French companies act on climate

Initiative of 39 major French companies
in view of the Paris Climate Conference

26 novembre 2015

Our shared ambition

In a few weeks' time, Paris will be hosting the COP21, the 21st "Conference of Parties" on climate change. In hosting this historic event, our country is underlining its commitment to and its leadership role in the fight against global warming. France's upcoming presidency of the COP21 very quickly led to a dialogue with civil society and in particular with the business world with a view to anchoring the future decisions in corporate and social reality.

The French economy is already one of the world's best performers with regard to GHG emissions on account of its very low-carbon electricity mix and what its companies have already accomplished.

In this context, the 39 French companies signatory to this document – accounting for worldwide sales of € 1200 billion and 4.4 million jobs – are today demonstrating their support of the French COP21 presidency and all governments present in Paris for the signing of an ambitious and realistic global agreement allowing us to start reducing GHG emissions in line with the target of keeping global warming down to max. +2°C, as set forth in the United Nations Framework Agreement on Climate Change (UNFCCC). They share the conviction that establishing interconnected mechanisms putting a price on carbon in the world's major economic regions is an effective way of getting business leaders to take account of the GHG emissions associated with their activities in their operating, investment and R&D decisions.

For several years now, they have been active in fighting climate change, both through reducing their own footprint as well as through supporting their customers with sustainable products and services. Incorporating the new climate order in their strategic plans and management, they have become the leaders of tomorrow's low carbon world. Among the signatory companies, 37 have undertaken to reduce their emissions, and 11 have put an internal price on CO2 to influence their investment decisions or to accelerate their attempts to reduce emissions. All are taking tangible action, in particular through:

- The use of active and passive energy-efficient solutions in all areas and especially in buildings, production, transport, data storage centres and networks;
- The development of new low-carbon capacities such as renewables, with a particular focus on hydroelectric, wind and solar power;
- The reduction of emissions related to the production and use of (raw) materials, products or facilities throughout their life cycle;
- The development of materials based on new low-carbon solutions, for instance "clean" batteries or vehicles.
- The reduction of food and packaging waste;
- Long-term investment strategies and funding methods actively promoting the transition to green energy.

Between 2016 and 2020, our companies intend to channel at least € 45 billion of production and R&D investment into renewables, energy efficiency and other low-carbon technologies, and at least € 80 billion into funding projects helping fight climate change*. In addition, they foresee low carbon investments of 15 billion euros in new nuclear capacities and investments of 30 billion euros in natural gas as energy transition solution, planned over the next five years.

* These amounts include investments and bank and bond financing allowing GHG emissions to be significantly lowered or sequestrated, whether directly or indirectly. The participating companies have defined a joint methodology: under the term "funding" they understand the financial flows used by the banking/insurance sector to support low-carbon solutions; under "investments" they understand the capital earmarked for low-carbon solutions by the other (non-banking) companies. Each company has sent its consolidated data to the I4CE (Institute for Climate Economics), for the sole purpose of aggregating them within the context of this publication and in respect of competition rules.

The signatories:

Augustin de Romanet, chairman and chief executive officer of Aéroports de Paris

Patrick Kron, chairman and chief executive officer of Alstom

Philippe Varin, chairman of the board of directors of AREVA

Thierry Le Hénaff, chairman and chief executive officer of Arkema

Vianney Mulliez, chairman of the supervisory board of Auchan

Jean-Philippe Puig, director general of Groupe Avril

Henri de Castries, chairman and chief executive officer of Axa

Jean-Laurent Bonnafé, chief executive officer of BNP Paribas

Georges Plassat, chairman and chief executive officer of Carrefour

Philippe Brassac, chief executive officer of Crédit Agricole SA

Emmanuel Faber, chief executive officer of Danone

Jean-Bernard Lévy, chairman and chief executive officer of EDF

Max Roche, chief executive officer of Eiffage

Philippe Salle, chairman and chief executive officer of Elior

Gérard Mestrallet, chairman and chief executive officer of ENGIE

Jean-Charles Decaux, chief executive officer of JCDecaux

François-Henri Pinault, chairman and chief executive officer of Kering

Véronique Laury, chief executive officer of Kingfisher

Bruno Lafont, co-chairman of the board of directors of LafargeHolcim

Philippe Wahl, chairman and chief executive officer of Groupe La Poste

Gilles Schnepp, chairman and chief executive officer of Legrand

Jean-Paul Agon, chairman and chief executive officer of L'Oréal

Jean-Dominique Senard, chairman of Michelin

Stéphane Richard, chairman and chief executive officer of Orange

Maurice Lévy, chairman of the board of directors of Publicis Groupe

Elisabeth Borne, chairwoman and chief executive officer of RATP

Rudy Provoost, chairman and chief executive officer of Rexel

Pierre-André de Chalendar, chairman and chief executive officer of Saint-Gobain

Olivier Brandicourt, chief executive officer of Sanofi

Jean-Pascal Tricoire, chairman and chief executive officer of Schneider Electric

Denis Kessler, chairman and chief executive officer of SCOR SE

Guillaume Pépy, chairman of SNCF

Frédéric Oudéa, chief executive officer of Société Générale

Jean-Pierre Clamadieu, chairman of the Executive Committee and chief executive officer of Solvay

Jean-Louis Chaussade, chief executive officer of Suez

Patrick Pouyanné, chairman of Total's Executive Committee and Total's CEO

Jacques Aschenbroich, chief executive officer of Valeo

Antoine Frérot, chairman and chief executive officer of Veolia

Xavier Huillard, chairman and chief executive officer of Vinci

Our concrete commitments

Aéroports de Paris

COMMITTED TO THE CLIMATE

Aéroports de Paris builds, develops and operates airports, including Paris-Charles de Gaulle, Paris-Orly and Paris-Le Bourget. In 2014, Aéroports de Paris handled nearly 93 million passengers at Paris-Charles de Gaulle and Paris-Orly and 41 million passengers at airports abroad.

As one of the only global players that is involved at every stage of the airport value chain, Aéroports de Paris is convinced that environmentally-friendly management is a driving force for development and competitiveness. Having maintained climate change issues at the heart of its strategy for many years, in 2015, Aéroports de Paris became the European airport leader (No. 1/TOP 5) in terms of sustainable development and societal responsibility.
Every 5 years, the company sets itself ambitious strategic objectives, many of which focus on climate.

For the 2011-2015 period, 3 of 4 objectives have been met thus far.

- Reducing internal CO_2 emissions by 25% by 2015, compared to 2009. At the end of 2014, internal emissions had been reduced by 41%;
- Reducing its internal energy consumption (electricity, heating, and air conditioning) by 12.5% in terms of TOE/m^2 by 2015, compared to 2009;
- Reducing the CO_2 emissions of its fleet of light vehicles by 10% by 2015 compared to 2010 and improving the intrinsic performance of the fleet (electric vehicles, hybrids, etc.);
- Diversifying its energy mix with 15% of internal energy consumption coming from renewable sources (produced directly at the airports) by 2015.

For the 2016-2020 period, Aéroports de Paris has set new commitments:

- To decrease the per passenger CO_2 emissions of its airport infrastructure by 50% between 2009 and 2020, while developing its traffic;
- To improve energy efficiency by 1.5% per year over the 2016 to 2020 period, representing a reduction of some 15% between 2009 and 2020;
- To ensure a 15% share of renewable energy in the overall consumption of the Paris airports by 2020.

Beyond the target objectives, the challenge is to maintain optimum service quality for our customers while promoting sustainable technologies and environmentally-responsible processes wherever possible. In 2015, our three main airports, Paris-Charles de Gaulle, Paris-Orly and Paris-Le Bourget obtained level 3 Airport Carbon Accreditation and Aéroports de Paris itself (head office + 3 airports) obtained international ISO 50 001 certification for its energy management system. These are all demonstrative examples of Aéroports de Paris' constant commitment to the fight against climate change.

Alstom

Alstom commitment towards sustainable mobility

The transport sector currently generates 23% of worldwide CO2 emissions from fuel combustion[1]. These emissions increased between 1990 and 2011 by more than 50%, notably as a result of road transport development[2]. To reach the objective of keeping global warming below +2°C, a significant contribution from the transport sector will be crucial. We are convinced that rail will have a key role to play in the development of global sustainable transport systems. Indeed, the benefits of rail in terms of energy efficiency, low emissions of CO_2 and local air pollutants, and optimization of space use, make it one of the most sustainable modes of transport.

Alstom is committed since many years towards sustainable development and ecodesign to develop solutions and rail systems that are ever more energy efficient and environmental friendly throughout their entire life cycles.
It is for this reason that Alstom supports the initiative of French enterprises engaged for the climate, “French Business Climate Pledge”.

Alstom has also set its own ambitions and goals for energy efficiency of its solutions and operations and commits to:

- Reduce the consumption of energy in its transport solutions by 20% by 2020 as compared to 2014.
  Alstom defines standardized methods to assess energy consumption of its trains, favors the deployment of the best available technologies as well as innovation for new trains and energy efficiency services and collaborates with clients and suppliers to optimize the energy consumption of its solutions.
- Reduce the energy intensity in its operations by 10% by 2020 as compared to 2014.

Alstom carries out energy survey on its sites (factories, offices), puts in place energy action plans and develops the use of renewable energy.

[1] Source : IEA
[2] Source : UIC

AREVA

The objective of the AREVA group is to provide access to cleaner, safer and more economical energy to as many people as possible.

With a demand for energy growing more rapidly than the overall worldwide population and the fight against climate change heating up, the development of clean energy that does not emit greenhouse gases is an absolute priority.

AREVA designs and builds new nuclear reactors and provides maintenance services to the installed base. Also the group offers integrated solutions for securing fuel supplies to utilities. The group wants to leverage its experience and know-how to ensure business growth while complying with the highest standards of safety, security and risk prevention requirements.

Beginning in 2004, the group committed to a significant investment program to reduce its environmental footprint thanks to a stringent reduction of its CO2 emissions. This program also encompasses a challenging objective for reducing greenhouse gas emissions, energy and water consumption, as well as reducing conventional wastes by-produced.

The figures published in the 2014 report speak for themselves! We are therefore confident to commit to reduce by 80% our energy consumption and by 50% our CO2 emissions in 2020 compared to 2004.

We at AREVA are convinced that nuclear energy, as a low-carbon source of energy, should be part of the solution to meet the challenge of increasing energy demand while tackling climate change. By way of example the electricity produced by an Evolutionary Power Reactor (EPR) leads to a reduction of 8 million tons per year of CO2 emissions.

Arkema

ARKEMA, a global specialty chemicals manufacturer, and a designer of materials and innovative solutions, develops a global “low carbon” strategy:

- By implementing, throughout its 137 manufacturing facilities around the world, a consistent **energy efficiency** policy which, based on specific and measurable targets for progress adopted as part of its “Arkenergie®” program, results in significant reductions in its GHG emissions. Based on highly concrete projects (e.g. replacing boilers, motors, pumps, improving insulation, optimizing plant operation, etc.), this program ensures consistency of approach and method, while providing tools for analyzing and for measuring the level of attainment of the targets;

- By carrying through new **industrial projects** for products with a direct impact on CO2 emissions in end-markets, for instance:
  - Production of FORANE® fluorogases for which Arkema is one of the world’s leading manufacturers. Arkema is actively working on fourth generation refrigerant gases for cars as well as stationary equipment (air conditioning, refrigeration) whose global warming potential, expressed in tonne CO2 eq., is on average over three hundred times lower than for third generation gases currently used;
  - Production of SILIPORITE® specialty molecular sieves by our subsidiary CECA for refining and petrochemical plants, resulting in major energy savings as well as reductions in related emissions for our customers;

- By providing its customers with **solutions** which help reduce GHG emissions by **cutting energy consumption**, by **improving thermal insulation**, and by **reducing the weight of materials** used, or which play a role in the development of **renewable energies**, for instance:
  - The RILSAN® range of ultra-high performance biosourced polyamides as a whole, in particular RILSAN HT® which can replace cast iron or aluminium components in the engine compartment of cars thanks to its ultra-high temperature stability;
  - KYNAR® fluoropolymers for use in Li-Ion batteries, photovoltaics and wind turbines, or AQUATEC® fluorinated coating resins for industrial plants and facilities as they minimize heat absorption, and therefore air conditioning needs;
  - Photocure resins from our subsidiary SARTOMER so that coatings can be applied at ambient temperature, hence with particularly low energy consumption and without CO2 or volatile organic compounds emissions.

Auchan

Aware of its impact on the environment, since 2008 Groupe Auchan has worked systematically and actively to reduce its energy consumption in the 12 main countries where it has operations. At the end of 2013, it decided to make energy efficiency a corporate project. In 2014, the Group's core businesses, hypermarkets, supermarkets and retail property management units as a whole set a global target: **reduce by a further 20% the overall energy consumption of its sites - warehouses, hypermarkets, supermarkets, head offices and shopping centres - by 2018.** This decision strengthens its active commitment to make energy efficiency a new skill, central to its business lines ranging from shopping centre construction and operation to management of food retail outlets - major users of temperature control and refrigeration equipment. In October 2015, the inauguration of the new "Saisons de Meaux" shopping centre in France illustrated how stringent the Group's requirements have become: a BREEAM Very Good[1] certified shopping centre, an Auchan hypermarket designed to use 35% less energy than a traditional outlet[2], ISO 50001 certification and a refrigeration system run on CO2 in order to radically cut associated greenhouse gas emissions.

On the occasion of the COP21, Groupe Auchan reiterates the goal published in its 2014 Activity and CSR report: "to make climate change a concern that is shared by our millions of customers". The aim is to promote low-carbon ways of consuming, first and foremost when it comes to food, a major source of global greenhouse gas emissions. The Group is taking active steps to provide all consumers - including those with little to spend - with an increasingly wide range of fresh, local, seasonal and organic[3] produce, and so cut food waste and reduce packaging, the preconditions for a less carbon intensive diet.

[1] BREEAM certification comprises 9 sections, of which the most heavily weighted, accounting for 19% of the rating, is energy. Immochan has decided to submit all its shopping centre new-build and major renovation projects for BREEAM appraisal.
[2] 299 kWh/sq. m/year.
[3] 7,880 organic products sold in its supermarkets and hypermarkets.

Avril

Avril's mission is to create long-term value in the oils and proteins sectors, thus contributing to better nutrition for people and the preservation of the planet. This sustainable development strategy was introduced at the Group's very creation to respond to its shareholders' objectives, particularly farmers. It was subsequently structured with precise targets and indicators.

In its strategic CAP 2018 project, in addition to its financial objectives, Avril has set indicators for each of its business lines. These measure their contribution to the development of the sectors (added value, job creation, the use of France's raw materials, etc.) and the Group's social responsibility (food production, greenhouse gas emission assessments, development in emerging countries, etc.). Thanks to its chain organisation, Avril has available levers for action at every level of the value chain.

"The Group's five-year strategy, "CAP 2018", drawn up in 2012, is based on sustainable development requirements for the sectors and social responsibility. These considerations lie behind our profitability goals for each line of business. To provide greater visibility to all the stakeholders and partners in the sectors, we have formalised five specific commitments and 13 objectives in terms of figures, which are shared by the entire Group."
Kristell Guizouarn, Sustainable Development Director

THE 5 COMMITMENTS OF AVRIL

Developing national sectors
Closely linked with the world of farming, Avril undertakes to ensure the growth of the oilseeds and protein producing sectors thanks to joint development of local agricultural resources and national outlets.

Better food for humans
Avril rises to the global challenge in terms of food by guaranteeing supplies of oils and animal products in large quantities, while monitoring the quality of their production and nutritional value.

Sustainable investments in the oils and proteins sector
Via Sofiprotéol, Avril has undertaken to assist the development and structuring of the oils and proteins sectors by consolidating their players, supporting innovation and company creation, and drawing on socially responsible investment.

Preserving the planet
An industrial group at the heart of the farming sectors, Avril undertakes to produce while continually improving its environmental performance, according to a philosophy of sustainable agriculture and industrial ecology.

Working together
Avril undertakes to constantly improve the working conditions of its employees while boosting its societal role.

http://www.groupeavril.com/en/sustainable-development

Axa

AXA's position regarding Climate Change

AXA's strategy regarding climate change is to leverage its risk management expertise to better understand and prevent risks and to mobilize its investment capacity to finance and encourage the energy transition.
Insurers are well equipped to address climate-related risks. They can fund and promote risk research and education. They possess loss data, as well as models and tools to analyze and project this data. They have a duty to unveil and disseminate knowledge about such new risks, including poorly known threats to society. Through their significant investments, they are also well positioned to send the right signals to the investment community and to specific invested companies. This strategy addresses both the "mitigation" and the "adaptation" dimensions of climate change.

Our commitments

AXA, an official COP21 partner, has recently made significant commitments as an institutional investor:

- **Coal divestment**: AXA has decided to divest from companies most exposed to coal-related activities. This 500ME divestment was undertaken in the belief that sending such a signal to markets and regulators generates a positive influence, it contributes to de-risking our portfolios, it supports an energy transition curve which is aligned with a "+ 2°C" scenario and is consistent with our broader Corporate Responsibility strategy to promote a stronger and safer society.
- **Green investments**: AXA has committed to triple its "green" investments with a target to exceed 3BnE by 2020 for our General Accounts assets, coming principally from investments in clean technology private equity, green infrastructure and green bonds.
- **Carbon footprinting:** AXA has signed the Montreal Carbon Pledge, thereby committing to assess and publish the carbon intensity of our investments by December 2015.
- **ESG integration:** we have committed to incorporate environmental, social and governance for all relevant asset classes within our General Accounts assets by the end of 2015.

Adapting to the impacts of climate change is as important as reducing climate risks. This is why AXA works alongside public and private partners in order to improve the resilience of infrastructures and populations alike, especially in emerging countries:

- **Parametric insurance** : AXA has developed a partnership with the World Bank to expand the availability of innovative climate index (what we call "parametric") insurance solutions.
- **Food safety**: AXA has joined the African Risk Capacity initiative, a regional insurance pooling mechanism whose mission is to help African Union Member States better anticipate extreme weather events and protect the food security of vulnerable populations.
- **Micro-insurance**: AXA develops micro-insurance activities across the world with partners such as leapfrog of MicroEnsure.
- **Resilient cities**: AXA collaborates with the UN Principles for Sustainable Insurance (UN PSI) to promote urban resilience in the face of increasing climate risks.

More information : http://www.axa.com/en/responsibility/climate-change/

BNP Paribas

1- Support energy transition

BNP Paribas will more than double its financing of renewable energies from €6.9bn in 2014 to €15bn in 2020, and aims to rank among the top three players worldwide in the Green Bonds market for euro-denominated issues by 2018.

BNP Paribas will further expand the offers already available to individual customers for the purpose of making home energy efficiency improvements, both through loan plans plus dedicated services and through partnerships with equipment suppliers and installation providers.

BNP Paribas will invest 100M€ by 2020 in start-ups working to develop solutions in areas such as energy storage and smart grids.

2- Reduce the support to fossil fuels and monitor carbon risk

With 23% renewables and 23% coal-fired power, the electricity mix currently financed by the Group is already more advanced than the global average mix (IEA: 21% renewables and 40% coal). BNP Paribas takes further step with as it will no longer finance coal mining activities, whether through direct financing of mining projects or by financing mining companies specialising in coal extraction, unless they have put in place an energy diversification strategy.

Moreover, BNP Paribas is putting in place a differentiated strategy with regard to the financing of coal-fired power plants:

- in high-income countries: no further financing of coal-fired power plants
- in other countries, BNP Paribas will consider the possibility to finance such projects only if the host country has made a commitment to limit greenhouse gases (GHG) emissions as part of the COP21 framework, a proper community consultation / grievance / compensation process is in place for local populations potentially impacted by the project, and the power plant is designed to reduce GHG emissions as much as possible.

In addition, the Group will only provide financing to power generation companies that have a formal diversification strategy to reduce the share of coal in their power generation mix that is at least as ambitious as that of their host country.

BNP Paribas is also going to include a climate component in its methodology for rating companies and projects financed by the Bank. This means that going forward the Group will progressively integrate the use of an internal carbon price in its financing decisions, to reflect the changes brought about by the transition towards sustainable energy and to take into account the associated risks.

In asset management, BNP Paribas Investment Partners will measure and publish the carbon footprint of its funds within the framework of the Montreal Carbon Pledge, and keep on reducing carbon exposure and developing low carbon investments products.

3- Protect forest carbon sinks

BNP Paribas has signed the BEI Soft Commodities Compact, which commits to a Zero Net Deforestation objective in its financing and investing activities. The Group already applies forest criteria in its sectoral policies to Agriculture, Palm oil, Paper pulp.

4- Reduce its own emissions

BNP Paribas is committed to reduce by 25% in 2020 the GHG emission / employee vs. 2012. -10% have already been achieved in two years.

5- Support climate scientific research

The BNP Paribas Foundation has since 2011 provided support to 10 scientific international projects dedicated to climate topics, with a total philanthropy budget of 6M€.

More information:

http://www.bnpparibas.com/en/responsible-bank/our-commitment-energy-transition

Carrefour

"For Carrefour, doing our job well means conserving resources so that we can provide our customers with high-quality products. We believe that you cannot have economic success without building good relationships, assuming social responsibility and protecting the environment." Georges Plassat, CEO Carrefour

Carrefour has pledged to reduce the CO2 emissions generated by its stores throughout the world by 40% in 2025 (compared with 2010 levels), and by 70% by 2050. It is taking action at two levels: the primary direct sources of CO2 emissions (energy consumption, use of refrigerants and the transportation of goods), and indirect sources – the carbon footprints of the goods that we sell in particular.

1- Voluntarily set an internal price for CO2

The aim is to invest in technologies that emit lower quantities of CO2.

2- Reduce energy consumption by 30% by 2025

Carrefour's Antigaspi Waste Reduction Plan has reduced energy consumption by 31.1% as of 2014 and involves installing closed refrigeration units, using LED lighting systems, managing intelligent meters in stores and sharing examples of best practice. Result: We are 5 years ahead of meeting our target of -30% by 2020. A new "energy independent store" project being introduced in France in 2016 will feature the most effective technologies and innovations.

3- Increase the share of renewable energies in meeting our requirements

Thanks to renewable energy production initiatives that involve photovoltaic panels at our stores and our logistics hubs.

4- Reduce CO2 emissions generated by coolant production by 40% by 2025.

Anticipating the phasing out of HFCs, introducing new facilities tested since 2009 with natural fluids (CO2), to generate "clean" cold. A major commitment made within the collective framework of the Consumer Goods Forum (400 companies, 70 countries).

5- Reduce CO2 emissions generated by transport operations by 30% by 2025

Over the last 2 years, Carrefour has reduced its GHG emissions per pallet by optimising its logistics operations. This has involved reducing distances, phasing out empty return journeys and filling lorries more efficiently. Alternatives to diesel are being developed: 6 hybrid vehicles and a fleet of 200 vehicles running on biomethane by 2017. Tackling waste means tackling pollution: no fine particles, 90% less CO2 emissions. To go further, Carrefour in China is providing its customers with shuttles that are entirely electrically powered.

6- Including our suppliers in tackling climate change

70% of the CO2 emissions are generated by the upstream farming. Carrefour has therefore pledged within the Consumer Goods Forum, an authority that represents the agri-food sector, that it is going to stop deforestation before 2020, phase out HFCs and halve the amount of food waste generated by 2025 (compare with 2016).
Carrefour is also involving its suppliers in agro-ecology through its "Carrefour Quality Lines" (21,000 producers in the world) and is taking action to reduce food waste: putting products with a short shelf life on special offer, introducing longer expiry dates, charities donations (88 million meals donated in 2014), customers information, packed differently fruit and vegetable and testing new packaging innovations.

Crédit Agricole

Crédit Agricole is gauging the importance of its role in energy transition. The Group's leading position, business expertise, economic weight (€ 30 billion in GDP) and size (140,000 employees) are all strengths for taking part in sustainably and dynamically financing this new economy. The Group's local presence via Regional Banks and LCL, the true "armed wings" in its action on the ground, increases this strength.

Crédit Agricole has chosen to make Energy Sources and Environmental Economics one of its four fields of excellence, along with Housing, Agriculture & Agrifood, and Health & Ageing, in its 2010 Group Project and then its 2014-2016 Medium-Term Plan. Our aim is to provide economic and financial support that is suited to all of our customers. This strategic ambition is the core of the Group's Corporate Social Responsibility Policy and of the Cooperative Regional Pact of the Regional Banks. There are many challenges:

- Offer products and services that customers can use to choose renewable energy, clean transport or energy savings, and accelerate the transition to a low-carbon economy;
- Commit to a voluntary process of reducing CO2 emissions caused by its financing and investment;
- Support our customers in purging the carbon from their investment portfolios and savings.

Danone

Target: zero net carbon emissions within its direct and shared scope of responsibility

Danone has released in November 2015 a new climate policy targeting zero net carbon emissions within its full scope, i.e. direct and shared scope of responsibility. To achieve this target, Danone will co-create solutions with its ecosystem, including farming communities, suppliers, customers and consumers. This new climate ambition will enable Danone to strengthen the resilience of its global food chain and pave the way for sustainable business growth.

Building on the visionary position presented by Antoine Riboud in 1972, the company has continued to expand its dual commitment to business success and social progress, to place environmental issues at the heart of its activities. In 2000, Danone defined both its environmental targets and a 10-year plan. In 2008, it stepped up the pace by announcing a plan to reduce its carbon intensity by 30% over five years on operations within its direct scope of responsibility—an objective it achieved and exceeded at the end of 2012[1].

The new climate policy announced today goes much further. It concerns not only areas under Danone's direct responsibility (manufacturing, packaging, logistics, end-of-life), but also areas where the company shares responsibility, especially in agriculture, which represent 65% of total emissions. Danone will thus be tackling the full scope of its carbon footprint, which amounts to 18.8 million tons[2].

This new climate policy aims to achieve zero net carbon emissions in the long term, starting with a 50% reduction in carbon intensity between 2015 and 2030. The company also commits to starting to reduce emissions in absolute terms before 2025.

To achieve these targets, Danone's climate strategy has defined five priorities:

- Reduce the company's full scope carbon emissions
- Develop "carbon positive" initiatives to capture carbon in natural ecosystems such as forests, mangroves and soil
- Fully eliminate deforestation impacts from Danone's supply chain by 2020
- Build resilience into our food and water cycles
- Offer preferred and healthier diet options produced in a resource-efficient way, using sustainably-sourced ingredients.

To meet its targets, Danone will continue to act as a social innovator, creating new alliances and forms of cooperation to drive change. To manage this journey in the most effective way, Danone uses a state-of-the-art integrated module to measure performance. This carbon module will be rolled out in all Danone subsidiaries by 2020.

[1] Reduction of Danone's carbon intensity: -42%(in grams of C02 per kilo of product sold) from 2008 to 2014
[2] Total in 2014

EDF

The sound investment decisions of the past have given the EDF Group a low-carbon energy mix that is competitive and diversified.

The mix produces 17 grams of CO2 per kilowatt-hour in France, which is 20 times lower than the European average of around 300 grams/kWh.

In mainland France, close to 98% of the electricity generated by EDF in 2014 was carbon-free. Since 1990, EDF has more than halved its carbon emissions.

The energy mix is balanced and promotes decarbonised energy. It is composed mainly of nuclear power, which provides carbon-free electricity at a competitive price; hydro power, with Europe's largest hydro fleet; and other renewables, mainly wind and solar. The base of the mix is the complementary fit between the capacity offered by nuclear, the determination to increase the share of renewables, and the reliability of supply provided by the use of both types of energy source. It enables the use of greenhouse-gas emitting fossil fuels – oil, coal and also natural gas – to be immediately curbed.

EDF's goal is to pursue this commitment as a leader in low-carbon growth.

- By helping its customers optimise their consumption. For those customers who produce both energy and energy savings, EDF offers new services that take advantage of the possibilities opened up by the digital revolution.
- By operating, in France and the UK, a greenhouse gas-free nuclear fleet and investing in new capacity.
- By building new capacity in renewable energy – hydro, wind and solar – in partnership with regional authorities and by capitalising on the high performance of the robust, flexible centralised system that facilitates the development of local intermittent energy. EDF's aim is to double its global installed capacity by 2030, taking it from today's 28 GW to over 50 GW.

Eiffage

The Group's four divisions -construction, infrastructures, energy and concessions- commit themselves to tackle climate change through its activities and through its integrated business offer for a sustainable city.

1. Since 2011, the Group identifies and measures its greenhouse gas emissions, step required prior to any change management in this area. The reduction of the carbon footprint through better energy management and the transition towards renewable energy has already been engaged within the internal perimeter of the Groupe as well as integrated in its business offer.

2. Eiffage has provided project managers with an internal tool (High Quality of life) which gather Eiffage sustainable solutions and helps evaluate the project from a sustainability point of view. As a city development all-rounder, the Groupe imagines and conceives an eco-neighbourhood in Marseille where a “systemic approach” takes into account all urban planning topics, such as mobility, energy, new-build versus renovation considerations and urban ecosystem services. Moreover, the 3D demonstrator Astainable® gathers 350 solutions helping the Kazakh capital city of Astana to reduce its carbon footprint.

3. Beyond all of this, the Group wishes to:

   - control fossil energy consumption and the related greenhouse gas emissions more effectively through precise management appropriate to each core business;
   - systematically include building and infrastructure life cycle analyses and eco-design practices when bidding for contracts;
   - step up research into substitutes for fossil fuels, and encourage their adoption by the market.

   In order to do so, Eiffage focuses on three types of initiatives:

   - research programmes that aim to develop products and processes for replacing fossil fuels, particularly for public works projects;
   - expansion of the carbon arbitration fund to other public works projects based on initial positive feedback from the Bretagne-Pays de la Loire high-speed rail link, for which this financial mechanism was used for the first time in France;
   - enhancing and promoting sustainable construction and energy renovation skills, supported by systematic use of energy savings certificates for the benefit of customers.

More information :
www.developpementdurable.eiffage.com/en

Elior

Elior Group: a committed player since its creation in 1991

It is not by chance that Elior Group has been chosen to participate in this global conference for the preservation of the planet. For more than 10 years, Elior Group has been committed to socially and environmentally responsible practices in every step of the value chain, notably by adopting a responsible purchasing strategy, implementing awareness-raising programmes for all of its employees worldwide, as well as by making a solid commitment to fight against food waste and contributing to charitable associations. Within the context of the continuous improvement strategy of the Group, the COP21 is an opportunity for all of us to sustain our practices over the long term.

Philippe Salle, Chairman and CEO of Elior Group

Elior Group: committed to socially and environmentally responsible practices

Since Elior was founded in 1991, social and environmental responsibility has underpinned the Group's daily commitment to quality and innovation, relations with others and, in general, the major challenges facing our society. This commitment is central to the relationships of trust we have built up over the years with our clients, customers, suppliers and partners.

A signatory of the United Nations Global Compact for ten years, Elior Group promotes the principles in favour of human rights, working standards, the environment and the fight against corruption.

In line with its responsible purchasing approach, and as a founding member of the Responsible Fishing Alliance, Elior Group has modified its sourcing strategy concerning the preservation of fish populations and has banned the use of deep-water fish (grenadiers, emperors, etc.), the most endangered shark species, and red tuna in its kitchens.

Elior Group is committed to the fight against food waste and, in collaboration with its partner Tablée des Chefs, redistributes unsold meals to charitable associations. The Group organises fun campaigns to educate children, adolescents and students to the question of food waste. Designed for all age groups from primary, through secondary to grammar schools, these campaigns raise the awareness of young people to the amount of food wasted every day as well as the need to reduce this waste, and also teaches them how to consume intelligently. In 5 years, 600,000 children and adolescents have benefited from these awareness-raising campaigns.

To identify the local producers selected, out of a network of 11,000 operators in France, to provide the produce used in the preparation of its COP21 meals, the Elior Group purchasing and logistics department has developed an exclusive geo-location software tool which makes it possible to rapidly identify Group producers and suppliers on the map and provides a solution to any sourcing issues.

The Group has made the reduction of greenhouse gas emissions one of its key priorities. Elior Group has devised its own carbon-footprint measurement tool that is adapted to the Group's specific catering, concessions and services activities. In France, an internal team of some forty experts develops, implements and monitors action plans for the Group's sites. Now that it has identified the main sources of greenhouse gas emissions related to its activities, the Group can take steps to reduce their impact. Elior Group reinforced this strategy in 2013 when it obtained the "Carbon Footprint Services Provider" label from the French Carbon Footprint Association (ABC).

ENGIE

In 2013, ENGIE committed to **reducing by 10% the rate of the CO2eq emissions per kWh** of its power generation portfolio worldwide in 2020 compared to 2012. ENGIE's rate of emissions was already lower by 20% to the World power generation average, according to the IEA data.

In 2014 ENGIE committed to **doubling its renewable generation capacity by 2025 in Europe**. The Group had previously resolved to increasing by 50% the share of renewable generation capacity in its World portfolio mix between 2009 and 2015.

ENGIE decided in October 2015 **not to launch new coal power generation projects** (unless already legally committed).

ENGIE committed to **reducing by 40% in 2020 compared to 2008 the energy consumed in its buildings in France and Belgium** (accounting for 60% of its overall buildings stock)

ENGIE is the **world's largest energy efficiency services provider**: through consumer information, digital equipment, energy efficiency and energy optimization equipment advice, innovation and de-carbonized innovative solutions deployment.

ENGIE **supports generalizing carbon pricing**, for it is key to accelerating the low carbon transition, and to achieve the 2°C maximum rise in temperature goal. On the 12th of May 2014, ENGIE emitted a 2,5 billion Euros green bond, with the objective of contributing to the group's strategy on energy transition, and finance renewable energy and energy efficiency projects.

JCDecaux

In 1964, Jean-Claude Decaux invented the advertising bus shelter.
Fifty one years later, JCDecaux' success still rests on its founding business model: providing cities and transport companies with products and services financed by advertising space. The company is the n°1 worldwide in outdoor advertising, and is now present in over 70 countries, anticipating changes in lifestyles with innovative solutions, tailored to the needs of citizens and advertisers.

Achieving economic growth while respecting people and the environment is at the heart of our business model.
Sustainable development is a key element of JCDecaux's competitiveness. Over the years as its business has expanded, the company has demonstrated its commitment, firstly through proactive quality policies and, more recently, through a comprehensive approach to corporate social responsibility. In order to bring about these changes, we have drawn on our three founding values, shared by all out staff: passion, quality and innovation.

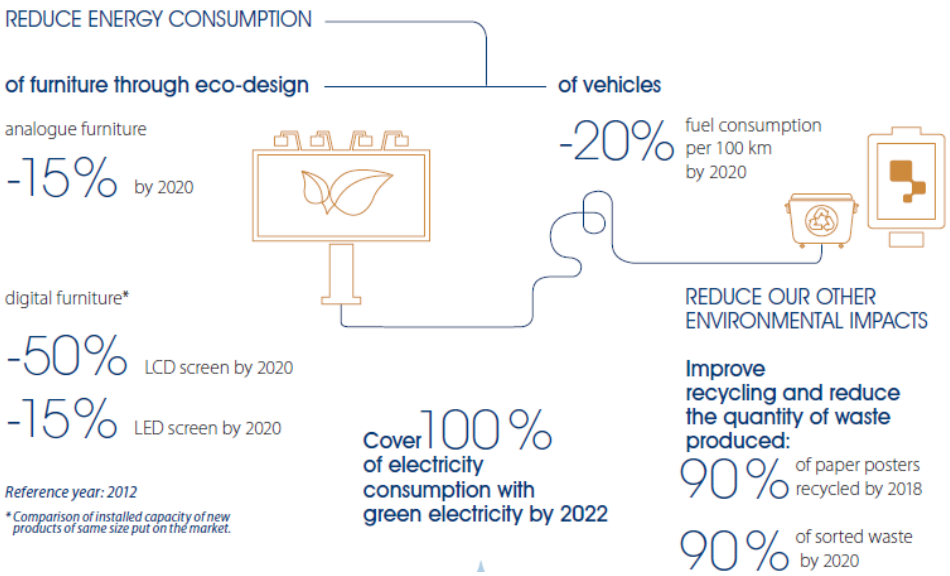
Inventing sustainable solutions to answer urban transformations.
This is one of JCDecaux's long-standing commitments. From bus shelters to self-service bicycles systems, automatic public toilets to the connected aspects of the "smart" city, JCDecaux is anticipating and exploring the novel dimensions which urban spaces are going to assume: the open city, the connected city and the intelligent city. The company, in conjunction with its stakeholders, is thereby actively engaging with the arrival of a more responsible form of urban planning and mobility.

JCDECAUX'S ENVIRONMENTAL COMMITMENTS

Reducing our energy consumption
Energy consumption constitutes the Group's main environmental impact. Reducing our consumption through improvements in the energy efficiency of our products and services is a vector of growth.

Reducing our other environmental impacts
Life Cycle Analysis (LCA) carried out by JCDecaux have pinpointed other environmental impacts: paper, plastic and waste. Conserving resources requires an optimisation of their use and an innovative-based approach to the materials used, the products developed and the processes put into place.

Our public goals



Visit http://www.jcdecaux.com/en/Sustainable-Development/Our-strategy to discover our full commitment towards sustainable development

Kering

"I believe that sustainable business is smart business, it is both a business and a leadership opportunity." François-Henri Pinault, Chairman and CEO, Kering

At the heart of the Luxury sector is a dependence on high-quality raw materials, and thus we must understand the challenges climate change poses to our businesses and proactively build resilience into our supply chains. Implementing an ambitious climate change strategy is a non-negotiable for business.

Kering's climate action strategy covers both the Group's own direct operations and those of its supply chains. The end goal is to reduce climate change impacts whilst also identifying effective means of building climate change resilience into the Group's operations. In line with this, **Kering set itself a series of Sustainability Targets to reach by 2016. Amongst these targets, the Group notably aims to reduce greenhouse gas emissions generated by its production processes by 25% and to ensure its supply chains do not contribute to deforestation**. Via these Targets, the Group also aims to source 100% of its leather from responsible and verified sources that do not result in converting sensitive ecosystems into grazing lands or agricultural lands for food production.

Fundamental to Kering's strategy is the measurement and understanding the Group's total carbon footprint, (greenhouse gas emissions, water consumption, water & air pollution, waste and land use) across its entire supply chains and back as far as the source of raw materials (Tier 4). To better understand these impacts, Kering has developed an Environmental Profit & Loss (or E P&L for short). This pioneering tool enables business leaders to factor climate change risks into their decision-making, and thus enables the Group to build more sustainable business models across its supply chains. Equipped with an E P&L analysis of its operations and supply chains, Kering can pinpoint priority action areas, for example the reduction of energy consumption and greenhouse gas emissions generated by leather production. The tool also enables closer collaboration between Kering and suppliers on items such as the development of more sustainable production systems – e.g. for the Group's leather supply – and the implementation of new low-carbon technologies.

Concrete actions taken by Kering to tackle climate change touch all areas of the Group's business. Kering notably supports its brands with the operational roll-out of best practices across their network of boutiques via a Smart Sustainable Store programme; the deployment of energy-efficient solutions including renewable energy and low-carbon investments in their supply chains; as well as the implementation of a Clean By Design programme at textile mills, which reduces energy consumption and GHG emissions by 15-30%. Another priority action area for Kering is the creation of low-carbon solutions for the Group's product development operations. The Materials Innovation Lab, for example, offers the Group's brands an archive of sustainable material solutions which they can in turn integrate into their product ranges. For its part, Gucci launched a pioneering zero-deforestation leather project, becoming the first brand to develop a zero-deforestation handbag collection and thereby pushing the boundaries on environmental and traceability certification standards.

To complete this comprehensive climate action strategy, Kering also annually offsets its remaining GHG emissions (scopes 1 and 2 of the Greenhouse Gas Protocol) in conjunction with the UN's REDD + programme. Kering is thus reducing its greenhouse gas emissions whilst also investing in green infrastructure: an approach that looks beyond the Kering's own operations and those of its supply chains, so as to ensure a climate resilient future for the Group.

http://www.kering.com/en/sustainability

Kingfisher

Kingfisher and its retail brands commit to tackling climate change

Kingfisher plc is an international home improvement company which operates nearly 1,200 stores in 10 countries in Europe. Its main brands are B&Q, Castorama, Brico Dépôt and Screwfix. Kingfisher also operates the Koçtaş joint venture in Turkey.

The company has an ambition to bring a positive contribution to the environment: creating economic, social and environmental value by fully integrating sustainability into business as usual.

- Kingfisher's convictions

That's why, in the frame of the discussions around COP 21, Kingfisher strongly states :

- Its support in favour of a 2C-compliant low carbon economy
- Its belief that the low carbon agenda is good for business and the wider economy ;
- Its wish to support low carbon innovations, especially in the fields of its business.

- Kingfisher's commitments

Kingfisher believes it can fight against climate change with everyday, affordable, products, while reducing its own carbon footprint. That's why the business has made the following commitments by 2020:

- To actively fight deforestation, achieve 100% responsibly sourced timber (certified or recycled) – the organization has already reached 92% ;
- To reduce the environmental footprint of stores, by decreasing energy consumption by 45% (from a 2010/11 baseline) – so far the business has reduced by 17%;
- To enable customers to make their home more comfortable, affordable and sustainable, Kingfisher's retail brands have developed a quality offer in terms of products and services, at an affordable price with an ambition to enable customers to save 38 TWh – so far customers have saved 8.6 TWh through purchasing Kingfisher products and services

More broadly, the company has set the objective of a 25% reduction of its absolute CO2 emissions by 2020.

- Outreach actions

To contribute to awareness-raising amongst stakeholders about fighting against climate change, Kingfisher has launched several initiatives:

- Joining several business campaigns calling for an ambitious agreement on climate ;
- Communicating to customers the importance of climate change and about the concrete solutions offered;
- Raising awareness amongst employees ;
- Sharing with the public our commitments at « Solutions COP 21 » at the Grand Palais from December 4th to 10th.

LafargeHolcim

Since 1990, LafargeHolcim has reduced its net carbon emissions per ton of cement by 25%, and it is currently the international company in the cement sector with lowest carbon emissions per ton of product *(as reported in the GNR database of the global cement industry*).

LafargeHolcim does not only commit to reducing carbon emissions from production activities, but it also develops and provides solutions to reduce carbon emissions of buildings and infrastructure.

LafargeHolcim's climate strategy aims at protecting the climate throughout the entire lifecycle of its products and services, and it defines two goals going forward:

- **By 2030, reduce CO_2 emissions per ton of cement by 40% compared to 1990**. LafargeHolcim intends to remain the most carbon efficient international cement producer, and it strives to reduce energy consumption and CO_2 emissions at all stages of the production process (including through process mastery, energy efficiency measures, reduction of clinker in cement and the use of alternative and renewable energy sources).
- **By 2030, avoid every year the emission of 10 million tons of CO_2 during the lifecycle of sold products**, thanks to the development and marketing of innovative solutions. Throughout the building lifecycle, there is great potential for carbon reduction and LafargeHolcim recognizes its responsibility – as well as business opportunity - to provide solutions that make the construction value chain more sustainable. By doing so, we adopt a pioneering approach in our industry, becoming the first to monitor and account for CO_2 savings beyond our own operations.

The impact of climate change will continue to be taken into account by LafargeHolcim in its work in other key areas of environmental stewardship (such as reducing the use of water and encouraging basin-wide management of water supplies and a commitment to ensure a net positive impact on biodiversity at all of its sites).

LafargeHolcim will continue to develop and provide solutions to help increase resilience of communities against detrimental consequences of climate change.

More information is available on www.lafargeholcim.com

La Poste

MAKING AN ACTIVE CONTRIBUTION TO THE ENERGY TRANSITION AT REGIONAL LEVEL

The "La Poste 2020: conquering the future" strategic plan puts sustainable development at the centre of the Group's action. The Group is the first major operator to ensure complete carbon neutrality for its Mail, Parcels, Express and Digital Services in France and abroad, at no extra cost to its customers. The Group is keen on harnessing its know-how to contribute to sustainable development at regional level while consolidating social cohesion.

The Group is making five commitments:

- **Cut GHG emissions by 15% between 2013 and 2020** within the scope of La Poste, including its own operations and those that are subcontracted (direct emissions, electricity consumption, emissions from subcontractors).
- Fund a **carbon offset programme for all of its products and services** (Mail, Parcels, Express and Digital Services) - something it has been doing since 2012.
- Own the **world's first fleet of electric vehicles** with a goal of 10,000 light utility vehicle by 2020, and almost 6,000 light utility vehicles, tricycles and quadricycles owned by end-2015, in addition to 20,000 electric bikes and 1,500 STABY® electric three-wheeled vehicles that are currently being rolled out.
- **Serve France's main cities using low-GHG emission solutions** (walking, electric bikes, electric three- and four-wheeled vehicles, light utility vehicles for "last mile" deliveries, NGV or other low-emission vehicles for deliveries to urban logistics platforms)
- Use **100% renewable electricity** by 2020. This objective should be met as soon as 2016. Since 1 October 2015, 66% of the energy consumed by its buildings managed by its estate subsidiary Poste-Immo comes from guaranteed renewable electricity sources.

Le Groupe La Poste is funding greenhouse gas mitigation projects.

- Le Groupe La Poste is funding offsetting projects to mitigate greenhouse gas emissions and offset those emitted by its business sectors committed to carbon neutrality. Carbon offset projects include: access to clean water projects in Kenya, reforestation projects in Columbia, Cambodia and the Amazon, and renewable energy projects in India.
- La Poste is also funding a forest development project in the Massif Central to improve carbon capture by forests. This involves increasing the surface area covered by trees as well as adapting species to climate change.

The Group is contributing to sustainable development at regional level (short supply chains):

- A local network of postal retail outlets: 17,000 retail outlets (local post offices that are accessible to people with disabilities, with a fully trained team for taking care of vulnerable customers) and 500 public service centres to be rolled out by 2016.
- The new Factéo smartphone devices carried by mail carriers has seen the Group develop a range of new local services.
- Since last autumn, individual customers have been able to send their parcels directly from their letter boxes.

The Group is offering solutions to those looking to contribute to a more responsible economy.

- La Banque Postale is offering a responsible savings solution with "LBPAM Responsable Actions Environnement" fund. Moreover, within its green range of products, La Banque Postale is offering interest-free loans (PTZ for Prêt à Taux Zéro), a "green" home improvement loan, housing micro-credit , "green" vehicle loans for electric or hybrid vehicles (cars, bikes and two-wheeled vehicles).
- The Group is furthering its efforts to recycle paper and mobiles (Recy'go) as it focuses on collecting other reusable materials: batteries, light bulbs, professional textiles, small metal items.

The Group is supporting businesses at regional level

Eco-mobility solutions: entities from La Poste Group like Véhiposte, Mobigreen and Greenovia provide a range of services for managing fleets, drafting and implementing travel plans, managing and using "clean" vehicles and helping to change driving habits. La Banque Postale boasts a range of leasing solutions for "clean" vehicle fleets and also funds several corporate projects specialised in renewable energy (solar power, wind power, etc.) as well as local authorities.

Legrand

Legrand is the global specialist in electrical and digital building infrastructures. Its comprehensive solutions offer in the low voltage market segments for tertiary, industrial and residential actually makes Legrand a worldwide reference.

Because buildings are responsible for 40 % of energy consumption and 20 % of greenhouse gaz emissions, the reduction of energy consumption in the buildings is a major issue in the fight against global warming.

Our commitments for the period 2014 – 2018:

- help avoiding the emission of 1.5 million tons of greenhouse gaz by the use of Group's energy efficiency solutions by our customers. This includes lighting management solutions, heating, and equipments, terminals and sockets for recharging electric vehicle, or systems for the measurement, analysis and electrical supervision of the building;

- reduce the energy intensity of Group's activities by 10%, meaning a path of about 2% per year. This implies the systematic integration of energy efficiency solutions in new constructions, rehabilitation and maintenance of the Group's premises. Energy audits of our sites are also deployed and Legrand has completed the ISO 50001 certification of 25 of its European sites, representing more than 80% of its energy consumption in Europe;

- continue the provision of our economic chain, through information concerning the environmental footprint of the Group's products, the aim being to make available this kind of information for 2/3 of Group's turnover by 2018 (52 % at the end of 2014). This information facilitates the life cycle analysis of buildings and reduces their energy impact;

- promote the implementation of the principles of circular economy, including through the ongoing research of the reusing of the Group's manufacturing wastes (reusing above 85%);

- deploy the eco-design approach of Group's products in all research and development teams, leading to products with lower environmental impacts than previous generation ones;

- allowing 800,000 more people to benefit from access to electricity, mainly through the support for initiatives promoting renewable energy, instead of highly carbonaceous solutions traditionally used (charcoal for cooking, kerosene lamp for lighting). Since 2007, more than 1.3 million people have been supported by Legrand in their access to electricity.

Moreover, the Group has decided to initiate a project about the establishment of an internal carbon price mechanism.

These objectives are in line with the actions already undertaken for years by Legrand, and which have notably led to a reduction of more than 15% of the energy consumption of the Group during the past five years.

For more information: http://www.legrand.com/EN/our-responsibility_13152.htm

L’Oréal

In 2013 L’Oréal, the world’s leading beauty company, began a far-reaching transformation process towards a more responsible business model, with an ambitious sustainable development program called *Sharing Beauty With All.*

In this context, L’Oréal undertook ambitious commitments along its entire value chain, resulting from an extensive dialogue with its different stakeholders.
These commitments have become a strategic priority for the Group and represent a major paradigm shift.

Four commitments focus particularly on the fight against climate change:

- The objective to reduce CO_2 emissions from its production by 60% in absolute terms by 2020, from a 2005 baseline (according to the GHG Protocol, Scope 1 and Scope2);
- The ambition to become a carbon balanced company by 2020;
- The will to raise consumer awareness for a more sustainable consumption, since the majority of L’Oréal’s environmental impact is in the product phase;
- Zero deforestation commitment by 2020.

L’Oréal believes that reducing energy consumption is one of the main action drivers to achieve its objective of reducing CO_2 emissions. Thus all new constructions are respecting the most advanced energy standards (sustainable building standards such as LEED, HQE, BREEAM). L’Oréal’s existing sites have been improving their energy efficiency for more than 20 years. These efforts have reduced by 30% the consumption of factories and plants in kWh per finished product between 2005 and 2014.

L’Oréal continues to develop its strategy to increase the use of renewable energies: biomass plant and cogeneration system in Belgium, trigeneration in Spain, heat networks in Germany and Italy, photovoltaic power in China, the US and Spain. The program has resulted in five of the Group’s plants (Burgos in Spain, Settimo in Italy, Rambouillet in France, Libramont in Belgium and Yichang in China) and four distribution centers becoming carbon-neutral in 2015.

L’Oréal has achieved a key milestone at the end of 2014, a year ahead of its initial objective: the Group reduced the greenhouse gas emissions of its operations by 50% in absolute value from a 2005 baseline. Over the same period, the Group production increased by 22%: a strong signal showing that a company can commit to fighting climate change without compromising its growth. To go further, while pursuing its CO_2 emissions reduction approach, the Group has set a new ambition to counterbalance the rest of its emissions from industrial activity through an innovative system of generating carbon gains with its sustainable sourcing. Objective: generate the same proportion of gains as incompressible greenhouse gas emissions. This new ambition to become a “carbon balanced” company and begin transitioning toward a low-carbon model by 2020 was announced on September 3rd, 2015, three months before the COP21.

L'Oréal is committed to ensuring that all its renewable raw materials come from sustainable sources by 2020 and confirms its ambition to achieve "zero deforestation". To ensure that none of its products are linked with deforestation, and aware of the fact that certain agricultural products might be the cause of deforestation, since 2007 L'Oréal has implemented specific action plans to sustainably source soybean oil, palm oil and products based on wood fibers.

For the third year in a row, L’Oréal has been recognized as a global leader in the fight against climate change in the CDP’s annual ranking (Carbon Disclosure Project). L’Oréal was given an A rating , the highest level in the Climate Disclosure Leadership Index (CDLI), for managing its carbon footprint and climate change strategy as well as a score of 99/100 for transparency in reporting.

Michelin

Over the past 15 years Michelin has adopted a sustainable development strategy of which a major component is protecting the environment. Michelin has decided to take part in COP21 and is striving to answer the key question: which ambition in terms of CO_2 emission reduction by 2030?

Michelin's answer is based upon 4 pillars:

- **The Product**

The life cycle analysis of tyres is unambiguous: over 90% of CO_2 emissions of our products are related to the use phase.
Michelin's most important contribution to cutting CO_2 emissions is therefore research and innovation to reduce the impact of our tyres on fuel consumption all the while improving other performances. By 2030 our ambition is to reduce the consumption share of our tyres 20% when compared to 2010.

Beyond the energy consumption of tyres, Michelin's research into tomorrow's tyre is following two main directions:
- Adapting to new low carbon powertrains (electric, hybrid…)
- Connected and communicating tyres which will interact with their road environment and will enable mobility assistance and improved fleet management.

- **Production**

Tomorrow's tyre will be manufactured in tomorrow's factory. Here also Michelin aspires to keep its carbon footprint in check while upholding its growth aspirations. This entails directing investment towards more energy efficient equipment, especially for curing, and being able to access a greater share of renewable energies.

- **Strategic anticipation**

Michelin has been undertaking for many years a strategic anticipation analysis both within the company and in cooperation with external stakeholders allowing to shape the climate strategy adequately. This analysis covers three main points:
- Developing new technologies with research in fuel cells or autonomous vehicles.
- Defining the mobility of the future in order to integrate tyre solutions in Intelligent Transport Systems (ITS)
- Reinventing urban mobility by federating the world's leading players in the transport field within the Michelin Challenge Bibendum.

- **Carbon Pricing**

Michelin is well aware of the need to cut CO_2 emissions substantially and globally in economically realistic conditions. The Group actively supports the implementation of carbon pricing around the world. To this end, Michelin joined the World bank-led Carbon Pricing Leadership Coalition in mid-2015. In order to bridge the gap between now and a widespread dissemination of carbon pricing mechanisms, Michelin is actively looking into introducing an internal carbon price for its industrial investments.

Through its research in tyres and the improved energy efficiency of its factories, Michelin's ambition is to cut the carbon footprint of its products 20% between 2010 and 2030, equivalent to 1% per tyre and per year.

Orange

"We are going into COP21 and its issues with enthusiasm and determination as the companies involved in the Action Agenda, alongside the States, making practical proposals to fight global warming. Orange is developing and deploying digital solutions on a massive scale that contribute to the energy and environmental transition for the whole economy." Stéphane Richard, Chairman and CEO of Orange

Orange has two environmental priorities:

- **Halve the CO_2 emissions per customers uses by 2020**
- **Integrate the principles of the circular economy into our organisation and processes, to recycle our equipment and our customers' mobile phones.**

Being a “green” operator means reducing our environmental footprint and offering sustainable digital solutions for our 263 million customers in 28 countries around the world.

All of the Group's business lines are involved in this initiative. Our efforts to reduce CO_2 emissions focus on three areas - networks and data centers, vehicle fleets, and buildings.

These efforts have enabled us to reduce our CO_2 emissions by 21% per customer since 2006 (based on 11 countries accounting for more than 90% of Orange’s CO_2 emissions in 2014). Such a massive effort paid off when the **Carbon Disclosure Project** (CDP) added us to the A-List of the 2014 Climate Performance Leadership Index, which rewards international companies for their efforts to fight against climate change.

- We deployed 2 400 solar plants to power our mobile radio systems in Africa, avoiding every year the emission of 80,000 tons of CO_2.
- Our **data center in Val de Reuil** in Normandy is one of the most effective in the sector (with a Power Usage Effectiveness of 1.3) thanks to a cooling system that optimises the surrounding air instead of energy-intensive air conditioning. Over the space of an entire year, the system achieves energy savings equivalent to the power consumption of a town of 30,000 inhabitants.
- For our corporate clients, the solutions developed by **Orange Business Services** help to reduce the need to travel using videoconferencing and working away from the office, while our cloud computing solutions optimise company information systems based on pooled storage systems.

The quality of our communications has been recognised as compliant with the Carbon 4 method, chosen in our Corporate Social Responsibility report, which is validated by benchmark auditors.

- We also collected **more than 1.6 million used mobile phones** in 2014 during a collection program set up in our stores and other collection points including local town halls.

We are also developing innovations that prefigure the networks and services of the future.

- Orange is also a contributor to the UN’s major initiative, the **Data For Climate Action Challenge**. This unique initiative for open innovation on climate issues is steered by Global Pulse, the United Nations' big data laboratory.

A longstanding partner of the UN on climate change, notably by participating in work undertaken by the International Telecommunications Union (ITU), Orange also wanted to contribute with its technological expertise in preparation of COP21. This **official partnership with COP21** rewards the implementation of Orange's ambitious commitments in terms of reducing its CO_2 emissions and energy consumption.

Publicis Groupe

Given Publicis Groupe's activities as a provider of intellectual services, the Groupe is devoted to the collective effort to address climate change issues. Back in 2013, the Groupe signed up to the UN's Caring for Climate forum

Publicis Groupe's environmental policy has been aligned since 2008 on Europe's 20-20-20 strategy (*i.e. to have reduced GHG emissions by at least 20% compared with 1990, to increase the proportion of renewable energies to 20% of total consumption, and to improve energy efficiency by 20%, all by 2020*.)
These targets are complex and difficult to reach in the services sector, especially when we occupy leased property in buildings that are often quite vast.

In recent years, the proportion of renewable energy used has been above 25%, GHG emissions are stabilizing (as it has taken several years to ensure the reliability of the
data collected) at around 5 tCO^2eq per capita, and, finally, our energy efficiency has been significantly improved in various agencies, with per capita energy intensity having been reduced by 16% over the last three years.

The Groupe's environmental policy, "consume less, consume better" is based on 4 focus points:

- Reducing individual transportation and its impact: encouraging employees to use public transportation, preferring telepresence meetings via video conferencing or using video instant messaging via Outlook, etc.,
- Reducing our energy consumption: lowering by 1 or 2 C° our buildings temperature (acting on heating or air-conditioning), renewing existing data servers for more energy-efficient versions,
- Reducing our water and paper consumption,
- Organizing our waste recycling.

Moreover, on a local level, our agencies (more than 750 in more than 100 countries) work directly on the employees' behavior on a day-to-day basis: information and awareness, individual and collective actions in line with best practice and joint-actions with clients, partners or vendors.

Since 2009, The Groupe's GHG emissions are calculated every year, on a global level covering 98% of our agencies, and 92% to 98% for some other environmental indicators.

For more information, please visit:
http://www.publicisgroupe.com/documents/PubGpe_CSRReport_2014.pdf

RATP

RATP Group is determined to meet the energy transition challenge in the Ile-de-France region, in its projects around France and abroad. In order to do this, our first goal is to increase the use of public transport, which is virtuous by nature. We will do this by making it more accessible, more attractive and more regular. We hope to go even further by significantly reducing our energy consumption and our GHG emissions.

Our ambition is also to continuously improve the performance of our mobility solutions in all modes, with regards to the impact on the environment, public health and the reduction of energy consumption.

In 2014, thanks to RATP's networks, the equivalent of 2.4 million tons of CO2 emissions was avoided in the Ile-de-France region.

By mid-2016, RATP and its organizing authority STIF will have acquired an estimated 550 hybrid buses. This technical solution allows for a 20% reduction in fuel consumption with respect to Euro 3 diesel vehicles. **The renewal of the entire bus fleet (80% of electric buses and 20% of renewable gas buses) should allow for a 60% reduction in greenhouse gas emissions on the part of RATP by 2025.**

The modernization of the rolling stock and the optimization of the operating techniques allow for significant energy savings on the Paris network. On metro line 9, where new trains are being delivered, a 30% savings in energy consumption is expected. The progressive replacement of rolling stock on line A of the commuter rail with new trains will bring energy savings of 20 to 55%, depending on the rolling stock replaced.

Furthermore, RATP manages a network of approximately 1 million m², with 69 tertiary sites and 73 industrial sites. Energy consumption at the tertiary sites decreased by 24% between 2007 and 2014, thanks to different measures put in place, such as the transition to LED lighting in all stations on the network (close to 250,000 light points). **The decrease in energy consumption should reach 50% in the lighting area.** The transition to LED lighting will reduce energy consumption by 77 GWh yearly, the equivalent of 6,000 tons of CO2.

RATP has also installed around 1,500 m² of solar panels on its industrial sites and implemented geothermal energy solutions with diaphragm walls during line extensions. At the Porte de Clichy station, the geothermal energy with diaphragm walls will generate the amount of energy required for the air conditioning and heating of the station. At the Mairie de Saint Ouen station, besides the energy supplied for heating and air conditioning, the energy recuperated will be used for 40% of the heating needs at a building site comprised of 80 housing units.

Rexel

Rexel, a global leader in the professional distribution of products and services for the energy world, addresses three main markets - residential, commercial and industrial. The Group supports its customers to be at their best in running their business, by providing a broad range of sustainable and innovative products, services and solutions in the field of technical supply, automation and energy management. Every day, Rexel works to ensure that energy efficiency is the surest, most effective and fastest means of accelerating the energy transition and smoothing the way for a low carbon economy. Rexel operates through a network of some 2,100 branches in 35 countries, with c. 28,000 employees. The Group's sales were €13.1 billion in 2014.

As a company, Rexel offers its customers practical solutions, including products and services in energy-efficiency and building automation, which allow them to better manage their energy consumption and reduce their carbon emissions. Thanks to Rexel's wide range of renewable energy solutions, customers can also generate their own heating and electricity.

As a responsible company and committed member of civil society, Rexel is continuing to improve the environmental performance of its operations and raise awareness of these issues among its employees. Through the Rexel Foundation for a better energy future, the Group is also bringing its know-how and expertise to the fight against fuel poverty and to improve access to energy efficiency for all.

Rexel has had a sustainable development policy in place for several years, which notably includes actions to mitigate climate change. Following in-depth analysis with its stakeholders of the Group's environmental and social impact, Rexel has taken its commitments to climate a step further by setting the following ambitious objectives through 2020:

- At least double sales of energy efficiency products and services ("2011 baseline")
- Reduce by at least 30% the carbon emissions of its operations ("2010 baseline")

At least double sales of energy efficiency products and services through 2020
Rexel has set as a priority to provide its customers and end-users with the products and services that help them reduce their energy consumption and carbon emissions, contributing to address the climate challenge. Rexel's offer includes LED lighting solutions for residential, commercial and industrial buildings, new-generation electric motors allowing enhanced energy efficiency performance, "multi-energy" eco-efficient solutions and finally power control and regulating solutions. Rexel has developed a suite of energy management solutions under the Energeasy label covering a broad spectrum of applications to measure and optimize energy consumption as well as to enhance the benefits of building automation and renewable energy.

Reduce by at least 30% the carbon emissions of its operations through 2020
Rexel intends to continue improving the social and environmental performance of its operations. Reducing greenhouse gas emissions is one of the priorities of Rexel's environmental approach. To improve its performance in this area, the Group has notably set two priorities: Enhancing the energy efficiency of its sites and using energies with lower emissions, on the one hand, and optimizing the transportation of goods and travel by employees, on the other hand.

Saint-Gobain

As an official partner of COP21, Saint-Gobain shares the need for strong commitments to limit global warming.

The areas of COP21 which we support

- An ambitious global climate agreement taking into account scientific findings about net global carbon emissions trajectories.
- Clear, effective and predictable carbon pricing mechanisms and complementary economic signals to achieve global net emission reductions at the least economic costs. Such mechanisms should be carefully designed and implemented to reduce competitive distortions in the most sensitive sectors.
- The guarantee that international trade and investment rules will positively encourage actions to help combat climate change.
- The rollout of efficient mechanisms to reduce energy consumption and greenhouse gas emissions in buildings and transportation sectors.
- The support of this transition by ensuring the long-term viability of measures taken locally.
- The introduction of certifications to support the environmental benefits of products.

We commit to:

- Promote the preservation and availability of natural resources.
- Reduce the amount of non-recovered waste and natural resources consumption.
    - -50% non-recovered waste by 2025
- Reduce water withdrawal and in the long term, water discharge in liquid form.
    - -80% water discharge by 2025[1]
- Reduce energy consumption of the Company activities.
    - -15% energy consumption by 2025[1]
- Reduce the CO_2 emissions from industrial activities, transportation, infrastructure, products and services of the Company.
    - -20% total CO_2 emissions by 2025[1]
- Reduce energy consumption and greenhouse gas emissions from our tertiary buildings with CARE4® program.
    - -75% by 2040[1]
- Increase the number of R&D projects and investments targeting the reduction of the environmental impact of our process and solutions.
- Promote sustainable and responsible building to conserve energy and natural resources while providing comfort and well-being.
- Develop innovative and efficient solutions contributing to increasing energy efficiency and reducing the environmental impact of buildings through their entire lifecycle.
- Invest in energy efficiency and sustainable habitat trainings for professionals and entrepreneurs.
- Promote the dialogue with our external stakeholders and participate in the development of regulatory projects.

[1] *At iso-production for the concerned perimeter, baseline 2010*

Sanofi

Sanofi, an official partner of COP21, commits itself and calls for international action to limit climate change and its consequences for human health.

We are involved at two levels: in reducing our own environmental footprint and in anticipating the consequences of climate change on the health of the world's population.

As a manufacturer, Sanofi is acting to limit its environmental footprint. The Group has already reduced its emissions of greenhouse gases by 15% since 2010 and has set an objective of a 20% reduction by 2020. Sanofi also gives priority to shipping by sea, waterways and rail. As a result, 86% of our intercontinental shipments are made by sea, avoiding 260,000 tons of CO2 emissions annually.

As a life sciences company, Sanofi is anticipating and responding to the impact of climate change on health. A global increase in temperature could lead to the spread of diseases such as malaria and dengue. We are developing vaccines and medicines to address the health risks caused by global warming.

Committed to the advancement of health, we call for immediate action by the international community to prevent and reduce the health consequences of climate change.

Schneider Electric

« Regarding climate change, I am not optimistic, nor pessimistic, I am activist. » Jean-Pascal Tricoire, Chairman & CEO, Schneider Electric

Schneider Electric supports the search for an ambitious climate change agreement in Paris that takes a strong step forward towards a low-carbon, sustainable future.

For the first time, active energy management technologies enable to distribute, manage and connect energy, which leads us to reassess our ways of life.

We are committed to providing innovative solutions to address the energy paradox: balancing the planet's carbon footprint with irrefutable human right to quality energy.

For several years, the company has defined quantified objectives to fight climate change through its different company programs :

Thus, over the period 2012-2014 Schneider Electric has:

- surpassed its objective of 10% of energy savings on its sites (13%)
- surpassed its objective of 10% CO2 savings from transportation
- avoided 220 000 tons of CO2 thanks to actions on energy consumption, transports, and sites'emissions.

And over the past 6 years our Access to Energy program enabled us :

- to bring access to energy solutions to 3 million households
- to train 95 000 unprivileged people in energy management

We are convinced that what is good for climate is good for the economy and that accelerating the transition to a low-carbon economy will produce multiple benefits with regard to sustainable economic growth, employment, public health, resilience and health of the global environment.

We therefore now take new ambitious commitments to improve our solutions :

- Ensure CO2 impact quantification for 100% of new large customer projects;
- Facilitate access to lighting and communication with low carbon solutions for 50 million inhabitants at the Base of the Pyramid in 10 years;
- Implement storage initiatives to develop renewable energy and mini grid;
- Design 100% of new offers with Schneider Electric ecoDesign Way™ and generate 75% of product revenue with Green Premium™ eco-label ;
- Solve SF6 issues with new alternatives in 5 years and eliminate SF6 from Schneider Electric products in 10 years;

And to improve our operations:

- Invest EUR 10bn in R&D and innovation for sustainable development in the next 10 years;
- Issue a climate bond to finance low CO2 R&D across Schneider Electric businesses.
- Reduce Schneider Electric energy intensity by 3.5% per annum;
- Reduce Schneider Electric transportation related CO2 emissions by 3.5% per annum
- Avoid 120,000 tons of CO2 through Circular Economy "end-of-life" service offers developed by the Group.

Scor

SCOR is the fifth largest reinsurer in the world, with leading positions on its principal markets. Offering its services to 4,000 clients in more than 160 countries throughout the world, SCOR is a global and diversified Tier 1 reinsurance group, operating in the Life and P&C reinsurance fields. The Group's premium income should exceed EUR 13 million in 2015, and its assets, which are actively managed by SCOR Global Investments, are expected to top EUR 17 billion. SCOR provides its clients with innovative, value-added solutions and has an underwriting policy based on profitability, thanks to efficient risk management and a prudent investment strategy. The management and transfer of risks are at the heart of SCOR's expertise, particularly in the field of climate events, thereby helping to improve the resilience of our contemporary societies.

A member of the United Nations Global Compact since 2003, and a signatory of the Geneva Association's Kyoto Statement since 2009, SCOR has been a founding member of the Principles for Sustainable Insurance (PSI) since 2012. These declarations form the framework of the SCOR group's social and environmental responsibility policy, while contributing to the excellence of its risk management system. SCOR is also proactively promoting additional initiatives in several areas of its activity, in terms of both mitigating and adapting to climate change. SCOR is committed to further embedding these initiatives in our activities by 2020.

Focal point 1: Controlling and reducing the carbon footprint of our operations

Our efforts to reduce our greenhouse gas emissions will be strengthened through a reduction in the carbon intensity of our offices of 15% per employee between now and 2020. This will be achieved by reinforcing the energy efficiency of our offices, while expanding the share of renewable energy in SCOR's energy mix. Simultaneously, although 40% of the SCOR group's employees already work in offices equipped with a certified environmental management system (ISO, EMAS and HQE) as at the end of 2015, the objective is to continue to roll out such systems across all sites where SCOR has the necessary powers to put them into place.

Focal point 2: Investments and asset management

Over the past 5 years, in line with a strategy of actively renovating our real estate assets, environmental and energy efficiency targets have been set for a total surface area of 120,000 m^2. Over the same period, SCOR has invested EUR 930 million in low-carbon projects, including one of the very first large positive energy office buildings, and has set itself the goal of investing more than EUR 500 million in the field of corporate real estate and infrastructure by 2020, while integrating carbon considerations into the other asset classes under its management. SCOR is also involved in strategies for adapting to climate change, creating, distributing and investing in insurance-linked securities in the form of cat bonds. At the end of 2015, SCOR holds commitments of EUR 180 million in such funds.

Focal point 3: Support for research, cooperation and raising awareness

SCOR was one of the very first supporters of OASIS, a British non-profit organisation developing a free, open source platform for the modelling of climate events. This collaboration will be enhanced by our membership of Climate KIC, the largest public-private partnership in the field of innovation designed to combat climate change. This support for research is also a core element of the activities of the SCOR Corporate Foundation for Science, which organised a scientific climate seminar in June 2015 combining a range of disciplines (climate, economy, actuarial). Reinsurance is an important element of the strategic adaptation to climate change, requiring tools that enable it to forge its own vision of risk by integrating the most recent scientific developments in climate hazard knowledge.

SNCF

CLIMATE CONTEXT FOR SNCF

In France, transport represents 27% of CO2 emissions. Train represents less than 1% of greenhouse gases and accounts for 10% of travel (passenger and freight).

SNCF is an important player of sustainable mobility on the side of climate solutions.

For passengers, our shared mobility solutions combine rail and public transport, our core business, along with last mile solutions such as car-sharing, car-pooling, taxis or bicycles. Our aim for 2030 is to double the share of shared mobility. For goods, SNCF develops low-carbon logistical solutions: rail motorways, electric vehicles for last mile, etc.

AN IMPROVING ENVIRONMENTAL PERFORMANCE

As early as 2014, SNCF has achieved the Community of European Railways targets: cutting down by 40% carbon emissions per passenger.kilometer and by 30% per ton.kilometer between 1990 and 2020. More efficient equipments, a better occupancy rate and an almost systematic use of electricity for traction bring SNCF to these excellent results. In 2014, SNCF released its second greenhouse gas emissions accounting. SNCF emitted 1.06MtCO2e, accounting for 0.2% of France emissions. This result is 5% better than in 2011.

NEW CLIMATE COMMITMENTS

SNCF (without subsidiaries) has an objective of 20% reduction of its CO2 emissions between 2014 and 2025. Short-term, mid-term and long-term actions have been set and are being progressively implemented that is to say :

- Systematic equipment of rolling stock with energy meters;
- Train eco-driving programme – awareness-raising and training of train drivers (5 to 10% energy savings expected);
- Energy efficiency programme on lightning and air conditioning ;
- Start and stop system for diesel engines at SNCF Réseau;
- Deployment of more energy-efficient rolling-stock mise en service de nouveaux matériels plus performants ;
- Energy-efficiency programme for buildings , LED lightning ;
- Circular economy and ecodesign.

SNCF also carries out research programmes with partners to even further diminish its carbon footprint (for instance on hybrid rolling-stock).

Société Générale

Societe Generale commits to the fight against climate change with the adoption of a climate policy compliant with the International Energy Agency's scenario for limiting global warming to 2 degrees

Societe Generale Group, a world leader in the financing of energy, has today launched its climate policy, setting out a global framework that pulls together and strengthens the various initiatives taken by the Bank over many years to help finance the energy transition and reduce the carbon footprint of its activities. Societe Generale intends to be a key player in the financing of the energy transition

All these actions aim to assure that the Societe Generale's financing policy is in line by 2020 with the IEA's scenario for limiting global warming to 2 degrees.

The Societe Generale's climate policy is based on the following axes:

- A doubling in financing for renewable energy projects by 2020. In 2014, 70% of the Group's new lending to the power generation sector went to renewables. Societe Generale is one of the world's top ten financers of renewable energies and it is also the world leader in Liquefied Natural Gas, an energy source helping the shift towards a lower carbon economy,
- Societe Generale is reducing its activities in the coal sector with a view to being in line with the IEA's 2 degrees scenario by 2020. . From now on, Societe Generale will no longer be involved in project financing of coal-fired power plants in high income OECD countries, nor in project financing of development of coal mines. Societe Generale also stresses that according to its long standing environmental and social policies, the Group does not offer financial products and services to clients who are involved in Mountain Top Removal and has strict criteria regarding the environmental impacts of thermal power plants.
- Adoption of the « *Soft Commodities Compact* » in order to fight against deforestation Societe Generale reinforcing its existing commitments on forest conservation by adopting *the Banking Environment Initiative (BEI)'s Soft Commodities Compact with the Consumer Goods Forum*. The *Soft Commodities Compact* aims to mobilize the banking industry to help transform soft commodity supply chains, thereby helping corporate clients to achieve zero net deforestation by 2020. The *Soft Commodities Compact* builds on the Group's existing sector policies regarding palm oil, forestry and agriculture, and the cross-sector policy on biodiversity.
- Development of innovative financial solutions serving the energy transition through the positive impact finance approach aligned on the Positive Impact Manifesto launched in October by the UNEP-FI.
- New target of further cutting the Group's CO2 emissions by 20% per employee by 2020 compared with 2014. In order to reach this goal, the Group is renewing its incentive mechanism based on an internal carbon levy (10€/CO2t), whose proceeds are used towards the funding of internal environmental efficiency initiatives.
- Introduction of a climate policy monitoring framework consistent with "*the Principles for Mainstreaming Climate Actions within Financial Institutions*".

Solvay

Fighting climate change: an opportunity to revolutionise our behaviours and to invent tomorrow's low-carbon world

Putting science at the service of human progress has been part of Solvay's DNA since its establishment in 1863. At a time when decisive choices are needed for our planet, Solvay is demonstrating its pro-activeness. As a major industrial company playing a leading role in the field of chemicals, but also as a corporate citizen, it is our responsibility to act as an example and to put all our innovative capabilities at the service of a low-carbon economy.

Strong commitments to reduce our carbon footprint

A number of our industrial activities use large amounts of energy and emit CO2 and other greenhouse gases. This is why we have decided to **reduce the CO2 intensity** – i.e. our GHG emissions per Euro of added value – **of our activities by 40% between now and 2025**. To achieve this ambitious target, we will be stepping up our energy efficiency programme SolWatt, continuing to optimise our production processes, and developing clean technologies as well as increasing the share of renewables in our energy production and supplies.

Convinced that a “price signal” is a powerful rallying tool, we will be introducing an **internal price of €25 a tonne for carbon**. Coming into effect on 1st January 2016, this internal price, significantly higher than the market price, will enable us to take concrete account of climate issues when taking long-term business decisions.

More low-carbon solutions in everyday life

Solvay is working together with its customers in many key sectors to achieve the transition to a low-carbon world.

In the transport sector, apart from the key issue of motorisation, vehicle makers need to focus on making vehicles lighter, as a vehicle's weight has a direct impact on fuel consumption and in turn on CO2 emissions. Our solutions based on specialty polymers have been designed to replace metal while ensuring complete safety. The results are there to be seen: **a 100kg reduction in a car's weight is equivalent to 10g/km less CO2 emissions**.

On board Solar Impulse, dozens of Solvay-developed components are helping improve energy storage and management, while at the same time minimising the solar plane's weight: 2.34 tonnes, i.e. the weight of a Jeep, yet the wingspan of a commercial aircraft.

Solvay's recent acquisition of composite maker Cytec will see us offering even more ultra-light materials for the aerospace industry.

Insulation has a key role to play in the residential sector, with heating accounting for 30% of worldwide CO2 emissions: with its high-performance foams and other innovative materials, Solvay is putting its technological excellence at the service of a **habitat combining modern living comfort and energy saving**.

The scientific evidence is on the table: the average global temperature will increase by 4 degrees between now and 2100 if we don't do anything. We can't wait any longer. We've got to take action. The course is set: to do everything possible to limit this increase to 2 degrees – for the planet, for society and for our children. Together, we will succeed.

Suez

Fighting climate disruption is an absolute priority for SUEZ.

In line with its 2008-2012 and 2012-2016 Sustainable Development Roadmaps, the Group had already set targets to cut greenhouse gas emissions and preserve water resources.

Today, SUEZ is making 12 new commitments for climate such as:

- Reduce GHG emissions by 30% on a global perimeter by 2030
- Contribute to avoiding 60 million tonnes of GHG emissions by 2020 for our customers
- Promote the different usages of water by multiplying by 3 our alternative water production capacity
- Set-up an internal price of carbon in 2016

These commitments aim to:

- Continue with efforts to reduce the Group's carbon footprint,
- Promote the circular economy model, which offers structural means to reduce greenhouse gas (GHG) emissions and protect resources,
- And adapt to the consequences of climate change on water

We are convinced that our action must be part of our exchanges with our stakeholders, which is why we are engaged in several initiatives.

SUEZ is:

- An official partner of COP21, as the designer of the master plan for the flows of waste from the Le Bourget site and responsible for that recovery, with the goal of recovering 100% of the waste.
- A contributor to the French and Peruvian governments' Lima-Paris Action Agenda, which is tasked with encouraging industrial manufacturers to commit to measuring and reducing their water impacts.
- A signatory of the World Bank's "Put a Price on Carbon" statement and a member of the United Nations Global Compact's Caring for Climate initiative, which is the organization of the companies that have signed the "Caring for Climate - The Business leadership platform" statement
- Moderator at the AFEP working group on Circular Economy that will presents its results at Le Bourget on December 3rd 2015

"Convinced that voluntary actions by companies are needed to reach a major agreement at COP21, SUEZ is further strengthening its ambitious commitments to support the climate and the sustainable management of resources", confirms **Jean-Louis Chaussade, Chief Executive Officer of SUEZ**.

About SUEZ

We are at the dawn of the resource revolution. In a world facing high demographic growth, runaway urbanisation and the shortage of natural resources, securing, optimising and renewing resources is essential to our future. SUEZ (Paris: SEV, Brussels: SEVB) supplies drinking water to 92 million people, delivers wastewater treatment services to 65 million, collects waste produced by almost 50 million, recovers 14 million tons of waste each year and produces 5,138 GWh of local and renewable energy. With 80,990 employees, SUEZ, which is present on all five continents, is a key player in the sustainable management of resources. SUEZ generated total revenues of €14.3 billion in 2014.

Total

Oil and gas meet more than half of world primary energy demand and are the source of 40% of carbon emissions.

With both the global population and energy demand forecast to grow strongly, Total is mindful of the challenge raised by our commitment to reliable, affordable energy that is compatible with climate issues.

To fulfill our ambition and create value over the long term, we have made this challenge a core component of our strategic vision, in the process defining five priority focuses:

- **Promoting the share of natural gas in the global energy mix.** On average, natural gas emits only half as much carbon dioxide as coal during power generation. The share of gas in our overall production has increased significantly, to 50% from 35% in just 10 years. And by end-2016 we will also have withdrawn completely from coal production and marketing.
- **Developing renewable energies, in particular solar and biofuels**, in the global energy mix, in line with 2°C global warming scenarios. Total is already the world No. 2 in photovoltaic solar energy through our affiliate SunPower, and we are the European leader in biofuel marketing. We intend to invest $500 million a year in new energies to meet future market demand, with projects such as France's first biorefinery.
- **Improving energy efficiency at our plants and facilities**, in particular by eliminating routine flaring by 2030, **and in our products** and services through the Total Ecosolutions program, allowing customers to reduce their use and as a result their emissions (80% of oil and gas-related emissions occur during product use).
- **Widely deploying access to energy solutions for low-income communities worldwide**. Awango by Total is a social business whose solar lamps have already improved the lives of more than 6 million people in over 30 countries and aims to reach 25 million people across Africa by 2020.
- **Stimulating sector initiatives and supporting the construction of an international climate framework** in the following areas:
  - Carbon pricing, by supporting the Global Compact initiative and making a public call with five of our peers.
  - Flaring, by supporting the World Bank’s Zero Routine Flaring by 2030 initiative.
  - Mitigating methane emissions, with the Climate & Clean Air Coalition.
  - Carbon capture and storage (CCS), by financing R&D and initiatives to deploy technology.
  - Generally, by driving the Oil & Gas Climate Initiative with nine other leading international oil and gas companies, to share resources and meet this challenge together.

Valeo

Valeo is committed towards a decarbonized mobility and intuitive driving

Valeo is a global automotive tier-one, partner of all Original Equipment Manufacturers. As a tech company, Valeo provides innovative systems and equipments enhancing CO_2 emissions reduction and improved vehicle performance, and intuitive driving (connected, automated and human machine interfaces).

1. Eco-responsible, low carbon and sustainable innovations

Sustainable development is in Valeo DNA. Several innovations contribute to CO_2 emissions mitigation. Valeo measures the performance its own contribution to the climate change through the global vehicle market penetration of its products and solutions. The proportion related to products who have an impact on CO_2 emissions reduction has increased by 70% between 2009 and 2014 , meanwhile group order intake have doubled (8.8 Bn€ in 2009 versus 17.5 Bn€ in 2014).

The entire portfolio of products and solutions (in the different domains of powertrain, thermal, lighting and wiping systems, comfort and driving assistance) contributes to CO_2 emissions mitigation

Innovation and technical features	Description	CO2 impact and eco-design
Hybrid4all (including an enhanced Stop-star system)	Hybridization of powertrains (gasoline and diesel) Energy is recovered when the driver reduces speed or brakes. Cost per gram of CO2 saved through this system halved compared with hybrids currently on the market	Fuel savings
Electric supercharger	A key element in downsizing/ downspeeding (two related techniques to provide maximum low-end torque and optimize combustion gasoline and diesel powertrains. Uses the electrical energy recovered in the braking phase	With 12 volt architecture fuel savings
Dual dry clutch	Consumption reduced compared with an automatic transmission. No hydraulic fluid.	Emissions reduction
Air intake module of internal combustion engines	Improved combustion management	Reduction of Nox
BILED headlamps	100 % LED headlamps with one lens used for both low- and high- beam headlamps	Reduced electricity consumption

- *Upstream :* since 2007 Valeo has pursued an eco-conception methodology based on the evaluation of its environmental impacts and has put in place standardized methods (more than 8000 standards) that tackles the re-use, the repair, the recycling.

- *Downstream :* Through its remanufacturing activity (which fulfills a function at least equivalent to the original part, restored from an existing part with the same warranty), Valeo develops high quality and environmentally respectful range of products (such as starters and alternators, clutches, climate control compressors) and tests all remanufactured products before packaging them for sale on the aftermarket.

2. Eco-efficient industrial processes

Valeo is focused and continuously engaged in reducing its environmental impact of its industrial footprint. The group has reduced the following impacts (at constant sales ratio):

- 42% direct CO_2 emissions (between 2007 and 2014) ;
- 22% of its energy consumption (between 2008 and 2014) ;
- 40% of its water consumption (between 2008 and 2014).

Veolia

Veolia, operator of the circular economy and actor in the fight against climate change

Our contribution for a low-carbon resilient development

Everybody is concerned by the climate challenge: since 2002, Veolia has been committed to reducing its greenhouse gas emissions, its own or that of its clients. Building an economy with a lower environmental impact but a higher social impact, an economy for people without harming the environment is the meaning of the nine commitments to sustainable development made by the company, four of these commitments being made to the fight against climate change.

Veolia is committed, by 2020, to:
- Achieving 100 million metric tons of CO2 equivalent of reduced emissions between 2015 and 2020 in the facilities Veolia manages
- Achieving 50 million metric tons of CO2 equivalent of emissions avoided for our clients through energy, water and material recovery for the period spanning from 2015 to 2020.
- Capturing over 60% of methane from landfills we operate
- Achieving over 3.8 billion revenue linked to circular economy.

We have three messages for the decision makers during the COP21:

1. Set a robust and predictable carbon price to steer investments toward low-carbon technologies via fees that would be used for solutions contributing to a “decarbonized” economy.

2. Take action to tackle short-lived greenhouse gas with high global warming power such as methane and for which exist accessible technical solutions (see appendix)

3. Put in place regulations and taxes to help the transition from the linear model (extract – use – dispose) widely used today to circular and functional models more environmentally friendly. These models come with adaptation and resilience solutions which are unfortunately already needed to prevent and limit the impacts of extreme weather events.

Key figures (2014):
- *Revenue: €23 880 billion*
- *179 000 employees worldwide*

Vinci

A paradigm shift

The challenges facing the planet are our challenges too. In construction, energy and mobility – across all our businesses – we are already well on our way to building low carbon solutions for our clients. We have also undertaken commitments to reduce our own CO_2 emissions and invested in tools and structures that promote participatory thinking and innovation: an eco-design Chair with ParisTech; a sustainable city think tank known as the City Factory; and the VINCI Innovation Awards, to encourage the innovation potential of our teams.

But as France prepares to host COP21, we realise that we must go further still if we are to achieve Green Growth. The tools exist, the technologies are ready; however, we now need to take a big step forward and secure a paradigm shift.

We need to rethink our whole approach to our projects, which are increasingly on a regional rather than local scale. We need to take their entire life cycle into account if we are to contain their environmental footprint from start to finish. This shift also applies to our project governance, our ability to co-build with our partners, to involve users in climate- and environmentally-friendly approaches, to the creativity we can demonstrate when it comes to financing and investment, by combining public and private contributions intelligently.

We are already exploring these new avenues. We now wish to accelerate the process. Thanks to our size, the diversity of our businesses, the expertise of our teams and the confidence of our partners, we can make each and every project a laboratory for the future.

Our commitments in figures

- 30% reduction in our greenhouse gas emissions over the period 2009/2020. Since 2009 (71 tonnes CO_2-eq), carbon intensity has fallen by 14.4%.
- Since 2007, GHG emissions from our worldwide operations have been quantified according to the ISO 14064 standard.
- 48 million euros invested in R&D in 2014.
- + 200% increase in our renewable electricity purchases between 2009 and 2014.