Appendices

A1 Abbreviations and acronyms

AtJ	Alcohol-to-jet	DAC Direct air capture			
AFIR	Alternative fuel infrastructure regulation	DPD	Geopost (formerly Dynamic Parcel Distribution Group)		
AREC	Agence Régionale Énergie Climat	DNV	Det Norske Veritas		
ASTM	American Society for Testing and Materials	DRI-EAF Direct reduced iron-electric arc furnace			
ATR	Autothermal reforming	EAF	Electric arc furnace		
BaaS	Battery as a service	EEXI Energy Efficiency Design Index			
BAU	Business as usual	EIA US Energy Information Administration			
BECCS	Bio energy with carbon capture and storage	EJ	Exajoules		
B2B	Business to business	EPA	US Environmental Protection Agency		
B2C	Business to consumer	EPD	Environmental product declaration		
BETs	Battery electric trucks	ESG	Environment, sustainability and governance		
BF-BOF	Blast furnace-basic oxygen furnace	ETS	Emissions Trading Scheme		
bpx	British Petroleum Exploration	EU	European Union		
втс	Blender's tax credit	EU-ETS	European Union-Emissions Trading Scheme		
CALCFS	California Low-Carbon Fuel Standard	EV Electric vehicle			
CAJU	Clean Aviation Joint Undertaking	FAME	Fatty acid methyl ester		
CapEx	Capital expenditure	FMC	First Movers Coalition		
СВАМ	Carbon Border Adjustment Mechanism	FT	Fischer-Tropsch		
CCfD	Carbon Contracts for Difference	GCCA	Global Cement and Concrete Association		
ccs	Carbon capture and storage	GHG	Greenhouse gas		
ccus	Carbon capture, utilization and storage	GIIGNL	International Group of Liquefied Natural Gas Impmorters		
CII	Carbon intensity indicator	GJ	GJ Gigajoule		
CO ₂	Carbon dioxide	GCL Golden Concord Group			
CO ₂ e	Carbon dioxide equivalent	gCO ₂ Grams of CO ₂			
CORSIA	Carbon Offsetting and Reduction Scheme for International Aviation	g/CO ₂ /MJ	Grams of CO ₂ per megajoule		
CPC	Taiwan Chinese Petroleum	gCO ₂ e/RPK	Grams of CO_2 equivalent per revenue passenger kilometre		
CSP	Clean Steel Partnership	gCO ₂ e/t-nm	Grams of ${\rm CO_2}$ equivalent per tonne nautical mile		

gCO ₂ e/tnm	Grams of CO ₂ equivalent per tonne mile	MPP	Mission Possible Partnership		
GPP	Green public procurement	MRV	Measurement, reporting and verification		
GRI	Global Reporting Initiative	MT	Million tonnes		
GSA	Global Arrangement on Sustainable Steel and Aluminium	MTPA	Million tonnes per annum		
GT	Gigatonnes or billion tonnes	MVR	Mechanical vapour recompression		
gtCO ₂ e	Gigatonnes of CO ₂ equivalent	OEMs	Original equipment manufacturers		
GW	Gigawatt	PPA	Purchase power agreements		
HDT	Heavy duty trucks	PtL	Power-to-liquids		
HEFA	Hydro processed esters and fatty acids	R&D	Research and development		
HETs	Hydrogen electric trucks	SAF	Sustainable aviation fuels		
IAI	International Aluminium Institute	SCM	Supplementary cementitious materials		
IATA	International Air Transport Association	S&P	Standard & Poor's		
ICAO	International Civil Aviation Organization	SMR	Steam methane reforming		
ICE	Internal Combustion Engine	SPIC	Chinese State Power Investment Company		
ICS	International Chamber of Shipping	SSAB	Swedish Steel (Svenskt Stål AB)		
ICCT	International Council on Clean Transportation	тсо	Total cost of ownership		
IDDI	Industrial Deep Decarbonisation Initiative	t	Tonnes		
IEA	International Energy Agency	tCO ₂	Tonnes of carbon dioxide		
ІМО	International Maritime Organization	tCO ₂ e	Equivalent tonnes of carbon dioxide		
IRA	Infrastructure Investment and Jobs Act	tCO ₂ e/t	Tonnes of CO ₂ equivalent per tonne of output		
J۷	Joint venture	TEN-T	Trans-European Transport Network		
kg	Kilograms	TRL	Technology readiness level		
kgCO ₂ e/boe	$\ensuremath{\mathrm{Kilograms}}$ of $\ensuremath{\mathrm{CO_2}}$ equivalent per barrel of oil equivalent	UN	United Nations		
LCAF	Low-carbon aviation fuel	US	United States		
LDAR	Leak detection and repair	VRE	Variable renewable energy		
LME	London Metal Exchange	WACC	Weighted average cost of capital		
LNG	Liquified natural gas	WRI	World Resources Institute		
LSE-TPI	London School of Economics Transition Pathway Initiative	ZEF	Zero emission fuels		
MARS	Methane alert and response system	ZET	Zero-emission trucks		
MoU	Memorandum of understanding	ZEV	Zero emission vehicles		

A2 | Mission and methodology

An adapted version of the performance framework has been developed to account for variance in reporting requirements for the transport sector. The transport sector framework will account for greenhouse gas (GHG) emissions in the operational and fuel supply value chains against 2050 targets.

The 2023 iteration of the framework for production sectors remains the same.

FIGURE 73

The Net-Zero Industry performance framework

Track progress of the four drivers of industry net GHG emissions:



Track progress of the **four drivers** of **industry net GHG emissions**:



TABLE 13 \mid Criteria for assessing readiness stages of transformation enablers

Technology	Infrastructure	Demand	Policies	Capital
Availability of technology	Infrastructure requirements	Market dynamics	Industry-/product- specific policies	Ability to attract capital
 Technology options for low-emission production Technology emission abatement potential Technology readiness level (TRL) Technology maturity timeline Competitiveness of technology Technology impact on production cost Technology adoption/deployment Technology adoption/deployment 	 Infrastructure capacity required by 2050 Infrastructure investments required by 2050 Infrastructure deployment Infrastructure deployment level 	 Size of market Historical price volatility Price elasticity of demand Availability and scalability of substitutes Green premium for direct customers/ wholesale customers Green premium for end consumers Business model readiness Standards and traceability of lowemission products Availability of lowcarbon substitute in the market Effective green demand Market share of lowemission products Volume and strength of demand signals (e.g. regulation, public procurement) 	 Product specification standards Product use standards Public procurement standards Product emission regulation/penalties Impact of existing policies Coverage of existing policies Policy gaps Competitiveness of technology Carbon pricing Carbon border adjustment mechanisms Emission regulation Public regulation Public action/projects Tax breaks Subsidies 	 Availability of adequate taxonomy Profitability/level of returns Cash availability Credit rating Cost of capital Environment, sustainability and governance (ESG) rating Expected returns as a differentiated product Capital deployment Scale of investments needed Number of projects invested Amount of green capital expenditure (CapEx) Amount of R&D investments Amount of venture capital investments Amount of government funding Risk to early investors Geographic distribution of assets

A3 | Data sources

Methodology sources

Aluminium Stewardship Initiative (ASI)

BloombergNEF (BNEF)

Commodities Research Unit (CRU)

First Movers Coalition

Global CCS Institute

Global Cement and Concrete Association (GCCA)

Global Maritime Forum

International Air Transport Association (IATA)

International Aluminium Institute (IAI)

International Council on Clean Transportation (ICCT)

International Energy Agency (IEA)

Transition Pathway Initiative Centre, London School of Economics and Political Science

(LSE-TPI Centre)

Mission Possible Partnership

Standard & Poor's Global (S&P Global)

World Steel Association

Other data sources

Accenture

Air Transport Action Group (ATAG)

ABB

Biogasworld

Breakthrough Energy

Det Norske Veritas (DNV)

Drive to Zero

Ember

Energy Information Administration (EIA)

Energy Transitions Commission (ETC)

European Cement Research Academy (ECRA)

European Maritime Safety Agency (EMSA)

Financial Times

Food and Agriculture Association of the United

Nations (FAO)

Fortune Business Insights

Georgia Institute of Technology

Green Steel

Holcim

Industry Tracker

International Civil Aviation Organisation (ICAO)

International Gas Union (IGU)

International Maritime Organization (IMO)

International Renewable Energy Association (IRENA)

Maersk McKinney Moller Center for Zero Carbon

Shipping (MMM)

National Institute of Statistics and Economic

Studies (INSEE)

NYU Stern

Refinitiv

Rocky Mountain Institute (RMI)

Royal Dutch Shell (Shell)

Rystad

Sea-LNG

Sustainable Gas Institute (Imperial College London)

Swedish Steel (SSAB)

The Geography of Transport Systems

Organisation for Economic Cooperation and

Development (OECD)

United Nations Conference on Trade and

Development (UNCTAD)

United States Geological Survey (USGS)

University of Wyoming

US Department of Energy

Valero Energy

Verifavia

WoodMackenzie

World Bank

Contributors

Project team

Accenture

Mugsit Ashraf

Global Strategy Lead

Sagnik Dey

Consultant, Strategy and Consulting, Energy

Sagar Kalra

Consultant, Strategy and Consulting, Energy

Jade Oakley

Consultant, Strategy and Consulting, Energy

David Rabley

Managing Director and Global Energy Transition Lead, Energy

Samiksha Srivastava

Consultant, Strategy and Consulting, Energy

Francesca Tate

Manager, Strategy and Consulting, Energy

World Economic Forum

Mohammed Algeer

Project Fellow, Centre for Energy and Materials

Laia Barbarà

Acting Head, Climate Strategy

Roberto Bocca

Head, Centre for Energy and Materials; Member of the Executive Committee

Vladimir Borodin

Specialist, Airports of Tomorrow

Espen Mehlum

Head, Energy Transition Intelligence and Regional Acceleration, Centre for Energy and Materials

Sarah Moin

Programme Analyst, Centre for Energy and Materials

Renée Van Heusden

Head, Oil and Gas Industry

Harsh Vijay Singh

Manager, Energy and Industry Transition Intelligence, Centre for Energy and Materials

Thibault Villien De Gabiole

Lead, Industry Decarbonization, Trucking

Production

Laurence Denmark

Creative Director, Studio Miko

Sophie Ebbage

Designer, Studio Miko

Martha Howlett

Editor, Studio Miko

George Messer

Designer, Studio Miko

Acknowledgements

The World Economic Forum acknowledges and thanks the experts, without whose support the *Net-Zero Industry Tracker 2023* edition would not have been possible. This report does not reflect the views of these companies and individuals. Expert advice is purely consultative in nature and does not imply any association with the takeaways or conclusions presented within this report.

Advisory Board Members

Morgan Bazilian

Professor of Public Policy and Director, Payne Institute, Colorado School of Mines

Lin Boqiang

Dean, China Institute for Studies in Energy Policy, Xiamen University

Michaela Campanelli

Head, Climate Strategy, Risk Mitigation and Disclosure, Eni

Lucy Craig

Director, Innovation and Digitalization, DNV

Rabia Ferroukhi

Director, Knowledge, Policy and Finance Centre, International Renewable Energy Agency (IRENA)

Bertrand Magne

Senior Economist, European Investment Bank (EIB)

Davide Puglielli

Head, Scenario Planning and Group Strategic Positioning, Enel

John Scott

Head, Sustainability Risk, Zurich Insurance

Fridtjof Unander

Chief Economist, Aker Horizons

David Victor

Professor of Innovation and Public Policy, University of California, San Diego (UCSD)

Rigoberto Ariel Yepez-Garcia

Manager, Infrastructure and Energy Sector, Inter-American Development Bank (IDB)

Experts

Katrina Abhold

Senior Project Manager, Decarbonisation, Global Maritime Forum

Domagoj Baresic

Research Fellow, University College London (UCL)

Hussein Basma

Researcher, Heavy Duty Vehicles, International Council on Clean Transportation (ICCT)

Chris Bayliss

Director, Standards, Aluminium Stewardship Initiative

Robert Boyd

Global Sustainability Policy and Partnerships, Boeing

Clare Broadbent

Head, Communications, World Steel Association

Antonio Carillo Dobaldo

Head, Climate and Energy, Holcim

Albert Cheung

Deputy Chief Executive Officer and Head, Global Transition Analysis, BloombergNEF

Claire Curry

Global Head of Technology, Industry and Innovation, BloombergNEF

Kelly Driscoll

Research Manager, CRU

Asa Ekhdahl

Head, Environment and Climate Change, World Steel Association

Cederic de Meeus

Vice-President, Group Public Affairs and Government Relations, Holcim Group

Elisabeth Fauvelle Munck af Rosenschold

Global Sustainability Manager, IKEA Supply AG

Araceli Fernandez

Head, Technology Innovation Unit, International Energy Agency (IEA)

Samuel Flückiger

Head, EU Climate Policy, ThyssenKrupp

Andrew Gadd

Principal Marketing Sustainability Projects, BHP

Al-Karim Govindji

Global Head, Public Affairs, Energy Systems, DNV

Thomas Guillot

Chief Executive Officer, Global Cement and Concrete Association (GCCA)

Natalie Gupta

Director, Bunkering, Value Chain Partnerships, Yara Clean Ammonia, Yara

Max Held

Manager, Systemiq

Jaakko Kooroshy

Global Head of Sustainable Investment Research, FTSE Russell

Atul Kulkarni

Senior Analyst, CRU

Shivakumar Kuppuswamy

Development and Innovation Director, Responsible Steel

Claude Lorea

Innovation and ESG Director, GCCA

Matthew Loughrey

Principal Technology Consultant, Global CCS Institute

Owen MacDonnell

Technical Project Manager, Calstart

Oskar Meijerink

Head, Future Fuels, SkyNRG

Alex Menotti

Vice-President, Government Affairs, Policy and Sustainability, Lanzajet

Andrew Minson

Director, Concrete and Sustainable Construction, GCCA

Frederic Nyssen

Director, Net Zero Priorities and Opportunities, BASF

Ludimilla Ospova

Researcher, ICCT

Katherine Palmer

Shipping Lead, Climate Champions

Andrew Purvis

Director, Sustainable Manufacturing, World Steel Association

Xavier Sara

Senior Manager, Scouting, BASF

Andrew Spencer

Vice-President Corporate Affairs, Sustainability and Enterprise Risk, Cemex

Luke Stafford

Manager, Government Relations and Regulatory Strategy, London Stock Exchange Group (LSEG)

Meg Whitty

Vice-President, Marketing and Corporate Relations, Lanzajet

Andrew Wood

Director, Sustainable Investment and Legal, Aluminium Stewardship Initiative

Alex Zapantis

General Manager, External Affairs, Global CCS Institute

Cross industry findings endnotes

1. World Economic Forum, Fostering Effective Energy Transition, 2023, https://www3.weforum.org/docs/WEF_Fostering
Effective Energy Transition, 2023, https://www3.weforum.org/docs/WEF_Fostering
https://www.org/docs/WEF_Fostering
<a hr

Aviation endnotes

- 2. International Energy Agency (IEA), Aviation, https://www.iea.org/energy-system/transport/aviation#tracking.
- 3. Accenture analysis based on Accenture carbon calculator.
- International Civil Aviation Organisation (ICAO), Methodology for Actual Life Cycle Emissions, June 2022, https://www. 4. icao.int/environmental-protection/CORSIA/Documents/CORSIA_Eligible_Fuels/ICAO%20document%2007%20-%20_ Methodology%20for%20Actual%20Life%20Cycle%20Emissions%20-%20June%202022.pdf.
- 5. Aviation Benefits, Waypoint 2050, September 2021, https://aviationbenefits.org/media/167417/w2050 v2021 27sept_ full.pdf.
- 6. Mission Possible Partnership (MPP), Making Net-Zero Aviation Possible, October 2021, https:// missionpossiblepartnership.org/wp-content/uploads/2023/01/Making-Net-Zero-Aviation-possible.pdf.
- 7. International Air Transport Association (IATA), Energy and New Fuels Infrastructure Net-Zero Roadmap, May 2023, https:// www.iata.org/contentassets/8d19e716636a47c184e7221c77563c93/energy-and-new-fuels-infrastructure-net-zeroroadmap.pdf.
- Accenture analysis based on Accenture carbon calculator. 8.
- 9. MPP, Making Net-Zero Aviation Possible, October 2021, https://missionpossiblepartnership.org/wp-content/ uploads/2023/01/Making-Net-Zero-Aviation-possible.pdf.
- 10. Transition Pathway Initiative, Management Quality: Airlines, https://www.transitionpathwayinitiative.org/sectors/airlines.
- 11. Accenture analysis based on: IATA, Net Zero Roadmap, https://www.iata.org/ contentassets/8d19e716636a47c184e7221c77563c93/finance-net-zero-roadmap.pdf.
- 12. Accenture analysis based on S&P Capital IQ Data and Stern NYU Data.
- 13. MPP, Making Net-Zero Aviation Possible, October 2021, https://missionpossiblepartnership.org/wp-content/ uploads/2023/01/Making-Net-Zero-Aviation-possible.pdf.
- lbid. 14.
- 15. International Council on Clean Transport (ICCT), Vision 2050 - Aligning Aviation With The Paris Agreement, June 2022, https://theicct.org/wp-content/uploads/2022/06/Aviation-2050-Report-A4-v6.pdf.
- ICAO, Carbon Offsetting and Reduction Scheme for International Aviation (CORSIA), July 2023, https://www.icao.int/ 16. environmental-protection/CORSIA/Pages/default.aspx.
- MPP, Making Net-Zero Aviation Possible, October 2021, https://missionpossiblepartnership.org/wp-content/ 17. uploads/2023/01/Making-Net-Zero-Aviation-possible.pdf.
- lbid. 18.
- 19. lbid.
- 20. Ibid.
- lbid. 21.
- lbid. 22.
- 23. lbid.
- 24. Ibid.
- lbid. 25.
- 26. lbid.
- 27.
- 28. Euronews, All-Electric Aircraft "Alice" Makes its First Test Flight in a Milestone for Zero Carbon Aviation, 30 September 2022, https://www.euronews.com/next/2022/09/30/all-electric-aircraft-alice-makes-its-first-test-flight-in-a-milestone-for-zerocarbon-avi.
- 29. MPP, Making Net-Zero Aviation Possible, October 2021, https://missionpossiblepartnership.org/wp-content/ uploads/2023/01/Making-Net-Zero-Aviation-possible.pdf.
- Ibid. 30.
- IATA, Energy and New Fuels Infrastructure Net-Zero Roadmap, May 2023, https://www.iata.org/ 31. contentassets/8d19e716636a47c184e7221c77563c93/energy-and-new-fuels-infrastructure-net-zero-roadmap.pdf.
- Ibid. 32.
- lbid. 33.

- 34 Airbus, Airbus Teams Up to Advance Green Hydrogen Availability at Airports, November 2022, https://www.airbus.com/ sites/g/files/ilcbta136/files/2022-11/EN Press%20Release Airbus teams%20up%20to%20advance%20green%20 hydrogen%20airport.pdf.
- 35. Travel and Leisure, Airfare Dollars Breakdown, 29 November 2022, https://www.travelandleisure.com/airlines-airports/ airfare-dollars-breakdown.
- 36. Accenture analysis based on Accenture carbon calculator.
- 37. Aviation Benefits, Waypoint 2050, September 2021, https://aviationbenefits.org/media/167417/w2050_v2021_27sept_ full.pdf.
- 38. MPP, Making Net-Zero Aviation Possible, October 2021, https://missionpossiblepartnership.org/wp-content/ uploads/2023/01/Making-Net-Zero-Aviation-possible.pdf.
- 39. Accenture, Fly SAF(E), November 2022, https://www.accenture.com/ch-en/blogs/travel/fly-safe.
- ICAO, Carbon Offsetting and Reduction Scheme for International Aviation (CORSIA), July 2023, https://www.icao.int/ 40. environmental-protection/CORSIA/Pages/default.aspx.
- Boeing, SAF Dashboard, IATA, SAF Deployment Policy, 2023, https://www.iata.org/contentassets/ 41. d13875e9ed784f75bac90f000760e998/saf-policy-2023.pdf.
- IATA, Policy Net-Zero Roadmap, 2023, https://www.iata.org/contentassets/8d19e716636a47c184e7221c77563c93/ 42. policy-net-zero-roadmap.pdf.
- 43. IATA, SAF Deployment Policy, 2023, https://www.iata.org/contentassets/d13875e9ed784f75bac90f000760e998/safpolicy-2023.pdf.
- 44. International Civil Aviation Organization (ICAO), CORSIA Eligible Fuels - Life Cycle Assessment Methodology, June 2019, https://www.icao.int/environmental-protection/CORSIA/Documents/CORSIA%20Supporting%20Document_CORSIA%20 Eligible%20Fuels_LCA%20Methodology.pdf#page=12.
- 45. Shell Global, Accenture and Amex GBT Launch One of the World's First Blockchain-Powered Digital Book-and-Claim Solutions for Scaling Sustainable Aviation Fuel (SAF), 20 June 2022, https://www.shell.com/business-customers/aviation/ news-and-media-releases/news-and-media-2022/shell-accenture-and-amex-gbt-launch-one-of-the-worlds-firstblockchain-powered-digital-book-and-claim-solutions-for-scaling-sustainable-aviation-fuel-saf.html.
- 46. IATA, Policy Net-Zero Roadmap, 2023, https://www.iata.org/contentassets/8d19e716636a47c184e7221c77563c93/ policy-net-zero-roadmap.pdf.
- 47 European Commission, EU Emissions Trading System (EU ETS), https://climate.ec.europa.eu/eu-action/eu-emissionstrading-system-eu-ets en.
- 48. ICAO, Carbon Offsetting and Reduction Scheme for International Aviation (CORSIA), July 2023, https://www.icao.int/ environmental-protection/CORSIA/Pages/default.aspx.
- 49. Aviation Benefits, CORSIA explained, https://aviationbenefits.org/environmental-efficiency/climate-action/offsettingemissions-corsia/corsia/corsia-explained/.
- 50. European Commission, European Green Deal: New Law Agreed to Cut Aviation Emissions by Promoting Sustainable Aviation Fuels, 26 April 2023, https://ec.europa.eu/commission/presscorner/detail/en/ip 23 2389.
- European Council, Infographic: Fit for 55: How the EU Plans to Revise Energy Taxation, https://www.consilium.europa.eu/ 51. en/infographics/fit-for-55-energy-taxation/.
- 52. U.S. Department of Energy, Alternative Fuels Data Center: Biodiesel Production and Blending Tax Credit, 22 August 2007, https://afdc.energy.gov/laws/5831.
- 53. NBAA, What Will the SAF Blenders Credit Mean for Operators?, January/February 2023, https://nbaa.org/news/businessaviation-insider/2023-jan-feb/will-saf-blenders-credit-mean-operators/.
- European Council, Alternative Fuels Infrastructure, https://www.consilium.europa.eu/en/press/press-releases/2023/07/25/ 54. alternative-fuels-infrastructure-council-adopts-new-law-for-more-recharging-and-refuelling-stations-across-europe.
- 55. U.S. Energy Communities, Clean Fuel Production Credit, https://energycommunities.gov/funding-opportunity/clean-fuelproduction-credit-26-u-s-code-%C2%A4-45z/.
- 56. Department of Transport, Pathway to Net Zero Aviation: Developing the UK Sustainable Aviation Fuel Mandate, March 2023, https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/1147350/ pathway-to-net-zero-aviation-developing-the-uk-sustainable-aviation-fuel-mandate.pdf.
- 57. Center for Strategic and International Studies (CSIS), How the 45V Tax Credit Definition Could Make or Break the Clean Hydrogen Economy, 22 May 2023, https://www.csis.org/analysis/how-45v-tax-credit-definition-could-make-or-breakclean-hydrogen-economy.
- 58. California Air Resources Board, Low Carbon Fuel Standard, https://ww2.arb.ca.gov/our-work/programs/low-carbon-fuel-
- 59. European Union Aviation Safety Agency (EASA), Fit for 55 and ReFuelEU Aviation, https://www.easa.europa.eu/en/light/ topics/fit-55-and-refueleu-aviation.
- 60. European Union, Clean Aviation Joint Undertaking, https://european-union.europa.eu/institutions-law-budget/institutionsand-bodies/search-all-eu-institutions-and-bodies/clean-aviation-joint-undertaking_en.

- 61. Office of Energy Efficiency & Renewable Energy, Sustainable Aviation Fuel Grand Challenge, https://www.energy.gov/eere/ bioenergy/sustainable-aviation-fuel-grand-challenge.
- Kirstie Pickering, Airport Industry Review, What's Inside Biden's New SAF Grand Challenge Roadmap?, https://airport. 62. nridigital.com/air_oct22/biden_us_saf_grand_roadmap.
- Accenture analysis based on: IATA, Net Zero Roadmap, https://www.iata.org/ 63. contentassets/8d19e716636a47c184e7221c77563c93/finance-net-zero-roadmap.pdf.
- Accenture analysis based on S&P Capital IQ Data. 64.
- 65. Stern NYU, WACC Data: Cost of Equity and Capital, January 2023, https://pages.stern.nyu.edu/~adamodar/New_Home_ Page/datafile/wacc.html.
- 66. Accenture analysis based on: IATA, Net Zero Roadmap, https://www.iata.org/ contentassets/8d19e716636a47c184e7221c77563c93/finance-net-zero-roadmap.pdf.
- 67. Transition Pathway Initiative, Management Quality: Airlines, https://www.transitionpathwayinitiative.org/sectors/airlines.

Shipping endnotes

- 68. Accenture analysis based on: IEA, International Shipping, https://www.iea.org/energy-system/transport/international-
- Accenture analysis based on: International Maritime Organization (IMO), Marine Environment Protection Committee, 69. Energy Efficiency of Ships, 10 September 2022, https://www.cdn.imo.org/localresources/en/OurWork/Environment/ Documents/Air%20pollution/MEPC%2079-6-1%20-%20Report%20of%20fuel%20oil%20consumption%20data%20 submitted%20to%20the%20IMO%20Ship%20Fuel%20Oil%20ConsumptionDatabase...%20(Secretariat).pdf.
- IMO, Fourth Greenhouse Gas Study 2020, https://www.imo.org/en/ourwork/Environment/Pages/Fourth-IMO-70 Greenhouse-Gas-Study-2020.aspx.
- 71. Accenture analysis based on: United Nations Conference on Trade and Development, Review of Maritime Transport 2022, https://unctad.org/rmt2022.
- 72. International Renewable Energy Agency (IRENA), Decarbonizing Shipping 2021, https://www.irena.org/-/media/Files/ IRENA/Agency/Publication/2021/Oct/IRENA Decarbonising Shipping 2021.pdf.
- 73. Accenture analysis based on: DNV GL, Comparison of Alternative Marine Fuels, 5 July 2019, https://safety4sea.com/wpcontent/uploads/2019/09/SEA-LNG-DNV-GL-Comparison-of-Alternative-Marine-Fuels-2019_09.pdf.
- 74. IMO, Revised GHG Reduction Strategy for Global Shipping Adopted, 7 July 2023, https://www.imo.org/en/MediaCentre/ PressBriefings/pages/Revised-GHG-reduction-strategy-for-global-shipping-adopted-.aspx.
- 75. Accenture analysis based on: Transition Pathway Initiative, Shipping, https://www.transitionpathwayinitiative.org/sectors/
- 76. Accenture analysis based on: Safety4sea, Potential of Ammonia as Fuel in Shipping, 26 September 2023, https:// safety4sea.com/wp-content/uploads/2019/09/SEA-LNG-DNV-GL-Comparison-of-Alternative-Marine-Fuels-2019_09.pdf.
- Accenture analysis based on S&P Capital IQ Pro data. 77.
- 78. Accenture analysis.
- 79. International Maritime Organization (IMO), Fourth Greenhouse Gas Study 2020, https://www.imo.org/en/ourwork/ Environment/Pages/Fourth-IMO-Greenhouse-Gas-Study-2020.aspx.
- IMO, Revised GHG Reduction Strategy for Global Shipping Adopted, 7 July 2023, https://www.imo.org/en/MediaCentre/ 80. PressBriefings/pages/Revised-GHG-reduction-strategy-for-global-shipping-adopted-.aspx.
- 81. Accenture analysis based on: IEA, International Shipping, https://www.iea.org/reports/international-shipping.
- 82. Accenture analysis based on: BSR, 2020 Global Shipping Trade Lane Emissions Factors, October 2021, https://www.bsr. org/files/clean-cargo/BSR-Clean-Cargo-Emissions-Report-2021.pdf.
- 83. Accenture analysis based on: https://www.u-mas.co.uk/wp-content/uploads/2023/07/MEPC-80-overview-FAQs-UMAS-. pdf.
- Global Maritime Forum (GMF), A Strategy for the Transition to Zero Emission Shipping, https://www.globalmaritimeforum. 84. org/content/2021/10/A-Strategy-for-the-Transition-to-Zero-Emission-Shipping.pdf.
- 85. Accenture analysis based on: IMO Marine Environment Protection Committee, Energy Efficiency of Ships, September 2022, https://www.cdn.imo.org/localresources/en/OurWork/Environment/Documents/Air%20pollution/MEPC%2079-6-1%20-%20Report%20of%20fuel%20oil%20consumption%20data%20submitted%20to%20the%20IMO%20Ship%20 Fuel%20Oil%20ConsumptionDatabase...%20(Secretariat).pdf.
- 86. Accenture analysis based on: https://safety4sea.com/wp-content/uploads/2019/09/SEA-LNG-DNV-GL-Comparison-of-Alternative-Marine-Fuels-2019 09.pdf.
- Accenture analysis based on: UMAS and UN Climate Change High Level Champions, Climate Action in Shipping: 87. Progress Towards Shipping's 2030 Breakthrough, https://climatechampions.unfccc.int/wp-content/uploads/2022/09/ GTZ_ClimateActionInShipping.pdf.
- 88. EnergyWatch, European Energy Breaks Ground on Grand E-Methanol Facility, 16 May 2023, https://energywatch.com/ EnergyNews/Renewables/article15826730.ece.
- Accenture analysis based on: https://afi.dnv.com/map. 89.

- 90. Maersk, Equinor and Maersk Partner Up to Ensure Continued "Green Methanol" Supply for the World's First Methanolenabled Container Vessel, 8 September, https://www.maersk.com/news/articles/2023/09/08/equinor-and-maerskpartner-to-supply-first-methanol-enabled-container-vessel.
- 91. DNV, Maritime Forecast 2023, https://www.dnv.com/maritime/publications/maritime-forecast-2023/index.html.
- 92. Accenture analysis based on: Lloyd's Register, Zero Carbon Fuel Monitor, https://www.lr.org/en/expertise/maritimeenergy-transition/maritime-decarbonisation-hub/zcfm.
- 93. IMO, IMO's Work to Cut GHG Emissions from Ships, https://www.imo.org/en/MediaCentre/HotTopics/Pages/Cutting-GHG-emissions.aspx.
- 94. IEA, ETP Clean Energy Technology Guide, 14 September 2023, https://www.iea.org/data-and-statistics/data-tools/etpclean-energy-technology-guide.
- DNV, Maritime Forecast 2023, https://www.dnv.com/maritime/publications/maritime-forecast-2023/index.html. 95.
- 96. Accenture analysis based on: Global Maritime Forum (GMF), Strategy for the Transition to Zero-Emission Shipping, 2021, https://www.globalmaritimeforum.org/content/2021/10/A-Strategy-for-the-Transition-to-Zero-Emission-Shipping.pdf.
- lhid 97.
- Ibid. 98.
- Ibid. 99.
- Accenture analysis based on: Energy Transitions Commission for the Getting to Zero Coalition, The First Wave: A blueprint for commercial-scale zero-emission shipping pilots, 11 November 2020, https://www.globalmaritimeforum. org/content/2020/11/The-First-Wave---A-blueprint-for-commercial-scale-zero-emission-shipping-pilots.pdf; RENA, Decarbonizing Shipping 2021, https://www.irena.org/-/media/Files/IRENA/Agency/Publication/2021/Oct/IRENA_ Decarbonising Shipping 2021.pdf.
- 101. Riviera, Yara to Set up World's First Carbon-Free Ammonia Bunkering Network, 1 April 2022, https://www.rivieramm.com/ news-content-hub/news-content-hub/yara-to-set-up-worlds-first-carbon-free-ammonia-bunkering-network-70502.
- Clean Energy Ministerial, A New Clean Energy Marine Hubs Announced at the GCAEF, 23 September 2022, https://www. 102. cleanenergyministerial.org/a-new-clean-energy-marine-hubs-announced-at-the-gcaef/.
- 103. Accenture analysis based on technology tracker.
- 104. Getting to Zero Coalition, The First Wave: A Blueprint For Commercial Scale Zero Emission Shipping Pilots, 11 November 2020, https://www.globalmaritimeforum.org/content/2020/11/The-First-Wave----A-blueprint-for-commercial-scale-zeroemission-shipping-pilots.pdf.
- 105. Maersk, Maersk ECO Delivery, https://www.maersk.com/transportation-services/eco-delivery.
- Hapag-Lloyd, Ship Green, https://www.hapag-lloyd.com/en/online-business/book/ship-green.html. 106.
- 107. U.S. Department of Senate, Launching the First Movers Coalition at the 2021 UN Climate Change Conference, 4 November 2021, https://www.state.gov/launching-the-first-movers-coalition-at-the-2021-un-climate-change-conference/.
- 108. ISO, ISO 14083:2023, March 2023, https://www.iso.org/standard/78864.html.
- 109. European Commission, EU Emissions Trading System (EU ETS), https://climate.ec.europa.eu/eu-action/eu-emissionstrading-system-eu-ets en.
- 110. Sheldon Whitehouse, Bills to Reduce Ocean Shipping Emissions, 6 August 2023, https://www.whitehouse.senate.gov/ news/release/on-world-oceans-day-whitehouse-and-padilla-introduce-pair-of-bills-to-reduce-ocean-shipping-emissions.
- IMO, Strategy on Reduction of GHG Emissions from Ships, 2023, https://www.imo.org/en/OurWork/Environment/ 111. Pages/2023-IMO-Strategy-on-Reduction-of-GHG-Emissions-from-Ships.aspx.
- 112. European Community Shipowners' Association, New ETS Law: Earmarked Revenues Can Mark a Turning Point for Shipping's Decarbonization, 18 April 2023, https://www.ecsa.eu/news/new-ets-law-earmarked-revenues-can-markturning-point-shippings-decarbonisation.
- 113. Safety4Sea, US Senators Introduce Legislation to Eliminate In-Port Ship Emissions, 9 June 2023, https://safety4sea. com/u-s-senators-introduce-legislation-to-eliminate-in-port-ship-emissions/.
- 114. DNV, EEXI - The Energy Efficiency eXisting ship Index, https://www.dnv.com/maritime/insights/topics/eexi/index.html.
- 115. DNV, CII - Carbon Intensity Indicator, https://www.dnv.com/maritime/insights/topics/CII-carbon-intensity-indicator/index.
- 116. CSIS, How 45v Tax Credit Definition Could Make or Break Clean Hydrogen Economy, 22 May 2023, https://www.csis.org/ analysis/how-45v-tax-credit-definition-could-make-or-break-clean-hydrogen-economy.
- 117. ICCT, Can the Inflation Reduction Act Unlock a Green Hydrogen Economy?, 3 January 2023, https://theicct.org/ira-unlockgreen-hydrogen-jan23/.
- 118. Safety4Sea, EU AFIR: Ports Must Provide Shore-side Electricity by 2030, 25 July 2023, https://safety4sea.com/eu-afirports-must-provide-shore-side-electricity-by-2030/.
- 119.
- 120. UK Gov, COP 26 Clydebank Declaration, 13 April 2022, https://www.gov.uk/government/publications/cop-26-clydebankdeclaration-for-green-shipping-corridors/cop-26-clydebank-declaration-for-green-shipping-corridors.

- UK Gov, Maritime Sector Given Green Boost with Major COP27 Pledge, 7 November 2022, https://www.gov.uk/ government/news/maritime-sector-given-green-boost-with-major-cop27-pledge.
- GMF, Annual Progress Report on Green Shipping Corridors, 2022, https://www.globalmaritimeforum.org/content/2022/11/ 122. <u>The-2022-Annual-Progress-Report-on-Green-Shipping-Corridors.pdf.</u>
- 123. European Council, FuelEU Maritime Initiative, 25 July 2023, https://www.consilium.europa.eu/en/press/pressreleases/2023/07/25/fueleu-maritime-initiative-council-adopts-new-law-to-decarbonise-the-maritime-sector/.
- 124. Offshore Energy, U.S.: Clean Shipping Act 2023 Introduced to Help Curb GHG Emissions from Ships, 9 June 2023, https:// www.offshore-energy.biz/us-clean-shipping-act-2023-introduced-to-help-curb-ghg-emissions-from-shipps/.
- IMO, Strategy on Reduction of GHG Emissions from Ships, 2023, https://www.imo.org/en/OurWork/Environment/ 125. <u>Pages/2023-IMO-Strategy-on-Reduction-of-GHG-Emissions-from-Ships.aspx.</u>
- 126. Maritime Executive, Indian Government to Pay Subsidy to Build Green Shipping, 23 May 2023, https://maritime-executive. com/article/indian-government-to-pay-30-subsidy-to-build-green-shipping.
- Mercom India, Daily News Wrap-Up: Government to Bear 30% of Green Shipping Cost, 24 May 2023, https://www. 127. mercomindia.com/daily-news-wrap-up-government-green-shipping-cost.
- Accenture analysis based on: DNV, Maritime Forecast to 2050, https://www.dnv.com/maritime/publications/maritime-128. forecast-2023/index.html#:~:text=Already%20by%202030%2C%205%25%20of,all%20fossil%20fuels%20are%20
- 129. DNV, Maritime Forecast 2023, https://www.dnv.com/maritime/publications/maritime-forecast-2023/index.html.
- Accenture analysis based on S&P Capital IQ data. 130.
- 131.
- 132. Stern NYU, WACC data: Cost of Equity and Capital, January 2023, https://pages.stern.nyu.edu/~adamodar/New_Home_ Page/datafile/wacc.html.
- Accenture analysis based on S&P Capital IQ Pro data. 133.
- International Chamber of Shipping (ICS), ICS Reaffirms Commitment to 2050 Net Zero, 15 February 2023, https://www. 134. ics-shipping.org/press-release/the-international-chamber-of-shipping-reaffirms-commitment-to-2050-net-zero/.
- Transition Pathway Initiative, Shipping, https://www.transitionpathwayinitiative.org/sectors/shipping. 135.
- lbid. 136.

Trucking endnotes

- 137. The scope of analysis covers the hard-to abate aspect of the trucking industry, primarily heavy-duty trucking.
- Regions in scope for trucking analysis, based on: MPP framework; US, China, India, EU. 138.
- IEA, Trucks and Buses, July 2023, https://www.iea.org/energy-system/transport/trucks-and-buses#tracking. 139.
- IEA, IEA Net Zero by 2050, May 2021, https://www.iea.org/reports/net-zero-by-2050. 140.
- 141. IEA, IEA World Energy Outlook, October 2022, https://www.iea.org/reports/world-energy-outlook-2022.
- 142. MPP, Making Zero Emissions Trucking Possible, July 2022, https://missionpossiblepartnership.org/wp-content/ uploads/2022/11/Making-Zero-Emissions-Trucking-Possible.pdf.
- Accenture analysis based on: Drive to Zero, Retrofitted Trucks the Fastest Way to Decarbonise the Transport World, 7 143. November 2022, https://www.drivetozero.fr/en/2044-retrofitted-trucks-the-fastest-way-to-decarbonise-the-transportworld/; MPP, Making Zero Emissions Trucking Possible, July 2022, https://missionpossiblepartnership.org/wp-content/ uploads/2022/11/Making-Zero-Emissions-Trucking-Possible.pdf.
- 144. Accenture analysis based on: MPP, Making Zero Emissions Trucking Possible, July 2022, https:// missionpossiblepartnership.org/wp-content/uploads/2022/11/Making-Zero-Emissions-Trucking-Possible.pdf.
- 145. Ibid.
- 146. Accenture analysis based on: Drive to Zero, Retrofitted Trucks the Fastest Way to Decarbonise the Transport World, 7 November 2022, https://www.drivetozero.fr/en/2044-retrofitted-trucks-the-fastest-way-to-decarbonise-the-transportworld/; MPP, Making Zero Emissions Trucking Possible.
- Accenture analysis based on S&P Capital IQ data and Stern NYU WACC data. 147.
- 148. Transportation Research Industry Perspectives, Environmental Performance of Four Different Heavy-Duty Propulsion Technologies Using Life Cycle Assessment, September 2021, https://www.sciencedirect.com/science/article/pii/ <u>\$2590198221001342?ref=cra_js_challenge&fr=RR-1.</u>
- 149. European Federation for Transport and environment: Easy Ride: Why the EU Truck CO., Targets are Unfit for the 2020s, 2021, https://www.transportenvironment.org/wp-content/uploads/2021/10/202108_truck_CO_report_final.pdf.
- Shell, Decarbonising Road Freight: Getting into Gear, 2021, https://www.shell.com/energy-and-150. innovation/the-energy-future/decarbonising-road-freight/_jcr_content/root/main/section/item.multi. stream/1667916603112/3efb462f0ef05d4273d2eda5339d510c91ee1cde/decarbonising-road-freight-industry-report.
- MPP. Making Zero Emissions Trucking Possible, July 2022, https://missionpossiblepartnership.org/wp-content/ 151. uploads/2022/11/Making-Zero-Emissions-Trucking-Possible.pdf.
- 152. lbid.
- Ihid 153
- 154.
- 155. ICCT, Battery Electric Trucks Emit 63% Less GHG Emissions than Diesel, 26 February 2023, https://theicct.org/batteryelectric-trucks-emit-63-less-ghg-emissions-than-diesel/.
- 156. IEA, Trucks and Buses, July 2023, https://www.iea.org/energy-system/transport/trucks-and-buses#tracking.
- IEA, ETP Clean Energy, Technology Guide, 14 September 2023, https://www.iea.org/data-and-statistics/data-tools/etp-157. <u>clean-energy-technology-guide?selectedSector=Road.</u>
- 158. Times of India, Warming up: India's Race to Net Zero Trucking, 12 June 2023, https://timesofindia.indiatimes.com/blogs/ voices/warming-up-indias-race-to-net-zero-trucking/.
- 159. Accenture analysis.
- 160. bp, BP Opens its First Electric Truck Charging Facilities, 27 July 2022, https://www.bp.com/en/global/corporate/newsand-insights/press-releases/bp-opens-its-first-electric-truck-charging-facilities-to-support-the-decarbonisation-oftransport.html.
- 161. Bio-gas World, Renewable Natural Gas Heavy Duty Vehicles, 5 February 2019, https://www.biogasworld.com/news/ renewable-natural-gas-heavy-duty-vehicles/.
- 162 MPP, Making Zero Emissions Trucking Possible, July 2022, https://missionpossiblepartnership.org/wp-content/ uploads/2022/11/Making-Zero-Emissions-Trucking-Possible.pdf.
- Accenture analysis based on: Drive to Zero, Retrofitted Trucks the Fastest Way to Decarbonise the Transport World, 7 November 2022, https://www.drivetozero.fr/en/2044-retrofitted-trucks-the-fastest-way-to-decarbonise-the-transportworld/.
- 164. MPP, Making Zero Emissions Trucking Possible, July 2022, https://missionpossiblepartnership.org/wp-content/ uploads/2022/11/Making-Zero-Emissions-Trucking-Possible.pdf.

- 165. Accenture analysis.
- 166. lbid.
- 167. MPP, Making Zero Emissions Trucking Possible, July 2022, https://missionpossiblepartnership.org/wp-content/ uploads/2022/11/Making-Zero-Emissions-Trucking-Possible.pdf.
- 168. Reuters, Logistics Sector Mulls How Keeping Trucking Net Zero Future, 12 June 2023, https://www.reuters.com/ sustainability/boards-policy-regulation/logistics-sector-mulls-how-keeping-trucking-net-zero-future-2023-06-12/.
- 169. Siemens, Dynamic Charging Infrastructure, https://www.mobility.siemens.com/global/en/portfolio/road/ehighway.html.
- ICCT, Charging Solutions For Battery-Electric Trucks, December 2022, https://theicct.org/wp-content/uploads/2022/12/ 170. charging-infrastructure-trucks-zeva-dec22.pdf.
- 171. Accenture analysis based on: MPP, Making Zero Emissions Trucking Possible, July 2022, https:// missionpossiblepartnership.org/wp-content/uploads/2022/11/Making-Zero-Emissions-Trucking-Possible.pdf.
- Ihid 172
- 173. lbid.
- 174. Ibid.
- 175. Ibid.
- 176. MPP, Making Zero Emissions Trucking Possible, July 2022, https://missionpossiblepartnership.org/wp-content/ uploads/2022/11/Making-Zero-Emissions-Trucking-Possible.pdf.
- Trucking Info, Trucks-as-a-Service Model to Help Drive EV Adoption by Fleets, 2 June 2023, https://www.truckinginfo. 177. com/10200014/trucks-as-a-service-model-to-help-drive-ev-adoption-by-fleets.
- Global Commercial Vehicle, Drive to Zero: Zero-Emission Truck and Bus Market Update, October 2022, https:// 178. globaldrivetozero.org/site/wp-content/uploads/2022/10/ZE_TruckBus_update.pdf.
- 179. The International Council on Clean Transportation, Charging Solutions For Battery Electric Trucks, December 2022, https://theicct.org/wp-content/uploads/2022/12/charging-infrastructure-trucks-zeva-dec22.pdf.
- 180. lbid.
- 181. lbid.
- YiCai Global: GCL, Deepway to Build Heavy-Duty Truck Battery-Swap Network Along Beijing-Shanghai Highway, 2022, 182. https://www.yicaiglobal.com/news/gcl-deepway-to-build-heavy-duty-truck-battery-swap-network-along-beijingshanghai-highway.
- 183. Mayer Brown, EU ETS Reform Tighter Scheme, 9 January 2023, https://www.mayerbrown.com/en/perspectives-events/ publications/2023/01/eu-ets-reform-tighter-scheme-inclusion-of-shipping-and-transport-building-fuel.
- 184. Clean Prosperity, Canada's Carbon Tax, https://cleanprosperity.ca/about-carbon-taxes/canadas-carbon-tax/.
- NovaScotia.CA, Fuel Regulations Change in Response to Federal Carbon Reduction Initiatives, 2 June 2023, 185. https://novascotia.ca/news/release/?id=20230602004.
- 186. Transport Policy, India Heavy Duty Fuel Consumption, https://www.transportpolicy.net/standard/india-heavy-duty-fuelconsumption-2/.
- 187. New York Times, California Diesel Truck Sale Ban, 29 April, https://www.nytimes.com/2023/04/29/us/california-dieseltruck-sale-ban.html.
- CNBC, California Bans the Sale of New Diesel Trucks by 2036, 28 April 2023, https://www.cnbc.com/2023/04/28/ 188. california-bans-the-sale-of-new-diesel-trucks-by-2036.html.
- 189 Office of Energy Efficiency & Renewable Energy, Financial Incentives for Hydrogen and Fuel Cell Projects, https://www. energy.gov/eere/fuelcells/financial-incentives-hydrogen-and-fuel-cell-projects.
- European Council, European Green Deal, 28 March 2023, https://ec.europa.eu/commission/presscorner/detail/en/ 190. ip 23 1867.
- ICCT, European Union Alternative Fuel Infrastructure Regulation (AFIR), April 2023, https://theicct.org/wp-content/ 191. uploads/2023/04/AFIR-EU-Policy-Update-A4-Final.pdf.
- 192. IEA, Global EV Policy Explorer, 26 April 2023, https://www.iea.org/data-and-statistics/data-tools/global-ev-policy-explorer.
- Bolt Earth, EV Landscape in China, 21 August 2023, https://bolt.earth/blog/ev-landscape-in-china. 193.
- 194. OECD/IEA/NEA/ITF, Aligning Policies for a Low-carbon Economy, 2015, https://www.oecd.org/environment/Aligning-Policies-for-a-Low-carbon-Economy.pdf.
- 195. Accenture analysis based on: Drive to Zero, Retrofitted Trucks the Fastest Way to Decarbonise the Transport World, 7 November 2022, https://www.drivetozero.fr/en/2044-retrofitted-trucks-the-fastest-way-to-decarbonise-the-transportworld/.
- 196. Accenture analysis based on S&P Capital IQ data.
- 197.
- 198. Stern NYU, WACC Data: Cost of Equity and Capital, January 2023, https://pages.stern.nyu.edu/~adamodar/New_Home_ Page/datafile/wacc.html.

- 199. | Accenture analysis based on S&P Capital IQ data.
- 200. MPP, Making Zero Emissions Trucking Possible, July 2022, https://missionpossiblepartnership.org/wp-content/ uploads/2022/11/Making-Zero-Emissions-Trucking-Possible.pdf.
- 201. Ibid.

Steel endnotes

- 202 MPP, Making Net-Zero Steel Possible, 2022, https://missionpossiblepartnership.org/wp-content/ uploads/2022/09/Making-Net-Zero-Steel-possible.pdf.
- 203. IEA, Steel, https://www.iea.org/reports/iron-and-steel.
- World Steel Association, Annual Production Steel Data 2022, https://worldsteel.org/steel-topics/statistics/annual-204. production-steel-data/?ind=P1_crude_steel_total_pub/CHN/IND.
- 205. Accenture analysis based on CRU.
- 206. Primary steel refers to steel produced from iron ore traditionally using blast furnaces (BF-BOF) for the smelting and refining processes.
- 207. Secondary steel refers to steel produced from steel scrap, traditionally using EAF for the smelting and refining purposes.
- 208. MPP, Making Net-Zero Steel Possible, September 2022, https://missionpossiblepartnership.org/wp-content/ uploads/2022/09/Making-Net-Zero-Steel-possible.pdf.
- Accenture analysis based on: IRENA, Renewable Power Generation Costs in 2021, July 2022, https://www.irena.org/ 209 publications/2022/Jul/Renewable-Power-Generation-Costs-in-2021; MPP, Steel: Pathways to Net Zero, https://dashmpp.plotly.host/mpp-steel-net-zero-explorer/.
- MPP, Steel Transition Strategy, October 2021, https://missionpossiblepartnership.org/wp-content/uploads/2021/10/MPP-210. Steel-Transition-Strategy-Oct-2021.pdf.
- Accenture analysis based on: IEA, Steel, https://www.iea.org/energy-system/industry/steel; MPP, Steel: Pathways to Net 211. Zero, https://dash-mpp.plotly.host/mpp-steel-net-zero-explorer/.
- 212. Transition Pathway Initiative, Steel, https://www.transitionpathwayinitiative.org/sectors/steel.
- 213. Accenture analysis based on: Energy Transitions Commission, Steeling Demand: Mobilising Buyers to Bring Net-Zero Steel to Market Before 2030, June 2021, https://www.energy-transitions.org/publications/steeling-demand/.
- 214. Accenture analysis based on S&P Capital IQ data and Stern NYU WACC data.
- Accenture analysis based on: IEA, IEA World Energy Outlook, October 2022, https://www.iea.org/reports/world-energy-215. outlook-2022.
- World Steel, World Steel in Figures, 2022, https://worldsteel.org/wp-content/uploads/World-Steel-in-Figures-2022-1.pdf. 216.
- 217.
- 218. World Steel, Sustainability Indicators 2022 Report, December 2022, https://worldsteel.org/wp-content/uploads/ Sustainability-Indicators-2022-report.pdf.
- 219. Accenture analysis based on: IEA, Steel, https://www.iea.org/reports/iron-and-steel; MPP, Steel: Pathways to Net Zero, https://dash-mpp.plotly.host/mpp-steel-net-zero-explorer/.
- Ibid. 220.
- 221. MPP, Making Net-Zero Aviation Possible, October 2021, https://missionpossiblepartnership.org/wp-content/ uploads/2023/01/Making-Net-Zero-Aviation-possible.pdf.
- 222. Ibid.
- Ibid. 223.
- 224. Ibid.
- 225. Ibid.
- 226. lbid.
- 227. Shell, Decarbonising Shell: Forging New Paths Together, https://www.shell.com/shellenergy/ marketingandtrading/jcr_content/root/main/section/simple/promo_2130259397/links/item0. stream/1669392117011/5b1f673472d02633f82125fef387d13c266a454d/shell-decarbonising-steel-digital.pdf.
- 228. SSAB, Fossil-Free Steel, https://www.ssab.com/en/fossil-free-steel/ssab-zero.
- Accenture analysis based on: IRENA, Renewable Power Generation Costs in 2021, July 2022, https://www.irena.org/ 229. <u>publications/2022/Jul/Renewable-Power-Generation-Costs-in-2021.</u>
- 230. World Steel, World Steel in Figures, 2022, https://worldsteel.org/wp-content/uploads/World-Steel-in-Figures-2022-1.pdf.
- Accenture analysis based on: IRENA, Renewable Power Generation Costs in 2021, July 2022, https://www.irena.org/ 231. publications/2022/Jul/Renewable-Power-Generation-Costs-in-2021.
- 232. ESG News, US Steel and Carbon Free Team to Capture CO, Emissions at One of the Largest Integrated Steel Mills in North America, 2 March 2023, https://esgnews.com/u-s-steel-and-carbonfree-team-to-capture-co_emissions-at-one-of-thelargest-integrated-steel-mills-in-north-america/.

- 233. MPP, Making Net-Zero Aviation Possible, 2021, https://missionpossiblepartnership.org/wp-content/uploads/2023/01/ Making-Net-Zero-Aviation-possible.pdf.
- 234. lbid.
- 235. Bloomberg, Rio Tinto, China Baowu to Jointly Explore Green Steel Projects, 12 June 2023, https://www.bloomberg.com/ news/articles/2023-06-12/rio-tinto-china-baowu-to-jointly-explore-green-steel-projects#xj4y7vzkg.
- 236. Reuters, Top Steel Firm China Baowu Unveils Global Alliance to Cut Emissions, 18 November 2021, https://www.reuters. com/business/sustainable-business/top-steel-firm-china-baowu-unveils-global-alliance-emissions-effort-2021-11-18/.
- 237. Green Steel World, Green Steel Partnerships, 19 May 2022, https://greensteelworld.com/green-steel-partnerships-alynchpin-for-auto-industrys-real-transformation.
- 238. Volkswagen, Volkswagen Group and Salzgitter AG Sign Memorandum of Understanding on Supply of Low-CO, Steel from the End of 2025, 21 March 2022, https://www.volkswagen-newsroom.com/en/press-releases/volkswagen-group-andsalzgitter-ag-sign-memorandum-of-understanding-on-supply-of-low-co,-steel-from-the-end-of-2025-7816.
- 239. Clean Energy Ministerial, Industrial Deep Decarbonization Initiative, https://www.cleanenergyministerial.org/initiativescampaigns/industrial-deep-decarbonisation-initiative/.
- 240. Responsible Steel, Celebrating One Year Since Responsible Steel's First Site Certifications, July 2022, https://www. responsiblesteel.org/news/celebrating-one-year-since-responsiblesteels-first-site-certifications/.
- 241. Accenture, State of Supply Chains, https://www.accenture.com/us-en/insights/consulting/supply-chain-disruption.
- 242. World Steel, World Steel in Figures, 2022, https://worldsteel.org/wp-content/uploads/World-Steel-in-Figures-2022-1.pdf.
- 243. European Steel Technology Platform (ESTEP), Clean Steel Partnership, https://www.estep.eu/clean-steel-partnership/.
- 244. Accenture analysis.
- 245. European Commission, EU Emissions Trading System (EU ETS), https://climate.ec.europa.eu/eu-action/eu-emissionstrading-system-eu-ets en.
- 246. International Carbon Action Partnership (ICAP), California Cap-and-Trade Program, https://icapcarbonaction.com/en/ets/ usa-california-cap-and-trade-program.
- 247. ICAP, Korea Emissions Trading Scheme, https://icapcarbonaction.com/en/ets/korea-emissions-trading-scheme.
- 248. ICAP, China National ETS, https://icapcarbonaction.com/en/ets/china-national-ets.
- 249. Europe Council, EU Climate Action: Provisional Agreement Reach on Carbon Border Adjustment Mechanism, 13 December 2022, https://www.consilium.europa.eu/en/press/press-releases/2022/12/13/eu-climate-action-provisionalagreement-reached-on-carbon-border-adjustment-mechanism-cbam/.
- 250. GEP, Inflation Reduction Act, https://www.gep.com/bulletins/inflation-reduction-act-how-to-secure-tax-credits-for-cleanenergy.
- U.S. Department of Energy: Office of Policy, Power-Sector Transitions: Potential Near-Term Impacts of the Inflation 251. Reduction Act and Bipartisan Infrastructure Law, https://www.energy.gov/sites/default/files/2023-03/Power-Sector%20 Transitions%20Fact%20Sheet.pdf.
- 252. Council on Environmental Quality, Federal Buy Clean Initiative, https://www.sustainability.gov/buyclean.
- Clean Energy Ministerial, Industrial Deep Decarbonisation Initiative, https://www.cleanenergyministerial.org/initiatives- 253. campaigns/industrial-deep-decarbonisation-initiative/.
- 254. Climate Bonds Initiative, A Fork in The Road For The Global Steel Sector, November 2022, https://www.climatebonds.net/ files/reports/cbi steel fork 01c98.pdf.
- 255. U.S. General Services Administration, GSA Pilots Buy Clean Inflation Reduction Act Requirements For Low Embodied Carbon Construction Materials, 16 May 2023, https://www.gsa.gov/about-us/newsroom/news-releases/gsa-pilots-buyclean-inflation-reduction-act-requirements-for-low-embodied-carbon-construction-materials-05162023.
- 256. ESTEP, Green Steel for Europe: Funding Opportunities to Decarbonise the EU Steel Industry, June 2021, https://www. estep.eu/assets/Uploads/Funding-Opportunities.pdf.
- 257. Breakthrough Energy, Impact of IRA, IIJA, CHIPS, and Energy Act of 2020 on Clean Technologies, April 2023, https:// breakthroughenergy.org/wp-content/uploads/2023/04/Steel-Cleantech-Policy-Impact-Assessment.pdf.
- Accenture analysis based on: Energy Transitions Commission, Steeling Demand: Mobilising Buyers to Bring Net-Zero Steel 258. to Market Before 2030, June 2021, https://www.energy-transitions.org/publications/steeling-demand/.
- 259. Accenture analysis based on S&P Capital IQ data.
- Accenture analysis based on S&P Capital IQ data. 260.
- Stern NYU, WACC Data: Cost of Equity and Capital, January 2023, https://pages.stern.nyu.edu/~adamodar/New_Home_ 261.
- Transition Pathway Initiative, Steel, https://www.transitionpathwayinitiative.org/sectors/steel. 262.

Cement endnotes

- 263. GCCA, Concrete Future Roadmap, https://gccassociation.org/concretefuture/wp-content/uploads/2022/10/GCCA-Concrete-Future-Roadmap-Document-AW-2022.pdf.
- Industry Tracker, Net Zero: In a Binder, https://industry-tracker.org/research-analysis/net-zero-in-a-binder/. 264.
- 265. IEA, Cement, https://www.iea.org/energy-system/industry/cement.
- 266. GCCA, Concrete Future Roadmap, https://gccassociation.org/concretefuture/wp-content/uploads/2021/10/GCCA-Concrete-Future-Roadmap-Document-AW.pdf.
- 267. IEA, Net Zero by 2050, May 2021, https://iea.blob.core.windows.net/assets/deebef5d-0c34-4539-9d0c-10b13d840027/ NetZeroby2050-ARoadmapfortheGlobalEnergySector_CORR.pdf.
- 268. Accenture analysis based on: IEA, IEA World Energy Outlook, October 2022, https://www.iea.org/reports/worldenergy-outlook-2022; GCCA, Concrete Future Roadmap, https://gccassociation.org/concretefuture/wp-content/ uploads/2021/10/GCCA-Concrete-Future-Roadmap-Document-AW.pdf; Global CCS Institute, Carbon Capture and Storage Hub Study, November 2020, https://cmc.nt.gov.au/ data/assets/pdf_file/0006/1052898/q20-0114-gccsi-ntcss-hub-study-final-report.pdf.
- 269. Accenture analysis based on: Bloomberg, U.S. Housing Construction Costs, https://www.bloomberg.com/graphics/2021us-housing-construction-costs/.
- 270. U.S. Geological Survey, Cement, January 2023, https://pubs.usgs.gov/periodicals/mcs2023/mcs2023-cement.pdf.
- 271. IEA: Industry, Cement, https://www.iea.org/energy-system/industry/cement.
- Accenture Analysis based on: European Cement Research Academy (ECRA), https://ecra-online.org/research/ 272. technology-papers/.
- 273. Accenture analysis based on S&P Capital IQ data and Stern NYU, WACC data.
- Renewable waste refers to fuel sources such as biomass, wood chips and agricultural residue and waste cooking oil. 274.
- 275. Common SCMs include slag, fly ash and natural pozzolans.
- 276. Accenture Analysis based on: IEA, Global Thermal Energy Intensity and Fuel Consumption of Clinker Production in the Net Zero Scenario, https://www.iea.org/data-and-statistics/charts/global-thermal-energy-intensity-and-fuel-consumption-ofclinker-production-in-the-net-zero-scenario-2015-2030.
- 277. IEA: Industry, Cement, https://www.iea.org/energy-system/industry/cement.
- 278. IEA: Reports, Cement, https://www.iea.org/reports/cement.
- 279. GCCA, Concrete Future Roadmap, https://gccassociation.org/concretefuture/wp-content/uploads/2022/10/GCCA-Concrete-Future-Roadmap-Document-AW-2022.pdf.
- U.S. Geological Survey, Cement, January 2023, https://pubs.usgs.gov/periodicals/mcs2023/mcs2023-cement.pdf. 280.
- 281. IEA: Industry, Cement, https://www.iea.org/energy-system/industry/cement.
- 282. Ibid.
- 283. GCCA, Getting to Net Zero, https://gccassociation.org/concretefuture/getting-to-net-zero/.
- 284. IEA, IEA World Energy Outlook, October 2022, https://www.iea.org/reports/world-energy-outlook-2022.
- 285. Accenture analysis based on ECRA.
- 286. Expert interviews with GCCA.
- 287. Heidelberg Materials, First Global Net Zero Carbon Capture in the Cement Industry, 6 April 2023, https://www. heidelbergmaterials.com/en/pr-2023-04-06.
- 288. IEA, CCUS Projects Database, March 2023, https://www.iea.org/data-and-statistics/data-product/ccus-projects-
- 289. Accenture analysis based on: IEA, IEA World Energy Outlook, October 2022, https://www.iea.org/reports/worldenergy-outlook-2022; GCCA, Concrete Future Roadmap, https://gccassociation.org/concretefuture/wp-content/ uploads/2022/10/GCCA-Concrete-Future-Roadmap-Document-AW-2022.pdf; Global CCS Institute, Carbon Capture and Storage Hub Study, November 2020, https://cmc.nt.gov.au/ data/assets/pdf_file/0006/1052898/q20-0114-gccsi-nt-gov.au/ data/assets/pdf_file/0006/1052898/q20-0114-gccsi-nt-gov.au/ css-hub-study-final-report.pdf.
- 290. Northern Lights, About the Longship Project, https://norlights.com/about-the-longship-project/.
- 291. Accenture analysis based on ECRA.
- 292. IEA, Net Zero by 2050, May 2021, https://iea.blob.core.windows.net/assets/deebef5d-0c34-4539-9d0c-10b13d840027/ NetZeroby2050-ARoadmapfortheGlobalEnergySector_CORR.pdf.
- 293. Accenture analysis based on: Bloomberg, U.S. Housing Construction Costs, 3 June 2021, https://www.bloomberg.com/ graphics/2021-us-housing-construction-costs/.

- World Economic Forum First Movers Coalition, Surfacing Supply of Near-Zero Emission Fuels and Materials in India, July 2923, https://www3.weforum.org/docs/WEF_Surfacing_Supply_of_Near_Zero_Emissions_Fuels_and_Materials_in_ India 2023.pdf.
- Business Wire, Hoffmann Green Cement Signs a Supply Contract With the Alkern Group, 15 March 2023, https://www. 295. businesswire.com/news/home/20230315005759/en/Hoffmann-Green-Cement-Signs-a-Supply-Contract-With-the-Alkern-Group.
- 296. ISO, Standard: 70747, March 2023, https://www.iso.org/standard/70747.html.
- 297. World Economic Forum, Low Carbon Design Can Reduce Cement Emissions by 40% - Here's How to Deploy it at Scale, March 2023, https://www.weforum.org/agenda/2023/03/low-carbon-design-can-almost-halve-cement-emissions-heres-how-to-deploy-it-at-scale/.
- 298. Monteiro, Helena, Moura, Bruna and Nelson Soares, "Advancements in Nano-enabled Cement and Concrete: Innovative Properties and Environmental Implications", Journal of Building Engineering, September 2022, https://www.sciencedirect. com/science/article/abs/pii/S2352710222007495.
- Srubar, Wil, "Tiny Algae Could Help Fix Concrete's Dirty little Climate Secret", American Society For Biochemistry And 299. Molecular Biology, Member Magazine for the American Society for Biochemistry and Molecular Biology, November 2022, https://www.asbmb.org/asbmb-today/science/111222/tiny-algae-could-help-fix-concrete-s-dirty-little.
- 300. World Economic Forum, This Innovation Uses 3D Printing to Cut Concrete Use, January 2022, https://www.weforum.org/ agenda/2022/01/eth-zurich-3d-printer-concrete-carbon-emissions.
- 301. U.S. Geological Survey, Cement, January 2023, https://pubs.usgs.gov/periodicals/mcs2023/mcs2023-cement.pdf.
- 302. European Commission, Innovation Fund, https://cinea.ec.europa.eu/programmes/innovation-fund_en.
- 303. European Commission, The Net-Zero Industry Act, https://single-market-economy.ec.europa.eu/industry/sustainability/ net-zero-industry-act_en.
- 304. European Commission, EU Emissions Trading System (EU ETS), https://climate.ec.europa.eu/eu-action/eu-emissionstrading-system-eu-ets en.
- ICAP, USA California Cap-and-Trade Program, https://icapcarbonaction.com/en/ets/usa-california-cap-and-trade-305.
- ICAP, China National ETS, https://icapcarbonaction.com/en/ets/china-national-ets. 306.
- European Commission, Carbon Border Adjustment Mechanism, https://taxation-customs.ec.europa.eu/carbon-border-307. adjustment-mechanism_en.
- 308. CSIS, On Carbon-Linked Trade, Start with the Basics, 10 August 2023, https://www.csis.org/analysis/carbon-linked-tradestart-basics.
- 309. IEA, CCUS In Clean Energy Transition: Regional Opportunities, https://www.iea.org/reports/ccus-in-clean-energytransitions/regional-opportunities.
- U.S.Department of Energy, The Infrastructure Investment and Jobs Act, https://www.energy.gov/sites/default/ 310. files/2021-12/FECM%20Infrastructure%20Factsheet.pdf.
- 311. World Resources Institute, What Does "Green" Procurement Mean? Initiatives and Standards for Cement and Steel, April 25 2023, https://www.wri.org/insights/green-procurement-initiatives.
- Council on Environmental Quality, Federal Buy Clean Initiative, https://www.sustainability.gov/buyclean/. 312.
- 313. Clean Energy Ministerial, Industrial Deep Decarbonisation Initiative, https://www.cleanenergyministerial.org/initiativescampaigns/industrial-deep-decarbonisation-initiative/.
- 314. Buildings Performance Institute Europe, Implementing the Paris Agreement and Reducing Greenhouse Gas Emissions throughout the Life Cycle of Buildings: European Public Policies, Tools and Market Initiatives, https://www.bpie.eu/wpcontent/uploads/2022/01/SPIPA-LCA-2022FINAL.pdf.
- U.S. GSA, GSA Administrator Highlights Progress on Low-Carbon Construction Material Procurement in Ohio, 15 315. September 2022, https://www.gsa.gov/about-us/newsroom/news-releases/gsa-administrator-highlights-progress-onlowcarbon-construction-material-procurement-in-ohio-09152022.
- 316. S&P Global, IRA "Turbocharged" Carbon Capture Tax Credit, 26 July 2023, https://www.spglobal.com/commodityinsights/ en/market-insights/latest-news/energy-transition/072523-ira-turbocharged-carbon-capture-tax-credit-but-challengespersist-experts.
- Accenture analysis based on ECRA. 317.
- 318. Accenture analysis based on S&P Capital IQ data.
- Accenture analysis based on S&P Capital IQ data. 319.
- 320. Stern NYU, WACC Data: Cost of Equity and Capital, January 2023, https://pages.stern.nyu.edu/~adamodar/New_Home_ Page/datafile/wacc.html.
- 321. Accenture analysis based on S&P Capital IQ data.
- 322. Climate Bonds, Cement Criteria, https://www.climatebonds.net/standard/cement.
- Climate Bonds, Concrete Policies to Underpin the Cement Transition, March 2023, https://www.climatebonds.net/files/ 323. reports/cbi-cement-policy.pdf.
- 324. Transition Pathway Initiatives, Cement, https://www.transitionpathwayinitiative.org/sectors/cement.

Aluminium endnotes

- 325. MPP, Aluminium, https://missionpossiblepartnership.org/action-sectors/aluminium/.
- 326. IAI, Statistics, 20 October 2023, https://international-aluminium.org/statistics.
- 327. Aluminium Stewardship Initiative (ASI), Analysis of Implementation of Greenhouse Gas (GHG) Emissions Reporting from ASI

 Certified Entities: March 2020 March 2021 Update, 12 October 2021, https://aluminium-stewardship.org/wp-content/

 uploads/2021/10/20211012-ASI-GHG-Validation-Report_v2.0_GENERIC.pdf.
- 328. IAI, Greenhouse Gas Emissions, 25 January 2023, https://international-aluminium.org/statistics/greenhouse-gas-emissions-aluminium-sector/.
- 329. IAI, Metallurgical Alumina Refining Fuel Consumption, 26 September 2023, https://international-aluminium.org/statistics/
 metallurgical-alumina-refining-fuel-consumption/.
- 330. IAI, Global Aluminium Cycle 2021, https://alucycle.international-aluminium.org/public-access/.
- 331. Accenture analysis.
- 332. MPP, Technical Appendix: Making Net-Zero Aluminium Possible, April 2023, https://missionpossiblepartnership.org/wp-content/uploads/2023/04/Making-1.5-Aligned-Aluminium-possible.pdf.
- 333. Accenture analysis.
- 334. Accenture analysis.
- 335. S&P Global, *Platts Low-Carbon and Zero-Carbon Aluminum*, https://www.spglobal.com/commodityinsights/en/our-methodology/price-assessments/metals/low-carbon-and-zero-carbon-aluminum.
- 336. IAI, Aluminium Sector Greenhouse Gas Pathways to 2050, September 2021, https://international-aluminium.org/resource/aluminium-sector-greenhouse-gas-pathways-to-2050-2021/.
- 337. Transition Pathway Initiative, Aluminium, https://www.transitionpathwayinitiative.org/sectors/aluminium.
- 338. MPP, Technical Appendix: Making Net-Zero Aluminium Possible, April 2023, https://missionpossiblepartnership.org/wp-content/uploads/2023/03/MPP-Aluminium-Technical-Appendix.pdf.
- 339. Accenture analysis based on S&P Capital IQ data and Stern NYU WACC data.
- 340. MPP, Technical Appendix: Making Net-Zero Aluminium Possible, April 2023, https://missionpossiblepartnership.org/wp-content/uploads/2023/04/Making-1.5-Aligned-Aluminium-possible.pdf.
- 341. MPP, *Technical Appendix: Making Net-Zero Aluminium Possible*, April 2023, https://missionpossiblepartnership.org/wp-content/uploads/2023/04/Making-1.5-Aligned-Aluminium-possible.pdf.
- 342. Accenture analysis based on: IAI, *Primary Aluminium Smelting Power Consumption*, 29 September 2023, https://
 international-aluminium.org/statistics/primary-aluminium-smelting-power-consumption/.
- 343. MPP, Technical Appendix: *Making Net-Zero Aluminium Possible*, April 2023, https://missionpossiblepartnership.org/wp-content/uploads/2023/04/Making-1.5-Aligned-Aluminium-possible.pdf.
- 344. Accenture analysis based on: IAI, *Metallurgical Alumina Refining Energy Intensity*, 27 September 2023, https:// international-aluminium.org/statistics/metallurgical-alumina-refining-energy-intensity/.
- 345. Net-zero trajectory is based on: IAI's 1.5-degree pathway.
- 346. IAI, Aluminium Sector Greenhouse Gas Pathways to 2050, September 2021, https://international-aluminium.org/resource/aluminium-sector-greenhouse-gas-pathways-to-2050-2021/.
- 347. MPP, Technical Appendix: Making Net-Zero Aluminium Possible, April 2023, https://missionpossiblepartnership.org/wp-content/uploads/2023/04/Making-1.5-Aligned-Aluminium-possible.pdf.
- 348. Accenture analysis

- 349. Accenture analysis based on: MPP, Net Zero Explorer, Aluminium, https://dash-mpp.plotly.host/aluminium-net-zeroexplorer/.
- 350. MPP, Technical Appendix: Making Net-Zero Aluminium Possible, April 2023, https://missionpossiblepartnership.org/wpcontent/uploads/2023/04/Making-1.5-Aligned-Aluminium-possible.pdf.
- 351. EnPot, How it Works, https://enpot.com/how-it-works/.
- 352. Accenture analysis based on: MPP, Technical Appendix: Making Net-Zero Aluminium Possible, April 2023, https:// missionpossiblepartnership.org/wp-content/uploads/2023/04/Making-1.5-Aligned-Aluminium-possible.pdf.
- 353. International Aluminium Institute, Global Aluminium Cycle 2021, https://alucycle.world-aluminium.org/public-access/.
- Accenture analysis based on BloombergNEF. 354.
- MPP, Technical Appendix: Making Net-Zero Aluminium Possible, April 2023, https://missionpossiblepartnership.org/wp-355. content/uploads/2023/04/Making-1.5-Aligned-Aluminium-possible.pdf.
- Reuters, Rio Tinto to Invest \$1.1 Billion to Expand Aluminum Smelter in Canada, 12 Kime 2023, https://www.reuters.com/ 356. markets/commodities/rio-tinto-invest-11-billion-expand-aluminum-smelter-canada-2023-06-12/.
- 357. Accenture analysis based on: IAI, Primary Aluminium Smelting Power Consumption, 29 September 2023, https:// international-aluminium.org/statistics/primary-aluminium-smelting-power-consumption/.
- 358. Accenture analysis.
- 359. MPP, Technical Appendix: Making Net-Zero Aluminium Possible, April 2023, https://missionpossiblepartnership.org/wpcontent/uploads/2023/04/Making-1.5-Aligned-Aluminium-possible.pdf.
- 360. Fast Markets, Chinese Aluminium Industry Will Relocate to Aaccess Low Carbon Power, 15 September 2022, https://www. fastmarkets.com/insights/chinese-aluminium-industry-will-relocate-to-access-low-carbon-power-intl-al-conf-hears.
- Accenture analysis based on: IAI, Metallurgical Alumina Refining Fuel Consumption, 26 September 2023, https:// 361. international-aluminium.org/statistics/metallurgical-alumina-refining-fuel-consumption/.
- 362. Accenture analysis based on: IAI, Greenhouse Gas Emissions Intensity - Primary Aluminium, https://internationalaluminium.org/statistics/greenhouse-gas-emissions-intensity-primary-aluminium/; Global CCS Institute, Carbon Capture and Storage Hub Study, https://cmc.nt.gov.au/__data/assets/pdf_file/0006/1052898/q20-0114-gccsi-nt-css-hub-studyfinal-report.pdf.
- 363. Accenture analysis.
- 364. Apple, Apple's \$4.7B in Green Bonds Support Innovative Green Technology, 24 March 2022, https://www.apple.com/in/ newsroom/2022/03/apples-four-point-seven-billion-in-green-bonds-support-innovative-green-technology/.
- 365. Accenture analysis.
- 366. Accenture analysis based on: World Bank Blogs, Cost-competitive, low-carbon aluminium is key to the energy transition, https://blogs.worldbank.org/energy/cost-competitive-low-carbon-aluminum-key-energy-transition; Reuters, Analysis: Bumper green aluminium output is good for carmakers, and climate, 10 January 2023, https://www.reuters.com/business/ autos-transportation/bumper-green-aluminium-output-is-good-news-carmakers-climate-2022-12-17/; Feeco, Aluminium in a Low Carbon Economy, https://feeco.com/aluminum-in-a-low-carbon-economy/.
- 367. Industry consultations.
- 368. Alcoa, Alcoa Expands its EcoSource Low-Carbon Alumina Brand to Include Non-metallurgical Grade Alumina, 4 April 2023, https://news.alcoa.com/press-releases/press-release-details/2023/Alcoa-Expands-its-EcoSource-Low-Carbon-Alumina-Brand-to-Include-Non-metallurgical-Grade-Alumina/default.aspx.
- 369. Rusal, ALLOW, https://rusal.ru/en/clients/allow/.
- RioTinto, Rio Tinto launches START, 3 February 2021, https://www.riotinto.com/news/releases/2021/Rio-Tinto-launches-370. START-the-first-sustainability-label-for-aluminium-using-blockchain-technology.
- Romco Metals, LME Launches Sustainability Register for Aluminium and Other Metals, https://romcometals.com/lme-371. launches-sustainability-register-for-aluminium-and-other-metals/.
- S&P Global, Platts Low-Carbon and Zero-Carbon Aluminum, https://www.spglobal.com/commodityinsights/en/our-372. methodology/price-assessments/metals/low-carbon-and-zero-carbon-aluminum.
- 373. IAI, Global Aluminium Cycle 2021, https://alucycle.international-aluminium.org/public-access/.
- 374. Canada Government, Investment to Help Canada's Aluminum Industry Eliminate its Carbon Footprint, 29 June 2021, https://www.canada.ca/en/innovation-science-economic-development/news/2021/06/investment-to-help-canadasaluminum-industry-eliminate-its-carbon-footprint.html.
- 375. European Commission, EU Emissions Trading System (EU ETS), https://climate.ec.europa.eu/eu-action/eu-emissionstrading-system-eu-ets en.
- 376. European Roundtable on Climate Change and Sustainable Transition (ERCST), The Aluminium Value Chain and Implications for CBAM Design, June 2021, https://ercst.org/wp-content/uploads/2021/08/The-aluminium-value-chainand-implications-for-CBAM-design.pdf.
- 377. Reuters, Europe Adds Aluminium to its Critical Raw Materials List, 7 July 2023, https://www.reuters.com/markets/ commodities/europe-adds-aluminium-its-critical-raw-materials-list-andy-home-2023-07-06/.

- World Economic Forum, How China is decarbonizing the electricity supply for aluminium, 21 April 2022, https://www. weforum.org/agenda/2022/04/how-china-is-decarbonizing-the-electricity-supply-for-aluminium/.
- ASI, ASI Performance Standard Version 3 recognised in the Green Building Council Australia's Responsible Products 379. Framework, 10 February 2023, https://aluminium-stewardship.org/asi-performance-standard-version-3-recognised-inthe-green-building-council-australias-responsible-products-framework.
- 380. Shanghai Metals Market, Guangxi Encourages Aluminium Smelters to Resume the Production through Financial Subsidy, 21 November 2022, https://news.metal.com/newscontent/102008369/guangxi-encourages-aluminium-smelters-toresume-the-production-through-financial-subsidy.
- MPP, Technical Appendix: Making Net-Zero Aluminium Possible, https://missionpossiblepartnership.org/wp-content/ 381. uploads/2023/03/MPP-Aluminium-Technical-Appendix.pdf.
- Accenture analysis based on S&P Capital IQ data. 382.
- 383. lbid.
- 384. lbid.
- 385. Stern NYU, WACC Data: Cost of Equity and Capital, January 2023, https://pages.stern.nyu.edu/~adamodar/New_Home_ Page/datafile/wacc.html.
- 386. ASI, 3 Top Banks Partner with RMI to Create the Aluminum Climate-Aligned Finance Working Group, 27 June 2022, https:// aluminium-stewardship.org/3-top-banks-partner-with-rmi-to-create-the-aluminum-climate-aligned-finance-workinggroup.
- 387. Transition Pathway Initiative, *Aluminium*, https://www.transitionpathwayinitiative.org/sectors/aluminium.

Ammonia endnotes

- 388 Royal Society, Ammonia: Zero-Carbon Fertiliser, Fuel and Energy Story, February 2020, https://royalsociety.org/-/media/ policy/projects/green-ammonia/green-ammonia-policy-briefing.pdf.
- 389. From data provided by BloombergNEF.
- 390. Accenture analysis.
- 391. IEA, Ammonia Technology Roadmap, https://iea.blob.core.windows.net/assets/6ee41bb9-8e81-4b64-8701-2acc064ff6e4/AmmoniaTechnologyRoadmap.pdf.
- 392 Accenture analysis based on IEA.
- 393. MPP, Making Net Zero Ammonia Possible, https://missionpossiblepartnership.org/wp-content/uploads/2022/09/Making-1.5-Aligned-Ammonia-possible.pdf.
- 394. IEA, Ammonia Technology Roadmap, https://iea.blob.core.windows.net/assets/6ee41bb9-8e81-4b64-8701-2acc064ff6e4/AmmoniaTechnologyRoadmap.pdf.
- MPP, Making Net Zero Ammonia Possible, https://missionpossiblepartnership.org/wp-content/uploads/2022/09/Making-395. 1.5-Aligned-Ammonia-possible.pdf.
- 396. Transition Pathway Initiative, Chemicals, https://www.transitionpathwayinitiative.org/sectors/chemicals.
- Accenture analysis based on S&P Capital IQ data and Stern NYU WACC data. 397.
- 398. MPP, Making Net Zero Ammonia Possible, https://missionpossiblepartnership.org/wp-content/uploads/2022/09/Making-1.5-Aligned-Ammonia-possible.pdf.
- 399. IEA, Chemicals, https://www.iea.org/energy-system/industry/chemicals.
- 400. IEA, The Future of Hydrogen Assumptions, December 2020, https://www.iea.org/reports/the-future-of-hydrogen/dataand-assumptionshttps://iea.blob.core.windows.net/assets/29b027e5-fefc-47df-aed0-456b1bb38844/IEA-The-Future-of-Hydrogen-Assumptions-Annex CORR.pdf.
- 401. IEA, Net Zero Roadmap: A Global Pathway to Keep the 1.5 °C Goal in Reach - 2023 Update, September 2023, https:// www.iea.org/reports/net-zero-roadmap-a-global-pathway-to-keep-the-15-0c-goal-in-reach.
- 402. IEA, Ammonia Technology Roadmap, https://iea.blob.core.windows.net/assets/6ee41bb9-8e81-4b64-8701-2acc064ff6e4/AmmoniaTechnologyRoadmap.pdf.
- 403. Ibid.
- 404. MPP, Making Net Zero Ammonia Possible, https://missionpossiblepartnership.org/wp-content/uploads/2022/09/Making-1.5-Aligned-Ammonia-possible.pdf.
- From data provided by BloombergNEF. 405.
- 406.
- Thyssenkrup Industrial Solutions, Green Ammonia Save Costs and CO, by Using Renewable Energy, https://www. 407. thyssenkrupp-uhde.com/power-to-x/en/green-ammonia.
- 408. From data provided by BloombergNEF.
- 409. MPP, Making Net Zero Ammonia Possible, https://missionpossiblepartnership.org/wp-content/uploads/2022/09/Making-1.5-Aligned-Ammonia-possible.pdf.
- 410. Accenture analysis based on IEA.
- 411. MPP, Making Net Zero Ammonia Possible, https://missionpossiblepartnership.org/wp-content/uploads/2022/09/Making-1.5-Aligned-Ammonia-possible.pdf.
- American Public Power Association, America's Electricity Generation Capacity: 2023 Update, May 2023, https://www. 412. publicpower.org/system/files/documents/Americas Electricity Generating Capacity 2023 Update.pdf.
- 413. Ibid.
- 414. ENGIE, Yuri Renewable Hydrogen to Ammonia Project, https://engie.com.au/yuri.
- 415. Accenture analysis
- Gnutzmann, Hinnerk and Piotr Spiewanowski, Fertilizer Fuels Food Prices: Identification Through the Oil-Gas Spread, 29 416. September 2016, https://ssrn.com/abstract=2808381.
- Our World in Data, Share of Expenditure Spent on Food vs. Total Consumer Expenditure, 2021, https://ourworldindata.org/ 417. grapher/food-expenditure-share-gdp.
- 418. Aramco, First Accredited Low-Carbon Ammonia Shipment for Power Generation Dispatched from Saudi Arabia to Japan, 20 April 2023, https://www.aramco.com/en/news-media/news/2023/low-carbon-ammonia-shipment.

- S&P Global, Platts Ammonia Forward Curve Assessments, 26 April 2022, https://www.spglobal.com/commodityinsights/ 419. en/about-commodityinsights/media-center/press-releases/2022/042622-sp-global-commodity-insights-launches-plattsammonia-forward-curve-assessments.
- $\label{lem:condition} \textit{European Council}, \textit{Innovation Fund}, \\ \underline{\textit{https://cinea.ec.europa.eu/programmes/innovation-fund_en}. \\ \\$ 420.
- 421. Hydrogen Insights, Hydrogen Windfall: EU Grants €3.6bn to Low-Carbon Tech Projects, More than Half of which are Dedicated to Green H., 14 July 2023, https://www.hydrogeninsight.com/innovation/hydrogen-windfall-eu-grants-3-6bnto-low-carbon-tech-projects-more-than-half-of-which-are-dedicated-to-green-h./2-1-1486480.
- 422. European Commission, EU Emissions Trading System (EU ETS), https://climate.ec.europa.eu/eu-action/eu-emissionstrading-system-eu-ets en.
- 423. European Council, EU Climate Action: Provisional Agreement Reached on Carbon Border Adjustment Mechanism (CBAM), 13 December 2022, https://www.consilium.europa.eu/en/press/press-releases/2022/12/13/eu-climate-actionprovisional-agreement-reached-on-carbon-border-adjustment-mechanism-cbam/.
- 424. IEA, Production, Consumption and Trade of Ammonia in Selected Countries and Regions, 2020, https://www.iea.org/dataand-statistics/charts/production-consumption-and-trade-of-ammonia-in-selected-countries-and-regions-2020.
- 425. Energy.gov, Regional Clean Hydrogen Hubs, https://www.energy.gov/oced/regional-clean-hydrogenhubs#:~:text=The%20Regional%20Clean%20Hydrogen%20Hubs,clean%20hydrogen%20hubs%20across%20America.
- 426. Ammonia Energy Association, India Launches its National Hydrogen Mission, 31 August 2021, https://www. ammoniaenergy.org/articles/india-launches-its-national-hydrogen-mission/.
- 427. Ammonia Energy Association, RePowerEU: Supporting the Full Switch of Existing Hydrogen Production to Renewables, 1 June 2022, https://www.ammoniaenergy.org/articles/repowereu-supporting-the-full-switch-of-existing-hydrogenproduction-to-renewables/.
- 428. ICCT, Can the Inflation Reduction Act Unlock a Green Hydrogen Economy?, 3 January 2023, https://theicct.org/ira-unlockgreen-hydrogen-jan23/.
- 429. Accenture analysis based on S&P Capital IQ data.
- 430. MPP, Making Net Zero Ammonia Possible, https://missionpossiblepartnership.org/wp-content/uploads/2022/09/Making-1.5-Aligned-Ammonia-possible.pdf.
- 431. IEA, Ammonia Technology Roadmap, https://iea.blob.core.windows.net/assets/6ee41bb9-8e81-4b64-8701-2acc064ff6e4/AmmoniaTechnologyRoadmap.pdf.
- Accenture analysis based on S&P Capital IQ data. 432.
- 433. Stern NYU, WACC Data: Cost of Equity and Capital, January 2023, https://pages.stern.nyu.edu/~adamodar/New_Home_ Page/datafile/wacc.html.
- 434 NEOM, NEOM Green Hydrogen Company Completes Financial Close at a Total Investment Value Of USD 8.4 Billion in the World's Largest Carbon-Free Green Hydrogen Plant, 22 May 2023, https://www.neom.com/en-us/newsroom/neomgreen-hydrogen-investment.
- 435. Transition Pathway Initiative, Chemicals, https://www.transitionpathwayinitiative.org/sectors/chemicals.

Oil and gas endnotes

- 436. IEA, World Energy Outlook, October 2022, https://www.iea.org/reports/world-energy-outlook-2022.
- 437. Accenture analysis based on: IEA, *Emissions from Oil and Gas Operations in Zero Net Transitions*, May 2023, https://www.iea.org/reports/emissions-from-oil-and-gas-operations-in-net-zero-transitions.
- 438. Accenture analysis based on: IEA, Spectrum of the well-to-tank emissions intensity of global oil production 2018 and 2019, https://www.iea.org/data-and-statistics/charts/spectrum-of-the-well-to-tank-emissions-intensity-of-global-oil-production-2019; https://www.iea.org/data-and-statistics/charts/spectrum-of-the-well-to-tank-emissions-intensity-of-global-gas-production-2018.
- 439. IEA, Key World Energy Statistics, September 2021, https://iea.blob.core.windows.net/assets/52f66a88-0b63-4ad2-94a5-29d36e864b82/KeyWorldEnergyStatistics2021.pdf.
- 440. Accenture analysis based on IEA, OECD and Global CCS Institute data.
- 441. Accenture analysis based on data from IEA and EIA.
- 442. Accenture analysis based on: IEA, Fossil Fuels, https://www.iea.org/energy-system/fossil-fuels.
- 443. Transition Pathway Initiative, Oil & Gas, https://www.transitionpathwayinitiative.org/sectors/oil-gas.
- 444. Accenture Analysis based on: DNV, https://www.dnv.com/cases/carbon-emission-reduction-roadmap-for-refineries-135592, Global CCS Institute, https://www.dnv.com/cases/carbon-emission-reduction-roadmap-for-refineries-135592, Global CCS Institute, https://www.globalccsinstitute.com/archive/hub/publications/201688/global-ccs-cost-updatev4.pdf; IEA, https://www.iea.org/reports/emissions-from-oil-and-gas-operations-in-net-zero-transitions.
- 445. Accenture analysis based on: IEA, *Emissions from Oil and Gas Operations in Zero Net Transitions*, May 2023, https://www.iea.org/reports/emissions-from-oil-and-gas-operations-in-net-zero-transitions.
- 446. Accenture analysis based on: Oil Climate Index Plus Gas, 2023 Data Update Comparing Total Emissions, https://ociplus.rmi.org/total-emissions.
- 447. Accenture analysis based on: IEA, *Methane Abatement*, https://www.iea.org/energy-system/fossil-fuels/methane-abatement.

 abatement
- 448. Global Methane Pledge, About the Global Methane Pledge, https://www.globalmethanepledge.org/.
- 449. Accenture analysis based on: IEA, Gas Flaring, https://www.iea.org/energy-system/fossil-fuels/gas-flaring.
- 450. World Bank, Zero Routine Flaring by 2030, https://www.worldbank.org/en/programs/zero-routine-flaring-by-2030/endorsers.
- 451. Accenture analysis based on: IEA, *Methane Abatement*, https://www.iea.org/energy-system/fossil-fuels/methane-abatement.
- 452. Accenture analysis based on: IEA, Fossil Fuels, https://www.iea.org/energy-system/fossil-fuels.
- 453. Accenture analysis based on data provided Global CCS Institute.
- 454. Accenture analysis based on: DNV, Carbon Emission Reduction Roadmap for Refineries, https://www.dnv.com/cases/carbon-emission-reduction-roadmap-for-refineries-135592.
- 455. UNEP, UN Announces High-Tech, Satellite-based Global Methane Detection System, 11 November 2022, https://www.unep.org/news-and-stories/press-release/un-announces-high-tech-satellite-based-global-methane-detection.
- 456. Reuters, Exclusive: Exxon Halts Routine Gas Flaring in the Permian, Wants Others to Follow, January 2023, https://www.reuters.com/business/energy/exxon-halts-routine-gas-flaring-permian-wants-others-follow-2023-01-24/.
- 457. Hart Energy, *Electrifying Permian bpx Energy Touts Emissions Reductions*, 28 March 2023, https://www.hartenergy.com/ep/exclusives/electrifying-permian-bpx-energy-touts-emissions-reductions-basin-204578.
- 458. Saudi Aramco, Sustainability Report 2022, https://www.aramco.com/-/media/downloads/sustainability-report/report-2022/2022-sustainability-report-en.pdf.
- 459. TotalEnergies, Sustainability Report 2022, March 2022, https://totalenergies.com/sites/g/files/nytnzq121/files/documents/2022-05/Sustainability Climate 2022 Progress Report accessible version EN.pdf.
- 460. Accenture analysis based on data from Global CCS Institute.
- 461. Accenture analysis based on data from IEA and EIA.
- 462. Accenture analysis based on data published by University of Wyoming, Georgia Institute of Technology.
- 463. Accenture analysis based on: Georgia Institute of Technology, *Membrane Technology Could Cut Emissions and Energy Use in Oil Refining,* 16 July 2020, https://www.sciencedaily.com/releases/2020/07/200716144736.htm.
- 464. IEA, Net Zero by 2050, May 2021, https://www.iea.org/reports/net-zero-by-2050.
- 465. Accenture analysis based on: IEA, CCUS Projects Explorer, 24 March 2023, https://www.iea.org/data-and-statistics/data-tools/ccus-projects-explorer.
- 466. Accenture analysis.

- ExxonMobil, ExxonMobil Announces Acquisition of Denbury, 13 July 2023, https://corporate.exxonmobil.com/news/news-467. releases/2023/0713_exxonmobil-announces-acquisition-of-denbury.
- 468. Accenture analysis.
- 469. Accenture analysis based on data from IEA and EIA.
- 470. Accenture analysis based on data from bp Statistical Review 2022 and fossil fuel imports data from World Trade Organization.
- 471. S&P Global, Shell to Deliver First SAF from Rotterdam Plant from 2025, 4 May 2023, https://www.spglobal.com/ commodityinsights/en/market-insights/latest-news/agriculture/050323-shell-to-deliver-first-saf-from-rotterdam-plantfrom-2025.
- 472. bp, Hertz, bp Collaborate to Accelerate EV Charging in North America, 27 September 2022, https://www.bp.com/en/ global/corporate/news-and-insights/press-releases/hertz-bp-collaborate-to-accelerate-ev-charging-in-north-america.
- Oil & Gas Methane Partnership, The Oil & Gas Methane Partnership 2.0, https://ogmpartnership.com/. 473.
- 474. GRI, Universal Standards, https://www.globalreporting.org/standards/standards-development/universal-standards/.
- 475. Reuters, LNG Industry Body Sees First Carbon Neutral Cargo Delivery to Taiwan, 25 January 2023, https://www.reuters. com/business/energy/lng-industry-body-sees-first-carbon-neutral-cargo-delivery-taiwan-2023-01-25/.
- 476. IEA, Inflation Reduction Act, 8 November 2022, https://www.iea.org/policies/16317-inflation-reduction-act-2022-sec-60113-and-sec-50263-on-methane-emissions-reductions.
- 477. Bipartisan Policy Center, Inflation Reduction Act, 4 August 2022, https://bipartisanpolicy.org/blog/inflation-reduction-actsummary-energy-climate-provisions/.
- 478. IEA, Canada's Methane Strategy, 10 February 2023, https://www.iea.org/policies/17015-faster-and-further-canadasmethane-strategy.
- 479. IEA, Emissions in Upstream Operations in Nigeria, 28 November 2022, https://www.iea.org/policies/16952-guidelines-formanagement-of-fugitive-methane-and-greenhouse-gases-emissions-in-the-upstream-oil-and-gas-operations-in-nigeria.
- 480. IEA, Methane Abatement, https://www.iea.org/energy-system/fossil-fuels/methane-abatement.
- 481. CCA Coalition, National Methane Action Plans, 2022, https://www.ccacoalition.org/resources/national-methane-actionplans.
- 482. GEF, Colombia's 2030 MRV Strategic Vision, https://www.thegef.org/sites/default/files/web-documents/10121_PIF.pdf.
- 483. IEA Policy Database, National Level MRV Mitigation Actions, 15 February 2022, https://www.iea.org/policies/14772resolution-1447-2018-monitoring-reporting-and-verification-system-for-mitigation-actions-at-the-national-level.
- European Commission, EU Emissions Trading System (EU ETS), https://climate.ec.europa.eu/eu-action/eu-emissions-484. trading-system-eu-ets en.
- 485. <u>us-clean-energy-strategic-partnership.</u>
- 486. IEA, Norway 2022 Energy Policy Review, https://iea.blob.core.windows.net/assets/de28c6a6-8240-41d9-9082a5dd65d9f3eb/NORWAY2022.pdf.
- 487. Highnorth News, Norwegian Government Approves Electrification of Melkøya LNG Plant in Northern Norway, 9 August 2023, https://www.highnorthnews.com/en/norwegian-government-approves-electrification-melkoya-lng-plant-northern-
- GIIGNL, GIIGNL Releases MRV and GHG Neutral Framework, November 2021, https://giignl.org/giignl-releases-488 framework-for-transparent-emissions-reporting-and-neutrality-declarations/.
- 489. EPA, Methane Emissions Reduction Program, https://www.epa.gov/inflation-reduction-act/methane-emissions-reductionprogram.
- 490. IEA, Inflation Reduction Act 2022: Sec. 60113 and Sec. 50263 on Methane Emissions Reductions, 2022, https://www.iea. org/policies/16317-inflation-reduction-act-2022-sec-60113-and-sec-50263-on-methane-emissions-reductions.
- 491. IEA, Emissions from Oil and Gas Operations in Net Zero Transitions, May 2023, https://iea.blob.core.windows.net/ assets/2f65984e-73ee-40ba-a4d5-bb2e2c94cecb/EmissionsfromOilandGasOperationinNetZeroTransitions.pdf.
- 492. Accenture analysis based on: DNV, Carbon Emission Reduction Roadmap for Refineries, https://www.dnv.com/cases/ carbon-emission-reduction-roadmap-for-refineries-135592; Lawrence, Irlam, Global CCS Institute, Global Costs of Carbon Capture and Storage, June 2017, https://www.globalccsinstitute.com/archive/hub/publications/201688/globalccs-cost-updatev4.pdf; IEA, Emissions from Oil and Gas Operations in Net Zero Transition, May 2023, https://www.iea. org/reports/emissions-from-oil-and-gas-operations-in-net-zero-transitions.
- 493. Accenture analysis based on S&P Capital IQ data.
- 494. Stern NYU, WACC Data: Cost of Equity and Capital, January 2023, https://pages.stern.nyu.edu/~adamodar/New Home Page/datafile/wacc.html.
- Petrobras, Strategic Plan 2023-27, https://petrobras.com.br/quem-somos/estrategia?p_l_back_url=%2Fresultado-da-bu 495. sca%3Fq%3Dstrategic%2Bplan%2B2023.
- 496. Transition Pathway Initiative, Oil & Gas, https://www.transitionpathwayinitiative.org/sectors/oil-gas.



COMMITTED TO IMPROVING THE STATE OF THE WORLD

The World Economic Forum, committed to improving the state of the world, is the International Organization for Public-Private Cooperation.

The Forum engages the foremost political, business and other leaders of society to shape global, regional and industry agendas.

World Economic Forum

91–93 route de la Capite CH-1223 Cologny/Geneva Switzerland

Tel.: +41 (0) 22 869 1212 Fax: +41 (0) 22 786 2744 contact@weforum.org www.weforum.org