



GOAL: ALIGN WITH TCFD BY 2024

This year we finished our final step toward full TCFD alignment: the completion of a quantitative climate scenario analysis. The results from this analysis provide valuable insights into how climate change may affect our business and therefore inform our company strategy moving forward.

The following outlines our climate-related risks and opportunities and related processes of governance and management, in full alignment with the TCFD's recommendations. This section builds on our prior qualitative assessment and integrates findings from our quantitative scenario analysis. The outputs of this analysis allow us to prioritize our risks and opportunities in the near, medium, and long-term to inform strategic business planning and risk mitigation.

Our analysis demonstrated that climate risks and opportunities may have an overall net positive impact on our earnings over the analyzed time horizons. Though there is an upside in both quick and slow climate transition scenarios, a quick transition is more advantageous for our business.





ENERGY RECOVERY'S CLIMATE-RELATED RISKS AND OPPORTUNITIES

RISK AND OPPORTUNITY IDENTIFICATION PROCESS

In 2022, we worked alongside a third-party advisor to qualitatively evaluate our exposure to climate-related risks and opportunities in our direct operations and value chain. This process included a working session with the <u>Sustainability Management Committee</u> and participants from various facets of operations to review our potential climate-related risks and opportunities, gain consensus on the company's exposure, and assess potential operational impacts. Risks and opportunities were defined and classified using terminology from the TCFD's guidance and the CDP's climate questionnaire. The group also discussed and identified the potential financial impacts for each risk and opportunity, which laid the groundwork for the quantitative scenario analysis.

Quantitative Scenario Analysis Approach

In 2023, we performed a rigorous quantitative scenario analysis to evaluate how physical and transition risks and opportunities under different climate scenarios may result in financial impacts to each of our business segments across different time horizons. Conducting this analysis allowed us to prioritize our climate-related risks and opportunities by magnitude and likelihood while considering the potential earnings impacts across our business segments. Results of the analysis help inform our understanding of the resilience of our business as well as any go-forward adjustments to our climate-integrated business strategy.

The analysis leveraged publicly available scenarios most relevant to our business, each with its own set of data points relevant to the risks and opportunities. The results and assumptions were also validated internally by our Finance and Market Intelligence teams.

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CLIMATE SCENARIOS SELECTED BY ENERGY RECOVERY ^{1,2}										
Class Transition	Transition Scenario NGFS – Delayed Transition		The next 10 years see a "fossil recovery" and conditions follow the Current Policies scenario until 2030. After 2030, carbon policies drive a trajectory in line with long-term climate targets.							
Slow Transition	Physical Scenario	IPCC – SSP3-7.0	Concerns about competitiveness, security, and regional conflicts push countries to focus on domestic and regional issues, such as energy and food security, at the expense of broader-based development and climate targets.							
0.117	Transition Scenario	NGFS – Net Zero	Countries with a clear commitment to a net-policy target are assumed to meet these targets and begin making progress starting in 2021. Widespread policy interventions cause the world to reach net zero around 2050.							
Quick Transition	Physical Scenario	IPCC – SSP1-2.6	Economic growth shifts toward a broader emphasis on human well-being even as aggressive action is taken to address climate change. Consumption is oriented toward low material growth, resource, and energy intensity.							

Leveraging the set of data points from the selected scenarios, we identified the climate drivers most relevant to our risks and opportunities. Examples of these climate drivers are displayed below:

CLIMATE-RELATED DRIVERS EVALUATED UNDER EACH SCENARIO								
	Population Change	Rainfall						
Physical Climate Drivers	Water Stress	Sea Level Rise						
	HFC Emissions	Air / Surface Temperature						
	Electricity Cost	Raw Materials Cost						
Transition Climate Drivers	Natural Gas Cost	Labor Productivity						

We then determined the impacts of each climate driver across our financial projections from the present to 2040 to forecast bottom and top-line impacts in both slow and quick transition scenarios. The analysis was also segmented into short, medium, and long-term time horizons.

For each climate driver, we evaluated the relative likelihood of climate-driven outcomes across each time horizon given the variance in certainty across slow and quick transition scenarios from the IPCC and NGFS. We then mapped each climate driver (and its financial impact and likelihood) to the relevant risks and opportunities to determine their magnitude and probability of impact on our business.



ANALYSIS OF CLIMATE-RELATED OPPORTUNITIES AND RISKS³

The scatterplot on the following page shows the results of the quantitative scenario analysis in terms of the likelihood and magnitude of each risk and opportunity over the total time horizon (2024–2040) as an average between the slow and quick transition scenarios.

As demonstrated in the scatterplot, *consumer preferences* to decrease emissions and costs, as well as increased demand for freshwater, present the largest positive financial impact and are considered moderately likely. Likewise, *downstream market opportunities* related to accessing new markets because of climate change impacts to new regions and policy changes present significant positive financial impacts and are moderately likely.

On the other hand, *upstream market risks* related to increased raw materials and energy costs present the largest negative financial impact and are moderately likely. The increase in cost of non-ferrous metals forecasted by the NGFS over the time horizon drives this impact significantly compared to other risks. *Acute physical risks to our facilities* also present significant financial impacts with a moderate likelihood, followed by *chronic physical risks to our facilities*. The geographic location of our facilities and their proximity to coastal areas make our facilities particularly susceptible to certain physical risks including floods, coastal events, earthquakes, blackouts, sea level rise, and water stress.

However, *chronic physical risks related to downstream impacts* to customer demand for our products as a result of their exposure to physical climate risks present the smallest negative financial impact and are moderately likely. This is a lower risk to our company due to the comparatively de minimis impacts of sea level and air temperature rise on our customers compared to the increase in demand for freshwater anticipated by these same climate factors. Direct *acute physical risk to our employees* is also a comparatively less significant risk. This is largely due to the linkage of secondary risks associated with wildfire burns, which our facility locations are not overtly vulnerable to. Risks that were determined to have a moderate financial impact include *direct chronic physical risks (to both facilities and employees)* as well as *acute physical downstream risks*.

We view this as a dynamic, ongoing exercise, and we plan to update our TCFD disclosures as necessary based on newly available third-party data, material changes to our business, and/or any changes to requirements from the evolving climate regulatory landscape.

Discussion on mitigation strategies is available on subsequent pages in this goal section.

³Climate scenario analysis is an emerging discipline and relies on various inputs and data from third-party sources and complex assumptions. Modeling that includes estimates of future data and predictions of complex outcomes can be imprecise and subject to change. As such, the results presented are representative of our current understanding and are subject to change.



CLIMATE-RELATED RISK AND OPPORTUNITY IMPACT



Magnitude

Likelihood indicates the certainty of the select climate-driven outcomes relevant to each risk and opportunity that impacts our business. Magnitude describes the extent to which the impact may affect our present value earnings.

		SCATTERPLOT LEGEND
\odot	Risk: Physical – Acute – Direct Operations (facilities)	Impact of increased likelihood and severity of acute physical risks to direct operations (blackouts, flooding, coastal events, earthquakes) on facilities.
	Risk: Physical – Acute – Downstream	Impact of increased likelihood and severity of acute physical risks (blackouts, flooding, coastal events, wildfires) on product markets.
	Risk: Physical – Acute – Direct Operations (employees)	Impact of increased likelihood and severity of acute physical risks (blackouts, flooding, coastal events, wildfires) on employees. ²
\bigcirc	Risk: Physical – Chronic – Direct Operations (facilities)	Impact of rising sea levels on our facilities given proximity to coastal areas, and other chronic physical risks related to temperature rise and water stress. ³
	Risk: Physical – Chronic – Downstream	Impact of rising sea levels on product markets given proximity to coastal areas, and other chronic physical risks related to temperature rise.
	Risk: Physical – Chronic – Direct Operations (employees)	Impact of rising mean temperatures, and other chronic physical risks such as water stress, on employees, which may ultimately impact labor productivity. ⁴
	Risk: Market – Upstream	Increased cost of raw materials impacts cost of goods sold.
	Opportunity: Market – Downstream	Access to new markets.
0	Opportunity: Products & Services – Downstream	Shift in customer preferences (cost of energy, water access).
\bigcirc	Opportunity: Energy Source – Direct Operations (facilities)	Use of lower-emission sources of energy.

¹We determined that two of our originally identified risks and opportunities (**technology downstream risks, products & services opportunities to direct operations**) cannot be appropriately quantified by available climate factors. Both involve our internal ability to unlock and maintain customer demand, of which climate change impacts can be a factor, but does not have a significant quantifiable impact and therefore was not included in the quantitative scenario analysis. ²Source: EPA Climate Change Indicators: Wildfires; ³IPCC AR6 Synthesis Report Figure 3.4; ⁴Based on IPCC data: World Economic Forum Summary of 2023 IPCC Report



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DETAILED BREAKDOWN OF CLIMATE-RELATED OPPORTUNITIES AND RISKS

Climate-related Transition Opportunities

Though climate change presents risks and challenges for both our company and society, it also presents significant opportunities for our business. We have identified four climate-related opportunities across our direct operations and value chain. We view our exposure to climate opportunities as highly relevant to the core strategy of our business: continued innovation.

TRANSITION OPPORTUNITIES Energy Source Use of lower- energy-related disruptions to operations. Reducing our emissions and environmental footprint can reduce operating costs and minimize future liabilities from potential regulation. Using lower-emission sources of energy can also increase our revenues through access to new and emerging markets and our access to capital. Finally, we expect to see returns on our investment in lower-emission technology. Image: Comparison of the full benefit is less likely compared to other opportunities given the volatility of energy costs across regions and under different climate scenarios. Image: Comparison our carbon footprint, see growth by offering efficient recovering otherwise was declination and Wastewater	25
Energy Source Direct Operations (facilities) Use of lower- emission sources of energy Diversification of energy sources minimizes reliance on one given source and de-risks energy-related disruptions to operations. Reducing our emissions and environmental footprint can reduce operating costs and minimize future liabilities from potential regulation. Using lower-emission sources of energy can also increase our revenues through access to new and emerging markets and our access to capital. Finally, we expect to see returns on our investment in lower-emission technology. Though this represents a potentially significant positive financial impact to our business, realization of the full benefit is less likely compared to other opportunities given the volatility of energy costs across regions and under different climate scenarios. Image: Cost of C	
Downstream market opportunities related to accessing new markets because of climate New Market Entry: We s change impacts to new regions and policy changes present potentially significant positive growth by offering efficien financial impacts and are moderately likely. recovering otherwise was Desalination and Wastewater desalination wastewater	sification: We have shifted include off-site and on-site ces in recent years. Reductions : As of calendar y report our scope 1, 2, and ssions, and in 2023, we rporate emissions reduction nation on efforts to reduce be page 9.
MarketDownstreamAccess to new marketsDesalination and wastewater treatment and reuse are critical ingredients to address water scarcity. Regulatory intervention on wastewater and water reuse presents a significant opportunity for our business. Likewise, desalination will increasingly be a tool regions and countries facing water scarcity will utilize to bridge the gap in natural water resources.Image: Color operating costs, reduce of meet regulatory requiremMarketCO2 Refrigeration Regulatory changes are driving the refrigeration industry – as well as supermarket chains looking for a safer source of refrigerants – to shift from HFCs to carbon dioxide-based refrigerants due to its low toxicity and flammability, as compared to alternative refrigerants such as ammoniaMarket intelligence team micro-level trends that im the value chain (upstream instance, how regulation)	/e seek to drive high-margin cient, scalable solutions for vasted energy in seawater ter treatment, and CO ₂ llowing our customers to benditures, as well as lower e carbon emissions, and ements. Ind Monitoring : Our am monitors macro and t impact our business across eam and downstream), for on may impact the total



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Opportunity Category	Position in Value Chain	Climate-related Opportunity Definition	Potential Impact to Energy Recovery	Short Term	Medium Term	Long Term	Approach to Opportunities	
TRANSITION O	PPORTUNITIES							
Products & Services	Downstream	Shift in customer preferences (cost of energy, water access)	Consumer preferences to decrease emissions and costs, as well as increased demand for freshwater, present the largest positive financial impact and are considered moderately likely. The world's need for freshwater is intensifying, driven by population growth, industrialization, rapid urbanization, and climate change. Water scarcity can lead to a rising focus on water access and quality, particularly when the population is expanding. Additionally, fluctuation in electricity costs may influence demand for our energy-efficient product offerings. As such, we expect to see increased revenues resulting from increased demand for our products and returns on our investment in lower-emission technologies.		✓	V	Sales and Marketing: We maintain ongoing sales and marketing efforts with current and prospective customers to drive awareness of our pressure exchanger's value proposition, including lowering energy costs and emissions and meeting regulatory compliance obligations. Proven Expertise: With our roots in desalination, we are well-positioned to help address the world's increasing need to produce and re-use freshwater in a sustainable and economical manner.	
	Direct Operations	Development of new products or services through research and innovation	Our success has been built on the strength of our proprietary pressure exchanger technology platform, which is the center of our product solutions. This technology platform is applicable to a wide range of industries and functions to reduce energy usage while also lowering operating costs and unplanned downtime. Developing our technologies to address a broader set of applications is expected to increase our revenues, increase our returns on investment in R&D, and increase our access to capital.	~	✓	√	 Research & Development Strategy: Our R&D investments focus on: Advancing our solutions to better service historical markets, such as desalination. Applying our pressure exchanger technology to new markets, such as our recent entries into wastewater and CO₂ refrigeration. Fundamental research into new applications of our pressure exchanger technology in existing and new verticals. 	

DETAILED BREAKDOWN OF CLIMATE-RELATED OPPORTUNITIES AND RISKS

Climate-related Risks and Mitigation Strategies

The table below provides an overview of the climate-related risks most relevant to our business and value chain. Based on our analysis, the company's exposure to physical risks of climate change would most likely have the greatest impact on our direct operations and at customer facilities (downstream), while transition risks related to climate change would most likely have an outsized effect on our business partners – both downstream and upstream – within our value chain.

For more information on risks to our business, including climate change, please reference our <u>Form 10–K</u>.

Risk Category	Position in Value Chain	Climate-related Risk Definition	Potential Impact to Energy Recovery	Short Term	Medium Term	Long Term	Mitigation Strategies
PHYSICAL RIS	KS						
Acute	Direct Operations (facilities)	Impact of increased likelihood and severity of acute physical risks to direct operations (blackouts, flooding, coastal events, earthquakes) on facilities	Acute physical risks to our facilities present potentially significant financial impacts with a moderate likelihood. The rising risk of blackouts and damage from other acute events to our corporate headquarters in San Leandro, CA, could lead to higher repair costs and overall business disruptions. Public safety power shutdowns or natural disasters in San Leandro and Tracy, CA, where our secondary manufacturing facility is located, could also increase production downtime and adversely affect our financial condition. While we have insurance coverage for our properties, insurance companies may not provide full protection, and as the severity of weather events continues to escalate in the regions in which we operate, certain forms of insurance may become unavailable or prohibitively costly.		✓	✓	Emergency Preparedness: Our emergency preparedness processes and teams support our ability to properly respond to acute physical risks. Examples include our IT Incident Response and Business Continuity Plans. Our San Leandro, CA facility has also undergone an earthquake retrofit to minimize the potential for any physical damage. Inventory Management: Our inventory management strategy mitigates adverse impacts from acute events by maintaining appropriate levels of finished goods in multiple sites. In the event of production disruption, this backstock enables us to minimize impacts to our customers and potential loss in market share. Insurance: We seek to maintain adequate levels of insurance to mitigate potential financial losses.



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Risk Category	Position in Value Chain	Climate-related Risk Definition	Potential Impact to Energy Recovery	Short Term	Medium Term	Long Term	Mitigation Strategies
PHYSICAL RIS	KS						
Acute	Direct Operations (employees)	Impact of increased likelihood and severity of acute physical risks (blackouts, flooding, coastal events, wildfires) on employees ¹	Acute events in the geographic regions relevant to our business could displace our workforce and disturb public transportation systems and communication channels. California is highly exposed to wildfire risks and changing wildfire patterns, which climate change has worsened per the EPA. ² While our operational sites in California are not at overt risk of wildfire burn, secondary risks associated with wildfires could threaten our employees' physical safety and impair production capacity. Such threats include the excessive inhalation of toxic smoke, potential for property damage, and the inability to commute to corporate offices and manufacturing facilities. As a result, we may see increased operating and insurance costs; however, the potential financial impact of these risks is less significant compared to other climate–related risks.		✓	✓	Operational and Workforce Continuity: We have measures in place to limit the impacts of an acute event on our employees' ability to communicate and work given our use of cloud-based systems, bi-coastal disaster recovery IT servers, and our IT Incident Response Plan. In the event production is impacted, our inventory management strategy discussed above provides additional mitigation. Minimized Workforce Exposure: Our employees do not work in outdoor settings and are less susceptible to the impacts of acute events during the workday.
	Downstream	Impact of increased likelihood and severity of acute physical risks (blackouts, flooding, coastal events, wildfires) on product markets	Weather-related damage could lead to the destruction of customer sites and/or supply chain disruptions and temporarily result in lower demand for our products. Additionally, prolonged supply chain disruptions and increased delays in shipments could lead to customer attrition, a loss in market share, and increased operating costs. In the event of an acute physical event, our ability to deliver our products and collect payment in a timely manner from customers may also be impaired, as may our ability to raise capital at favorable terms. Overall, these events are projected to have a potentially moderate financial impact on our company.	✓	✓	✓	Diversification : We are actively pursuing diversified business growth in markets that are less concentrated in large projects (as compared to desalination mega projects). As our revenue becomes spread out across more projects, the risk from any single project is minimized. Additionally, these projects are more globally distributed. The diversification of our business both from a market and a geographical perspective helps insulate us from location-specific acute events.
Chronic	Direct Operations (facilities)	Impact of rising sea levels on our facilities given proximity to coastal areas, and other chronic physical risks related to temperature rise and water stress ³	Given our geographic footprint, our facilities could be exposed to risks associated with rising sea levels. This may adversely affect operating and insurance costs, the value of existing assets, and production capacity. Sea level and temperature rise may also contribute to water scarcity and potential caps on water consumption, which could impact our R&D processes that utilize water and limit growth opportunity capitalization. Chronic water stress may also directly impact our core operations due to increased water costs and/or decreased access to water. These risks are considered somewhat likely and represent a potential moderate financial impact.		√	✓	Insurance : We seek to maintain adequate levels of insurance to mitigate potential financial losses. Operational Efficiency : We are implementing resource–efficient processes across our operations, such as recycling water in our test loops, so that our production and R&D processes can operate on reduced water consumption.

✓ indicates that the identified risk / opportunity is expected to impact Energy Recovery in the associated time horizon. Short Term = 2024-2025 | Medium Term = 2026-2032 | Long Term = 2033-2040

¹Source: EPA Climate Change Indicators: Wildfires ²Source: EPA Climate Change Indicators: Wildfires ³IPCC AR6 Synthesis Report Figure 3.4



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PHYSICAL RIS	KS									
24	Direct Operations (employees)	Impact of rising mean temperatures, and other chronic physical risks such as water stress, on employees, which may impact labor productivity ¹	Employee of heat and d productivit heat and d in locations costs. While thes are the mo	well-being, health, and safety could deteriorate due to extreme roughts, which may affect both life at home and employee y at work. Water stress and scarcity, a symptom of increased roughts, may also lead to potential caps in water consumption s where our employees live and work, leading to increased labor e risks are projected to have a moderate financial impact, they st likely to occur of all our climate-related risks and opportunities.	~	✓	V	Workforce Protection: Temperature-controlled facilities, along with the ability to work from home for many job functions, help shield employees from many climate-related health and safety impacts. Workforce Health and Safety: We have implemented systematic safety improvements that meet or exceed the requirements of the ISO 45001 Standard (Occupational Health and Safety Management Standard) to ensure employee health and well-being.		
Chronic	Downstream	Impact of rising sea levels on product markets given proximity to coastal areas, and other chronic physical risks related to temperature rise	Given the t near coast due to our For exampl related red negatively increased o customers However, t are relative anticipated smallest po	ypical placement of desalination and wastewater plants on or ines, demand for our energy recovery devices could be affected customers' exposure to rising sea levels. e, volatility in the construction of desalination plants and uctions in spending for desalination-related infrastructure could impact our revenue. These market dynamics could also pose credit risk due to a restricted ability to collect timely payment from and decrease the company's access to capital. he impacts of sea level and air temperature rise on our customers ly de minimis compared to the increase in demand for freshwater d by these same climate factors. Therefore, this risk presents the otential financial impact on our business.			✓	Diversification : We are actively pursuing diversified business growth in markets that are less concentrated in large projects (as compared to desalination mega projects). As our revenue becomes spread out across more projects, the risk from any single project is minimized. Additionally, these projects are more globally distributed. The diversification of our business both from a market and a geography perspective helps insulate us from location-specific physical events.		
✓ indicates that Short Term = 202	the identified risk 24-2025 <u>Medi</u>	/ opportunity is expected to impa um Term = 2026-2032 Long	nct Energy Rec Term = 20 <u>3</u> 3-	overy in the associated time horizon. 2040						

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TRANSITION RI	ISKS								
Market	Upstream	Increased cost of raw materials may impact cost of goods sold	Upstream mark non-ferrous me negative financ raw materials m and input costs and natural gas stoppages, whi Our supply cha the sourcing, d due to various r requirements, a	ket risks related to increased raw materials (especially etals) and energy costs present the largest potential sial impact. This exposure includes price changes in equired to manufacture our products and operational s needed for production, such as water, electricity, s. These constraints may cause production delays or ich would likely decrease the volume of units sold. in may also face inflationary pressures related to listribution, and transportation of raw materials factors, such as rising natural gas costs, regulatory and geopolitical tensions.	✓	✓	✓	 Market Intelligence and Monitoring: Our dedicated Market Intelligence team monitors macro and micro-level trends that impact our business across the value chain (upstream and downstream), for instance, how energy costs in the mining industry may impact the cost of metals. Supply Chain Management: We are actively diversifying our supply chain to ensure we have qualified back-up suppliers and to minimize risks associated with a highly concentrated number of suppliers. We also work to streamline shipping activities. Operational Efficiency: We continuously assess opportunities to make our operations more resource-efficient by addressing water, natural gas, and electricity usage, especially related to manufacturing operations. 	

Downstream Substitution of existing products and services with more efficient options

Technology

Our customers' preference for our solutions is deeply connected to our ability to provide the most competitive solution with the lowest life cycle cost on the market.

Across our legacy water segment and emerging technologies, a variety of risks may emerge if the company is unable to provide the most efficient and effective products and services, which are detailed extensively in our 2023 Form 10-K.

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Marketing and Sales Efforts: We maintain ongoing sales and marketing efforts with both current and prospective customers to actively solicit feedback to ensure customer satisfaction.

Market Intelligence and Monitoring: Our value proposition is predicated on our ability to provide the most energy-efficient and reliable products and services. Given this, we monitor the competitive environment very closely to ensure we can continue meeting customers' needs.



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GOVERNANCE OF CLIMATE-RELATED OPPORTUNITIES AND RISKS

Our Board of Directors implements systemic risk oversight directly and through its committees by providing reviews of business strategy and management's risk assessments and keeping an open feedback channel with management. Each committee is responsible for oversight of risks deemed relevant to their functions. Such risk management is inclusive of sustainability and climate-related issues oversight at the Board and senior leadership levels to ensure a congruent and action-driven approach to sustainability across the organization. At the Board level, responsibility for sustainability oversight is handled by the Nominating and Corporate Governance Committee.

At the senior leadership and management levels, the cross-functional Sustainability Management Committee (SMC) works to advance our efforts, embed sustainability into our culture, and effectively monitor risks and opportunities. The SMC drives forward and implements the company's sustainability strategy and is responsible for reviewing our climate risks and opportunities at a minimum annually.

In addition, various individuals' day-to-day duties contribute to our management of environmental impact and risks. The QHSE team oversees the integration of environmental management into operations via our ISO 14001-certified Environmental Management System. Other teams involved in our management and mitigation efforts include Sustainability, Facilities, IT, Finance, Accounting, HR, Sales and Marketing, Market Intelligence, and Supply Chain.

For more information on our sustainability governance structure, please see our website.

METRICS AND TARGETS

Refer to the TCFD Content Index on page 30 for a complete list of relevant metrics and targets.