. Combined with this, this greater focus on energy comes in response to needing to use resources more efficiently and the potential for greater fluctuations in energy costs having a negative impact on our business.</p> <p>Ultimately, the future viability of our business within the automotive industry as it makes great strides to produce greener and safer transport is dependent on us making products that fit with shift in the industry. This is driving us to look in greater depth at the sustainability of our products, the materials we use and the Carbon emissions associated with their value chains.</p>
Supply chain and/or value chain	Yes	<p>In 2020 we began to model the supply chain emissions for one of our plants in Mexico. The COVID pandemic, and responding to the critical needs of the business, disrupted this work, but our strategic ambition (and risk of not achieving it) for Carbon neutral products presents a driving factor for continuing this modelling to better understanding our Scope 3 emissions and where we can focus our efforts to begin to reduce these effectively.</p> <p>We also assess our supply chain routes for potential affectation by increased frequency and/or severity of extreme weather events using the NatCat system. Where the risk of disruption is high we work with the relevant suppliers to ensure mitigation plans are in place.</p>
Investment in R&D	Yes	<p>Our automotive customers have a focus on reducing the emissions generated by their products. This leads them to require lighter and more efficient products from their supply chain. Increasingly, our customers also have requirements for understanding the Lifecycle emissions of our products and the amount of recycle (materials recycled back into new products) that we have. This is changing the way we think about our products through the design and manufacturing stages, and leading us to think more about how sustainable they are. As we are at the beginning of this transition in thinking we expect to learn much more, and provide more detail to our strategy, as this way of thinking about our products develops over time.</p>
Operations	Yes	<p>We have a long term target for increasing renewable energy use to 100% of all purchased electricity by 2030. This has led us to begin looking at energy procurement at a corporate level, and the various possibilities open to us to achieve the target. Previously, energy procurement has been managed directly by each site. This is a potential shift. Improving energy efficiency, reducing waste and better using resources is an ongoing target for our manufacturing locations, with dedicated HSE personnel in each location work to achieve these goals.</p>

C3.4

(C3.4) Describe where and how climate-related risks and opportunities have influenced your financial planning.

	Financial planning elements that have been influenced	Description of influence
Row 1	Revenues Direct costs Capital expenditures Access to capital	<p>Actions to reduce the impact of or mitigate against the effects of extreme weather are a CAPEX spend and these are built into annual budgets and signed off by the senior and executive management. Our customers, especially in the automotive industry, require products that are lighter and therefore help their end products to produce less emissions through their use. We also monitor the potential effect of extreme weather on our supply chains, and put mitigation activities into place where the probable impact is high. Improving our climate change performance has also allowed us to be included for the first time on a Scandinavian investor index aimed on sustainable companies, opening up potential new sources of capital.</p>

C4. Targets and performance

C4.1

(C4.1) Did you have an emissions target that was active in the reporting year?

Intensity target

C4.1b

(C4.1b) Provide details of your emissions intensity target(s) and progress made against those target(s).

Target reference number

Int 1

Year target was set

2021

Target coverage

Company-wide

Scope(s)

Scope 1

Scope 2

Scope 2 accounting method

Location-based

Scope 3 category(ies)

<Not Applicable>

Intensity metric

Metric tons CO2e per unit revenue

Base year

2020

Intensity figure in base year for Scope 1 (metric tons CO2e per unit of activity)

0.0025374526

Intensity figure in base year for Scope 2 (metric tons CO2e per unit of activity)

0.037270468

Intensity figure in base year for Scope 3 (metric tons CO2e per unit of activity)

<Not Applicable>

Intensity figure in base year for all selected Scopes (metric tons CO2e per unit of activity)

0.039807921

% of total base year emissions in Scope 1 covered by this Scope 1 intensity figure

100

% of total base year emissions in Scope 2 covered by this Scope 2 intensity figure

100

% of total base year emissions in Scope 3 (in all Scope 3 categories) covered by this Scope 3 intensity figure

<Not Applicable>

% of total base year emissions in all selected Scopes covered by this intensity figure

100

Target year

2021

Targeted reduction from base year (%)

1

Intensity figure in target year for all selected Scopes (metric tons CO2e per unit of activity) [auto-calculated]

0.03940984179

% change anticipated in absolute Scope 1+2 emissions

-1

% change anticipated in absolute Scope 3 emissions**Intensity figure in reporting year for Scope 1 (metric tons CO2e per unit of activity)**

0.0024439405

Intensity figure in reporting year for Scope 2 (metric tons CO2e per unit of activity)

0.034171691

Intensity figure in reporting year for Scope 3 (metric tons CO2e per unit of activity)

<Not Applicable>

Intensity figure in reporting year for all selected Scopes (metric tons CO2e per unit of activity)

0.036615632

% of target achieved relative to base year [auto-calculated]

801.92306450769

Target status in reporting year

Achieved

Is this a science-based target?

No, and we do not anticipate setting one in the next 2 years

Target ambition

<Not Applicable>

Please explain target coverage and identify any exclusions

We measure intensity as metric tonnes CO2/Euro sales. This target covers all emissions created at our manufacturing facilities. We have some office locations and warehouses that are not included in the target, but their contribution to energy usage etc is not material. Our target doesn't currently include Scope 3 emissions, but in 2022 we are developing our sustainability strategy for the medium term and Scope 3 emissions will be a key part of this strategy.

Plan for achieving target, and progress made to the end of the reporting year

<Not Applicable>

List the emissions reduction initiatives which contributed most to achieving this target

Energy efficiency projects - conversion to LED lighting in 6 of our facilities, fixing air compressor leaks in 3 facilities, replacement of old equipment with more energy efficient equipment in 10 facilities (including replacement of air conditioning system in 2 facilities).

Our Epila facility in Spain installed an energy monitoring system and contracted an external company to support on energy management monitoring and measuring. Our Vrable facility in Slovakia installed sensors to monitor the ambient conditions in the facility, which allow monitoring of humidity, CO2, dust particles, allowing the plant to make adjustments to heating and ventilation to be adjusted to ideal temperatures and ensure that only the energy required is used to maintain safe and healthy working conditions. Vrable also introduced a voltage step down system for the electricity supply entering the plant to reduce energy usage.

C4.2

(C4.2) Did you have any other climate-related targets that were active in the reporting year?

Target(s) to increase low-carbon energy consumption or production

C4.2a

(C4.2a) Provide details of your target(s) to increase low-carbon energy consumption or production.

Target reference number

Low 1

Year target was set

2020

Target coverage

Company-wide

Target type: energy carrier

Electricity

Target type: activity

Consumption

Target type: energy source

Renewable energy source(s) only

Base year

2019

Consumption or production of selected energy carrier in base year (MWh)

105285.449

% share of low-carbon or renewable energy in base year

34

Target year

2030

% share of low-carbon or renewable energy in target year

100

% share of low-carbon or renewable energy in reporting year

41

% of target achieved relative to base year [auto-calculated]

10.6060606060606

Target status in reporting year

Underway

Is this target part of an emissions target?

This target is linked to our strategic goal of manufacturing Carbon neutral products by 2039.

Is this target part of an overarching initiative?

No, it's not part of an overarching initiative

Please explain target coverage and identify any exclusions

This target has been chosen by us in recognition of the need to reduce our indirect Carbon emissions (Scope 2) and address the risks to our business of volatile energy markets and sharp increases in the price of energy for the next 3 years. It also allows us to meet customer demands for emissions reductions in order to continue quoting for work.

Plan for achieving target, and progress made to the end of the reporting year

With a global manufacturing footprint - facilities located in Europe, the Americas and Asia - we began assessing the feasible options open to us in each energy market where we are located. We identified an opportunity to include all our European facilities, with the exception of Poland which is not currently part of the AIB scheme, under a virtual Power Purchase Agreement that would allow us get to 100% renewable energy in this region. We are currently putting together a business case for this opportunity to be put to the executive management. Our Wuxi (China), Vrable (Slovakia), Cluses (France) and Normanton (UK) facilities began the feasibility assessments for on-site generation of approx. 20% of their energy needs through installing solar panels on their roofs. We began discussions to be classified as a Qualified User in the Mexican energy market, which would allow us to access green tariffs. Our Shuofang facility in China signed a contract to take 100% of its energy from solar panels installed on the industrial park where it is located. In 2021, our facilities in Vrable and Molsheim (France) signed green energy contracts for 100% renewable energy.

List the actions which contributed most to achieving this target

<Not Applicable>

Target reference number

Low 2

Year target was set

2020

Target coverage

Product level

Target type: energy carrier

All energy carriers

Target type: activity

Production

Target type: energy source

Low-carbon energy source(s)

Base year

2019

Consumption or production of selected energy carrier in base year (MWh)

% share of low-carbon or renewable energy in base year

Target year

% share of low-carbon or renewable energy in target year

% share of low-carbon or renewable energy in reporting year

% of target achieved relative to base year [auto-calculated]

<Calculated field>

Target status in reporting year

Underway

Is this target part of an emissions target?

This target is for all our products to be Carbon neutral by 2039.

Is this target part of an overarching initiative?

No, it's not part of an overarching initiative

Please explain target coverage and identify any exclusions

This target covers all products in our portfolio, and has been made with a view on the long term sustainability requirements and commitments of the automotive industry and our customers for the products that we manufacture. It hasn't been made as part of a target initiative, but is in line with other similar commitments being made by our customers and companies in other industries.

Plan for achieving target, and progress made to the end of the reporting year

In 2022, we are formulating our strategy for how to achieve this target, looking at both the materials in our products and our Scope 3 emissions.

List the actions which contributed most to achieving this target

<Not Applicable>

Target reference number

Low 3

Year target was set

Target coverage

Please select

Target type: energy carrier

Please select

Target type: activity

Please select

Target type: energy source

Please select

Base year

Consumption or production of selected energy carrier in base year (MWh)

% share of low-carbon or renewable energy in base year

Target year

% share of low-carbon or renewable energy in target year

% share of low-carbon or renewable energy in reporting year

% of target achieved relative to base year [auto-calculated]

<Calculated field>

Target status in reporting year

Please select

Is this target part of an emissions target?

Is this target part of an overarching initiative?

Please select

Please explain target coverage and identify any exclusions

Plan for achieving target, and progress made to the end of the reporting year

<Not Applicable>

List the actions which contributed most to achieving this target

<Not Applicable>

C4.3

(C4.3) Did you have emissions reduction initiatives that were active within the reporting year? Note that this can include those in the planning and/or implementation phases.
 Yes

C4.3a

(C4.3a) Identify the total number of initiatives at each stage of development, and for those in the implementation stages, the estimated CO2e savings.

	Number of initiatives	Total estimated annual CO2e savings in metric tonnes CO2e (only for rows marked *)
Under investigation	5	
To be implemented*		
Implementation commenced*		
Implemented*	44	847
Not to be implemented		

C4.3b

(C4.3b) Provide details on the initiatives implemented in the reporting year in the table below.

Initiative category & Initiative type

Energy efficiency in buildings	Lighting
--------------------------------	----------

Estimated annual CO2e savings (metric tonnes CO2e)

517

Scope(s) or Scope 3 category(ies) where emissions savings occur

Scope 2 (location-based)

Voluntary/Mandatory

Voluntary

Annual monetary savings (unit currency – as specified in C0.4)

109800

Investment required (unit currency – as specified in C0.4)

99600

Payback period

1-3 years

Estimated lifetime of the initiative

>30 years

Comment

In 2022, for the facilities that haven't converted to 100% LED lighting we are assessing the investment required to fully achieve this transition.

Initiative category & Initiative type

Energy efficiency in production processes	Compressed air
---	----------------

Estimated annual CO2e savings (metric tonnes CO2e)

71

Scope(s) or Scope 3 category(ies) where emissions savings occur

Scope 2 (location-based)

Voluntary/Mandatory

Voluntary

Annual monetary savings (unit currency – as specified in C0.4)

100000

Investment required (unit currency – as specified in C0.4)

18480

Payback period

1-3 years

Estimated lifetime of the initiative

6-10 years

Comment

This initiative involves changing compressors to newer, more energy efficient equipment, reducing air leaks and reducing the pressure in some compressed air systems.

Initiative category & Initiative type

Energy efficiency in production processes	Machine/equipment replacement
---	-------------------------------

Estimated annual CO2e savings (metric tonnes CO2e)

52.8

Scope(s) or Scope 3 category(ies) where emissions savings occur

Scope 2 (location-based)

Voluntary/Mandatory

Voluntary

Annual monetary savings (unit currency – as specified in C0.4)

33860

Investment required (unit currency – as specified in C0.4)

89300

Payback period

4-10 years

Estimated lifetime of the initiative

11-15 years

Comment

Replacement of a chiller in our Suffield, US facility; injection molding machine and servo in Wuxi, China; blower close off valve in KAMS, China; compressor replacement in Jundiai, Brazil

Initiative category & Initiative type

Energy efficiency in buildings	Heating, Ventilation and Air Conditioning (HVAC)
--------------------------------	--

Estimated annual CO2e savings (metric tonnes CO2e)

5.1

Scope(s) or Scope 3 category(ies) where emissions savings occur

Scope 2 (location-based)

Voluntary/Mandatory

Voluntary

Annual monetary savings (unit currency – as specified in C0.4)

4600

Investment required (unit currency – as specified in C0.4)

25000

Payback period

11-15 years

Estimated lifetime of the initiative

16-20 years

Comment

Ventilation system change in Molsheim, France; adjustment to a ventilation unit in Mullsjo, Sweden

Initiative category & Initiative type

Energy efficiency in production processes	Smart control system
---	----------------------

Estimated annual CO2e savings (metric tonnes CO2e)

139.6

Scope(s) or Scope 3 category(ies) where emissions savings occur

Scope 2 (location-based)

Voluntary/Mandatory

Voluntary

Annual monetary savings (unit currency – as specified in C0.4)

30000

Investment required (unit currency – as specified in C0.4)

3500

Payback period

<1 year

Estimated lifetime of the initiative

11-15 years

Comment

New digital controler for inhouse ventilation and air changing & implementaion of sensors for humidity, CO2, dust particals, temperature in Vrable, Slovakia

Initiative category & Initiative type

Energy efficiency in production processes	Other, please specify (Energy management service)
---	---

Estimated annual CO2e savings (metric tonnes CO2e)

7.1

Scope(s) or Scope 3 category(ies) where emissions savings occur

Scope 2 (location-based)

Voluntary/Mandatory

Voluntary

Annual monetary savings (unit currency – as specified in C0.4)

936

Investment required (unit currency – as specified in C0.4)

1000

Payback period

1-3 years

Estimated lifetime of the initiative

3-5 years

Comment

Energy consumption monitoring and management service in Epila, Spain

C4.3c

(C4.3c) What methods do you use to drive investment in emissions reduction activities?

Method	Comment
Lower return on investment (ROI) specification	Efficient and lean manufacturing processes is reducing overall energy use in manufacture of our products
Compliance with regulatory requirements/standards	All our plants are ISO14001 certified, and therefore keep track of all climate change related legislation. As a minimum standard of performance we comply with all relevant legislation.
Employee engagement	Every month we hold conference calls to discuss HSE performance, including energy usage, with all the plants in each business segment.
Internal incentives/recognition programs	Our Long Term Incentive bonus scheme for senior and executive management now includes a target for energy efficiency improvement. This target aims for an 8% reduction in Energy Intensity by 2024 from a 2019 baseline, with incremental targets for the intervening years.

C4.5

(C4.5) Do you classify any of your existing goods and/or services as low-carbon products?

No

C5. Emissions methodology

C5.1

(C5.1) Is this your first year of reporting emissions data to CDP?

No

C5.1a

(C5.1a) Has your organization undergone any structural changes in the reporting year, or are any previous structural changes being accounted for in this disclosure of emissions data?

Row 1

Has there been a structural change?

No

Name of organization(s) acquired, divested from, or merged with

<Not Applicable>

Details of structural change(s), including completion dates

<Not Applicable>

C5.1b

(C5.1b) Has your emissions accounting methodology, boundary, and/or reporting year definition changed in the reporting year?

	Change(s) in methodology, boundary, and/or reporting year definition?	Details of methodology, boundary, and/or reporting year definition change(s)
Row 1	No	<Not Applicable>

C5.2

(C5.2) Provide your base year and base year emissions.

Scope 1

Base year start

January 1 2020

Base year end

December 31 2020

Base year emissions (metric tons CO2e)

2713.079

Comment

Across our manufacturing footprint our plants use Diesel Oil, Natural Gas, Kerosene, Biomass, and Propane. As a lot of our manufacturing activities involve assembling supplied components a number of our plants generate Scope 1 emissions as follows: Propane and diesel is commonly used in forklifts; there are a small number of company vehicles, inc. a shift bus for one of our two Shanghai plants that use Diesel, and Natural Gas is used for heating and in our Suffield facility Natural Gas is used in the air conditioning system. Our Spanish plant, a Swedish plants, and two of our Mexican plants use Propane and Natural Gas in their manufacturing activities, principally in ovens and die casting.

Scope 2 (location-based)

Base year start

January 1 2020

Base year end

December 31 2020

Base year emissions (metric tons CO2e)

39850.099

Comment

Companywide, 41% of the purchased electricity in 2021 was generated from renewable sources. 7 of our plants - the 4 Scandinavian plants, and our Brazilian, Slovakian & Canadian plants - purchased 100% renewable electricity in 2021.

Scope 2 (market-based)

Base year start

Base year end

Base year emissions (metric tons CO2e)

Comment

Scope 3 category 1: Purchased goods and services

Base year start

Base year end

Base year emissions (metric tons CO2e)

Comment

Scope 3 category 2: Capital goods

Base year start

Base year end

Base year emissions (metric tons CO2e)

Comment

Scope 3 category 3: Fuel-and-energy-related activities (not included in Scope 1 or 2)

Base year start

Base year end

Base year emissions (metric tons CO2e)

Comment

Scope 3 category 4: Upstream transportation and distribution

Base year start

Base year end

Base year emissions (metric tons CO2e)

Comment

Scope 3 category 5: Waste generated in operations

Base year start

Base year end

Base year emissions (metric tons CO2e)

Comment

Scope 3 category 6: Business travel

Base year start

Base year end

Base year emissions (metric tons CO2e)

Comment

Scope 3 category 7: Employee commuting

Base year start

Base year end

Base year emissions (metric tons CO2e)

Comment

Scope 3 category 8: Upstream leased assets

Base year start

Base year end

Base year emissions (metric tons CO2e)

Comment

Scope 3 category 9: Downstream transportation and distribution

Base year start

Base year end

Base year emissions (metric tons CO2e)

Comment

Scope 3 category 10: Processing of sold products

Base year start

Base year end

Base year emissions (metric tons CO2e)

Comment

Scope 3 category 11: Use of sold products

Base year start

Base year end

Base year emissions (metric tons CO2e)

Comment

Scope 3 category 12: End of life treatment of sold products

Base year start

Base year end

Base year emissions (metric tons CO2e)

Comment

Scope 3 category 13: Downstream leased assets

Base year start

Base year end

Base year emissions (metric tons CO2e)

Comment

Scope 3 category 14: Franchises

Base year start

Base year end

Base year emissions (metric tons CO2e)

Comment

Scope 3 category 15: Investments

Base year start

Base year end

Base year emissions (metric tons CO2e)

Comment

Scope 3: Other (upstream)

Base year start

Base year end

Base year emissions (metric tons CO2e)

Comment

Scope 3: Other (downstream)

Base year start

Base year end

Base year emissions (metric tons CO2e)

Comment

C5.3

(C5.3) Select the name of the standard, protocol, or methodology you have used to collect activity data and calculate emissions.

The Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard (Revised Edition)

C6. Emissions data

C6.1

(C6.1) What were your organization's gross global Scope 1 emissions in metric tons CO2e?

Reporting year

Gross global Scope 1 emissions (metric tons CO2e)

3018.276

Start date

<Not Applicable>

End date

<Not Applicable>

Comment

Scope 1 emissions accounted for 7% of our total Scope 1 and 2 emissions. 92% of our Scope 1 emissions come from 13 plants using Natural Gas in manufacturing processes (ovens, die casting), some air conditioning systems & heating. The remaining 8% of our Scope 1 emissions come from 8 plants using Diesel Oil for forklifts, generators and other similar equipment; 9 plants use Propane for extrusion rings, ovens, die casting & forklifts; and 2 plants used 22 MWh of Kerosene for forklifts.

C6.2

(C6.2) Describe your organization's approach to reporting Scope 2 emissions.

Row 1

Scope 2, location-based

We are reporting a Scope 2, location-based figure

Scope 2, market-based

We have no operations where we are able to access electricity supplier emission factors or residual emissions factors and are unable to report a Scope 2, market-based figure

Comment

Scope 2 emissions represent 93% of our total Scope 1 & 2 emissions. In preparation for this CDP submission we have mapped the amount of electricity purchased by our plants that was generated from renewable sources. 7 plants purchased 100% of their electricity generated from renewable sources, and across our footprint 41% of all purchased electricity was generated from renewables in 2021. We would like to report market-based Scope 2 emissions to better reflect our emissions, but are currently unable to get sufficient data from our suppliers to calculate the Scope 2 market based emissions value and so are only reporting a location based value.

C6.3

(C6.3) What were your organization's gross global Scope 2 emissions in metric tons CO2e?

Reporting year

Scope 2, location-based

42159.076

Scope 2, market-based (if applicable)

<Not Applicable>

Start date

<Not Applicable>

End date

<Not Applicable>

Comment

Scope 2 emissions rose by 6% from 2020 levels, but were consistent with 2019 Scope 2 emissions (2021 emissions were 1.5% less than in 2019). The increase in Scope 2 emissions is due to the recovery in production levels (to approximately the same levels as 2019) following the industry disruptions of the Covid pandemic.

C6.4

(C6.4) Are there any sources (e.g. facilities, specific GHGs, activities, geographies, etc.) of Scope 1 and Scope 2 emissions that are within your selected reporting boundary which are not included in your disclosure?

No

C6.5

(C6.5) Account for your organization's gross global Scope 3 emissions, disclosing and explaining any exclusions.

Purchased goods and services

Evaluation status

Relevant, calculated

Emissions in reporting year (metric tons CO2e)

317909686.18

Emissions calculation methodology

Spend-based method

Percentage of emissions calculated using data obtained from suppliers or value chain partners

0

Please explain

Emissions calculated using 2021 data on spend on all materials categories and the Quantis Scope 3 emissions evaluator.

Capital goods

Evaluation status

Relevant, calculated

Emissions in reporting year (metric tons CO2e)

24644926.84

Emissions calculation methodology

Spend-based method

Percentage of emissions calculated using data obtained from suppliers or value chain partners

0

Please explain

Capital expenditure for 2021 converted to CO2e emissions using the Quantis Scope 3 emissions evaluator.

Fuel-and-energy-related activities (not included in Scope 1 or 2)

Evaluation status

Relevant, calculated

Emissions in reporting year (metric tons CO2e)

9186300

Emissions calculation methodology

Spend-based method

Percentage of emissions calculated using data obtained from suppliers or value chain partners

0

Please explain

We have used 2021 Purchasing spend data and the Quantis Scope 3 calculator to calculate emissions under this category.

Upstream transportation and distribution

Evaluation status

Relevant, calculated

Emissions in reporting year (metric tons CO2e)

81044806.07

Emissions calculation methodology

Spend-based method

Percentage of emissions calculated using data obtained from suppliers or value chain partners

0

Please explain

We have used 2021 Purchasing spend data and the Quantis Scope 3 calculator to calculate emissions under this category.

Waste generated in operations

Evaluation status

Relevant, calculated

Emissions in reporting year (metric tons CO2e)

1817403.15

Emissions calculation methodology

Spend-based method

Percentage of emissions calculated using data obtained from suppliers or value chain partners

0

Please explain

This figure has been calculated using the Quantis Scope 3 calculator and our 2021 Purchasing spend data on direct materials.

Business travel

Evaluation status

Relevant, calculated

Emissions in reporting year (metric tons CO2e)

2796776.52

Emissions calculation methodology

Spend-based method

Percentage of emissions calculated using data obtained from suppliers or value chain partners

0

Please explain

This figure has been calculated using the Quantis Scope 3 calculator and our 2021 Purchasing spend data on business travel.

Employee commuting**Evaluation status**

Relevant, calculated

Emissions in reporting year (metric tons CO2e)

20400000

Emissions calculation methodology

Spend-based method

Percentage of emissions calculated using data obtained from suppliers or value chain partners

0

Please explain

This has been calculated using the Quantis Scope 3 calculator and the number of employees in the company.

Upstream leased assets**Evaluation status**

Not relevant, explanation provided

Emissions in reporting year (metric tons CO2e)

<Not Applicable>

Emissions calculation methodology

<Not Applicable>

Percentage of emissions calculated using data obtained from suppliers or value chain partners

<Not Applicable>

Please explain

We do not have any upstream leased assets.

Downstream transportation and distribution**Evaluation status**

Relevant, not yet calculated

Emissions in reporting year (metric tons CO2e)

<Not Applicable>

Emissions calculation methodology

<Not Applicable>

Percentage of emissions calculated using data obtained from suppliers or value chain partners

<Not Applicable>

Please explain

Most of our products are collected by our customers from our factories by their own contracted Logistics companies.

Processing of sold products**Evaluation status**

Relevant, not yet calculated

Emissions in reporting year (metric tons CO2e)

<Not Applicable>

Emissions calculation methodology

<Not Applicable>

Percentage of emissions calculated using data obtained from suppliers or value chain partners

<Not Applicable>

Please explain

A small amount of products are processed by intermediaries, though this represents a small amount of our Scope 3 emissions, and therefore is not a focus of our current data collection.

Use of sold products**Evaluation status**

Relevant, not yet calculated

Emissions in reporting year (metric tons CO2e)

<Not Applicable>

Emissions calculation methodology

<Not Applicable>

Percentage of emissions calculated using data obtained from suppliers or value chain partners

<Not Applicable>

Please explain

We do not have access to reliable sources of data to be able to calculate emissions associated with the use of our products.

End of life treatment of sold products

Evaluation status

Relevant, not yet calculated

Emissions in reporting year (metric tons CO2e)

<Not Applicable>

Emissions calculation methodology

<Not Applicable>

Percentage of emissions calculated using data obtained from suppliers or value chain partners

<Not Applicable>

Please explain

We do not have access to reliable sources of data to be able to calculate emissions associated with end of life treatment of our products.

Downstream leased assets

Evaluation status

Relevant, not yet calculated

Emissions in reporting year (metric tons CO2e)

<Not Applicable>

Emissions calculation methodology

<Not Applicable>

Percentage of emissions calculated using data obtained from suppliers or value chain partners

<Not Applicable>

Please explain

We have a small number of leased warehouses that fall under this emissions category. We don't currently collect energy data for these facilities as we have focused our efforts on collecting good quality data from our manufacturing facilities, which represents the significant share of emissions created by any facility that we manage.

Franchises

Evaluation status

Not relevant, explanation provided

Emissions in reporting year (metric tons CO2e)

<Not Applicable>

Emissions calculation methodology

<Not Applicable>

Percentage of emissions calculated using data obtained from suppliers or value chain partners

<Not Applicable>

Please explain

We don't have any franchises.

Investments

Evaluation status

Not relevant, explanation provided

Emissions in reporting year (metric tons CO2e)

<Not Applicable>

Emissions calculation methodology

<Not Applicable>

Percentage of emissions calculated using data obtained from suppliers or value chain partners

<Not Applicable>

Please explain

We do not make any investments.

Other (upstream)

Evaluation status

Not relevant, explanation provided

Emissions in reporting year (metric tons CO2e)

<Not Applicable>

Emissions calculation methodology

<Not Applicable>

Percentage of emissions calculated using data obtained from suppliers or value chain partners

<Not Applicable>

Please explain

We do not have any other upstream Scope 3 emissions.

Other (downstream)

Evaluation status

Not relevant, explanation provided

Emissions in reporting year (metric tons CO2e)

<Not Applicable>

Emissions calculation methodology

<Not Applicable>

Percentage of emissions calculated using data obtained from suppliers or value chain partners

<Not Applicable>

Please explain

We do not have any other downstream Scope 3 emissions.

C6.7

(C6.7) Are carbon dioxide emissions from biogenic carbon relevant to your organization?

No

C6.10

(C6.10) Describe your gross global combined Scope 1 and 2 emissions for the reporting year in metric tons CO2e per unit currency total revenue and provide any additional intensity metrics that are appropriate to your business operations.

Intensity figure

0.0000365521

Metric numerator (Gross global combined Scope 1 and 2 emissions, metric tons CO2e)

45177.29

Metric denominator

unit total revenue

Metric denominator: Unit total

1235969000

Scope 2 figure used

Location-based

% change from previous year

8.2

Direction of change

Decreased

Reason for change

Scope 1 emissions were approx. 11% higher in 2021 from 2020, but as Scope 1 emissions made up only 6.5% of our Scope 1 & 2 emissions this increase didn't have a significant impact on our CO2 intensity. Scope 2 emissions rose by approx. 5.5% in 2021 from the pandemic-hit 2020 levels. The main driver in reducing our CO2 emissions intensity was a 15% rise in sales across the business in 2021 from 2020. Another contributing factor to this decrease in our CO2 emissions intensity is that our largest energy consuming plant in 2021 - Nuevo Laredo in Mexico - has a significant reduction in energy intensity, which given that Mexico has a high percentage of fossil fuel generated electricity has had a positive effect in driving down our CO2 emissions intensity.

C7. Emissions breakdowns

C7.1

(C7.1) Does your organization break down its Scope 1 emissions by greenhouse gas type?

No

C7.2

(C7.2) Break down your total gross global Scope 1 emissions by country/region.

Country/Region	Scope 1 emissions (metric tons CO2e)
Americas	1167.691
Europe	1815.649
Asia Pacific (or JAPA)	34.936

C7.3

(C7.3) Indicate which gross global Scope 1 emissions breakdowns you are able to provide.

- By business division
- By facility

C7.3a

(C7.3a) Break down your total gross global Scope 1 emissions by business division.

Business division	Scope 1 emissions (metric ton CO2e)
Powertrain & Chassis	1273.32
Speciality Products	1332.881
Interiors	412.074

C7.3b

(C7.3b) Break down your total gross global Scope 1 emissions by business facility.

Facility	Scope 1 emissions (metric tons CO2e)	Latitude	Longitude
Grand River, US	65.211	41.73831	-81.28144
Suffield, US	718.456	41.98972	-72.649843
Willis, US	12.859	30.456537	-95.467963
Nuevo Laredo, Mexico	73.46	27.449115	-99.507662
Ramos, Mexico	1.513	25.557963	-100.940263
Matamoros, Mexico	10.693	25.840715	-97.430647
Reynosa, Mexico	0	26.016917	-98.214886
Shawnigan, Canada	274.29	46.598685	-72.708587
Jundiari, Brazil	11.205	-23.205487	-46.923008
Raufoss, Norway	1.464	60.727092	10.607131
Hvitvingfoss, Norway	0	59.525366	9.913584
Ljungsarp, Sweden	0	57.557863	13.620983
Mullsjö, Sweden	9.492	57.91471	13.88148
Molsheim, France	9.035	48.549366	7.496651
Cluses, France	282.063	46.06016	6.58033
Koluszki, Poland	512.585	51.739758	19.806408
Pruszkow, Poland	88.794	52.17181	20.784817
Brzesc, Poland	179.109	52.634186	18.852047
Epila, Spain	43.007	41.60307	-1.28491
Normanton, UK	207.042	53.705634	-1.388483
Siofok, Hungary	130.26	46.90757	18.05569
Vrable, Slovakia	352.791	48.228003	18.326175
Prithla, India	31.398	28.170349	77.305895
Yongsan, South Korea	0	35.33861	129.03861
Wuxi, China	0	31.56887	120.28857
KAMS, China	0.321	31.22222	121.45806
Lonestar, China	3.216	31.22222	121.45806
Shuofang, China	0	32.07551	119.61963

C7.5

(C7.5) Break down your total gross global Scope 2 emissions by country/region.

Country/Region	Scope 2, location-based (metric tons CO2e)	Scope 2, market-based (metric tons CO2e)
Americas	16975.623	
Europe	15005.349	
Asia Pacific (or JAPA)	10178.044	

C7.6

(C7.6) Indicate which gross global Scope 2 emissions breakdowns you are able to provide.

By business division

By facility

C7.6a

(C7.6a) Break down your total gross global Scope 2 emissions by business division.

Business division	Scope 2, location-based (metric tons CO2e)	Scope 2, market-based (metric tons CO2e)
Powertrain & Chassis	17233.372	
Speciality Products	9905.118	
Interiors	15020.526	

C7.6b

(C7.6b) Break down your total gross global Scope 2 emissions by business facility.

Facility	Scope 2, location-based (metric tons CO2e)	Scope 2, market-based (metric tons CO2e)
Grand River, US	516.493	
Suffield, US	3170.631	
Willis, US	960.595	
Nuevo Laredo, Mexico	4914.777	
Ramos, Mexico	476.828	
Matamoros, Mexico	3714.923	
Reynosa, Mexico	2638.006	
Shawnigan, Canada	541.864	
Jundiai, Brazil	41.506	
Raufoss, Norway	42.089	
Hvittingfoss, Norway	55.982	
Ljungsarp, Sweden	31.994	
Mullsjö, Sweden	412.666	
Molsheim, France	4.483	
Cluses, France	208.142	
Koluszki, Poland	2904.158	
Pruszkow, Poland	3134.261	
Brzesc, Poland	2346.888	
Epila, Spain	1543.887	
Normanton, UK	2616.254	
Siofok, Hungary	372.911	
Vrable, Slovakia	1331.634	
Prithla, India	440.036	
Yongsan, South Korea	291.293	
Wuxi, China	5488.456	
KAMS, China	1144.722	
Lonestar, China	779.03	
Shuofang, China	2034.507	

C7.9

(C7.9) How do your gross global emissions (Scope 1 and 2 combined) for the reporting year compare to those of the previous reporting year?

Increased

C7.9a

(C7.9a) Identify the reasons for any change in your gross global emissions (Scope 1 and 2 combined), and for each of them specify how your emissions compare to the previous year.

	Change in emissions (metric tons CO2e)	Direction of change	Emissions value (percentage)	Please explain calculation
Change in renewable energy consumption		<Not Applicable>		
Other emissions reduction activities		<Not Applicable>		
Divestment		<Not Applicable>		
Acquisitions		<Not Applicable>		
Mergers		<Not Applicable>		
Change in output	2614.107	Increased	6	The difference in the emissions between 2021 and 2022 is due to the increase in production following the impact of the Covid pandemic on the business in 2021. The increase due to this increase in production was calculated by finding the difference between Scope 1 & 2 emissions in 2021 and 2022 and then dividing this by the total emissions in 2021. This gives a 6% increase in emissions in 2022 from 2021.
Change in methodology		<Not Applicable>		
Change in boundary		<Not Applicable>		
Change in physical operating conditions		<Not Applicable>		
Unidentified		<Not Applicable>		
Other		<Not Applicable>		

C7.9b

(C7.9b) Are your emissions performance calculations in C7.9 and C7.9a based on a location-based Scope 2 emissions figure or a market-based Scope 2 emissions figure?

Location-based

C8. Energy

C8.1

(C8.1) What percentage of your total operational spend in the reporting year was on energy?

More than 0% but less than or equal to 5%

C8.2

(C8.2) Select which energy-related activities your organization has undertaken.

	Indicate whether your organization undertook this energy-related activity in the reporting year
Consumption of fuel (excluding feedstocks)	Yes
Consumption of purchased or acquired electricity	Yes
Consumption of purchased or acquired heat	No
Consumption of purchased or acquired steam	No
Consumption of purchased or acquired cooling	No
Generation of electricity, heat, steam, or cooling	No

C8.2a

(C8.2a) Report your organization's energy consumption totals (excluding feedstocks) in MWh.

	Heating value	MWh from renewable sources	MWh from non-renewable sources	Total (renewable and non-renewable) MWh
Consumption of fuel (excluding feedstock)	LHV (lower heating value)	0	16692.72	16692.72
Consumption of purchased or acquired electricity	<Not Applicable>	42161.58	63242.37	105403.94
Consumption of purchased or acquired heat	<Not Applicable>	<Not Applicable>	<Not Applicable>	<Not Applicable>
Consumption of purchased or acquired steam	<Not Applicable>	<Not Applicable>	<Not Applicable>	<Not Applicable>
Consumption of purchased or acquired cooling	<Not Applicable>	<Not Applicable>	<Not Applicable>	<Not Applicable>
Consumption of self-generated non-fuel renewable energy	<Not Applicable>	<Not Applicable>	<Not Applicable>	<Not Applicable>
Total energy consumption	<Not Applicable>	42161.58	79935.09	122096.66

C8.2b

(C8.2b) Select the applications of your organization's consumption of fuel.

	Indicate whether your organization undertakes this fuel application
Consumption of fuel for the generation of electricity	No
Consumption of fuel for the generation of heat	Yes
Consumption of fuel for the generation of steam	No
Consumption of fuel for the generation of cooling	Yes
Consumption of fuel for co-generation or tri-generation	No

C8.2c

(C8.2c) State how much fuel in MWh your organization has consumed (excluding feedstocks) by fuel type.

Sustainable biomass

Heating value

Please select

Total fuel MWh consumed by the organization

MWh fuel consumed for self-generation of electricity

<Not Applicable>

MWh fuel consumed for self-generation of heat

MWh fuel consumed for self-generation of steam

<Not Applicable>

MWh fuel consumed for self-generation of cooling

MWh fuel consumed for self- cogeneration or self-trigeneration

<Not Applicable>

Comment

Other biomass

Heating value

Please select

Total fuel MWh consumed by the organization

MWh fuel consumed for self-generation of electricity

<Not Applicable>

MWh fuel consumed for self-generation of heat

MWh fuel consumed for self-generation of steam

<Not Applicable>

MWh fuel consumed for self-generation of cooling

MWh fuel consumed for self- cogeneration or self-trigeneration

<Not Applicable>

Comment

Other renewable fuels (e.g. renewable hydrogen)

Heating value

Please select

Total fuel MWh consumed by the organization

MWh fuel consumed for self-generation of electricity

<Not Applicable>

MWh fuel consumed for self-generation of heat

MWh fuel consumed for self-generation of steam

<Not Applicable>

MWh fuel consumed for self-generation of cooling

MWh fuel consumed for self- cogeneration or self-trigeneration

<Not Applicable>

Comment

Coal

Heating value

Please select

Total fuel MWh consumed by the organization

MWh fuel consumed for self-generation of electricity

<Not Applicable>

MWh fuel consumed for self-generation of heat

MWh fuel consumed for self-generation of steam

<Not Applicable>

MWh fuel consumed for self-generation of cooling

MWh fuel consumed for self- cogeneration or self-trigeneration

<Not Applicable>

Comment

Oil

Heating value

Please select

Total fuel MWh consumed by the organization

MWh fuel consumed for self-generation of electricity

<Not Applicable>

MWh fuel consumed for self-generation of heat

MWh fuel consumed for self-generation of steam

<Not Applicable>

MWh fuel consumed for self-generation of cooling

MWh fuel consumed for self- cogeneration or self-trigeneration

<Not Applicable>

Comment

Gas

Heating value

LHV

Total fuel MWh consumed by the organization

15229.99

MWh fuel consumed for self-generation of electricity

<Not Applicable>

MWh fuel consumed for self-generation of heat

14468.5

MWh fuel consumed for self-generation of steam

<Not Applicable>

MWh fuel consumed for self-generation of cooling

761.49

MWh fuel consumed for self- cogeneration or self-trigeneration

<Not Applicable>

Comment

13 plants use Natural Gas, with 9 using it for heating purposes. In our Suffield plant the HVAC system is powered by Natural Gas, while In the Willis plant Natural Gas is used in the back-up generator, in Nuevo Laredo it's used in the Die Cast machine. We estimate that Natural Gas use for non-heating or cooling purposes makes up 5% of our total Natural Gas usage.

Other non-renewable fuels (e.g. non-renewable hydrogen)

Heating value

LHV

Total fuel MWh consumed by the organization

1462.72

MWh fuel consumed for self-generation of electricity

<Not Applicable>

MWh fuel consumed for self-generation of heat

225.19

MWh fuel consumed for self-generation of steam

<Not Applicable>

MWh fuel consumed for self-generation of cooling

0

MWh fuel consumed for self- cogeneration or self-trigeneration

<Not Applicable>

Comment

8 of our plants use diesel. It is used in company cars at 4 plants, in forklifts at 2 plants, and a shift bus our KAMS plant. In other facilities it is used in the fire-fighting system. We estimate that 5% of our diesel use is for back-up generators. 9 plants use Propane. In 6 plants it is used in forklifts. In our Epila plant it is used in extrusion rings and ovens, while in Matamoros it is used in the Die Cast machine.

Total fuel

Heating value

LHV

Total fuel MWh consumed by the organization

16692.72

MWh fuel consumed for self-generation of electricity

<Not Applicable>

MWh fuel consumed for self-generation of heat

14693.69

MWh fuel consumed for self-generation of steam

<Not Applicable>

MWh fuel consumed for self-generation of cooling

761.49

MWh fuel consumed for self- cogeneration or self-trigeneration

<Not Applicable>

Comment

The majority of fuels combusted in our plants are used to generate heat, either to keep the buildings warm or as part of our manufacturing processes.

C8.2g

(C8.2g) Provide a breakdown of your non-fuel energy consumption by country.

Country/area

Brazil

Consumption of electricity (MWh)

492.87

Consumption of heat, steam, and cooling (MWh)

55.61

Total non-fuel energy consumption (MWh) [Auto-calculated]

548.48

Is this consumption excluded from your RE100 commitment?

<Not Applicable>

Country/area

Canada

Consumption of electricity (MWh)

3260.28

Consumption of heat, steam, and cooling (MWh)

1510.05

Total non-fuel energy consumption (MWh) [Auto-calculated]

4770.33

Is this consumption excluded from your RE100 commitment?

<Not Applicable>

Country/area

China

Consumption of electricity (MWh)

11986.18

Consumption of heat, steam, and cooling (MWh)

14.19

Total non-fuel energy consumption (MWh) [Auto-calculated]

12000.37

Is this consumption excluded from your RE100 commitment?

<Not Applicable>

Country/area

Spain

Consumption of electricity (MWh)

3915.53

Consumption of heat, steam, and cooling (MWh)

213.43

Total non-fuel energy consumption (MWh) [Auto-calculated]

4128.96

Is this consumption excluded from your RE100 commitment?

<Not Applicable>

Country/area

France

Consumption of electricity (MWh)

2340.17

Consumption of heat, steam, and cooling (MWh)

1602.59

Total non-fuel energy consumption (MWh) [Auto-calculated]

3942.76

Is this consumption excluded from your RE100 commitment?

<Not Applicable>

Country/area

United Kingdom of Great Britain and Northern Ireland

Consumption of electricity (MWh)

5536.88

Consumption of heat, steam, and cooling (MWh)

1139.83

Total non-fuel energy consumption (MWh) [Auto-calculated]

6676.71

Is this consumption excluded from your RE100 commitment?

<Not Applicable>

Country/area

Hungary

Consumption of electricity (MWh)

1123.45

Consumption of heat, steam, and cooling (MWh)

716.04

Total non-fuel energy consumption (MWh) [Auto-calculated]

1839.49

Is this consumption excluded from your RE100 commitment?

<Not Applicable>

Country/area

India

Consumption of electricity (MWh)

466.45

Consumption of heat, steam, and cooling (MWh)

125.94

Total non-fuel energy consumption (MWh) [Auto-calculated]

592.39

Is this consumption excluded from your RE100 commitment?

<Not Applicable>

Country/area

Republic of Korea

Consumption of electricity (MWh)

696.55

Consumption of heat, steam, and cooling (MWh)

0

Total non-fuel energy consumption (MWh) [Auto-calculated]

696.55

Is this consumption excluded from your RE100 commitment?

<Not Applicable>

Country/area

Mexico

Consumption of electricity (MWh)

22784.11

Consumption of heat, steam, and cooling (MWh)

445.48

Total non-fuel energy consumption (MWh) [Auto-calculated]

23229.59

Is this consumption excluded from your RE100 commitment?

<Not Applicable>

Country/area

Norway

Consumption of electricity (MWh)

16240.74

Consumption of heat, steam, and cooling (MWh)

349.53

Total non-fuel energy consumption (MWh) [Auto-calculated]

16590.27

Is this consumption excluded from your RE100 commitment?

<Not Applicable>

Country/area

Poland

Consumption of electricity (MWh)

12726.23

Consumption of heat, steam, and cooling (MWh)

4168.15

Total non-fuel energy consumption (MWh) [Auto-calculated]

16894.38

Is this consumption excluded from your RE100 commitment?

<Not Applicable>

Country/area

Sweden

Consumption of electricity (MWh)

9984.08

Consumption of heat, steam, and cooling (MWh)

38.07

Total non-fuel energy consumption (MWh) [Auto-calculated]

10022.15

Is this consumption excluded from your RE100 commitment?

<Not Applicable>

Country/area

Slovakia

Consumption of electricity (MWh)

5738.24

Consumption of heat, steam, and cooling (MWh)

1931.25

Total non-fuel energy consumption (MWh) [Auto-calculated]

7669.49

Is this consumption excluded from your RE100 commitment?

<Not Applicable>

Country/area

United States of America

Consumption of electricity (MWh)

13850.37

Consumption of heat, steam, and cooling (MWh)

6313.75

Total non-fuel energy consumption (MWh) [Auto-calculated]

20164.12

Is this consumption excluded from your RE100 commitment?

<Not Applicable>

C9. Additional metrics

C9.1

(C9.1) Provide any additional climate-related metrics relevant to your business.

Description

Waste

Metric value

1422663

Metric numerator

kg waste generated by plants.

Metric denominator (intensity metric only)

1,235,969,000m Euro sales

% change from previous year

14

Direction of change

Decreased

Please explain

The improvement in our Waste Index (amount of waste per 1,000 EURs sales) was driven by 2 factors; a return to normal production levels, and therefore better optimisation of our manufacturing facilities, following the pandemic disruption in 2020, and our facilities finding ways to recycle more waste. In 2021, 13 manufacturing locations being landfill-free in 2021

C10. Verification

C10.1

(C10.1) Indicate the verification/assurance status that applies to your reported emissions.

	Verification/assurance status
Scope 1	No third-party verification or assurance
Scope 2 (location-based or market-based)	No third-party verification or assurance
Scope 3	No third-party verification or assurance

C10.2

(C10.2) Do you verify any climate-related information reported in your CDP disclosure other than the emissions figures reported in C6.1, C6.3, and C6.5?

No, we do not verify any other climate-related information reported in our CDP disclosure

C11. Carbon pricing

C11.1

(C11.1) Are any of your operations or activities regulated by a carbon pricing system (i.e. ETS, Cap & Trade or Carbon Tax)?

No, and we do not anticipate being regulated in the next three years

C11.2

(C11.2) Has your organization originated or purchased any project-based carbon credits within the reporting period?

No

C11.3

(C11.3) Does your organization use an internal price on carbon?

No, and we do not currently anticipate doing so in the next two years

C12. Engagement

C12.1

(C12.1) Do you engage with your value chain on climate-related issues?

Yes, our suppliers

Yes, our customers/clients

C12.1a

(C12.1a) Provide details of your climate-related supplier engagement strategy.

Type of engagement

Information collection (understanding supplier behavior)

Details of engagement

Collect climate change and carbon information at least annually from suppliers

% of suppliers by number

100

% total procurement spend (direct and indirect)

100

% of supplier-related Scope 3 emissions as reported in C6.5

0

Rationale for the coverage of your engagement

We require all suppliers to sign a declaration that they will abide by the content of our Supplier Sustainability Manual, which includes the requirement for measuring and management of emissions produced by their manufacturing activities. 280 of our direct materials suppliers (representing 60% of our spend in 2021) reported on their environmental performance, including climate change related performance, through the NQC platform, which is a standardised sustainability questionnaire used in the automotive industry.

Impact of engagement, including measures of success

Collecting regular emissions performance data is something we are working towards, and we feel that our developing supplier engagement programme will help us achieve this. Sustainability is now a key criteria in the selection of suppliers, with a minimum level of management systems required that cover sustainability areas, such as Health & Safety, environmental performance, ethics, etc.

Comment

No further comment.

C12.1b

(C12.1b) Give details of your climate-related engagement strategy with your customers.

Type of engagement & Details of engagement

Education/information sharing	Share information about your products and relevant certification schemes (i.e. Energy STAR)
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% of customers by number

20.5

% of customer - related Scope 3 emissions as reported in C6.5

Please explain the rationale for selecting this group of customers and scope of engagement

These are customers who have requested climate-related performance data from Kongsberg Automotive through questionnaires, either through spreadsheets or sustainability information/data platforms.

Impact of engagement, including measures of success

These requests for information and the requirements of our customers are feeding into the development in 2022 of our sustainability strategy.

Type of engagement & Details of engagement

Collaboration & innovation	Other, please specify (We collaborated with GM on energy efficiency improvement projects in our Suffield & Matamoros manufacturing facilities. The learnings were used to develop our own energy efficiency programmes being rolled out companywide in 2022.)
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% of customers by number

1

% of customer - related Scope 3 emissions as reported in C6.5

Please explain the rationale for selecting this group of customers and scope of engagement

We identified the opportunity to collaborate with GM following a meeting of an industry working group on climate change. GM were looking to work with suppliers and provide their knowledge and experience of identifying energy efficiency improvement projects in their own plants. We identified that we needed to gain more knowledge on improving energy efficiency in a manufacturing location to be able to develop our own programme to roll out companywide, and this form of engagement gave us the opportunity to learn through regular meetings, discussing how we use energy in our own operations.

Impact of engagement, including measures of success

We have implemented energy improvement projects in the 2 plants assessed with GM, and the learnings from this project have been central in developing our energy efficiency programme that has been rolled out to our largest energy using facilities in 2022.

C12.2

(C12.2) Do your suppliers have to meet climate-related requirements as part of your organization's purchasing process?

Yes, climate-related requirements are included in our supplier contracts

C12.2a

(C12.2a) Provide details of the climate-related requirements that suppliers have to meet as part of your organization's purchasing process and the compliance mechanisms in place.

Climate-related requirement

Other, please specify (We require all suppliers to agree to the content of our Supplier Sustainability Manual, which includes the requirement for measuring and management of emissions produced by their manufacturing activities.)

Description of this climate related requirement

We require all suppliers to agree to the content of our Supplier Sustainability Manual, which includes the requirement for measuring and management of emissions produced by their manufacturing activities.

% suppliers by procurement spend that have to comply with this climate-related requirement

100

% suppliers by procurement spend in compliance with this climate-related requirement

100

Mechanisms for monitoring compliance with this climate-related requirement

Supplier self-assessment

Response to supplier non-compliance with this climate-related requirement

Retain and engage

Climate-related requirement

Climate-related disclosure through a non-public platform

Description of this climate related requirement

We require our direct materials suppliers to provide information to us on how they manage sustainability issues through the NQC platform, which is commonly used in the automotive industry for this type of reporting. We require them to achieve a minimum score in the assessment of the information that's provided before we begin using them. In 2021, 280 of our direct materials suppliers, covering 60% of our total spend reported to us through the NQC platform.

% suppliers by procurement spend that have to comply with this climate-related requirement

100

% suppliers by procurement spend in compliance with this climate-related requirement

60

Mechanisms for monitoring compliance with this climate-related requirement

Supplier scorecard or rating

Response to supplier non-compliance with this climate-related requirement

Retain and engage

C12.3

(C12.3) Does your organization engage in activities that could either directly or indirectly influence policy, law, or regulation that may impact the climate?

Row 1

Direct or indirect engagement that could influence policy, law, or regulation that may impact the climate

No

Does your organization have a public commitment or position statement to conduct your engagement activities in line with the goals of the Paris Agreement?

<Not Applicable>

Attach commitment or position statement(s)

<Not Applicable>

Describe the process(es) your organization has in place to ensure that your engagement activities are consistent with your overall climate change strategy

Primary reason for not engaging in activities that could directly or indirectly influence policy, law, or regulation that may impact the climate

Judged to be unimportant

Explain why your organization does not engage in activities that could directly or indirectly influence policy, law, or regulation that may impact the climate

Through our engagement with relevant industry organisations we feed into their work on influencing policy

C12.4

(C12.4) Have you published information about your organization's response to climate change and GHG emissions performance for this reporting year in places other than in your CDP response? If so, please attach the publication(s).

Publication

In voluntary sustainability report

Status

Complete

Attach the document

Page/Section reference

20 - 22

Content elements

Please select

Comment

Carbon emissions and targets were included in our latest Sustainability Report that covers the calendar year 2021

Publication

In mainstream reports, incorporating the TCFD recommendations

Status

Complete

Attach the document

Page/Section reference

59 - 60

Content elements

Please select

Comment

We included information on climate change taking into consideration the requirements of the TCFD in our latest Annual Report covering the calendar year 2021

C15. Biodiversity

C15.1

(C15.1) Is there board-level oversight and/or executive management-level responsibility for biodiversity-related issues within your organization?

	Board-level oversight and/or executive management-level responsibility for biodiversity-related issues	Description of oversight and objectives relating to biodiversity	Scope of board-level oversight
Row 1	No, and we do not plan to have both within the next two years	<Not Applicable>	<Not Applicable>

C15.2

(C15.2) Has your organization made a public commitment and/or endorsed any initiatives related to biodiversity?

	Indicate whether your organization made a public commitment or endorsed any initiatives related to biodiversity	Biodiversity-related public commitments	Initiatives endorsed
Row 1	No, and we do not plan to do so within the next 2 years	<Not Applicable>	<Not Applicable>

C15.3

(C15.3) Does your organization assess the impact of its value chain on biodiversity?

	Does your organization assess the impact of its value chain on biodiversity?	Portfolio
Row 1	No, and we do not plan to assess biodiversity-related impacts within the next two years	<Not Applicable>

C15.4

(C15.4) What actions has your organization taken in the reporting year to progress your biodiversity-related commitments?

	Have you taken any actions in the reporting period to progress your biodiversity-related commitments?	Type of action taken to progress biodiversity- related commitments
Row 1	No, and we do not plan to undertake any biodiversity-related actions	<Not Applicable>

C15.5

(C15.5) Does your organization use biodiversity indicators to monitor performance across its activities?

	Does your organization use indicators to monitor biodiversity performance?	Indicators used to monitor biodiversity performance
Row 1	No	Please select

C15.6

(C15.6) Have you published information about your organization's response to biodiversity-related issues for this reporting year in places other than in your CDP response? If so, please attach the publication(s).

Report type	Content elements	Attach the document and indicate where in the document the relevant biodiversity information is located
No publications	<Not Applicable>	<Not Applicable>

C16. Signoff

C-FI

(C-FI) Use this field to provide any additional information or context that you feel is relevant to your organization's response. Please note that this field is optional and is not scored.

C16.1

(C16.1) Provide details for the person that has signed off (approved) your CDP climate change response.

	Job title	Corresponding job category
Row 1	Vice President Quality & HSE	Other, please specify (Vice President Quality & HSE)

SC. Supply chain module

SC0.0

(SC0.0) If you would like to do so, please provide a separate introduction to this module.

Kongsberg Automotive provides world class products to the global vehicle industry. Our products enhance the driving experience, making it safer, more comfortable and sustainable. With revenues of EUR 1.1 billion and 11,400 employees in 19 countries, Kongsberg Automotive is truly a global supplier. The company is headquartered in Zurich, Switzerland, and has 27 production facilities worldwide.

The product portfolio includes seat comfort systems, driver and motion-control systems, fluid assemblies, and industrial driver-interface products developed for global vehicle manufacturers.

SC0.1

(SC0.1) What is your company's annual revenue for the stated reporting period?

	Annual Revenue
Row 1	1235969047

SC1.1

(SC1.1) Allocate your emissions to your customers listed below according to the goods or services you have sold them in this reporting period.

Requesting member

Eaton Corporation

Scope of emissions

Scope 1

Allocation level

Company wide

Allocation level detail

<Not Applicable>

Emissions in metric tonnes of CO2e

147.8644

Uncertainty (±%)

3

Major sources of emissions**Verified**

No

Allocation method

Allocation based on the number of units purchased

Market value or quantity of goods/services supplied to the requesting member**Unit for market value or quantity of goods/services supplied**

Please select

Please explain how you have identified the GHG source, including major limitations to this process and assumptions made

Requesting member

Eaton Corporation

Scope of emissions

Scope 2

Allocation level

Company wide

Allocation level detail

<Not Applicable>

Emissions in metric tonnes of CO2e

2065.3574

Uncertainty (±%)

3

Major sources of emissions**Verified**

No

Allocation method

Allocation based on the number of units purchased

Market value or quantity of goods/services supplied to the requesting member**Unit for market value or quantity of goods/services supplied**

Please select

Please explain how you have identified the GHG source, including major limitations to this process and assumptions made

Requesting member

Faurecia

Scope of emissions

Scope 1

Allocation level

Company wide

Allocation level detail

<Not Applicable>

Emissions in metric tonnes of CO2e

46.1683

Uncertainty (±%)

3

Major sources of emissions**Verified**

No

Allocation method

Allocation based on the number of units purchased

Market value or quantity of goods/services supplied to the requesting member**Unit for market value or quantity of goods/services supplied**

Please select

Please explain how you have identified the GHG source, including major limitations to this process and assumptions made

Requesting member

Faurecia

Scope of emissions

Scope 2

Allocation level

Company wide

Allocation level detail

<Not Applicable>

Emissions in metric tonnes of CO2e

644.875

Uncertainty (±%)

3

Major sources of emissions**Verified**

No

Allocation method

Allocation based on the number of units purchased

Market value or quantity of goods/services supplied to the requesting member**Unit for market value or quantity of goods/services supplied**

Please select

Please explain how you have identified the GHG source, including major limitations to this process and assumptions made

Requesting member

Husqvarna AB

Scope of emissions

Scope 1

Allocation level

Company wide

Allocation level detail

<Not Applicable>

Emissions in metric tonnes of CO2e

8.4619

Uncertainty (±%)

3

Major sources of emissions**Verified**

No

Allocation method

Allocation based on the number of units purchased

Market value or quantity of goods/services supplied to the requesting member**Unit for market value or quantity of goods/services supplied**

Please select

Please explain how you have identified the GHG source, including major limitations to this process and assumptions made

Requesting member

Husqvarna AB

Scope of emissions

Scope 2

Allocation level

Company wide

Allocation level detail

<Not Applicable>

Emissions in metric tonnes of CO2e

118.195

Uncertainty (±%)

3

Major sources of emissions

Verified

No

Allocation method

Allocation based on the number of units purchased

Market value or quantity of goods/services supplied to the requesting member

Unit for market value or quantity of goods/services supplied

Please select

Please explain how you have identified the GHG source, including major limitations to this process and assumptions made

Requesting member

Jaguar Land Rover Automotive plc

Scope of emissions

Scope 1

Allocation level

Company wide

Allocation level detail

<Not Applicable>

Emissions in metric tonnes of CO2e

40.2816

Uncertainty (±%)

3

Major sources of emissions

Verified

No

Allocation method

Allocation based on the number of units purchased

Market value or quantity of goods/services supplied to the requesting member

Unit for market value or quantity of goods/services supplied

Please select

Please explain how you have identified the GHG source, including major limitations to this process and assumptions made

Requesting member

Jaguar Land Rover Automotive plc

Scope of emissions

Scope 2

Allocation level

Company wide

Allocation level detail

<Not Applicable>

Emissions in metric tonnes of CO2e

562.6501

Uncertainty (±%)

3

Major sources of emissions

Verified

No

Allocation method

Allocation based on the number of units purchased

Market value or quantity of goods/services supplied to the requesting member

Unit for market value or quantity of goods/services supplied

Please select

Please explain how you have identified the GHG source, including major limitations to this process and assumptions made

Requesting member

Lear

Scope of emissions

Scope 1

Allocation level

Company wide

Allocation level detail

<Not Applicable>

Emissions in metric tonnes of CO2e

160.7681

Uncertainty (±%)

3

Major sources of emissions**Verified**

No

Allocation method

Allocation based on the number of units purchased

Market value or quantity of goods/services supplied to the requesting member**Unit for market value or quantity of goods/services supplied**

Please select

Please explain how you have identified the GHG source, including major limitations to this process and assumptions made

Requesting member

Lear

Scope of emissions

Scope 2

Allocation level

Company wide

Allocation level detail

<Not Applicable>

Emissions in metric tonnes of CO2e

2245.5943

Uncertainty (±%)

3

Major sources of emissions**Verified**

No

Allocation method

Allocation based on the number of units purchased

Market value or quantity of goods/services supplied to the requesting member**Unit for market value or quantity of goods/services supplied**

Please select

Please explain how you have identified the GHG source, including major limitations to this process and assumptions made

Requesting member

Magna International Inc.

Scope of emissions

Scope 1

Allocation level

Company wide

Allocation level detail

<Not Applicable>

Emissions in metric tonnes of CO2e

70.1433

Uncertainty (±%)

3

Major sources of emissions**Verified**

No

Allocation method

Allocation based on the number of units purchased

Market value or quantity of goods/services supplied to the requesting member

Unit for market value or quantity of goods/services supplied

Please select

Please explain how you have identified the GHG source, including major limitations to this process and assumptions made

Requesting member

Magna International Inc.

Scope of emissions

Scope 2

Allocation level

Company wide

Allocation level detail

<Not Applicable>

Emissions in metric tonnes of CO2e

979.7549

Uncertainty (±%)

3

Major sources of emissions

Verified

No

Allocation method

Allocation based on the number of units purchased

Market value or quantity of goods/services supplied to the requesting member

Unit for market value or quantity of goods/services supplied

Please select

Please explain how you have identified the GHG source, including major limitations to this process and assumptions made

Requesting member

Renault Group

Scope of emissions

Scope 1

Allocation level

Company wide

Allocation level detail

<Not Applicable>

Emissions in metric tonnes of CO2e

80.009

Uncertainty (±%)

3

Major sources of emissions

Verified

No

Allocation method

Allocation based on the number of units purchased

Market value or quantity of goods/services supplied to the requesting member

Unit for market value or quantity of goods/services supplied

Please select

Please explain how you have identified the GHG source, including major limitations to this process and assumptions made

Requesting member

Renault Group

Scope of emissions

Scope 2

Allocation level

Company wide

Allocation level detail

<Not Applicable>

Emissions in metric tonnes of CO2e

1117.5585

Uncertainty (±%)

3

Major sources of emissions

Verified

No

Allocation method

Allocation based on the number of units purchased

Market value or quantity of goods/services supplied to the requesting member

Unit for market value or quantity of goods/services supplied

Please select

Please explain how you have identified the GHG source, including major limitations to this process and assumptions made

Requesting member

Stellantis N.V.

Scope of emissions

Scope 1

Allocation level

Company wide

Allocation level detail

<Not Applicable>

Emissions in metric tonnes of CO2e

235.3599

Uncertainty (±%)

3

Major sources of emissions

Verified

No

Allocation method

Allocation based on the number of units purchased

Market value or quantity of goods/services supplied to the requesting member

Unit for market value or quantity of goods/services supplied

Please select

Please explain how you have identified the GHG source, including major limitations to this process and assumptions made

Requesting member

Stellantis N.V.

Scope of emissions

Scope 2

Allocation level

Company wide

Allocation level detail

<Not Applicable>

Emissions in metric tonnes of CO2e

3287.486

Uncertainty (±%)

3

Major sources of emissions

Verified

No

Allocation method

Allocation based on the number of units purchased

Market value or quantity of goods/services supplied to the requesting member

Unit for market value or quantity of goods/services supplied

Please select

Please explain how you have identified the GHG source, including major limitations to this process and assumptions made

SC1.2

(SC1.2) Where published information has been used in completing SC1.1, please provide a reference(s).

SC1.3

(SC1.3) What are the challenges in allocating emissions to different customers, and what would help you to overcome these challenges?

Allocation challenges	Please explain what would help you overcome these challenges
Customer base is too large and diverse to accurately track emissions to the customer level	Line / cell metering may be useful tool.
Diversity of product lines makes accurately accounting for each product/product line cost ineffective	We have many products manufactured in batches on manufacturing lines.
Customer base is too large and diverse to accurately track emissions to the customer level	We have many customers, some contracted and some that purchase on a spot basis.
Managing the different emission factors of diverse and numerous geographies makes calculating total footprint difficult	We are in 19 countries and 27 production facilities, it is a significant amount of work to track all the parts produced in different countries for specific customers and then calculate specific emissions for the parts produced with a meaningful level of accuracy, and we could use this same time to drive emissions performance improvements at our plants.
Other, please specify (Dedicating time to measuring emissions rather than spending it on reducing emissions.)	We believe we can have a bigger impact on our emissions performance at the moment by focusing our resources on implementing initiatives in our plants rather than on the monitoring of current performance.

SC1.4

(SC1.4) Do you plan to develop your capabilities to allocate emissions to your customers in the future?

Yes

SC1.4a

(SC1.4a) Describe how you plan to develop your capabilities.

We may consider line metering if viable, accurate and cost effective for our largest customers with dedicated lines.

SC2.1

(SC2.1) Please propose any mutually beneficial climate-related projects you could collaborate on with specific CDP Supply Chain members.

SC2.2

(SC2.2) Have requests or initiatives by CDP Supply Chain members prompted your organization to take organizational-level emissions reduction initiatives?

No

SC4.1

(SC4.1) Are you providing product level data for your organization's goods or services?

Please select

Submit your response

In which language are you submitting your response?

English

Please confirm how your response should be handled by CDP

	I understand that my response will be shared with all requesting stakeholders	Response permission
Please select your submission options	Yes	Public

Please confirm below

I have read and accept the applicable Terms