

# TASK FORCE ON CLIMATE-RELATED FINANCIAL DISCLOSURES (TCFD) INDEX

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Core Element	Recommended Disclosures	Reference
<b>Governance</b> Disclose the company's governance around climate-related risks and opportunities.	Describe the Board's oversight of climate-related risks and opportunities.	<ul style="list-style-type: none"> <li>• <a href="#">2021 CDP Climate Change Report</a> C1.1, C1.1a, C1.1b, C2.2</li> <li>• <a href="#">10-K</a> page 4</li> <li>• <a href="#">Proxy</a> page 28</li> </ul>
	Describe management's role in assessing and managing climate-related risks and opportunities.	<ul style="list-style-type: none"> <li>• <a href="#">2021 CDP Climate Change Report</a> C1.2, C1.2a, C1.3, C1.3a, C2.2</li> </ul>
<b>Strategy</b> Disclose the actual and potential impact of climate-related risks and opportunities on the company's businesses, strategy and financial planning, where such information is material.	Describe the climate-related risks and opportunities the company has identified over the short, medium and long-term.	<ul style="list-style-type: none"> <li>• <a href="#">2021 CDP Climate Change Report</a> C2.2a, C2.3a, C2.4a</li> </ul>
	Describe the impact of climate-related risks and opportunities on the company's businesses, strategy and financial planning.	<ul style="list-style-type: none"> <li>• <a href="#">2021 CDP Climate Change Report</a> C2.2a, C2.3a, C2.4a</li> </ul>
	Describe the resilience of the company's strategy, taking into consideration different climate-related scenarios, including a 2° or lower scenario.	<ul style="list-style-type: none"> <li>• <a href="#">2021 CDP Climate Change Report</a> C3.1, C3.2, C3.2a, C3.3</li> </ul>
<b>Risk Management</b> Disclose how the company identifies, assesses and manages climate-related risks.	Describe the company's processes for identifying and assessing climate-related risks.	<ul style="list-style-type: none"> <li>• <a href="#">2021 CDP Climate Change Report</a> C1.1a, C1.1b, C2.1b, C2.2, C2.2a, C3.2a</li> <li>• <a href="#">10-K</a> page 4</li> </ul>
	Describe the company's processes for managing climate-related risks.	<ul style="list-style-type: none"> <li>• <a href="#">2021 CDP Climate Change Report</a> C1.1a, C1.1b, C2.1b, C2.2, C2.2a, C3.2a</li> </ul>
	Describe how processes for identifying, assessing and managing climate-related risks are integrated into the company's overall risk management.	<ul style="list-style-type: none"> <li>• <a href="#">2021 CDP Climate Change Report</a> C2.1b, C2.2</li> </ul>
<b>Metrics and Targets</b> Disclose the metrics and targets used to assess and manage relevant climate-related risks and opportunities, where such information is material.	Disclose the metrics used by the company to assess climate-related risks and opportunities in line with its strategy and risk-management process.	<ul style="list-style-type: none"> <li>• <a href="#">2021 CDP Climate Change Report</a> C4, C9</li> <li>• <a href="#">10-K</a> page 3</li> </ul>
	Disclose Scope 1, Scope 2 and, if appropriate, Scope 3 greenhouse gas (GHG) emissions, and the related risks.	<ul style="list-style-type: none"> <li>• <a href="#">2021 CDP Climate Change Report</a> C6</li> </ul>
	Describe the targets used by the company to manage climate-related risks and opportunities and performance against targets.	<ul style="list-style-type: none"> <li>• <a href="#">2021 CDP Climate Change Report</a> C4</li> </ul>

Note: Our commitments and our progress against our ESG commitments exclude our consolidated and unconsolidated joint ventures in West Africa and China.