Kongsberg Automotive Holding ASA - Climate Change 2020

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 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.

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 2019	December 31 2019	Please select	<Not Applicable>

C0.3

(C0.3) Select the countries/areas for which you will be supplying data.

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

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	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>	Senior management, including Board representative, sign-off annual targets for the climate-change related performance of our plants, 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. In 2019, a process to refresh the risk register was put in place, with the aim of incorporating the findings mitigation actions into business activities in 2020, though the speed of its full integration has been impacted by the COVID 19 pandemic. The risk register identifies climate change risks, notably the effect of severe weather events on KA manufacturing sites. Responsibilities within the organisation for risks were mapped out, and it is proposed under normal working conditions that the risks are formall reviewed twice yearly by the executive management team. Also, in 2019, long term targets (2025) were set for reducing absolute energy usage across manufacturing units and increasing renewable energy usage to 50% of all purchased energy. Our Purchasing team work to assess our supply chain routes for potential disruption from extreme weather events, and where significant findings come from this work they are raised to senior management and Board level. The plants also maintain environmental risk registers as part of their ISO14001 certification that consider the climate change risks that could affect their ability to maintain production. When a material climate change risk or issue is identified from these different assessments it is raised to the senior management/Board level for discussion.

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 (Executive Vice President HR, Communications and HSE)	<Not Applicable>	Managing climate-related risks and opportunities	<Not Applicable>	Quarterly

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).

EVP HR reports directly to CEO. EVP HR is responsible for all company HSE. 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. There are also monthly teleconferences held with all the plants in each business unit to discuss HSE performance, these calls are attended by the HSE Director (who reports directly to EVP HR) and senior HR managers.

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	No, and we do not plan to introduce them in the next two years	

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 impact of climate change on the day to day activities of the business are considered by the individual manufacturing locations. 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 level for assessing the appropriate mitigation actions. The main climate change risk to the manufacturing locations is the impact of severe weather disrupting 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 location(s), 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 will then be 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 are using the NatCat system to assess the probability for extreme weather events to disrupt supply chains. Where high risk of disruption is identified we are working with supplier s on mitigation actions. However, our supply chains are yet to be impacted by an extreme weather event. We are also engaging suppliers to understand the extent of emissions management in our supply chains. Though we have not yet experienced supply chain disruptions due to extreme weather events.

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 its 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	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 each manufacturing location as a whole. Activities to address risk undertaken in 2019 include: General activities taken across all manufacturing locations - continue programmes to change to LED lighting in 2019. Many installed motion sensors to automatically turn off lights in working areas when no employees were working in those areas. Maintenance programmes also included identifying air leaks in compressor equipment. Some specific examples of activities to be more energy efficient in manufacturing locations include one of our French locations changing to new generation electric presses that consume less energy as production takes less time, as well as being hydro-hydraulic to avoid oil leaks. A Polish facility installed energy consumption analysers for each machine in a production area, as well as changing the outside lighting pattern during night - now only half of light sources are turned on and provides sufficient lighting. They also contracted a third party to conduct an energy efficiency audit. One of our Swedish facilities bought 2 new outdoor electric trucks, saving 7200 liters of Diesel per year (the electricity supply to this facility is 100% renewable). The location also bought a new cooling system for plastic machines with a better cooling capacity of 11% compared to the old system. Our Hungarian facility installed a heat pump for its heating and cooling system and used more waste heat for general heating of the facility.
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	Our business segments have day to day contact with our customers and monitor developments in the markets. Any risks or opportunities are identifed through this form of engagement. Many of our customers, notably 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. An example of a product designed to meet changes in market requirements are our range of Automated Manual Transmission products. This transmission actuation technology can be developed for any MD and HD transmission application and can also be used in combination with hybrid systems. The focus is on smart system integration with clever packaging, fewer components, reduced weight and high durability. Representing a significant step forward in design and versatility, these transmissions help to improve fuel economy, reduce vehicle weight and lower emissions. Heavy Duty trucks are increasingly adapting to AMT technology and our solutions contribute to truck OEMs being able to meet the toughest emission standards on the market. KA also has various hoses that help customers design greener vehicles: • KA's high performance Fluoro-Comp ™ hoses for fuel, water coolant and oil systems allow engines to be downsized, particularly helpful for vehicles such as hybrids where the double driveline gives packaging issues. Smaller engine sizes mean less fuel and lower emissions from the vehicle use. • KA's high-performance Nylon hoses made from renewable biopolymer materials – polymers produced from non-food plant-based materials rather than from petrochemical feedstock – for fluid transfer applications can replace steel tube and rubber hoses and help reduce engine and vehicle weights and lower emissions. • KA's double barrier Nylon multilayer fuel lines are designed to restrict the evaporative emission of biofuels – some biofuels can be highly aggressive to the materials used in traditional fuel lines. Using biofuels lowers the emissions of passenger vehicles. • KA's flexible Nylon battery coolant/heating lines allow batteries space to be kept to a minimum meanwhile keeping the batteries at the required optimum working temperature. Batteries power the driveline of hybrid and electrical vehicles.
Reputation	Relevant, sometimes included	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 responsed 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. 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 and Poland are assessing the feasibility of installing solar panels. Our Canadian facility installed 8 Electric Vehicle charging points in 2019 to encourage employees to use electric cars. We also engage with our suppliers on sustainability and understanding what they are doing with regards to managing emissions. One of our Swedish plants bought 2 new outdoor trucks that run on electricity in 2019, reducing the emissions associated with 7,200 liters of diesel per year. 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. All of our manufacturing locations hold days aimed at improving the environment, for example in 2019 our Brazilian, Mexican and Polish plants all planted trees as part of their environment days. Protecting the environment is one of the areas of focus for the family days that our plants hold each year.
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 NatCat 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 2019, 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 some significant storms in 2019 with hurricane Dorian hitting the eastern seaboard in September and Tropical Storm Imelda causing major flooding in eastern Texas in September, the fourth consecutive Atlantic hurricane season to have a Cat 5 hurricane.

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	Increased severity and frequency of extreme weather events such as cyclones and floods

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 NatCat 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 relaible financial impact figure yet.

Cost of response to risk
0

Description of response and explanation of cost calculation
We are assessing the potential for supply chain disruption using the NatCat 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	Increased severity and frequency of extreme weather events such as cyclones and floods

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 2019, 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 some significant storms in 2019 with hurricane Dorian hitting the eastern seaboard in September and Tropical Storm Imelda causing major flooding in eastern Texas in September, the fourth consecutive Atlantic hurricane season to have a Cat 5 hurricane.

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. In 2020 we plan to better assess the probability of future weather events impacting our operations and will be able to provide a reasonable financial impact figure in our 2021 CDP report.

Cost of response to risk
0

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?
Downstream

Risk type & Primary climate-related risk driver

Technology	Substitution of existing products and services with lower emissions options

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.

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
0

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

Primary potential financial impact
Increased direct costs

Climate risk type mapped to traditional financial services industry risk classification
<Not Applicable>

Company-specific description
Increased costs of energy and supplies due to the volatility in energy and commodity markets that lead to higher prices and reduced profitability. We have exposure to market fluctuations in the price of the following major raw materials: steel, copper, zinc, aluminum, polymer resins, and electronics. A sudden fluctuation in the market conditions could impact our financial position, revenues, profits, and cash flow. The raw material sourcing cost is also exposed to cus-toms and duties and politically driven changes of those. During the financial year 2019, the steel, copper, zinc, aluminum, and polymer prices have not fluctuated significantly and after the historically high levels reached in 2018, the prices remained on the stable level which is lower than in the previous year. Nevertheless, prices can be still subject to large fluctuations in response to relatively minor changes in supply and demand and a variety of additional factors beyond our control, including government regulation, capacity, and general eco-nomic conditions. 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 to some extent to pass increases in steel, aluminum, and brass prices over to its 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?
Yes, a single figure estimate

Potential financial impact figure (currency)
10000000

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
0

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

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)
2000000

Potential financial impact figure – minimum (currency)
<Not Applicable>

Potential financial impact figure – maximum (currency)
<Not Applicable>

Explanation of financial impact figure
We emit approximately 46,000 tonnes of CO2. 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 under the EU ETS is approx. 20 Euros per tonne, though it is accepted that a better price for carbon that will prompt more meaningful changes from participating companies is 50 Euros per tonne. We have used 50 Euros per tonne as the basis for our financial calculation of this risk.

Cost of response to risk
0

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 reducing the emissions generated by their products. This leads them to require lighter and more efficient products from their supply chain. 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.

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
0

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.

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. There is an opportunity to increase the amount of renewable energy that we use. 34% of purchased electricity is generated from renewable sources. Five of our plants – four in Scandinavia and the Brazilian plant – 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
Our business isn't particularly energy intensive. The financial impact of this opportunity depends wholly on the market proce for energy in 5 years or so and how cheap renewable energy will be. We do not currently have reliable data to put a financial impact value to this opportunity.

Cost to realize opportunity
0

Strategy to realize opportunity and explanation of cost calculation
We have a target for 2025 to achieve 50% of the energy we use being renewable. 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. The costs are minimal given that improving energy efficiency is already part of the responsibilities of the dedicated HSE personnel in the manufacturing locations. Increasing the amount of renewable energy use requires employee hours only, but we don't have an indication at the moment of how many so prefer to provide a cost of realisation when we have good data available to us.

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 focuson reducing, reusing and recycling materials to eliminate waste to landfill presents an opportunity to design products that require less raw material inputs.

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.

Cost to realize opportunity
0

Strategy to realize opportunity and explanation of cost calculation
The costs are minimal given that minimising waste (or taking advantage of increased recycling opportunities) is already part of the responsibilities of the dedicated HSE personnel in the manufacturing locations. Our manufacturing locations are in regular contact with each other facilitated by our Corporate HSE team to discuss what they have been doing to minimise waste and maximise recycling, and this is our chosen tactic to improving waste performance across all our facilities.

Comment

C3. Business Strategy

C3.1

(C3.1) Have climate-related risks and opportunities influenced your organization's strategy and/or financial planning?
Yes

C3.1a

(C3.1a) Does your organization use climate-related scenario analysis to inform its strategy?
No, and we do not anticipate doing so in the next two years

C3.1c

(C3.1c) Why does your organization not use climate-related scenario analysis to inform its strategy?

We have to better understand how to use scenario analysis before we can use it to meaningfully inform our strategies and decision making.

C3.1d

(C3.1d) 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	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. 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. We design seat system products to use less energy, which contributes to emissions reductions. We design hoses that can be accomodated into smaller spaces, such as in hybrid cars.
Supply chain and/or value chain	Yes	We 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.
Investment in R&D	Yes	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. 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. We design seat system products to use less energy, which contributes to emissions reductions. We design hoses that can be accomodated into smaller spaces, such as in hybrid cars.
Operations	Yes	We have a long term target for increasing renewable energy use to 50% of all energy used across the company by 2025. 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.

C3.1e

(C3.1e) 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	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.

C3.1f

(C3.1f) Provide any additional information on how climate-related risks and opportunities have influenced your strategy and financial planning (optional).

No additional information

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
2019

Target coverage
Company-wide

Scope(s) (or Scope 3 category)
Scope 1+2 (location-based)

Intensity metric
Metric tons CO2e per unit revenue

Base year
2018

Intensity figure in base year (metric tons CO2e per unit of activity)
0.0000378976

% of total base year emissions in selected Scope(s) (or Scope 3 category) covered by this intensity figure
100

Target year
2019

Targeted reduction from base year (%)
1

Intensity figure in target year (metric tons CO2e per unit of activity) [auto-calculated]
0.000037518624

% change anticipated in absolute Scope 1+2 emissions
-1

% change anticipated in absolute Scope 3 emissions
0

Intensity figure in reporting year (metric tons CO2e per unit of activity)
0.0000396865

% of target achieved [auto-calculated]
-472.035168453939

Target status in reporting year
Expired

Is this a science-based target?
No, and we do not anticipate setting one in the next 2 years

Please explain (including target coverage)
We measure intensity as metric tonne CO2/Euro sales. This target covers all of our manufacturing locations only. We have some office locations and warehouses that are not included in the target, but their contribution to energy usage etc is minimal compared to our manufacturing locations. Our target doesn't include Scope 3 emissions, as we are working to better understand and measure our Scope 3 emissions.

C4.2

(C4.2) Did you have any other climate-related targets that were active in the reporting year?
No other climate-related targets

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	3	300
To be implemented*		
Implementation commenced*	3	1050
Implemented*		
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	Maintenance program

Estimated annual CO2e savings (metric tonnes CO2e)
500

Scope(s)
Scope 1
Scope 2 (location-based)

Voluntary/Mandatory
Voluntary

Annual monetary savings (unit currency – as specified in C0.4)
0

Investment required (unit currency – as specified in C0.4)
0

Payback period
1-3 years

Estimated lifetime of the initiative
3-5 years

Comment
All our manufacturing locations review the machinery being used and identify opportunities to use more efficient equipment. All locations have preventative maintenance programmes in operation. Some examples of improvements to equipment in 2019 include installing energy consumption analysers in one of our Polish plants, a French plant installing new generation electric presses that use less energy, a Norwegian plant installed a new heat exchanger that led to some considerable energy savings, and our Brazilian plant replacing a compressor with a pneumatic booster in the assembly room and replacing their cooling tower motor.

Initiative category & Initiative type

Energy efficiency in buildings	Lighting

Estimated annual CO2e savings (metric tonnes CO2e)
500

Scope(s)
Scope 2 (location-based)

Voluntary/Mandatory
Voluntary

Annual monetary savings (unit currency – as specified in C0.4)
0

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

0

Payback period
1-3 years

Estimated lifetime of the initiative
1-2 years

Comment
All plants continued to replace lighting to LED lighting in 2019.

Initiative category & Initiative type

Transportation	Company fleet vehicle replacement

Estimated annual CO2e savings (metric tonnes CO2e)
50

Scope(s)
Scope 2 (market-based)

Voluntary/Mandatory
Voluntary

Annual monetary savings (unit currency – as specified in C0.4)
0

Investment required (unit currency – as specified in C0.4)
0

Payback period
4-10 years

Estimated lifetime of the initiative
6-10 years

Comment
In 2019, one of our Swedish plants bought 2 new outdoor trucks that run on electricity, saving 7200 liters of Diesel per year.

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.

C4.5

(C4.5) Do you classify any of your existing goods and/or services as low-carbon products or do they enable a third party to avoid GHG emissions?
No

C5. Emissions methodology

C5.1

(C5.1) Provide your base year and base year emissions (Scopes 1 and 2).

Scope 1

Base year start
January 1 2018

Base year end
December 31 2018

Base year emissions (metric tons CO2e)
3092

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. Our Spanish plant, one of our Swedish plants, and two of our Mexican plants use Propane and Natural Gas in their manufacturing activities.

Scope 2 (location-based)

Base year start
January 1 2018

Base year end
December 31 2018

Base year emissions (metric tons CO2e)
39467

Comment
Companywide, 34% of the purchased electricity in 2019 was generated from renewable sources. 5 of our plants - the 4 Scandinavian plants and our Brazilian plant - purchase 100% renewable electricity.

Scope 2 (market-based)

Base year start

Base year end

Base year emissions (metric tons CO2e)

Comment

C5.2

(C5.2) 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)
3157

Start date
<Not Applicable>

End date
<Not Applicable>

Comment
Scope 1 emissions increased by 2% in 2019, which is consistent with the 3% increase in revenue (purely driven by production increases). There were small reductions in Diesel Oil, Propane, Natural Gas and Kerosene usage across some of our existing manufacturing facilities, but these were offset by Scope 1 emissions in our new plants in Poland and Mexico.

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 operations where we are able to access electricity supplier emission factors or residual emissions factors, but are unable to report a Scope 2, market-based figure

Comment
Scope 2 emissions represent 90% 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. 5 plants purchased 100% of their electricity generated from renewable sources, and across our footprint 36% of all purchased electricity was generated from renewables. We would like to report market-based Scope 2 emissions to better reflect our emissions, but we are unable to get the necessary data from all of our suppliers to calculate the Scope 2 market based emissions value and so are only reporting the 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
42915

Scope 2, market-based (if applicable)
<Not Applicable>

Start date
<Not Applicable>

End date
<Not Applicable>

Comment
Scope 2 emissions rose by over 8% in 2019 from 2018. This was directly due to an increase in the amount of purchased electricity due to the 3% rise in revenue / production, and our new plants in Poland and Mexico, which have more carbon intensive electricity sources than many of the other countries in which we operate, coming up to full capacity.

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

Metric tonnes CO2e
679635

Emissions calculation methodology
Emissions calculated using 2019 data of spend on all materials categories and the Quantis Scope 3 emissions evaluator.

Percentage of emissions calculated using data obtained from suppliers or value chain partners
100

Please explain
All supplier spend in 2019 across all materials categories is included in this calculation.

Capital goods

Evaluation status
Relevant, not yet calculated

Metric tonnes 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
Capital expenditure for the whole company, as reported in the Annual Report, used to calculate the emissions.

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

Evaluation status
Relevant, not yet calculated

Metric tonnes 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
As we are not a fuel and energy intensive business we are prioritising the collection of data on other Scope 3 emissions over this category at the present time.

Upstream transportation and distribution

Evaluation status
Relevant, not yet calculated

Metric tonnes 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
Due to the complexity of the supply chains we haven't been able to collect sufficient data to report on this category yet.

Waste generated in operations

Evaluation status
Relevant, not yet calculated

Metric tonnes 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
KA manufacturing facilities produced 1.9 million kilograms of waste in 2019, with 11 facilities being landfill free. While we track waste generated, we have not yet collected the waste treatment specific emission factors from all our waste management contractors.

Business travel

Evaluation status
Relevant, calculated

Metric tonnes CO2e
2259

Emissions calculation methodology
All business travel is booked through our corporate travel management company other than business travel from our Swiss office. The travel management company has provided us with a carbon emissions figure for business travel in 2019. Carbon emissions for business travel from our Swiss office have been calculated from the total 2019 spend using the Quantis Scope 3 evaluator.

Percentage of emissions calculated using data obtained from suppliers or value chain partners
100

Please explain
All business travel is booked through our corporate travel management company other than business travel from our Swiss office. The travel management company has provided us with a carbon emissions figure for business travel in 2019. Carbon emissions for business travel from our Swiss office have been calculated from the total 2019 spend using the Quantis Scope 3 evaluator.

Employee commuting

Evaluation status
Relevant, calculated

Metric tonnes CO2e
20400

Emissions calculation methodology
The Quantis Scope 3 evaluator has provided a figure for total emissions from employee commuting in 2019 based on the total number of employees.

Percentage of emissions calculated using data obtained from suppliers or value chain partners
100

Please explain
The Quantis Scope 3 evaluator has provided a figure for total emissions from employee commuting in 2019 based on the total number of employees.

Upstream leased assets

Evaluation status
Not relevant, explanation provided

Metric tonnes 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, calculated

Metric tonnes CO2e
14289

Emissions calculation methodology
2 of the companies that we contract for Logistics movements provided us with direct emissions data for all their movements in 2019, corresponding to truck and ferry routes related to our Norwegian, Swedish, Polish and Molsheim facility in France. For all global air and ocean freight, and road freight for Europe and N. America, that was contracted directly by Kongsberg, the total spend with the Logistics companies was used to calculate emissions using the Quantis Scope 3 emissions evaluator. The only exclusions from these calculated emissions for Logistics movements contracted by Kongsberg Automotive in 2019 are road freight movements from our Chinese, Korean and Indian facilities.

Percentage of emissions calculated using data obtained from suppliers or value chain partners
90

Please explain
The only exclusions from these upstream transportation and distribution emissions are road freight movements contracted by our Chinese, Korean and Indian facilities.

Processing of sold products

Evaluation status
Relevant, not yet calculated

Metric tonnes 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. In 2019, we sought opportunities to in-source some activities that have traditionally been outsourced, such as our Hvittingfoss plant in-sourcing a surface treatment process which reduced Scope 3 emissions by an estimated 180 tonnes CO2.

Use of sold products

Evaluation status
Relevant, not yet calculated

Metric tonnes 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 sell a large number of different product types, approx. 22,000 in 2019, to many different customers. Calculating the emissions from the use of our products involves collecting a large amount of data and currently we feel we can be more effective in reducing emissions by measuring and monitoring data from our direct operations and reducing our Scope 1 & 2 emissions than by making effort to collect the data for this Scope 3 category.

End of life treatment of sold products

Evaluation status
Relevant, not yet calculated

Metric tonnes 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 sell a large number of different product types, approx. 22,000 in 2019, to many different customers. Calculating the emissions from the use of our products involves collecting a large amount of data and currently we feel we can be more effective in reducing emissions by measuring and monitoring data from our direct operations and reducing our Scope 1 & 2 emissions than by making effort to collect the data for this Scope 3 category.

Downstream leased assets

Evaluation status
Relevant, not yet calculated

Metric tonnes 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

Metric tonnes 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 franchises.

Investments

Evaluation status
Not relevant, explanation provided

Metric tonnes 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

Metric tonnes 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

Metric tonnes 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
0.0000396865

Metric numerator (Gross global combined Scope 1 and 2 emissions, metric tons CO2e)
46072

Metric denominator
unit total revenue

Metric denominator: Unit total
1160900000

Scope 2 figure used
Location-based

% change from previous year
4.7

Direction of change
Increased

Reason for change
Revenue increased by 3% in 2019 from 2018, however, Scope 1 & 2 emissions rose by 8%. The rise in Scope 1 & 2 emissions was driven by an increase in purchased electricity due to production increases, and our new plants in Poland and Mexico, which have more carbon intensive electricity sources than many of the other countries in which we operate, coming up to full capacity.

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	1430
Europe	1672
Asia Middle East (AME)	55

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	1176
Speciality Products	1409
Interiors	572

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	70.347	41.73831	-81.28144
Suffield, US	806.337	41.98972	-72.649843
Willis, US	12.463	30.456537	-95.467963
Nuevo Laredo, Mexico	146.491	27.449115	-99.507662
Ramos, Mexico	1.191	25.557963	-100.940263
Matamoros, Mexico	10.127	25.840715	-97.430647
Reynosa, Mexico	0	26.016917	-98.214886
Shawnigan, Canada	372.877	46.598685	-72.708587
Jundiai, Brazil	10.538	-23.205487	-46.923008
Raufoss, Norway	6.409	60.727092	10.607131
Hvittingfoss, Norway	0	59.525366	9.913584
Ljungsarp, Sweden	4.82	57.557863	13.620983
Mullsjo, Sweden	29.263	57.91471	13.88148
Molsheim, France	8.124	48.549366	7.496651
Cluses, France	365.228	46.06016	6.58033
Koluszki, Poland	102.979	51.739758	19.806408
Pruszkow, Poland	54.439	52.17181	20.784817
Brzesc, Poland	444.374	52.634186	18.852047
Epila, Spain	44.161	41.60307	-1.28491
Normanton, UK	81.966	53.705634	-1.388483
Siofok, Hungary	57.311	46.90757	18.05569
Vrable, Slovakia	473.112	48.228003	18.326175
Prithla, India	35.788	28.170349	77.305895
Yangsan, South Korea	0	35.33861	129.03861
Wuxi, China	0	31.56887	120.28857
SKADFM, China	12.628	31.22222	121.45806
Lonestar, China	5.982	31.22222	121.45806
Burton, UK		52.803775	-1.659818

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)	Purchased and consumed electricity, heat, steam or cooling (MWh)	Purchased and consumed low-carbon electricity, heat, steam or cooling accounted for in Scope 2 market-based approach (MWh)
Americas	20849		41635	
Europe	15644		58877	
Asia Pacific (or JAPA)	6422		8395	

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	20387	
Speciality Products	9464	
Interiors	13065	

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	960.734	
Suffield, US	3110.71	
Willis, US	841.094	
Nuevo Laredo, Mexico	8673.46	
Ramos, Mexico	133.436	
Matamoros, Mexico	3925.335	
Reynosa, Mexico	2600.458	
Shawnigan, Canada	563.094	
Jundiai, Brazil	40.518	
Raufoss, Norway	38.37	
Hvittingfoss, Norway	36.663	
Ljungsarp, Sweden	28.014	
Mullsjo, Sweden	485.278	
Molsheim, France	4.688	
Cluses, France	239.582	
Koluszki, Poland	3394.25	
Pruszkow, Poland	3110.314	
Brzesc, Poland	2338.612	
Epila, Spain	1511.345	
Normanton, UK	2272.258	
Siofok, Hungary	333.065	
Vrable, Slovakia	1851.661	
Prithla, India	454.587	
Yangsan, South Korea	303.461	
Wuxi, China	3949.746	
SKADFM, China	957.503	
Lonestar, China	757.08	
Burton, UK		

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	0	No change	0	Renewable energy remained stable at 36% of our total purchased energy
Other emissions reduction activities	3513	Increased	8	Scope 2 emissions rose by over 8% in 2019 from 2018. This was directly due to an increase in the amount of purchased electricity due to the 3% rise in revenue / production, and our new plants in Poland and Mexico, which have more carbon intensive electricity sources than many of the other countries in which we operate, coming up to full capacity.
Divestment	0	No change	0	There was no divestment in 2019
Acquisitions	0	No change	0	There were no acquisitions in 2019
Mergers	0	No change	0	There were no mergers in 2019
Change in output	3448	Increased	7.6	3% increase in revenue purely driven by production increases resulted in an increase in Scope 2 emissions, which increased by 8% as our 2 new plants in Mexico and Poland purchase more carbon intensive electricity than in other parts of the world where we have manufacturing facilities.
Change in methodology	0	No change	0	No change in methodology
Change in boundary	0	No change	0	No change in boundary
Change in physical operating conditions	0	No change	0	No change in physical operating conditions
Unidentified	0	No change	0	No unidentified changes
Other	0	No change	0	No other changes

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	Yes
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	16962	16962
Consumption of purchased or acquired electricity	<Not Applicable>	37028.08	71878.04	108906.12
Consumption of purchased or acquired heat	<Not Applicable>	421	0	421
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>	0	0	0

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	Yes
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	No
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.

Fuels (excluding feedstocks)
Diesel

Heating value
LHV (lower heating value)

Total fuel MWh consumed by the organization
742.01

MWh fuel consumed for self-generation of electricity
37

MWh fuel consumed for self-generation of heat
0

MWh fuel consumed for self-generation of steam
<Not Applicable>

MWh fuel consumed for self-generation of cooling
<Not Applicable>

MWh fuel consumed for self-cogeneration or self-trigeneration
<Not Applicable>

Emission factor
2.68

Unit
kg CO2 per liter

Emissions factor source
Greenhouse Gas Protocol Emission Factors from Cross-Sector Tools, March 2017 (original source IPCC 2006 Guidelines for National Greenhouse Gas Inventories)

Comment
11 of our plants use diesel. It is used in company cars at 4 plants, in forklifts at 2 plants, a shift bus in our SKADFM plant and company truck in Nuevo Laredo. In other facilities it is used in the fire-fighting system. We estimates that 5% of our diesel use is in back-up generators.

Fuels (excluding feedstocks)
Propane Liquid

Heating value
LHV (lower heating value)

Total fuel MWh consumed by the organization
970.75

MWh fuel consumed for self-generation of electricity
0

MWh fuel consumed for self-generation of heat
269.4

MWh fuel consumed for self-generation of steam
<Not Applicable>

MWh fuel consumed for self-generation of cooling
<Not Applicable>

MWh fuel consumed for self-cogeneration or self-trigeneration
<Not Applicable>

Emission factor
1.61

Unit
kg CO2 per liter

Emissions factor source
Greenhouse Gas Protocol Emission Factors from Cross-Sector Tools, March 2017 (original source IPCC 2006 Guidelines for National Greenhouse Gas Inventories)

Comment
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.

Fuels (excluding feedstocks)
Natural Gas

Heating value
LHV (lower heating value)

Total fuel MWh consumed by the organization
15240.76

MWh fuel consumed for self-generation of electricity
0

MWh fuel consumed for self-generation of heat
15240.76

MWh fuel consumed for self-generation of steam
<Not Applicable>

MWh fuel consumed for self-generation of cooling
<Not Applicable>

MWh fuel consumed for self-cogeneration or self-trigeneration
<Not Applicable>

Emission factor
1.88

Unit
kg CO2 per m3

Emissions factor source
Greenhouse Gas Protocol Emission Factors from Cross-Sector Tools, March 2017 (original source IPCC 2006 Guidelines for National Greenhouse Gas Inventories)

Comment
10 plants use Natural Gas, with 9 using it for heating purposes. In the Willis plant Natural Gas is used in the back-up generator, while in Nuevo Laredo it is used in the Die Cast machine. We estimate that Natural Gas use for non-heating purposes makes up 5% of our total usage.

C9. Additional metrics

C9.1

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

Description
Waste

Metric value
1956928.11

Metric numerator
kg waste generated by plants.

Metric denominator (intensity metric only)
1160900000 Euro sales

% change from previous year
9

Direction of change
Increased

Please explain
There was an increase in absolute waste in 2019 from 2018 due mainly to the increase in production.

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

C12.1a

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

Type of engagement

Information collection (understanding supplier behavior)

Details of engagement

% 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. Direct suppliers make up 8% of our supply base, but 88% of of pur procurement spend is with these suppliers. 23% of these suppliers have been requested through the NQC platform to provide us with more detail on how they manage sustainability issues, inc. performance information. This year (2019) we have started a trial programme of auditing a small number of suppliers on sustainability performance, and our plan is to expand this programmeover the coming years.

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

Type of engagement

Compliance & onboarding

Details of engagement

Included climate change in supplier selection / management mechanism

% 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. Direct suppliers make up 8% of our supply base, but 88% of of pur procurement spend is with these suppliers. 23% of these suppliers have been requested through the NQC platform to provide us with more detail on how they manage sustainability issues, inc. performance information. This year (2019) we have started a trial programme of auditing a small number of suppliers on sustainability performance, and our plan is to expand this programmeover the coming years.

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
Education/information sharing

Details of engagement
Other, please specify (We provide our customers with information on our climate change related performance through our CR report, CDP report (made public and included on our website) and through various sustainability platforms and questionnaires.)

% of customers by number
100

% of customer - related Scope 3 emissions as reported in C6.5
0

Portfolio coverage (total or outstanding)
<Not Applicable>

Please explain the rationale for selecting this group of customers and scope of engagement
We include emissions performance information in our annual Corporate Responsibility report and make our CDP submission public. 5 of our biggest customers have requested direct access to our CDP submission.

Impact of engagement, including measures of success
We don't have any KPIs for this type of engagement.

C12.3

(C12.3) Do you engage in activities that could either directly or indirectly influence public policy on climate-related issues through any of the following?
Trade associations

C12.3b

(C12.3b) Are you on the board of any trade associations or do you provide funding beyond membership?
No

C12.3f

(C12.3f) What processes do you have in place to ensure that all of your direct and indirect activities that influence policy are consistent with your overall climate change strategy?

The people who are involved in setting strategy and monitoring performance participate in the engagement with the trade associations. We engage with industry working groups, primarily with the Automotive Industry Action Group (AIAG). Through participation, we gain an understanding of stakeholder concerns, interests and expectations, customer desires and needs, and supplier initiatives. We also better understand impacts of policy and trends that may be affecting our industry. Being connected in this way, we seek to understand stakeholder concerns, potential risks, consumer desires, public interest, as well as, market opportunities.

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
corporate_responsibility_report-2019_final_web(1).pdf

Page/Section reference
Pages 21 to 24

Content elements
Governance
Strategy
Risks & opportunities
Emissions figures
Emission targets

Comment
Information included in the 2019 CR report

C15. 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.

No other additional information

C15.1

(C15.1) Provide details for the person that has signed off (approved) your CDP climate change response.

	Job title	Corresponding job category
Row 1	Executive Vice President HR, Communications and HSE	Other C-Suite Officer

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	1160900000

SC0.2

(SC0.2) Do you have an ISIN for your company that you would be willing to share with CDP?
No

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
Fiat Chrysler Automobiles NV

Scope of emissions
Scope 1

Allocation level
Company wide

Allocation level detail
<Not Applicable>

Emissions in metric tonnes of CO2e
164

Uncertainty (±%)
5

Major sources of emissions
Diesel, Natural Gas, Propane, Kerosene

Verified
No

Allocation method
Allocation based on the market value of products purchased

Please explain how you have identified the GHG source, including major limitations to this process and assumptions made
The percentage of sales to FCA out of our total 2019 sales has been used to apportion the scope 1 emissions.

Requesting member
General Motors Company

Scope of emissions
Scope 1

Allocation level
Company wide

Allocation level detail
<Not Applicable>

Emissions in metric tonnes of CO2e
87

Uncertainty (±%)
5

Major sources of emissions
Diesel, Natural Gas, Propane, Kerosene

Verified
No

Allocation method
Allocation based on the market value of products purchased

Please explain how you have identified the GHG source, including major limitations to this process and assumptions made
The percentage of sales to GM out of our total 2019 sales has been used to apportion the scope 1 emissions.

Requesting member
Husqvarna AB

Scope of emissions
Scope 1

Allocation level
Company wide

Allocation level detail
<Not Applicable>

Emissions in metric tonnes of CO2e
10

Uncertainty (±%)
5

Major sources of emissions
Diesel, Natural Gas, Propane, Kerosene

Verified
No

Allocation method
Allocation based on the market value of products purchased

Please explain how you have identified the GHG source, including major limitations to this process and assumptions made
The percentage of sales to Husqvarna out of our total 2019 sales has been used to apportion the scope 1 emissions.

Requesting member
Jaguar Land Rover Ltd

Scope of emissions
Scope 1

Allocation level
Company wide

Allocation level detail
<Not Applicable>

Emissions in metric tonnes of CO2e
114

Uncertainty (±%)
5

Major sources of emissions
Diesel, Natural Gas, Propane, Kerosene

Verified
No

Allocation method
Allocation based on the market value of products purchased

Please explain how you have identified the GHG source, including major limitations to this process and assumptions made
The percentage of sales to Jaguar Landrover out of our total 2019 sales has been used to apportion the scope 1 emissions.

Requesting member
Fiat Chrysler Automobiles NV

Scope of emissions
Scope 2

Allocation level
Company wide

Allocation level detail
<Not Applicable>

Emissions in metric tonnes of CO2e
2228

Uncertainty (±%)
5

Major sources of emissions
Purchased electricity

Verified
No

Allocation method
Allocation based on the market value of products purchased

Please explain how you have identified the GHG source, including major limitations to this process and assumptions made
The percentage of sales to FCA out of our total 2019 sales has been used to apportion the scope 2 emissions.

Requesting member
General Motors Company

Scope of emissions
Scope 2

Allocation level
Company wide

Allocation level detail
<Not Applicable>

Emissions in metric tonnes of CO2e
1189

Uncertainty (±%)
5

Major sources of emissions
Purchased electricity

Verified
No

Allocation method
Allocation based on the market value of products purchased

Please explain how you have identified the GHG source, including major limitations to this process and assumptions made
The percentage of sales to GM out of our total 2019 sales has been used to apportion the scope 2 emissions.

Requesting member
Husqvarna AB

Scope of emissions
Scope 2

Allocation level
Company wide

Allocation level detail
<Not Applicable>

Emissions in metric tonnes of CO2e
137

Uncertainty (±%)
5

Major sources of emissions
Purchased electricity

Verified
No

Allocation method
Allocation based on the market value of products purchased

Please explain how you have identified the GHG source, including major limitations to this process and assumptions made
The percentage of sales to Husqvarna out of our total 2019 sales has been used to apportion the scope 2 emissions.

Requesting member
Jaguar Land Rover Ltd

Scope of emissions
Scope 2

Allocation level
Company wide

Allocation level detail
<Not Applicable>

Emissions in metric tonnes of CO2e
1550

Uncertainty (±%)
5

Major sources of emissions
Purchased electricity

Verified
No

Allocation method
Allocation based on the market value of products purchased

Please explain how you have identified the GHG source, including major limitations to this process and assumptions made
The percentage of sales to Jaguar Landrover out of our total 2019 sales has been used to apportion the scope 2 emissions.

SC1.2

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

Data taken from internal reporting systems

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

SC3.1

(SC3.1) Do you want to enroll in the 2020-2021 CDP Action Exchange initiative?

Yes

SC3.1a

(SC3.1a) Identify which member(s), if any, have motivated you to take part in Action Exchange this year.

Please select

SC3.1b

(SC3.1b) Select the types of emissions reduction activities that your company would like support in analyzing or in implementing in the next reporting year.

Company policy or behavioral change
Energy efficiency in buildings
Energy efficiency in production processes
Fugitive emissions reductions
Green project finance
Low-carbon energy consumption
Low-carbon energy generation
Non-energy industrial process emissions reductions
Transportation
Waste reduction and material circularity

SC3.1c

(SC3.1c) As part of Action Exchange, would you like facility level analysis?

Yes

SC3.2

(SC3.2) Is your company a participating supplier in CDP's 2019-2020 Action Exchange initiative?

No

SC4.1

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

No, I am not providing data

Submit your response

In which language are you submitting your response?

English

Please confirm how your response should be handled by CDP

	I am submitting to	Public or Non-Public Submission	Are you ready to submit the additional Supply Chain Questions?
I am submitting my response	Investors Customers	Public	Yes, submit Supply Chain Questions now

Please confirm below

I have read and accept the applicable Terms