

## Task Force on Climate-related Financial Disclosures (TCFD) Product Disclosure 2025 (FY24)

Janus Henderson Horizon Euro Corporate Bond Fund

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### Approach to Climate Change and ESG

Janus Henderson is committed to responsibility – both in our own Corporate Responsibility policies and practices and in Responsible Investing. We believe that ESG considerations, including climate change factors, can have a material impact on the financial outcomes of our investments; these financially material considerations are vital to long-term risk-adjusted returns.

Our firmwide Responsible Investment Principles are based on four key beliefs:

- Investment portfolios are built with the aim to maximise long-term risk-adjusted returns for our clients.
- Evaluation of financially material ESG factors is a fundamental component of the investment processes for most of our actively managed strategies.
- Engagement is vital to understanding and promoting practices that position the issuers we invest in for the future.
- Investment teams should have the freedom to interpret and implement ESG factors in the way best suited to their asset class and strategy objective, as they do for any fundamental investment factor.

At Janus Henderson, we strive to equip our investment teams—analysts and portfolio managers—to manage financially material climate and ESG risks and opportunities within our portfolios. This includes providing training and a combination of third-party data and proprietary insights to enable our investment teams to assess risk at a security and portfolio level and evaluate the impact on the financial outcomes of each portfolio. This process is a journey on which we have made significant strides in recent years, yet we have identified ways in which we can continue to make progress. We have tangible initiatives underway to enhance the data, analytics, and skills of our investment teams.

We believe that active research and engagement, the foundation of Janus Henderson's investment processes, is the optimal way to identify and manage financially material climate and ESG risks and opportunities. The nature and availability of ESG and climate data—such as carbon emissions and Climate Value at Risk—continue to evolve, therefore any conclusion drawn, solely on numbers, can be misleading and requires interpretation and judgement. Our investment teams, who understand their portfolio holdings extremely well, and in partnership with the ESG subject matter experts on our central Responsibility Team, are best positioned to provide distinctive, actionable insight.

## Climate Change and ESG data, Metrics and Analytics

Janus Henderson has, and will continue, to improve the range of data, metrics, and analytics available to our investment teams.

### ESG Data

Investment teams have access to a range of third-party and proprietary data. The data includes ESG ratings, risks and controversies, business-involvement, UN Sustainable Development Goal-alignment, and other climate and ESG related data sets.

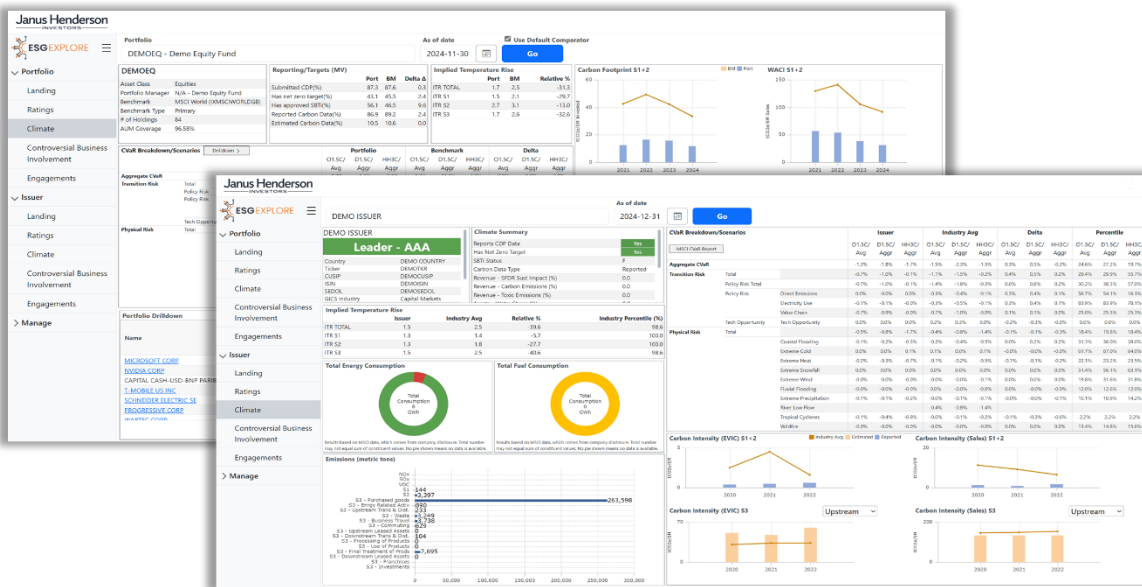
### Carbon and Climate Data

Our investment teams have access to a wide range of third-party climate data that is available, as appropriate, at both an issuer and portfolio level. We continue to conduct comprehensive education, training, and embedding of climate metrics and scenario analysis in the investment process. The data includes:

- Carbon metrics
- Climate scenario analysis, using a range of scenarios and assessed in detail with respect to physical and transition risks
- Implied Temperature Rise
- Stranded asset risk, green revenues and low carbon transition opportunities

### Proprietary ESG and Climate Dashboard

In 2024, we launched our firmwide proprietary ESG data and analysis tool, ESG Explore (ESGX). ESGX initially included portfolio- and issuer-level landing, ratings, and climate pages. Throughout 2024, we added additional portfolio- and issuer-level modules, including controversial business involvement and proprietary ESG engagement data, with more modules planned for 2025. These portfolio and issuer climate pages show various climate-related metrics, including those identified as best practice by the TCFD, the Partnership for Carbon Accounting Financials, and other industry guidance.



## Identification, Analysis, Management of Financially Material Climate and ESG Risks and Opportunities

**We believe that our investment teams are best positioned to research, analyse, and determine the impact of financially material climate and ESG risks and opportunities on both issuers and portfolios.**

Integration of climate and ESG considerations needs to align with our investment processes. Our investment teams are primarily responsible for the research, financial modelling, portfolio construction and stewardship activities. Having investment teams lead the integration process for climate and ESG risks and opportunities helps ensure that there is integration at each appropriate stage of the investment process, including portfolio decisions. Our investment teams are supported by our central Responsibility Team, who are subject matter experts in ESG. This team manages ESG data and training, and partners with the investment teams on research and engagement. This partnership leads to enhanced research and decision-making—marrying the sector and industry expertise of the investment teams with the ESG skills of the Responsibility Team.

This process is a combination of bottom-up analysis, starting at the issuer level and leveraging portfolio-level data for an incremental lens and layer of oversight. For bottom-up analysis, our investment teams have access to the issuer-level and portfolio-level third-party data described previously. They leverage the data to identify potentially financially material climate and ESG risks and opportunities as they research their issuers. They may consider and utilise third-party financial materiality frameworks in conjunction with their own knowledge, to focus on the issues likely to be most material.

The geographical domicile of the issuer or its assets can also impact materiality. The investment teams potentially conduct engagements to both obtain further insight on the climate or ESG issue, often to encourage the issuer to better manage these risks and opportunities to best-position the issuer for future success. As part of the research process, investment teams assess the materiality and the impact on relevant financial metrics for the issuer, which could include cash flows, valuation, cost of capital, or credit ratings. This research and insight flow into the investment decision, similar to how an investment team would consider any financially material factor. Should a material unmanaged risk be identified and quantified, we evaluate the impact on a security's price and risk-adjusted return. Should we believe the risk is not fully priced in, the portfolio impact could include escalation through further engagement, re-weighting of position sizes, changing target prices, or divestment for outsized unmanaged risks.

Increasingly, we are marrying portfolio-level analysis with the bottom-up process to identify, analyse and manage financially material climate and ESG risks. ESGX enables investment teams to quickly identify any material climate or ESG risks at the portfolio level, then drill down to issuer to better understand the source of those risks.

## Engagement vs. Exclusion or Divestment

**We prefer an engagement-focused approach to a firm-level exclusion or divestment policy, both in sectors with higher environmental risk and for issuers where we have identified financially material climate or ESG risks.**

We believe this approach is best for maximising risk-adjusted returns for our clients and for driving better risk management and opportunity identification at our portfolio issuers. Most products and services offered by an issuer play necessary roles for the global economy, including sectors with higher carbon emissions such as energy, industrials, materials, and utilities. We research and engage with these issuers to improve client outcomes. First, we can engage for insight; the knowledge we gain through our engagements with issuers can be leveraged in the investment process to better inform our research, modelling, and investment decisions. Engaging for insight helps us assess the magnitude of any potential risk, how well an issuer is managing that risk, and the potential impact on that issuer's financial outcomes. Second, we can engage for action. Where we believe an issuer is ignoring or not adequately managing a financially material climate or ESG risk, we can engage for action—to encourage that issuer to adopt policies or practices that will address that risk and better position it for the future. This includes asking for issuers to enhance their disclosure of material ESG or climate data, such as carbon emissions. Our discussions with the issuer's management or board of directors directly link the climate or ESG consideration to why we believe addressing it makes them a better issuer in terms of risk management and opportunity identification, which may lead to improved cash flows, valuations, cost of capital, or credit ratings. Our investment teams regularly partner with our central Responsibility Team on engagements. The professionals on our Responsibility Team are both engagement and ESG subject matter experts, that can assist in identifying and researching the engagement topics and facilitating the engagements themselves.

## Carbon Intensive Fixed Income Sectors

### Basic Materials

This sector includes issuers in forest & paper products manufacturing, metals & mining, construction materials manufacturing, chemicals, and containers & packaging. Demand for these issuers may increase amid a low-carbon transition, as many of their raw products are used in renewable energy technologies. However, a key transition risk may be considering the conditions of people living and working near mines and operations. Also, some facilities may face physical risks associated with operating in high water stress areas.

### Energy

This sector includes issuers in integrated oils, renewable energy, exploration & production, oil & gas services & equipment, refining & marketing, pipeline, and coal operations. Under orderly and disorderly scenarios, there may be a quicker phase out of oil use, posing headwinds to this sector. However recent energy security concerns demonstrate the need for new, alternative energy solutions, which may benefit issuers that develop new, low-carbon technologies. These issuers may also have to consider how to phase out assets at risk of being stranded.

### Industrial

This sector includes issuers in manufactured goods, aerospace & defence, transportation & logistics, waste & environmental services & equipment, machinery manufacturing, railroad, industrial other, and electrical equipment manufacturing. Some of these issuers might face headwinds associated with transition risks related to policies that try to shift the world to a lower carbon economy, especially under the orderly and disorderly transition scenarios. However, some of these issuers might face tailwinds associated with technology opportunities if they can innovate, for example, with the development of sustainable fuels. Many of these issuers face significant physical risks, as assets may be negatively affected by climate related weather events.

### Utilities

This sector includes issuers in utilities and power generation. The electrification of global energy systems is imperative to the climate transition. Renewable or green energy sources could benefit from investment flows being directed towards the sector to help achieve net zero targets. These issuers could face increased demand as other sectors decarbonise. However, these issuers could also face challenges associated with physical risks, like water scarcity impacting hydro-electric plants.

This product has the following exposures to high carbon intensive sectors:

Fixed Income Sectors	Product Exposure (%)
Utilities	9.70%
Industrial	8.16%
Basic Materials	1.84%
Energy	1.36%
	21.06%

Note that this product may have product-level exclusions. Please refer to the documentation on the product website for more details. Product exposure for carbon intensive sectors reflects net exposure weights, including long and short positions where applicable.

## Governance and Oversight

### **We continue to strengthen the governance and oversight of climate and ESG risks.**

Our investment teams are at the core of our governance process and bear the primary responsibility for identifying, analysing, and integrating financially material ESG and climate considerations. In addition, we have established independent oversight mechanisms.

Our ESG Oversight Committee, chaired by our Chief Responsibility Officer, provides effective oversight over ESG investment processes including portfolio design, portfolio management, various ESG data and toolsets, risk and compliance activities, as well as non-investments oversight over ESG processes including reporting and ESG disclosure. Other independent functions provide oversight for their respective areas of governance, and escalate any concerns to the ESG Oversight Committee, which can, in turn, escalate concerns to the Janus Henderson Executive Committee (ExCo):

- Front office controls and governance: ongoing assurance that alignment with documented sustainability commitments can be evidenced where automated controls and/or third-party data are not available
- Compliance: portfolio- and issuer-level monitoring of implementation of ESG and climate commitments
- Financial risk team: portfolio-level oversight and climate and ESG risks

Lastly, the Janus Henderson Group Board of Directors provides top-level oversight of climate and ESG risks. Our Chief Responsibility Officer provides quarterly updates to the Governance and Nominations Committee on both operational and investment issues. More details on our approach to the governance and oversight of climate and ESG risks can be found in our firmwide TCFD report available on the Janus Henderson website's ESG Resource Library.

## Portfolio Climate Metrics

**Below are the carbon metrics for this product used to assess climate related risks and opportunities.**

The combination of these metrics provides a multi-dimensional view of the product's climate risk exposures and provide useful insights about the product holdings when assessing climate risks and opportunities.

It is important to note that climate risk considerations are part of the wider investment decision making about the attractiveness of an investment and will not explicitly supersede other inputs in security selection unless explicit climate risk management is an objective of the mandate.

Note that all climate-related data are sourced from MSCI. Coverage may differ by asset class and is provided as far as reasonably practicable. Datapoints with coverage of less than 60-70% may be less informative for understanding product risks and opportunities. The period of the data reflects the disclosure of metrics after the first year of producing a TCFD report.

Total carbon emissions are the portfolio's aggregate financed emissions in tCO<sub>2</sub>e based on an enterprise value including cash (EVIC) ownership basis. EVIC is a company's total value, including equity and debt. Total carbon footprint is the portfolio's total emissions normalised by the total millions of US dollars invested in the portfolio, so it is comparable across portfolios. At year-end, the portfolio had a **lower** Scope 1 + 2 carbon footprint versus the benchmark based on corporate holdings, meaning it had **fewer** Scope 1 + 2 financed emissions versus the benchmark.

Corporate weighted average carbon intensity (WACI) is the weighted average of the portfolio's corporate holdings' carbon intensities based on revenue intensity. The Scope 1 + 2 WACI of the portfolio's corporate constituents was **lower than** the benchmark, meaning the portfolio had **less** exposure to high carbon intensive issuers in terms of Scope 1 + 2 tCO<sub>2</sub>e/\$M revenue.

The implied temperature rise (ITR) is the mean temperature rise in degrees Celsius by the end of the century from pre-industrial levels if the corporate constituents of the portfolio represented the global economy. The ITR of the portfolio was **higher than** the benchmark, so if the portfolio represented the global economy, the world would be on track for a **2.15** degrees Celsius mean temperature rise by the end of the century from pre-industrial levels.

Sovereign weighted average carbon intensity (WACI) is the weighted average of the portfolio's sovereign bond holdings' carbon intensities based on GDP intensity. This product does not have benchmark data for sovereign constituents, therefore a comparison of the portfolio data relative to a benchmark for sovereign constituents has not been included.

Allocation base	EVIC	Unit		Portfolio	Portfolio	Portfolio	Benchmark
				2022	2023	2024	2024
<b>Carbon Emissions</b>							
Total Carbon Emissions	Scope 1 & 2	Tons CO2e	Value	225,422.76	196,105.53	47,528.85	52,699.24
			Coverage	69.41%	74.66%	95.79%	98.44%
Total Carbon Emissions	Scope 3 - upstream	Tons CO2e	Value	224,924.51	258,789.30	100,802.62	96,041.96
			Coverage	68.97%	74.66%	79.34%	86.34%
Total Carbon Emissions	Scope 3 - downstream	Tons CO2e	Value	625,315.07	598,934.10	190,852.56	227,924.02
			Coverage	68.97%	74.66%	79.34%	86.34%
<b>Carbon Footprint</b>							
Total Carbon Footprint	Scope 1 & 2	Tons CO2e/\$M invested	Value	110.36	117.46	52.89	58.65
			Coverage	69.41%	74.66%	95.79%	98.44%
Total Carbon Footprint	Scope 3 - upstream	Tons CO2e/\$M invested	Value	110.11	155.00	135.43	129.04
			Coverage	68.97%	74.66%	79.34%	86.34%
Total Carbon Footprint	Scope 3 - downstream	Tons CO2e/\$M invested	Value	306.12	358.74	256.42	306.22
			Coverage	68.97%	74.66%	79.34%	86.34%
<b>Weighted Average Carbon Intensity (WACI)</b>							
WACI Corporate Constituents	Scope 1 & 2	Tons CO2e/\$M revenue	Value	130.07	118.23	76.46	97.87
			Coverage	90.11%	93.57%	96.36%	98.76%
WACI Corporate Constituents	Scope 3 - upstream	Tons CO2e/\$M revenue	Value	210.81	224.43	210.08	225.06
			Coverage	86.10%	93.57%	96.36%	98.76%
WACI Corporate Constituents	Scope 3 - downstream	Tons CO2e/\$M revenue	Value	492.33	469.37	372.48	427.65
			Coverage	86.10%	93.57%	96.36%	98.76%
WACI Sovereign Constituents	GHG Intensity	Tons CO2e/\$M GDP nominal	Value	195.80	181.32	2,360.36	na
			Coverage	4.87%	0.49%	100.00%	na
<b>Portfolio Temperature Rise</b>							
Implied Temperature Rise		Degrees Celsius	Value	2.20	2.30	2.15	2.02
			Coverage	84.38%	85.63%	95.79%	98.51%

Source: JHI, calculated on MSCI analytics as at 31 December 2024

Benchmark: iBOXX Euro Corporates Index

Carbon emissions, carbon footprint, WACI, and ITR reflect single-name, long, physical-only positions.

Note that data prior to 2024 was provided by MSCI while 2024 data and onwards is provided by JHI, calculated on MSCI analytics, so although the calculation methodology has not changed, the values may not be directly comparable year over year. Data coverage prior to 2024 was calculated on the total assets under management for the product while 2024 data coverage and onwards shows coverage within a select group of relevant positions, for example corporates or sovereigns.

## Climate Scenario Analysis

**Significant progress has been made on our journey to equipping our investment teams with the data and the capabilities to properly assess the accuracy and impact of the information contained in climate scenario analysis.**

Climate scenario analysis helps us analyse at the portfolio and issuer level:

- (a) transition risks and opportunities (policy risks resulting in the asset being impacted by societal and economic shifts towards a low-carbon future; and technological opportunities such as innovations in clean technology)
- (b) physical risk, which is the impact on the asset of environmental events such as floods or storms.

Based on input from our ESG subject-matter experts in the central Responsibility team, we have selected three Network for Greening the Financial System (NGFS) transition risk scenarios and two physical risk scenarios (Average and Aggressive) to provide a forward-looking and return-based valuation assessment.

- i. **NGFS SCENARIO 1.5°C ORDERLY:** Net Zero 2050 limits global warming to 1.5°C through stringent climate policies and innovation, reaching global net zero CO<sub>2</sub> emissions around 2050. Some jurisdictions such as the US, EU and Japan reach net zero for all GHGs.
- ii. **NGFS SCENARIO 1.5°C DISORDERLY:** Divergent Net Zero reaches net zero around 2050 but with higher costs due to divergent policies introduced across sectors leading to a quicker phase out of oil use.
- iii. **NGFS SCENARIO 3°C HOT HOUSE:** Current Policies assumes that only currently implemented policies are preserved, leading to high physical risks and failure to reach net zero.

Note that all climate-related data are sourced from MSCI. Coverage may differ by asset class and is provided as far as reasonably practicable. Datapoints with coverage of less than 60-70% may be less informative for understanding product risks and opportunities.

Corporate Climate Value at Risk (CVaR) translates yearly climate costs incurred by companies in the future, in any given scenario, to a present value at risk. These costs may be associated with transition risks and opportunities from policy headwinds or technology opportunities, as well as physical risks. Policy risks and technology opportunities comprise transition risks. Transition risks and physical risks comprise aggregate CVaR. The portfolio's aggregate CVaR under the 1.5C Orderly Average scenario was **lower than** the benchmark, meaning it had **less** value at risk associated with climate risks. The portfolio's CVaR under the 1.5C Disorderly Aggressive and 3.0C Hot House Aggressive scenarios was **lower than** and **greater than** the benchmark, respectively.

Sovereign Climate Value at Risk (CVaR) translates yearly climate costs incurred by countries in the future, in any given scenario, to a present value at risk. These costs may be associated with transition risks and opportunities from policy headwinds or technology opportunities, as well as physical risks. Policy risks and technology opportunities comprise transition risks. Transition risks and physical risks comprise aggregate CVaR. This product does not have benchmark data for sovereign constituents, therefore a comparison of the portfolio data relative to a benchmark for sovereign constituents has not been included.

Corporate Constituents	Unit		Portfolio	Portfolio	Portfolio	Benchmark
Scenario: REMIND 1.5C Orderly Average			2022	2023	2024	2024
Transition Climate VaR - Policy	% Value At Risk	Value	-2.26	-4.47	-2.14	-4.09
		Coverage	48.05%	56.57%	56.66%	77.48%
Transition Climate VaR - Technology	% Value At Risk	Value	0.09	0.01	0.05	0.05
		Coverage	47.30%	56.57%	56.66%	77.48%
Physical Climate VaR	% Value At Risk	Value	-2.21	-0.02	-0.15	-0.10
		Coverage	45.22%	54.88%	55.93%	77.25%
Aggregated Climate VaR	% Value At Risk	Value	-4.38	-4.48	-1.50	-3.32
		Coverage	48.05%	56.57%	57.14%	78.11%
Scenario: REMIND 1.5C Disorderly Aggressive						
Transition Climate VaR - Policy	% Value At Risk	Value	-14.66	-5.40	-2.85	-5.13
		Coverage	48.05%	56.57%	56.66%	77.48%
Transition Climate VaR - Technology	% Value At Risk	Value	0.16	0.01	0.05	0.06
		Coverage	47.30%	56.57%	56.66%	77.48%
Physical Climate VaR	% Value At Risk	Value	-3.04	-0.03	-0.46	-0.18
		Coverage	45.22%	54.88%	55.93%	77.25%
Aggregated Climate VaR	% Value At Risk	Value	-17.54	-5.42	-1.79	-3.79
		Coverage	48.05%	56.57%	57.14%	78.11%
Scenario: REMIND 3.0C Hot House Aggressive						
Transition Climate VaR - Policy	% Value At Risk	Value	-0.28	-0.80	-0.18	-0.22
		Coverage	48.05%	56.57%	56.66%	77.48%
Transition Climate VaR - Technology	% Value At Risk	Value	0.00	0.00	0.02	0.01
		Coverage	47.30%	56.57%	56.66%	77.48%
Physical Climate VaR	% Value At Risk	Value	-3.04	-0.08	-1.26	-0.40
		Coverage	45.22%	54.88%	55.93%	77.25%
Aggregated Climate VaR	% Value At Risk	Value	-3.32	-0.88	-1.45	-0.80
		Coverage	48.05%	56.57%	57.14%	78.11%

Source: JHI, calculated on MSCI analytics as at 31 December 2024

Benchmark: iBOXX Euro Corporates Index

CVaR reflect single-name, long only corporate positions.

Note that data prior to 2024 was provided by MSCI while 2024 data and onwards is provided by JHI, calculated on MSCI analytics, so although the calculation methodology has not changed, the values may not be directly comparable year over year. Data coverage prior to 2024 was calculated on the total assets under management for the product while 2024 data coverage and onwards shows coverage within a select group of relevant positions, for example corporates or sovereigns.

Sovereign Constituents	Unit		Portfolio	Benchmark
<b>Scenario: REMIND 1.5C Orderly Average</b>			<b>2024</b>	<b>2024</b>
Aggregate Climate VaR	% Value At Risk	Value	na	na
		Coverage	na	na
<b>Scenario: REMIND 1.5C Disorderly Aggressive</b>				
Aggregate Climate VaR	% Value At Risk	Value	na	na
		Coverage	na	na
<b>Scenario: REMIND 3.0C Hot House Aggressive</b>				
Aggregate Climate VaR	% Value At Risk	Value	na	na
		Coverage	na	na

Source: JHI, calculated on MSCI analytics as at 31 December 2024

Benchmark: iBOXX Euro Corporates Index

CVaR reflect single-name, long only sovereign positions. Data for sovereigns is only available beginning in 2024.

## Glossary and Abbreviations

**CARBON FOOTPRINTING** refers to the calculation of the total greenhouse gas emissions caused by an individual, event, organisation, service, or product expressed as a carbon dioxide equivalent.

**CLIMATE-RELATED OPPORTUNITY** refers to the potential positive impacts related to climate change on an organisation. Efforts to mitigate and adapt to climate change can produce opportunities for organisations, such as through resource efficiency and cost savings, the adoption and utilisation of low-emission energy sources, the development of new products and services, and building resilience along the supply chain. Climate-related opportunities will vary depending on the region, market, and industry in which an organisation operates.

**CLIMATE-RELATED RISK** refers to the potential negative impacts of climate change on an organisation. Physical risks emanating from climate change can be event-driven (acute) such as increased severity of extreme weather events (e.g., cyclones, droughts, floods, and fires). They can also relate to longer-term shifts (chronic) in precipitation and temperature and increased variability in weather patterns (e.g., sea level rise). Climate-related risks can also be associated with the transition to a lower-carbon global economy, the most common of which relate to policy and legal actions, technology changes, market responses, and reputational considerations.

**GOVERNANCE** refers to "the system by which an organisation is directed and controlled in the interests of shareholders and other stakeholders."

### GREENHOUSE GAS (GHG) EMISSIONS SCOPE LEVELS

- Scope 1 refers to all direct GHG emissions.
- Scope 2 refers to indirect GHG emissions from consumption of purchased electricity, heat, or steam.
- Scope 3 refers to other indirect emissions not covered in Scope 2 that occur in the value chain of the reporting issuer, including both upstream and downstream emissions. Scope 3 emissions could include the extraction and production of purchased materials and fuels, transport-related activities in vehicles not owned or controlled by the reporting entity, electricity-related activities (e.g., transmission and distribution losses), outsourced activities, and waste disposal.

**NGFS** The Network for Greening the Financial System is a group of 91 central banks and supervisors and 14 observers committed to sharing best practices, contributing to the development of climate –and environment– related risk management in the financial sector and mobilising mainstream finance to support the transition toward a sustainable economy. NGFS have developed climate scenarios to provide a common starting point for analysing climate risks to the economy and financial system.

**RISK MANAGEMENT** refers to a set of processes that are carried out by an organisation's board and management to support the achievement of the organisation's objectives by addressing its risks and managing the combined potential impact of those risks.

**SCENARIO ANALYSIS** refers to a process for identifying and assessing a potential range of outcomes of future events under conditions of uncertainty. In the case of climate change, for example, scenarios allow an organisation to explore and develop an understanding of how the physical and transition risks of climate change may impact its businesses, strategies, and financial performance over time. Each NGFS scenario used in this disclosure explores a different set of assumptions for how climate policy, emissions and temperatures evolve.

**SOVEREIGN BONDS** refers to securities issued by governments.

**STRATEGY** refers to an organisation's desired future state. An organisation's strategy establishes a foundation against which it can monitor and measure its progress in reaching that desired state. Strategy formulation generally involves establishing the purpose and scope of the organisation's activities and the nature of its businesses, taking into account the risks and opportunities it faces and the environment in which it operates.

**TRANSITION PLAN** refers to an aspect of an organisation's overall business strategy that lays out a set of targets and actions supporting its transition toward a low-carbon economy, including actions such as reducing its GHG emissions.

### Abbreviations

**CO2:** Carbon dioxide

**CO2e:** Carbon dioxide equivalent

**WACI:** Weighted Average Carbon Intensity

**TCFD:** Task Force on Climate-related Financial Disclosures

**CVaR:** Climate Value at Risk

**EVIC:** Enterprise Value Including Cash

**GHG:** Greenhouse gas

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