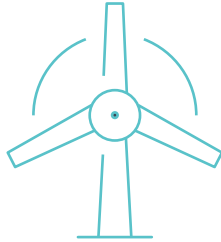
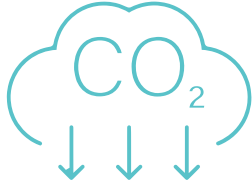


	 Energy efficiency	 Renewable energy	 Scope 1 and 2 emissions	 Value chain emissions (Scope 3)	 Customers' emissions avoided through digitalisation	 Neutralisation
Short-term 2025		Continue to consume electricity with 100% renewable origin in the main markets	- 90% in main markets compared to 2015	- 39% globally, compared to 2016	Help customers to reduce their CO₂ emissions through connectivity and Eco Smart services ³	Neutralise unabated Scope 1 and 2 emissions in main markets annually (10%)
Medium-term 2030	Improve energy consumption per unit of traffic by -95% , compared to 2015	100% of electricity from renewable sources globally ⁴	- 90% globally compared to 2015	- 56% globally, compared to 2016		
Long-term 2040			Reduce total emissions by 90%			Neutralise residual emissions annually (10%)
Net zero emissions						