

Topic	ESG global issues	ESG questions	KPIs and KPN
Climate Change : Impact on environment ; Regulatory ; Customer shift	1) Short-term: The auto sector is facing challenging CO2 regulations with short-term deadlines. Miles per gallon/km per liter is a key criterion of choice for customers.	1.1 What is the company's exposure to regulated markets?	Regulation: EU (phase-in, 2015, 2020 targets) US (2016) Japan (2016) - Sales by regulated region/country
		1.2 What progress has been made towards compliance with CO2 emissions regulation?	Fleet average g CO2/km per region/country - Distance/Gap to CAFE (Corporate Average Fuel Economy) and trend
		1.3 What is the CO2 competitive position?	Competitive position compared to similar peers
		1.4 Is there a risk of penalties? If so, how high?	Penalty risk exposure/calculation
		1.5 What is the existing offer in available technological solutions?	Range offer in Micro, Mild, Full, Plug-in Hybrids, Range extended EV, EV
		1.6 What is the level of turnover on these new technologies?	Sales (sales volume, M€) by category (Micro, Mild, Full, Plug-in Hybrids, Range extended EV, EV, Fuel-Cell EV)
	2) Medium-term: In some regions, the medium-term (e.g. EU: 2015) and long term (e.g. EU 2020) targets are known or being defined.	2.1 What is the technological roadmap? What strategic choices have been made?	Investment strategy (Micro, Mild, Full, Plug-in Hybrids, Range extended EV, EV - ICE optimisation - Weight reduction) - batteries
		2.2 What is the percentage/amount of R&D and CapEx devoted to new technologies?	R&D global (share/amount) - Percentage/amount of CapEx dedicated to new techs
		2.3 What are the major R&D partnerships and industrial agreements?	Type of partners (private/public: suppliers, university, state research centres) and research programmes (storage, powertrain,
	3) Medium to long-term and beyond, do you believe the company responds positively to changing or foreseeable consumer trends? For individuals (new budgetary decisions, new adopters, etc)? For companies (fleets, shared fleets, cost per km approach, etc.), For governments (access restriction, public mobility solutions) in consideration of global trends (air pollution, urbanisation)	3.1 What is the level of integration of sustainable mobility solutions?	Initiatives and business models (car sharing, car pooling, pay-per-use, etc)
3.2 What is the impact on sales? On brand image?		Number of customers/subscribers - Revenues from new business models	