

Climate Transition Plan

We do things
that matter.

KBR, Inc.
601 Jefferson Street
Houston, Tx 77002



Contents

CEO Statement.....	3
Executive Summary	4
Governance	5
Introduction.....	5
Board and Executive Climate-related Expertise	6
Executive Incentives	8
Strategy	9
Introduction.....	9
Assumptions and Dependencies	11
Scenario Analysis	12
Financial Planning	15
Making the Transition—Our Low-carbon Initiatives and Solutions	16
Value Chain Engagement.....	18
Policy Engagement.....	19
Risk Management.....	21
Risk and Opportunities	21
Metrics and Targets	26
Corporate Carbon Footprint	26
Our Targets	27
Appendix I	28

CEO Statement



Being a responsible business begins with listening to what our clients and shareholders expect from us and it continues when we take action that goes beyond those expectations. That's why we're building a company that's resilient and driven by purpose, one that's ready for whatever the future brings.

Our Climate Transition Plan reflects this commitment. It brings together the progress we've made and shows where we're headed, with a clear focus on helping our clients operate more sustainably.

Climate action is embedded in our business strategy. It is part of our solutions portfolio. It is championed by our board and supported by our shareholders. And it is driven by the needs of our clients. As part of that strategy, we've set ambitious science-based targets and built a solid roadmap to decarbonize both our operations and our wider value chain.

We've already reached some major milestones. Today, our operations procure 100% renewable energy. And since 2019, we've voluntarily financed climate projects that cover 100% of our scope 1 emissions and business travel. That work reflects our commitment to real progress, not just promises.

But we're not stopping there. We're aligning our climate goals with those of our customers, especially where they've asked us to directly collaborate. And we're weaving sustainability into every project we undertake.

Whether it's our K-Green[®] green ammonia technology, our sustainable aviation fuel technology PureSAFSM, our clean refining solutions, our battery-grade lithium technology, or our decarbonization consulting services, we're helping industries become cleaner and more efficient.

These solutions reflect our belief that sustainability and growth go hand in hand, and that together we can build a safer, more secure, and sustainable world for generations to come.



Stuart Bradie
President and Chief Executive Officer

Executive Summary

Our climate transition strategy reflects our commitment to building a responsible, resilient business that meets the evolving expectations of our global clients and shareholders. It outlines our long-term approach to climate and environmental resilience, the expansion of our sustainable solutions portfolio, and our continued investment in innovation to support a low-carbon, circular economies.

Our focus on delivering sustainable technologies and services has led to steady growth in revenue from energy transition, decarbonization, cleaner refining and circular economy projects, demonstrating the alignment between sustainability goals and business growth.

We are strengthening our resilience by integrating climate and environmental risk strategies across our operations. By aligning with frameworks such as the Taskforce on Climate-related Financial Disclosures (TCFD) and International Financial Reporting Standards - Sustainability Disclosure Standard 1 and 2 (IFRS S1 and S2), we are embedding climate-related risks and opportunities into our business model to ensure long-term robustness and unlock new growth potential.

Our climate transition strategy objectives for 2024 are:

1. **Innovate for Sustainable Solutions**

We continue to invest in and develop technologies that support sustainable growth, growing our market share and helping our clients transition to more resilient and responsible operations.

2. **Advance Climate and Environmental Milestones**

Set and achieve ambitious emissions reduction targets that support long-term resilience and align with global climate goals.

3. **Drive Environmental Performance Across Projects**

Every project is an opportunity to deliver environmental improvements, reduce impacts and enhance sustainability outcomes for our clients.

Governance

INTRODUCTION

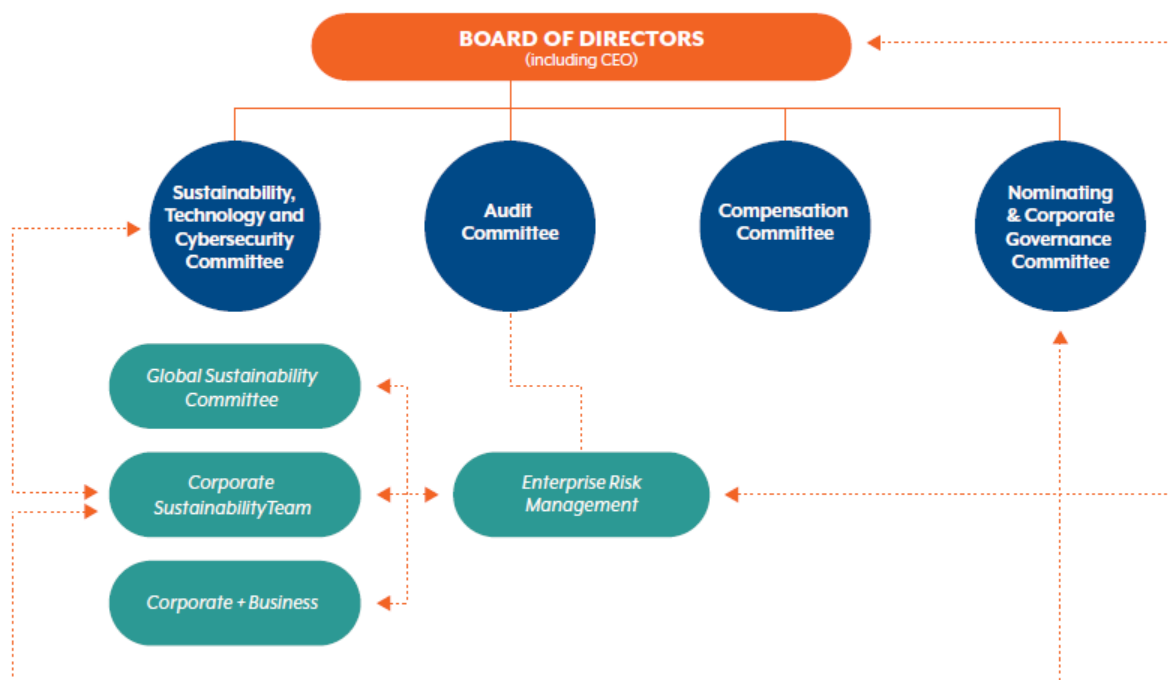
We integrate climate resilience into our governance structure at the board level with oversight provided by key committees, including the Sustainability, Technology and Cybersecurity (STC) Committee and the Audit Committee.

The STC Committee offers global oversight and guidance on the corporation's sustainability policies, programs, and initiatives. These include, but are not limited to, responsibilities and issues related to:

- Sustainability, climate and environmental matters
- Workforce health, safety and physical security
- KBR's role and reputation as a socially responsible organization
- Information technology strategy and technology innovation
- Cybersecurity strategy, threat landscape, risk management, data security and compliance with security standards
- KBR's role and reputation as a socially responsible organization

Climate-related issues are a standing agenda item at the STC Committee's quarterly meetings, while the KBR Enterprise Risk Management team also presents significant business risks, including integrated sustainability and climate risk reports, to the board's Audit Committee twice a year.

The KBR Board of Directors is responsible for guiding the overall business strategy and reviewing budgets. In this context, the STC Committee approves the Global Sustainability and Global Environmental Policies, which address all climate-related issues, including financial implications. This includes monitoring compliance with these policies across KBR's operations and contributing to the Climate Transition Plan, which is also overseen by the board.



Emissions Targets Governance

The KBR Board of Directors oversees our science-based net-zero targets, providing accountability and progress. The corporate sustainability officer (CSO) presents quarterly updates to the SCR Committee, enabling close monitoring of our goals. The board refines and approves targets for submission to the Science Based Targets initiative (SBTi) and reviews executive incentive plans tied to achieving these annual and long-term net-zero objectives.

Climate Risk Governance

The climate transition plan involves the STC Committee's review of climate risk assessment processes, including the climate scenario analysis and oversees our Greenhouse Gas (GHG) inventory reporting, audits and verification processes. These are also reviewed by the Audit Committee of the board with additional oversight from our general counsel and Legal team.

The plan covers engagement strategies with stakeholders, such as aligning suppliers with our net-zero targets. The STC Committee receives updates on the Sustainable Procurement team's net-zero supplier engagement plans and compliance efforts, which are also overseen by a member of the executive leadership team.

The Corporate Sustainability team keeps the STC committee informed on climate policy developments and preparation for upcoming and existing regulations, with updates presented to the board and our third-party financial auditors.

The board also provides oversight and guidance for critical strategic initiatives, including acquisitions, mergers, and divestitures, and major capital expenditures, particularly in relation to their impact on climate resilience. Crucially, the board approves and oversees the executive team's incentive plans, which are tied to achieving annual reduction targets. They play a critical role in steering our sustainable and digital innovations and technologies, all of which are integral to our climate transition strategy.

Shareholder Feedback Mechanisms

We engage with our investors bi-annually to gather feedback on our climate transition planning as part of our commitment to transparency and continuous improvement. Our corporate sustainability officer reaches out to our top 25 shareholders twice a year to solicit feedback on our Sustainability and Corporate Responsibility Report, which includes all climate-related issues, along with other sustainability-related matters.

The feedback, if provided, is collated and presented to the STC Committee, ensuring that shareholder insights are incorporated into our strategic decision-making and ongoing sustainability efforts.

BOARD AND EXECUTIVE CLIMATE-RELATED EXPERTISE

Board Expertise

Our STC Committee of the board regularly consults with our internal, subject-expert working group, the Global Sustainability Committee, and engages regularly with external stakeholders and experts on environmental issues. Board members bring diverse expertise in climate-related matters from their roles across various industries. See [here](#) for more details on our board competency around climate-related issues.

Climate and environmental questions are integrated into our board nominating process and skills and competency surveys. We recommend ongoing training for board members on environmental issues, industry best practice, and standards, and our presentations include updates on global standards such as CDP, TCFD, IFRS and the SBTi.

To learn more about our board members please see [here](#).

Corporate Sustainability Officer

Our corporate sustainability officer (CSO) plays a pivotal role in overseeing KBR's sustainability strategy, environmental management, and related risks and opportunities. By collaborating with business and functional teams, the CSO aligns the organization on matters including compliance with environmental policies and progress toward targets such as science-based goals. The CSO is informed through structured inputs from business leaders, quarterly risk reviews, and real-time data from our environmental reporting system and feedback from the Environmental Management System (EMS).

Environmental data is consolidated via our ISO 14001-certified Integrated Management System (IMS), used globally and aligned with our Enterprise Risk Management (ERM) framework. These systems support the assessment of environmental dependencies, impacts, risks, opportunities and future trend analysis. The CSO also oversees our centralized environmental reporting tool, providing traceable, high-quality, decision-useful data to support strategic planning, compliance and progress toward emissions reduction targets. They also manage environmental reporting, audit and verification processes to ensure transparency and accountability.

The CSO's purview includes direct operations and the upstream value chain, with controls across procurement, project delivery and regional operations. The role includes engagement across multiple jurisdictions and public policy input, particularly regarding mandatory climate and sustainability reporting legislation. As lead of the climate transition plan, the CSO conducts environmental scenario analysis to inform strategic planning. And as lead of the Global Sustainability Committee they collaborate with the businesses to help set priorities for innovations and low-impact environmental products and services, while tracking sustainability-related revenue. They work with this committee and the CEO to design employee incentives that reward strong environmental performance and provide quarterly updates to the CEO and board.

The Global Sustainability Committee

The Global Sustainability Committee, led by KBR's CSO, meets bi-quarterly to drive sustainability performance across the business. Guided by directives from the board's Sustainability, Technology and Cybersecurity Committee, the group ensures that climate and environmental priorities are embedded into strategic planning and operational execution.

The Committee brings together executives from business segments, corporate functions and subject matter experts to support KBR's climate transition strategy. The Corporate Sustainability team works closely with these leaders to implement initiatives, monitor progress and report on sustainability performance.

To support delivery at the operational level, each committee member appoints Environmental Champions who advocate for our Zero Harm pillars and lead sustainability efforts within their areas. These champions provide regular updates to the committee, helping track progress, share insights and ensure accountability across the organization.

EXECUTIVE INCENTIVES

Our Compensation Committee establishes incentives and target performance goals for our executive and senior management teams, including the CEO. The threshold, target and maximum award payout levels remain at 25%, 100% and 200%, respectively. Each performance metric can earn a result from 0% to 200% of target. Our sustainability-focused targets are across all three areas of sustainability—*environmental, social and governance*.

The executive and senior management team's short-term incentive plan includes several sustainability-related performance metrics, such as reaching industry-leading health and safety Zero Harm targets annually, the continued promotion and growth of sustainable solutions for customers and increase in revenue gained from these solutions. This year the focus was also on the improvement of quality emissions data for carbon reporting. This set of goals is set at 10% of the overall incentive plan.

Incorporating carbon and emission reduction targets, as outlined in the carbon reduction roadmap into executive and senior management's incentive plans, has significantly contributed to our environmental commitments and climate transition plan. Many rating agencies prioritize these factors in their evaluations. Making them a key part of the CEO, executive and senior management's performance metrics, has seen improved resource availability and greater engagement in the collection of carbon and other environmental data.

This emphasis on accountability has led to investments in data reporting systems, along with capacity building around processes and procedures for enhanced data monitoring across key business roles. These improvements have enabled us to establish more rigorous and reliable methods for calculating our corporate carbon footprint and environmental impact data, ensuring greater auditability.

As a result, we are now better positioned to achieve the emission reduction and net-zero targets outlined in our climate transition plan, as detailed in the Metrics and Targets chapter of this report.

Strategy

INTRODUCTION

We are guided by our [ten Zero Harm Sustainability Pillars](#), which encompass critical social, environmental and governance priorities. Five of these pillars are directly dedicated to reducing our environmental footprint, each playing a vital role in enhancing our climate resilience and creating a cleaner planet. The remaining social impact pillars reinforce this resilience by fostering strong governance, robust risk management and sustainable partnerships within our supply chain. Together, this interdependence strengthens the health and safety of our people and the diverse communities we serve.

These ten pillars, with their strategic focus areas, are instrumental in driving progress toward our environmental goals and decarbonization targets. In this Climate Transition Plan, we detail our approach to achieving these objectives and outline how we will measure our progress toward both our near-term and long-term science-based climate commitments.



Our climate ambition is aligned with global climate science and the ambition to limit warming to 1.5°C. This forms a core component of our decarbonization roadmap and climate transition strategy, as outlined in this report and shared externally through our Sustainability and Corporate Responsibility Report. We also publicize this in our [Proxy](#) report and [Annual](#) report (form 10-K) and on our external website. Our climate transition plan sets out how we achieve this strategy.

Climate goals are fully integrated into our business strategy, with identified risks and opportunities directly shaping our strategic direction and financial planning. Our focus on sustainable services and technologies not only supports client needs but also opens new markets and creates fresh revenue opportunities, positioning KBR for long-term growth in a rapidly evolving global economy.

A key component of our climate strategy and transition plan is addressing both the risks and opportunities posed by climate-related issues. Each business segment evaluates its climate response within our broader Enterprise Risk Management (ERM) framework, ensuring that climate-related risks and opportunities are systematically identified, assessed and addressed throughout the organization. This integrated approach helps prioritize investments and development in the most impactful opportunities and guide capital and operational expenditures, ensuring optimal resource allocation for our climate resilience efforts.

The detailed processes and methodologies for integrating climate risk and opportunity assessments into our ERM are outlined in this and our risk management chapters.

In response to the risks and opportunities associated with a low-carbon economy, we strategically repositioned the organization as a market leader in sustainable technologies and environmental solutions. Notably, we continue to develop and invest in technologies to support energy transition, with sustainability-driven revenue increasing year on year. These technologies include processes for green and blue hydrogen and ammonia production, carbon capture utilization and storage (CCUS), battery recycling, plastic chemical recycling, and a portfolio of cleaner refining processes, to name a few.

Examples of Investments and Innovations:

Hydrogen and Ammonia Technologies: Hydrogen is pivotal to the energy transition, with ammonia playing a crucial role in its transport. We offer both green and blue ammonia technologies and have licensed 10 green ammonia plants globally, using our proprietary K-GreenN® technology. In addition, we have developed a technology for cracking ammonia back into hydrogen, facilitating its broader use as a clean energy carrier.

Sustainable Aviation Fuel (SAF): Recognizing the opportunity to decarbonize aviation, we invested in the development of SAF through a partnership to bring PureSAFSM, an innovative alcohol-to-jet fuel technology, to market. This investment supports the scaling of SAF, addressing both emissions reduction and future demand for sustainable air travel.

Critical Minerals for Battery Demand: As the demand for batteries surges, particularly for electric vehicles and energy storage, we identified an opportunity in the critical minerals sector. In response, we invested in the development of a brine-to-battery suite of technologies using Direct Lithium Extraction (DLE) and their Li-Capt® technology while combining this with KBR's PureLi® to produce battery-grade lithium carbonate or lithium hydroxide. This method is a more sustainable alternative to traditional lithium extraction as it is less water intensive, more energy efficient, and offers higher recovery rates with faster processing times.

Adding to KBR's suite of lithium technologies is our PureLi2SSM for the production of lithium sulfur—all Solid State Batteries (ASSB)—the next generation of energy storage capacity.

Furthermore, we have developed technologies to recover battery metal salts from various feedstocks, including e-waste, tapping into another opportunity presented by the energy transition. These examples demonstrate the proactive approach to aligning with emerging environmental opportunities and our commitment to advancing sustainable technologies. By continuously investing in innovative solutions, we position our business at the forefront of the energy transition while supporting global sustainability goals.

For more information regarding our sustainable technologies and solutions, refer to our [Delivering Sustainability](#) information.

ASSUMPTIONS AND DEPENDENCIES

We assume that, despite political shifts, global market trends will continue to prioritize a transition to cleaner forms of energy, driving demand for our sustainable solutions, technologies and services. This ongoing shift depends on the continued focus on environmental considerations across our industries, ensuring that our offerings remain relevant and valuable for customers focused on decarbonization.

We are dependent on the progress of regulatory frameworks that support climate action. As these policies expand, they drive customer demand for our decarbonization solutions. A slowdown in regulatory pressure could reduce the pace of market adoption for our offerings.

We rely on continuous advancements in energy transition technologies—such as grid decarbonization, affordable renewable energy, low-carbon building materials and efficiencies for example—to support our own journey toward net-zero. These innovations are essential for maintaining our competitive advantage and achieving significant carbon reductions, both for ourselves and our customers.

We assume our customers and key stakeholders, including investors, suppliers and employees will remain aligned with global sustainability and decarbonization goals. This cooperation is essential to the continued adoption of our low-carbon and circular economy technologies, which underpin our growth strategy.

We also recognize that political and regulatory shifts may influence the pace and direction of climate-related risks and opportunities either way. Changes in policy, public sentiment or international climate commitments could reshape market dynamics, affecting demand for sustainable solutions and the viability of long-term investments. As such, we continuously monitor the external landscape to ensure our strategy remains resilient and responsive.

The availability of financial resources, skilled talent and technology is crucial. Continued access to capital and resources will enable us to invest in energy transition projects and scale our innovative low-carbon technologies.

We are committed to strategically implementing the transition plan across all business segments. This plan is supported by our executive team's short-term financial incentives, aligning achievement of net-zero targets and increased revenue from decarbonization initiatives with their financial gain.

SCENARIO ANALYSIS

We use scenario analysis as a strategic tool to shape our climate transition planning, assessing various future climatic states. Applying these scenarios across our business strategy horizons allows us to evaluate potential risks and opportunities for each business units and region, helping us anticipate the effects of physical, technological, and socioeconomic changes brought about by climate change and the global transition to a low-carbon economy.

Our scenarios are developed using reputable data from the Network for Greening the Financial System (NGFS) and peer-reviewed projections from the Intergovernmental Panel on Climate Change (IPCC) to ensure accuracy and reliability.

These scenarios are applied over several risk types including acute physical and chronic physical. Transitional risk includes policy, markets, reputation, technology and liability. Quantitative and qualitative risks and opportunities are assessed.

We apply these scenarios over our three climate-related time horizons:

Time Horizon	Definition	Period
Short Term	Present - 2030	0-10 years
Medium Term	2030 - 2050	11 - 20 years
Long Term	2050+	21 years - On-going

Scenarios Used

- **Orderly:** Assumes climate policies are introduced early, aligned geographically and become more stringent.
- **Disorderly:** Explores higher transition risk due to policies being delayed or divergent across countries and sectors.
- **Hot House:** Global efforts are insufficient to reduce emissions and prevent significant global warming.

Why the Network for Greening the Financial System (NGFS)

We chose the NGFS climate scenarios as the basis for our climate risk assessment because they provide globally consistent results that encompass transition, physical and macro-financial risks. These scenarios align closely with the types of risks KBR aims to identify in our climate transition plan. By using a variety of models, the NGFS scenarios explore potential futures while accounting for uncertainties in both how the future is projected and how it may unfold.

The global and macroeconomic focus of the NGFS scenarios is particularly well-suited to KBR's broad international presence and diverse business activities, enabling a comprehensive climate risk assessment that compares climate-related impacts across our various geographies and business units.

We selected exploratory scenarios as our preferred model to create a "what if analysis". This way we can assess potential risks and uncertainties and test the resiliency of our strategies to a wide range of future conditions.

As climate modelling becomes more sophisticated, we will continuously review and update the physical and transition scenarios we use to ensure we apply the latest best practices each year.

Scenarios are not forecasts or predictions and do not provide a full description of the future but rather highlight central elements of a possible future. To reflect the uncertainty inherent to modelling climate-related macroeconomic and financial risks, the NGFS scenarios use different models and explore a wide range of scenarios across regions and sectors. The scenarios are derived using a suite of models, including but not limited to ISIMIP, CLIMADA9, IAMs and NiGEM.

The NGFS scenarios look at the trade-offs between a green transition and a no-transition scenario until the end of the century (2100). Scenarios are based on the widely used Shared Socio-economic Pathways (SSPs) (SSP2 as a baseline), and harmonized population and economic development trajectories.

Each scenario is based on several key design choices relating to policy ambition (captured by specific end-of-century temperature targets or policy packages), short-term policy, overall policy coordination and technology availability.

Orderly scenarios assume that ambitious climate policies are introduced early and become gradually more stringent. Both physical and transition risks are relatively subdued.

NGFS Orderly - Net-zero 2050.

Global warming is limited to 1.5°C (with a 50% chance) through stringent climate policies and innovation, reaching global net-zero CO₂ emissions around 2050. Global CO₂ emissions reach or approach zero in 2050. Countries with a political commitment to a net-zero target defined before end of March 2023 reach net-zero at their target year or earlier. Some jurisdictions such as the U.S., EU, U.K., Canada, Australia, and Japan reach net-zero for all GHGs.

Disorderly scenarios assume that climate policies are delayed or divergent across countries and sectors. These scenarios are associated with subdued physical but high transition risks, as, for instance, carbon prices might need to rise sharply and abruptly.

NGFS Disorderly - Delayed Transition

Annual emissions do not decrease until 2030. Strong policies are needed to limit warming to below 2°C. Countries stick to current policies until 2030 and experience a “fossil recovery,” after which they transition such that the end-of-century temperature goal of 2°C warming is reached. This change of regime in 2030 is unanticipated and therefore disruptive. Countries with net-zero policy target commitments are assumed to follow-through on 80% of them. Negative emissions are limited.

Hot house world scenarios assume that global warming cannot be limited due to insufficient global efforts. As a result, critical temperature thresholds are exceeded, leading to severe physical risks and irreversible impacts like sea-level rise.

NGFS Hot House World - Current Policies

Only currently implemented policies are preserved, leading to high physical risks. Existing climate policies remain in place but there is no strengthening of ambition level of these policies. Policy implementation has been included in as much detail as possible, but due to limited granularity of sector representation, all models also represent some policies as proxies.

Climate Scenario 1 - Pathway to 1.5°C - Orderly Scenario

							
Warming limit	Policy implementation	Regional policy variation	Technology change	CDR usage	Physical risk	Geo-political risk	Transition risk
1.5°C	Immediate & orderly	Medium	Immediate & fast	Medium	Low	Low	High then Low

Climate Scenario 2 - Pathway to 2°C - Disorderly Scenario

							
Warming limit	Policy implementation	Regional policy variation	Technology change	CDR usage	Physical risk	Geo-political risk	Transition risk
Below 2.0°C (1.8°C)	Delayed & disorderly	High	Slow then fast	Low	Medium	Medium	Low then high

Climate Scenario 3 - Pathway to 3°C+ - Hot House Scenario

							
Warming limit	Policy implementation	Regional policy variation	Technology change	CDR usage	Physical risk	Geo-political risk	Transition risk
3.0°C+	None-current policies	Medium	Slow	Low	High	High	Low

FINANCIAL PLANNING

By positioning ourselves as a leader in sustainable technologies and environmental solutions, we've expanded our capabilities to meet growing market demand and support customers in their transition to a low-carbon economy. This shift is reflected in our sustainability-focused revenue, which continues to grow annually and is built into our financial planning.

As part of that planning, we actively identify opportunities to increase market share and compete for new work. We assess industry trends, customer needs, and competitor activity to guide investment decisions and resource allocation. This helps us remain competitive, win more contracts and grow our presence in key markets.

Methodology

We use the MSCI Global Environment Index and its associated Sustainable Impact Taxonomy to assess our products and services against defined environmental and social criteria. These indexes focus on themes such as alternative energy, energy efficiency, green buildings, sustainable water, pollution prevention and social impact categories we use to calculate our sustainability-aligned revenue.

Our assessment process ensures alignment with international standards for environmental performance and social safeguards. Sustainable revenue figures are derived from activities that meet MSCI criteria, including minimum safeguards related to human rights, labor standards and anti-corruption.

Revenue data is sourced from our corporate performance management tool and cross-validated against our Form 10-K for materiality and eligibility. We assess engineering and technical consulting services related to climate adaptation for alignment with MSCI themes. Revenue is allocated based on the degree of alignment with these themes. To ensure consistency and accuracy, the methodology is benchmarked against our previous year's assessment and undergoes periodic validation.

This approach ensures our sustainable activities contribute to climate goals and environmental impact, while maintaining responsible business conduct.

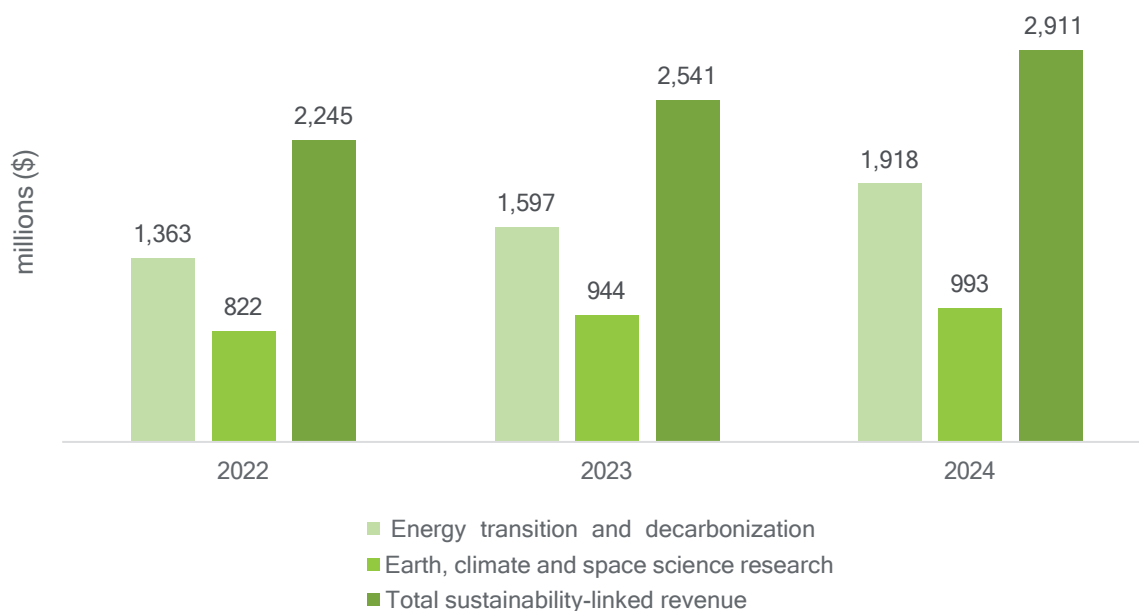
Financial details related to revenue, capital expenditure and operational expenditure projections are assessed in our Climate Risk workshops, described in more detail in our Risk and Opportunities section.

MAKING THE TRANSITION—OUR LOW-CARBON INITIATIVES AND SOLUTIONS

Sustainability-focused Revenue

Since 2015, we have been on a journey to reposition KBR to lead in sustainable technologies and environmental solutions. By expanding our portfolio and expertise, we address market demands and support customers across various industries worldwide in meeting their sustainability challenges. We continue to identify and invest in advanced clean technologies and low-emission innovations in all our businesses, fully optimizing climate-related opportunities to help customers achieve their decarbonization, emission reduction and energy transition goals. Please click [here](#) to see our low-carbon products and services.

Our sustainability-focused revenue increased by 16% from 2023 to 2024, accounting for 38% of our total revenue, \$7.7B.



Emission Reduction Initiatives

Implemented Initiatives

- Installed LED lighting across facilities
- Implemented an environmental reporting tool to improve the accuracy and completeness of carbon, waste and water data
- Introduced an agile working policy to reduce employee commute-related emissions
- Achieved zero waste to landfill in several owned facilities
- Purchased renewable energy certificates globally
- Began modernization and electrification of the company vehicle fleet

Initiatives to be Implemented

Scope	Initiative
1, 2 & 3	Data for the Future: Strengthening the accuracy and completeness of carbon-related data by upgrading systems and refining processes to support precise tracking, robust analysis, and informed decision-making. This enables more effective carbon emissions management by identifying and prioritizing high-impact areas, accelerating progress toward reduction targets.
1 & 2	Green Buildings: Update leases to include certified green buildings and revised terms and conditions. Collaborate with customers and landlords on green building initiatives, including retrofits.
1 & 2	Energy Efficiency Strategies: Optimize HVAC systems and upgrade Building Management Systems to monitor and analyze energy consumption. Implement energy efficiency strategies across facilities, including LED lighting, smart meters, space management and insulation improvements. Additionally, educate employees to promote energy-saving practices.
1 & 2	Electrical Fleet: Replace company-owned and leased gasoline or diesel vehicles with electric alternatives.
2	Renewable Energy: Continue to commit to 100% renewable energy across the organization (market-based target).
3	Supply Chain Engagement: Please see Value Chain Engagement section for our Supply Chain Engagement initiative.
3	Category 5: Waste generated in operations: Implement organization-wide waste reduction strategies and collaborate with waste management contractors to enhance the accuracy of waste management data.
3	Category 6: Sustainable Travel: Revise the Global Travel Policy to promote more efficient travel by updating policies and evaluating vendors. Introduce carbon budgets for each business unit and offer incentives for reducing carbon emissions.
3	Category 7: Employee Commuting: Explore alternative transportation options, promote flexible working arrangements and remote work, and launch an employee carbon literacy Program.
3	Category 15: Investments: Engage with joint ventures and partners to ensure alignment on net-zero targets.

VALUE CHAIN ENGAGEMENT

As a professional service company, most of our emissions are concentrated within our supply chain rather than in the downstream value chain. This is because our core business activity does not involve manufacturing or distribution of physical goods. As a result, we prioritize leveraging our buyer power to collaborate with suppliers in developing transition plans aligned with the goals of a 1.5°C world.

Supply Chain Engagement

We initiate supplier engagement on climate action by assessing suppliers against criteria that identify substantive dependencies or impacts. These criteria include alignment with ISO 20400, climate targets and certifications, third-party supplier management portal scores and CDP ratings, as well as KBR's own assessments via the Supplier Portal. Through these platforms, we require our Tier 1 suppliers to report their annual carbon emissions for scope 1 and 2. Specifically, we ask 500 suppliers to report their annual carbon footprints via the CDP platform alone. Suppliers are then prioritized not only by spend—focusing on the top 25% of expenditures—but also by performance, particularly where improvements are needed to meet our standards.

Our approach combines three dimensions of prioritization: dependencies, performance and spend with additional emphasis on high-impact categories such as professional services, which underpin enterprise-wide activities. Engagement strategies are tailored by category. For professional services, for example, we emphasize initiatives that help suppliers reduce emissions within their tier-one supply chains, where emissions are often most significant.

To strengthen data quality, we are progressively incorporating product- and service-level emissions data from prioritized suppliers. This improved visibility supports more targeted action and drives emissions reductions aligned with our broader sustainability goals.

As part of our supplier onboarding process, all new suppliers are required to complete a sustainability self-assessment questionnaire to evaluate their carbon management practices and broader environmental performance. In 2024, 27% of our supplier base was benchmarked through this process, with engagement targets set to increase. Supplier performance is then monitored against ISO 20400-aligned key performance indicators (KPIs), which help identify strengths, areas of risk and opportunities for improvement. Low scores across KPIs or core assessment areas indicate potential climate and environmental impacts and trigger targeted engagement to drive performance improvements.

Benchmarking scores are shared with procurement leads and monitored monthly through dashboard reporting, enabling early visibility and timely action on underperforming suppliers. Where underperformance occurs, our Global Procurement Corrective Action team meets regularly to assess and address risks, with a focus on climate, environmental, and broader sustainability performance alongside core compliance areas. Oversight extends to issues such as health and safety, environmental management, information security, anti-corruption, cybersecurity, and other nonconformities related to ISO certifications and our Supplier Code of Conduct.

Suppliers with a Supplier Performance Evaluation (SPE) score of 50% or below are reviewed for potential placement on a watch list. Where issues persist, supply chain leads may escalate the supplier to an "Unapproved List," requiring senior approval before awarding new contracts. To further safeguard procurement decisions, our KBR Supplier tool provides automated alerts to leadership when requests for quotes involve poor-performing suppliers. Audit statistics are tracked, analyzed, and reported to support continuous improvement, strengthen supplier engagement, and manage material risks in alignment with our climate transition objectives.

To ensure accountability, supplier performance updates are regularly communicated across procurement departments, while annual training on the Supplier Code of Conduct reinforces awareness of sustainability and compliance requirements among employees. In parallel, we provide training resources and guidance on the lowest-performing KPIs via the KBR Supplier Portal and engage directly with suppliers through email campaigns, webinars and tailored training sessions.

Finally, we recognize and celebrate suppliers who demonstrate leadership in sustainability through our Sustainable Supplier Awards, showcasing best practice and driving peer learning across our supply chain.

POLICY ENGAGEMENT

The objective of our climate transition plan, along with the management of related dependencies, impacts, risks and opportunities, is to ensure a consistent approach to addressing transitional risks across various business activities and geographies. This includes navigating policies, laws and regulations focused on environmental impacts, particularly climate-related issues.

In support of this objective, we are actively monitoring and engaging with emerging sustainability and climate-related policies and legislation across jurisdictions where we operate. For example, in the UAE, new federal laws mandate greenhouse gas emissions reporting and establish a national carbon credit registry, with penalties for non-compliance. In the U.K., large companies are now required to disclose climate-related financial risks in alignment with IFRS S2 standards, overseen by the Financial Reporting Council. Australia has introduced mandatory climate reporting from 2025, aligned with IFRS 1 and 2 standards with a phased litigation immunity period. Globally, jurisdictions are increasingly adopting IFRS-aligned disclosure frameworks. Many of these developments will be in scope for our financial reporting obligations and will inform our ongoing risk assessments and engagement with regulators.

Our action plan to address this risk involves developing a process for continuously assessing changes in federal, state, and municipal policies and legislation that may impact business segments and locations across the globe.

While we maintain strict policies against providing financial or in-kind support to any lawmakers or policymakers, we may occasionally respond to consultations or participate in working groups that contribute to the development, review, or amendment of laws and regulations.

To align with our environmental commitments, our Global Sustainability and Environmental Policies establish clear guidelines for external engagement activities to be consistent with our sustainability goals. These commitments include, but are not limited to, alignment with the Paris Agreement, commitments to the Science Based Targets initiative, alignment with the GHG Protocol, adherence to the 10 principles of the U.N. Global Compact, and goals that align with the 17 U.N. Sustainable Development Goals.

Our Role Within These Frameworks

We actively utilize the GHG Protocol to measure our GHG inventory and for two years now we have used Science Based Targets initiative (SBTi) to guide our decarbonization strategy. In 2025, we achieved a significant milestone with the approval of both our near-term and net-zero targets under this framework, demonstrating our commitment to science-based climate action. These targets are embedded in our corporate sustainability strategy and inform our emissions reduction roadmap across scopes 1, 2, and 3. We have also disclosed climate-related financial risks and opportunities in alignment with the Task Force on Climate-related Financial Disclosures (TCFD now IFRS S2) for the past five years.

Additionally, we have been a signatory of the U.N. Global Compact since 2020, aligning our operations with its Ten Principles on human rights, labor, environment and anti-corruption. As part of our commitment, we submit an annual Communication on Progress and actively engage in the compact's climate and sustainability working groups and promote their academy courses to our employees globally. These frameworks collectively shape our sustainability governance, target-setting and transparency practices. They also reflect our role as a responsible corporate actor in the global energy transition and sustainable development.

Risk Management

RISKS AND OPPORTUNITIES

Integration of Risk Management Processes

In 2024, representatives from Finance, Risk Management, Sustainability and our environmental consultants developed a comprehensive, organization-wide, multidisciplinary risk management framework, leveraging our existing COSO-based Enterprise Risk Management (ERM) system. This framework was designed to identify, assess, and manage climate dependencies, impacts, risks, and opportunities across KBR's operations, value chain, and assets.

We mapped our value chain, including geographical reach, financial boundaries and business operations across all divisions, taking into consideration dependencies and impacts of key environmental impacts, specifically climate. Stakeholders from key business regions and segments were invited to participate in ongoing climate risk workshops.

To explore uncertainties linked to future climate-related scenarios, we developed and applied tailored climate scenarios relevant to our business. These scenarios assessed the potential implications of physical, technological and socioeconomic changes associated with climate change and the low-carbon transition. The scenarios, based on reputable data from the Network for Greening the Financial System (NGFS) and climate projections from the Intergovernmental Panel on Climate Change (IPCC), helped assess potential impacts on KBR's operations, sectors and regions. See the Scenario Analysis section, Strategy chapter, page 12.

Three climate-related scenarios were developed and applied across three time horizons, evaluating impacts, dependencies, risks and opportunities for various stakeholders, including our customers, employees, investors, suppliers, regulators, local communities and Indigenous peoples.

The analysis enabled stakeholders to identify and assess climate-related impacts, risks and opportunities comprehensively as they applied to their respective business activities and geographies. Key risks and opportunities were captured in risk registers, aligned with KBR's ERM template, for seamless integration into the company's broader risk processes.

Identifying Dependencies, Impacts, Risks and Opportunities

We integrate our assessment of different environmental dependencies, impacts, risk and opportunities via our Integrated Management System (IMS), which unifies all business segments into a cohesive framework, assessing environmental impact and ensuring environmental compliance. It features a dedicated Environmental Management System (EMS) that includes policies, procedures, and work methods for managing and mitigating environmental impact and risks and assessing dependencies. Our IMS and EMS are certified ISO 9001 and ISO 14001 respectively and provide the frameworks for integration of these assessments into our processes.

ISO 14001 outlines the requirements for identifying and understanding external and internal environmental dependencies that may influence our operations, as well as the processes for evaluating them and developing management strategies for mitigating risks.

At the outset of projects, and/or the establishment of facilities, an environmental impacts identification (ENVID) review is conducted to identify and assess all environmental impacts, risks and dependencies associated with project activities, ensuring they are properly managed.

Procedural manuals detail the methods for conducting the ENVIDs including specific objectives and targets. External environmental factors such as water, energy, land, emissions, air pollution, waste and raw materials are identified, registered and analyzed for impact and likelihood in a severity risk matrix. Control measures and risk treatment strategies are then developed. The assessment involves thorough reviews at each project stage, with results documented in the project's Environmental Aspects Register.

Environmental leads are responsible for identifying, documenting and escalating any violations for resolution. They also provide training for environmental teams and site personnel on key environmental management practices.

During risk workshops involving business, function and project leads, ENVID outcomes are reviewed and integrated into broader discussions. These sessions enable stakeholders to systematically assess climate and environmental risks, opportunities, and their interdependencies. To manage these effectively, risk registers are created using the organization-wide Enterprise Risk Management (ERM) template, ensuring alignment with corporate risk oversight and reporting frameworks.

Climate-related Risks and Opportunities

Supply Chain Disruption - Risk ID 1

Our business model depends on complex global supply chains to deliver engineering and technology solutions, particularly for government clients representing over 50% of total revenue. Procurement often comprises a significant portion of contract value, particularly under fixed-price contracts, some of which may restrict the ability to recover cost overruns from clients.

Our business relies on essential equipment and materials sourced from a variety of global suppliers. These key resources are subject to availability and price fluctuations driven by factors such as customer demand, producer capacity and market conditions. To address this, we regularly monitor both the availability and pricing of equipment and materials. Our procurement team leverages our size and purchasing power to secure critical supplies at competitive prices with favorable delivery schedules.

Any disruption, whether from equipment delays, material shortages or sourcing challenges, can pose substantial operational and financial risk. These disruptions may increase cost of goods sold and execution costs, delay revenue recognition and project milestones, strain working capital, and reduce profitability.

KBR faces heightened exposure in regions like the U.S. Gulf Coast, where supplier concentration and climate-related events such as hurricanes and flooding could severely impact logistics and material availability. Globally, congestion or closures at key trade routes like the Panama Canal, Suez Canal or Strait of Malacca can delay shipments of critical equipment.

Despite global supply chain disruptions and inflation, exacerbated by external political and economic instability, we have not experienced, nor do we anticipate, significant procurement challenges. This is due to our diversified supplier base, which ensures we can obtain the necessary materials and equipment from multiple sources.

However, a range of unpredictable and uncontrollable factors, such as extreme weather events driven by climate-related environmental conditions, could lead to increased material costs. These disruptions may affect supply chains and procurement timelines, particularly in regions vulnerable to such environmental pressures.

KBR actively mitigates these risks through supplier diversification, global sourcing strategies and contractual safeguards. Nonetheless, external influences such as geopolitical instability, inflationary trends and climate-linked disruptions remain outside our control and may escalate. For further detail, refer to “Item 1A. Risk Factors” in Part I of our Annual Report on Form 10-K.

Risk Response Action Plan

As part of the risk action plan for supply chain disruption response, we are strengthening our diverse supplier strategy, integrated with our Sustainable Supply Chain Benchmarking initiative to enhance transparency and resilience.

This includes:

- Continued investment in improved processes and technologies for greater supply chain visibility.
- Continued development and enhancement of supplier management platforms.
- Identification, qualification, onboarding, and training of new, localized suppliers.
- Expansion of procurement team capacity and training programs.

Effectiveness of response

This strategy is expected to reduce exposure to climate-related supply chain disruptions by increasing supplier redundancy and regional flexibility. It enhances our ability to maintain delivery schedules and manage cost volatility, particularly in climate-sensitive regions such as the U.S. Gulf Coast, Southeast Asia, and the Middle East.

The risk response action plan includes developing a process to ensure that our contracts allow for cost recovery from clients in the event of delays, particularly under cost-plus contracts.

Competition for low-carbon economy talent - Risk ID 2

The transition to a low-carbon economy and the increase in demand for green skills and the competition for talent, along with the anticipated global green skills shortage, may present significant risks on the financial position, financial performance and cash flows of the organization within the medium time horizon. As a professional services company, where the workforce's expertise directly impacts our ability to deliver on contracts, several risks and financial implications emerge from this transition:

1. **Project Delays** - A lack of skilled workers in green technologies, such as engineers, scientists and project managers, could result in project delays, cost overruns, and inefficiencies. This may result in delays in delivering on contracts or completing energy transition projects leading to penalties, loss of future contracts, and reputational damage leading to potential missed revenue targets for projects under execution.
2. **Failure to win contracts** - A shortage of green-skilled workers may reduce the company's ability to bid for new contracts, especially in transition energy vectors (e.g., hydrogen, ammonia), carbon capture and sustainable infrastructure. Competitors that can mobilize the necessary talent quickly will have an advantage in winning key projects for both government and industry customers.

If KBR misses out on high-value contracts due to a lack of expertise, it could forfeit future revenue, particularly as governments and corporations increasingly focus on green energy. It could lead to a loss of market share and revenue in a rapidly evolving sector. The anticipated timeframe for this risk to have a significant impact on the organization is very likely to occur in the medium term.

Risk Response Action Plan

The business proposes to develop the following:

1. **Green Skills for the Future Program:** As an adjunct to our existing Skills for the Future program, we propose to continue investing in training and development for upskilling existing employees to develop the necessary green skills in-house. This is aligned with the U.N. Sustainable Development Goal (SDG) 4 to "Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all."
2. **Strengthening partnerships with universities:** We will expand on our investment in collaboration with academic institutions to ensure a steady flow of skilled graduates in the green energy sector, which aligns with U.N. SDG Goal 17 "Strengthen the means of implementation and revitalize the Global Partnership for Sustainable Development".
3. **Global Green Recruitment Strategy:** We will broaden recruitment efforts globally to tap into diverse, green and low-carbon-economy-skilled talent pools, combining U.N. SDG goals 4 and 17.

By proactively addressing the green skills shortage, we can limit risk exposure and position ourselves as leaders in the low-carbon economy transition.

Development of Sustainable Products and Solutions - Opportunity ID 1 and 2

The transition to a low-carbon economy presents KBR with significant opportunities to develop innovative and sustainable technologies for our clients to meet this demand. This includes opportunities in advancements in low-carbon technologies, energy vectors and net-zero solutions, as well as consulting in decarbonization strategies.

We also identified a growing demand from the government sector for the development of low-carbon infrastructure and climate-resilient assets and estates. This demand spans key regions where we operate, including the U.K., Australia, Asia and the Middle East.

In addition to their own markets, our Sustainable Technology Solution business is also benefiting from this trend, as government clients increasingly seek their expertise and innovative products to support decarbonization initiatives. These emerging opportunities position us to expand our portfolio and deepen our engagement with government partners across these regions, driving further growth and contribution to our overall sustainability goals.

This opportunity aligns with Risk ID 2, mentioned above, and we've implemented a risk action plan to address the potential shortage of skilled workers in low-carbon technologies. As a result, we anticipate both revenue growth and an enhanced reputation for KBR as a leader in innovation.

Our approach to capitalizing on this opportunity aligns with our broader business strategy, which focuses on advancing our core objective of delivering clean, low-emission innovations and solutions to the market through both our Sustainable Technology and Mission Technology business. Ongoing investments in sustainable solutions offer significant opportunities, including:

- **Innovative Recycling Technology** - Our partnership with Mura Technology on Hydro PRTSM plastic recycling technology enables us to tap into the increasing demand for advanced recycling solutions. This collaboration not only helps us seize opportunities in the growing plastic recycling market but also positions us as leaders in circular economy innovations.
- **Expansion into Climate and Sustainability Consulting** - Our recent investments, including Frazer-Nash Consultancy and its specialized climate and sustainability consulting team, along with the creation of our own consulting division in this field, allow us to diversify our service offerings and capitalize on emerging opportunities in the decarbonization advisory space. This is crucial as our customers increasingly adopt decarbonization plans and sustainability frameworks.
- **Investment in Clean Technologies** - We remain committed to investing in clean and sustainable technologies, securing intellectual property that places us at the cutting edge of sustainable innovation. This includes advancements in clean and green hydrogen, ammonia technologies and various low-carbon refining processes.
- **Sustainable Aviation Fuel and Battery Technologies** - Ongoing advancements in key emerging sectors like sustainable aviation fuel, battery technology and battery recycling offer substantial growth potential in industries facing strict emissions targets. These developments capture market share in high-demand, low-carbon solutions.
- **Critical Minerals for Battery Demand** - We offer a sustainable suite of technologies to support the growing demand for battery minerals. Through our alliances we produce battery-grade lithium with reduced water and energy use. We also produce lithium sulfur—All-Solid-State Batteries (ASSBs)—advancing next-generation energy storage. Additionally, we recover battery metal salts from diverse feedstocks, including e-waste, supporting circular economy goals. These innovations position KBR as a leader in responsible mineral extraction for the energy transition.
- **Digital Carbon Solutions** - Our automated embedded carbon accounting system, CleanSpendSM, presents a key opportunity to position ourselves as market leaders in delivering digital solutions for designing low-carbon infrastructure.
- **Expansion into Climate and Sustainability Consulting** - Our recent investments, including Frazer-Nash Consultancy and its specialized climate and sustainability consulting team, along with the creation of our own consulting division in this field, allow us to diversify our service offerings and capitalize on emerging opportunities in the decarbonization advisory space. This is crucial as our customers increasingly adopt decarbonization plans and sustainability frameworks.

By seizing these opportunities, we not only drive progress toward our sustainability goals but also strengthen our ability to manage and mitigate future risks, ensuring long-term resilience and competitiveness in a low-carbon economy.

We remain fully committed to maximizing our climate-related opportunities by supporting our customers in achieving their decarbonization, emission reduction and energy transition objectives.

Metrics and Targets

CORPORATE CARBON FOOTPRINT

Since 2019, we have been measuring our corporate carbon footprint. We have adhered to the world's most widely used greenhouse gas accounting standards for companies, the Greenhouse Gas Protocol Corporate Accounting and Reporting Standard.

Material business activities accounted for include:

- **Scope 1** - heating, cooling and vehicle fleet
- **Scope 2** - purchased electricity for sites and vehicles, purchased heating and cooling
- **Scope 3** - the following categories:
 - Category 1 - purchased goods and services
 - Category 2 - capital goods
 - Category 3 - fuel- and energy-related activities
 - Category 4 and 9 (combined) - upstream/downstream transportation and distribution
 - Category 5 - waste from operations
 - Category 6 - business travel
 - Category 7 - employee commuting
 - Category 8 - upstream leased assets
 - Category 13 - downstream leased assets
 - Category 15 - investments

Scope 2 electricity emissions were calculated according to both location- and market-based methodologies.

Renewable Energy Targets

KBR has exceeded its science-based net-zero target for scope 2 emissions by procuring 100% renewable energy certificates (RECs) to match its global electricity use in 2024, (23,758 tCO₂e) as it also did in 2023. Additionally, KBR voluntarily financed high-quality climate projects equivalent to 72,751 tonnes of CO₂e, covering 100% of its global scope 1 and scope 3 category 6 (business travel) emissions for 2024, continuing a practice in place since 2019.

For our full corporate carbon footprint please see Appendix I.

Overview of our Emissions

		2022	2023	2024
(tCO ₂ e)	Scope 1	8,601	5,746	5,145
	Scope 2 (market-based)	1,353	0*	0*
	Scope 3** (Cat. 3 and 6)	44,976	72,298	69,734
	Total	54,931	78,044	69,734
	Scope 2 (location-based)	20,704	22,171	23,758
	Scope 3***	-	1,001,850	715,994

*Renewable Energy Certificates used to cover 100% of scope 2 (market-based) in 2023 and 2024

**Carbon investment projects covered 100% of scope 3 - category 6 emissions

*** (Cat. 1, 2, 4, 5, 7, 8, 9, 13 & 15)

Verification of Our Emissions

Our 2024 corporate carbon footprint is verified by an independent third party to a limited level of assurance, consistent with the agreed verification scope, objectives and criteria. Our verification certificate covers scopes, 1, 2 and 3.6 (Business Travel). To see our verification statement and report click [here](#).

OUR TARGETS

We have approved science-based targets. Our submitted targets are as follows:

Near-term net-zero Targets	We commit to reduce absolute scope 1 GHG emissions 90% by 2034 from a 2023 base year.
	We commit to continue active annual sourcing of 100% renewable electricity through 2030.
	We commit to reduce absolute scope 3 GHG emissions 42% by 2034 from a 2023 base year.
Net-zero Target	We commit to reach net-zero greenhouse gas emissions across the value chain by 2050.
	We commit to maintain a minimum of 90% absolute scope 1 GHG emissions reductions from 2030 through 2050 from a 2023 base year.
	We also commit to continue active annual sourcing of 100% renewable electricity through 2050.
	We further commit to reduce absolute scope 3 GHG emissions 90% by 2050 from a 2023 base year.

Corporate Carbon Footprint 2022 - 2024

	2022		2023		2024		Difference (2023/2024)	
	kg CO2e	Share [%]	kg CO2e	Share [%]	kg CO2e	Share [%]	kg CO2e	Relative change [%]
Scope 1	8,601,789	16	5,745,804	1	5,144,745	1	-601,059	-10
Direct emissions from company facilities	8,035,771	15	5,613,856	1	5,040,505	1	-573,351	-10
Refrigerant leakage	5,026,522	9	1,253,548	0	1,524,209	0	270,661	22
Heat (self-generated)	3,009,249	5	4,360,308	0	3,466,438	0	-893,870	-21
On-site combustion (generators)	0	0	0	0	49,859	0	0	0
Direct emissions from company vehicles	566,017	1	131,948	0	104,239	0	-27,708	-21
Vehicle fleet	566,017	1	131,948	0	104,239	0	-27,708	-21
Scope 2 (market-based)	1,353,247	2	0	0	0	0	0	0
Purchased electricity for own use (market-based)	1,349,202	2	0	0	0	0	0	0
Electricity (sites)	1,349,202	2	0	0	0	0	0	0
Electricity (vehicle fleet)	0	0	0	0	0	0	0	0
Purchased heating, steam and cooling	4,045	0	0	0	0	0	0	0
Purchased heating	4,045	0	0	0	0	0	0	0
Purchased cooling	0	0	0	0	0	0	0	0
Scope 3	44,976,428	82	1,074,148,072	99	781,420,786	99%	1,028,964,204	-27
Purchased goods and services / Capital goods	0	0	673,074,955	62	306,418,405	39	-366,656,589	-54
Fuel- and energy-related activities	1,497,075	3	7,564,854	1	2,127,558	0	-5,437,296	-72
Upstream emissions electricity	1,214,097	2	6,759,509	1	1,518,542	0	-5,240,968	-78
Upstream emissions heat	236,643	0	773,629	0	572,551	0	-201,078	-26
Upstream emissions vehicle fleet	46,335	0	31,716	0	24,775	0	-6,941	-22
Upstream combustion	0	0	0	0	11,691	0	0	0
Upstream / Downstream transportations	0	0	2,515,002	0	769,180	0	-1,745,822	-69
Waste from operations	0	0	3,100,045	0	3,774,890	0	148,348	22
Business travel	43,479,353	79	64,733,029	6	67,605,998	9	2,872,969	4
Flights	30,733,399	0	50,924,518	5	53,290,506	7	2,365,988	5
Hotel nights	4,698,560	56	5,174,349	0	5,208,586	1	34,238	1
Rental and private vehicles	8,022,588	9	4,145,192	0	5,751,804	1	1,606,612	39
Rail / Ferry	24,808	15	22,646	0	38,066	0	15,420	68
Other travel-related accounts	0	0	4,466,325	0	3,317,034	0	-1,149,290	-26
Employee commuting	0	0	27,022,285	3	27,102,821	3	80,536	0
Employee commuting	0	0	20,005,649	2	19,856,667	3	-148,983	-1
Home office	0	0	7,016,636	1	7,246,154	1	229,519	3
Downstream leased assets	0	0	13,073,274	1	3,628,700	0	-9,444,573	-72
Project vehicles	0	0	2,631,420	0	0	0	-2,631,420	-100
Other leased assets	0	0	10,441,853	1	3,628,700	0	-6,813,153	-65
Investments	0	0	283,064,589	26	374,299,862	47	91,235,273	32
Overall results	54,931,464	100	1,079,893,876	100	790,872,159	100	-293,021,717	-27
Scope 2 (Location-based in kg CO2e)	20,704,257		22,170,964		23,758,323		1,587,358	