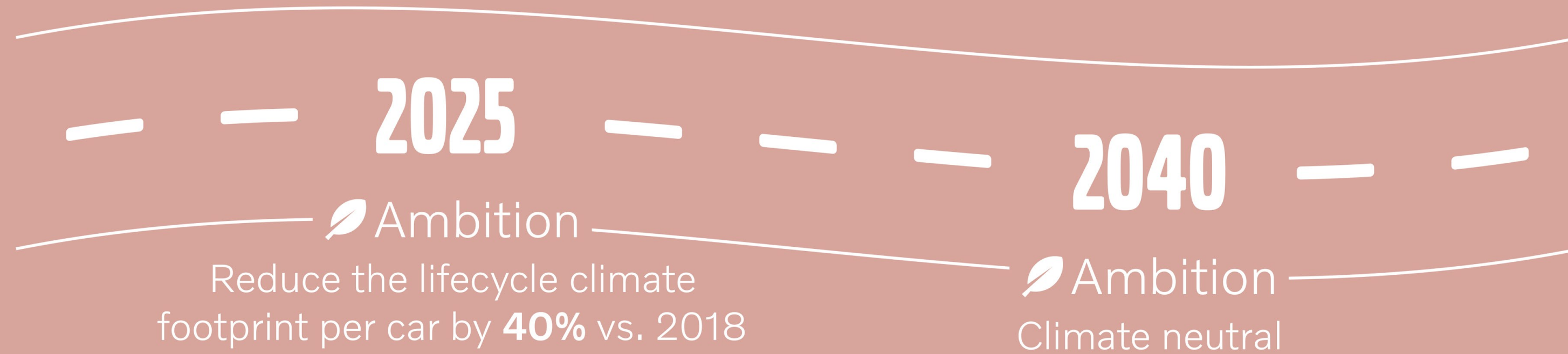


ACTING NOW TO BE CLIMATE NEUTRAL BY 2040

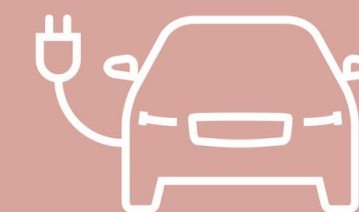


 Emissions reduction ambitions for 2025:

-25% Supply chain

-25% Operations

-50% Car

 New Recharge car line:

 2020 sales:
20% plug-in hybrid

 2025 sales:
50% battery electric

 Incentives to encourage electrified driving