



Statkraft's sustainability strategy

We drive a green and just
energy transition



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Statkraft is a leading company in hydropower internationally and Europe's largest generator of renewable energy. The Group produces hydropower, wind power, solar power, gas-fired power and supplies district heating. Statkraft is a global company in energy market operations. Statkraft has more than 6,000 employees in over 20 countries.

Preface

The climate crisis is no longer a distant threat – it is happening here and now. We see its impact all around us, whether in the form of increasingly extreme weather events or the subtle yet undeniable shifts in our natural environment. As a result, the world needs large amounts of new renewable energy, and we need it fast. With clean energy, we can decarbonise a wide variety of sectors. Everything that can be electrified, must be electrified.

Statkraft is uniquely positioned to drive the green transition. For over a century, we have been at the forefront of delivering renewable energy, and we remain committed to our vision to renew the way the world is powered – with 100 % renewable energy, of course.

However, more renewable energy alone is not enough. We must also ensure that we operate in an efficient, secure and sustainable manner. Like other companies, Statkraft too has an environmental and social footprint. That is why we are dedicated to working systematically to reduce our negative impacts, whether that be our land use, emissions, or resource consumption. We aim to create a positive impact for people and communities and for the nature in which we operate. In this updated strategy, we have reflected this dedication through adopting new and more ambitious sustainability targets.

Acting responsibly is at the heart of Statkraft. Our sustainability strategy is not a stand-alone delivery. It is an integral part of our corporate strategy and should above all else be embedded in everything we do.

By doing this, we can turn our approach to sustainability into a competitive advantage.



Birgitte Ringstad Vartdal
Chief Executive Officer

About sustainability in Statkraft

We face both a climate and nature crisis with rising temperatures, increased flooding, drought, wildfires, as well as an increasing loss of biodiversity and damaged ecosystems. Much is at stake.

Renewable energy is the solution to transforming our power system. Renewable power is clean, green and cost competitive. As a leading international renewable energy company, Statkraft aspires to drive a green and just energy transition. We are the largest producer of renewable energy in Europe and hold an industry leading position in terms of emission intensity. Through our growth strategy we also enable others to reduce their emissions. As we power the green transition with renewable energy, we must also pay attention to our own impact on the environment and on people. We must make this a just transition.

Statkraft's sustainability strategy is an integral part of the company's corporate strategy and sets the direction for how we will contribute to a green and just transition. It encompasses four material topics: climate, biodiversity, circular economy, and just transition. The strategy addresses the most important impacts, risks and opportunities related to Statkraft's activities, increasing external expectations, regulatory development, and builds on the UN Sustainable Development Goals (SDGs). For each topic, a roadmap has been developed, with key actions and targets towards 2030. These can be found in Appendix 1.

Sustainability drivers

The effects of climate change are becoming more evident and impact renewable energy companies in several ways. For instance, Statkraft's assets are increasingly exposed to changes in expected annual production and extreme weather events. This results in a need for strengthening asset robustness, affecting economic assumptions of asset profitability.

The sustainability agenda continues to be strengthened, with increasing regulatory requirements and expectations to companies. Sustainability performance is increasingly seen as a competitive factor and qualification criteria, for instance in tender processes to secure new licencing, or in customer contracts, driving demand for downstream PPAs with green credentials. Regulatory requirements are also becoming significantly stronger, in which companies are required to establish clear targets, near- and long- term, followed up by detailed action plans and solid management systems.

Statkraft's approach to sustainability

Through our activities, we aim to create value for the society, the environment and the company. Acting responsibly is one of our core values. Our fundamental principles for sustainable and responsible behaviour are outlined in our Code of Conduct, approved by the Board of Directors. Our sustainability principles are further detailed in our management system, 'The Statkraft Way'.

Our work is guided by relevant frameworks and guidelines, including the OECD Guidelines for Multinational Enterprises and the UN Guiding Principles on Business and Human Rights. We comply with sustainability-related EU Directives and take guidance from the IFC Performance Standards for new energy development projects. We are a member of UN Global Compact and participate in industry initiatives and networks.

We complete double materiality assessments (DMAs) on a regular basis, assessing impacts, risks and opportunities related to sustainability matters. This includes how Statkraft impacts the economy, environment, and people, as well as how sustainability issues and the environment may impact Statkraft financially. The results of the latest DMA reaffirm the identified sustainability priorities within the areas of climate, circularity, biodiversity and just transition as most material to the company. The detailed outcome of the DMA forms the basis for the Annual Report structure and performance management follow-up within the material areas. For all material topics, Statkraft establishes targets and key actions. Topics not covered in this document, such as health and safety, diversity and business ethics, have separate strategies.

These include:

- Statkraft's commitment to a safe and healthy workplace without injury and harm
- The aim to prevent corruption and unethical practices in all activities
- The target of achieving 40/60 gender balance across the organisation by 2030

Further, the white paper on state ownership¹ details the Norwegian state's role and expectations to the companies where they have ownership interests. The overall goal from our owner is 'highest possible return over time in a sustainable manner'.

¹ Meld. St. 6 (2022-2023), A greener and more active state ownership
– The state's direct ownership of companies, October 2022.

The sustainability strategy

We drive a green and just energy transition

Statkraft's sustainability ambition is to drive a green and just energy transition. With our large operational fleet and renewable energy growth, we contribute to the global need to decarbonise and electrify society. In doing so, we are committed to fair and inclusive processes, where our impact on people and the environment is carefully considered.

We drive a green and just energy transition through four pillars:

- Climate action: Developing a net-zero value chain
- Biodiversity: Growing within planetary limits
- Circular economy: Leveraging the principles of circular economy
- Just transition: Creating a positive impact on people

We are committed to the UN's Sustainable Development Goals. This commitment and our four pillars are outlined below.

The UN Sustainable Development Goals at Statkraft

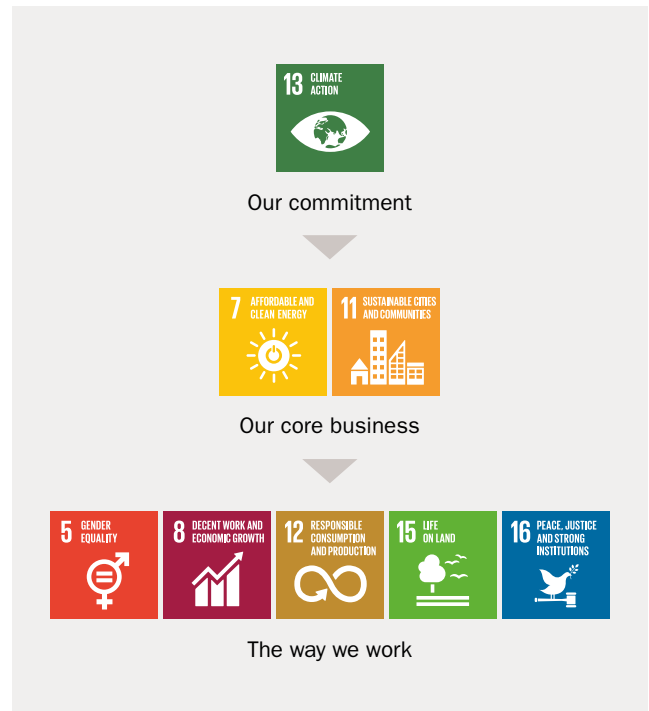
The UN Sustainable Development Goals (SDGs) enable the global community to navigate towards a more sustainable future by 2030. For Statkraft, the SDGs serve as a guide for developing and improving our business activities.

Statkraft recognises the important role that businesses play in contributing to the realisation of these goals, and we have assessed our impact on all 17 SDGs. Based on that assessment, we have decided to specifically address eight of the goals where we believe we can contribute the most.

We address the SDGs on three levels:

1. As part of our overarching commitment
2. In our core business
3. In the way we work together

As a provider of renewable energy, and with an aspiration to enable a net-zero future, we are strongly committed to SDG 13 (Climate Action). We also focus on SDG 7 (Affordable and clean energy) and SDG 11 (Sustainable cities and communities) which are closely linked to our core business. In addition, we are convinced that responsible and sustainable operations and project development is key to succeed with the goals. Therefore, we also focus on SDG 5 (Gender equality), SDG 8 (Decent work and economic growth), SDG 12 (Responsible consumption and production), SDG 15 (Life on land) and SDG 16 (Peace, justice and strong institutions).



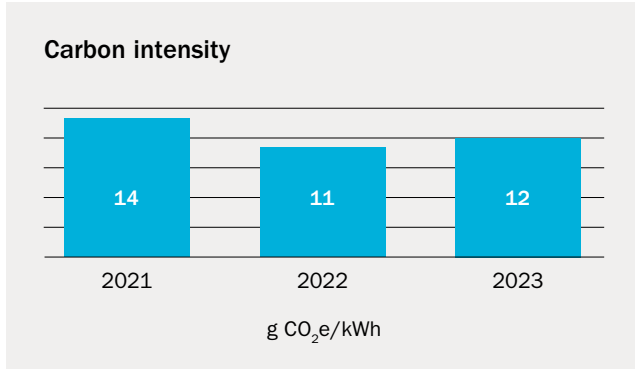
Climate action: Developing a net-zero value chain

Climate change is already affecting every corner of the globe. To limit the global warming to 1.5°C, global CO₂ emissions must reach net-zero² around 2050. This is in line with the goal of the Paris Agreement, and it requires a transformation across all economic sectors. As nearly 75% of today's Greenhouse gases (GHG) emissions are energy-related, decarbonising the power sector is key to reaching the goal.

Overall picture and general status at Statkraft

Statkraft is the largest producer of renewable energy in Europe, with a share of 97% renewable energy.

² Net-zero means cutting net GHG emissions (scope 1+2+3) to as close to zero as possible, in alignment with a 1.5°C pathway. The GHG Protocol Corporate Standard classifies a company's GHG emissions into three 'scopes'. Scope 1 emissions are direct emissions from owned or controlled sources. Scope 2 emissions are indirect emissions from the generation of purchased energy. Scope 3 emissions are all other indirect emissions that occur in the value chain, including both upstream and downstream emissions.



The company also holds an industry-leading position³ in terms of GHG emissions intensity (g CO₂e/kWh). Currently, the majority (95% in 2023) of direct GHG emissions (scope 1) originate from our gas-fired power plants in Germany, with the remaining 5% stemming from District Heating (~4%), SF₆ gas and fuel consumption. Our indirect GHG emissions (scope 3) occur mainly upstream and are related to construction projects (~50%), gas-fired power plants (~38%), and operations and maintenance (~12%).

Statkraft's production from gas-fired power plants and thereby gas-related emissions (both scope 1 and 3) changes with the market conditions. In the transition to 100% renewable energy, flexibility from gas-fired power plants may balance the fluctuating power sources of solar and onshore wind.

We have established processes for identifying, assessing, and monitoring physical climate risks and relevant mitigation measures. Company-wide climate-related physical and transition risks are regularly assessed at asset level.

100% of our electricity consumption is compensated with Guarantees of Origin, and we offset direct emissions not covered by the EU Emission Trading System.

Key commitments and targets

Statkraft is through its core business developing a net-zero value chain. We are committed to the goal of limiting global warming to 1.5°C and the Paris Agreement. Our future growth is solely based on renewable energy, and we are targeting net-zero GHG emissions by 2040, across scope 1, 2 and 3.

To reach net-zero emissions, all unabated use of fossil fuels will either be replaced with emissions-free solutions or need to be retrofitted with carbon capture and storage (CCS) by 2040.

All other direct and indirect emissions will be reduced to the extent possible. Statkraft will cooperate with major strategic suppliers, for example by purchasing low-carbon material and using electric machinery. The residual GHG emissions must be neutralised by carbon removals, where an equivalent amount of CO₂ is removed permanently from the atmosphere.

The medium-term target for scope 1 and 2 is to keep the GHG emissions intensity below 20 g CO₂e/kWh in 2030. This target is above the current level of 12 g CO₂e/kWh (for 2023) as Statkraft expects an increased need for flexibility in the German power system in the short to medium term.

For construction projects Statkraft will work systematically to reduce the emission intensity. We will establish an emission intensity benchmark per technology and follow up improvements year-by-year. This will include mapping of GHG emissions, identifying best practice and implementing measures to reduce GHG emissions together with suppliers.

Key targets:

- By the end of 2025: Establish benchmark GHG emissions intensities for new developments per technology
- From 2026: Material⁴ projects shall use climate & circularity tools to identify and implement GHG emissions reduction measures and circularity gains
- By the end of 2026: Set annual GHG emissions intensity reduction targets for new developments per technology
- By 2030: Scope 1+2 GHG emission intensity (market-based scope 2) is less than 20 g CO₂e/kWh
- By 2040: Net-zero GHG emissions (scope 1+2+3, market-based scope 2)

Additional key priorities and actions going forward

- Updated requirements and guidelines, including climate & circularity tools, will be made available by the end of 2025
- Assess possibilities for including science-based climate targets as part of evaluation of suppliers by the end of 2025
- By mid-2025, review our current approach to carbon offsets and removals and recommend improvements
- Develop guidelines and best practice for offices and sites guiding reduction of energy consumption by the end of 2025
- By the end of 2025, develop a company-wide strategy for phasing out the use of SF₆ gas
- Investigate options within travel system for facilitating GHG emissions reductions related to business travel, and by 2026 set GHG emissions reduction targets per capita

³ Statkraft's corporate GHG intensity (scope 1+2) for 2023 was 12 g CO₂e/kWh. As a comparison, the GHG intensity for electricity generation in the EU was 258 g CO₂e/kWh in 2022. Ref: Greenhouse gas emission intensity of electricity generation in Europe | European Environment Agency's home page (europa.eu).

⁴ All greenfield, repowering and redesign projects, and large (approx. > 50 MNOK) refurbishment projects. In less mature (supplier) markets we will assess and pilot different approaches to Life Cycle Analysis and GHG emission budgeting.



Biodiversity: Growing within planetary limits

The last 50 years have seen a rapid decline of nature, and more and more species go extinct. Loss of biodiversity and negative impact on nature is ranked among the highest risks to humanity, and this is among others driven by change in land and sea use, climate change, pollution and invasive species.

The Global Biodiversity Framework (GBF) from COP15⁵ in 2022 sets a goal to substantially increase the area of natural ecosystems by 2050 and halt the human-induced extinction of threatened species by 2050. Countries are currently developing or revising national biodiversity strategies and plans, which must include national targets aligned with the Global Biodiversity Framework targets.

Overall picture and general status at Statkraft

Biodiversity and ecosystem functions and services are material aspects to Statkraft. Two of the key drivers for biodiversity loss are closely linked to Statkraft's activities: climate change and land and sea use change. To mitigate climate change, there is a need for replacing fossil energy sources with renewable energy. This means utilising natural resources, and inevitably impacting the environment. Hydropower plants impact the natural flow of rivers, while wind and solar power plants require

usage of land. The approach taken for each new project development needs to consider both aspects carefully and will be guided by national priorities and regulatory requirements.

Key commitments and targets

As a response to the world's biodiversity loss and the Global Biodiversity Framework, Statkraft will explore the feasibility and approach to net biodiversity gain for new energy developments focusing on onshore wind, solar and Battery Energy Storage System (BESS) in the period up until 2030. Therefore, Statkraft has set the target that the majority of new developments within these technologies reaching principal investment decision in 2030 and onwards will have a biodiversity net gain commitment. For other technologies, Statkraft will continue to explore possibilities and constraints for biodiversity net gain. Developments that are built to be sold will be delivered with a «net gain readiness», whilst depending on the new owner for the follow-up on such a commitment.

For existing operations, Statkraft will identify prioritised material sites for improvements from a defined baseline year by 2026. For hydropower, possibilities for improvements will be integrated into authority-driven processes revising water management plans for the respective catchment area, as well as hydropower concession terms (in regions where applicable).

⁵ UN Biodiversity Conference, Montreal 2022.

Statkraft will not plan new energy developments in existing natural World Heritage Sites (WHS).

Key targets:

- From 2030, Statkraft will have a biodiversity net gain commitment for a majority of new onshore wind, solar and BESS developments, that have not yet made a Principal Investment Decision⁶
- Pilot no net loss and net gain commitments at 4 new onshore wind, solar & BESS development projects, to be initiated in 2025
- By 2028, 100% of prioritised material sites have defined improvement measures related to biodiversity from a defined baseline year
- Statkraft will not plan new energy developments in existing natural World Heritage Sites
- Statkraft will by 2028 establish a biodiversity fund to support projects and assets financially with their biodiversity commitments, as well as external initiatives and research

⁶ Statkraft will only take on a commitment for those projects and assets under the company's operational control. For developments that are built to be sold, these will be delivered with a «net gain readiness», whilst depend on new owner for the follow-up on such a commitment.

Additional key priorities and actions going forward

- Adopt a Statkraft guideline on biodiversity no net loss and net gain for new developments, and develop an ecosystem accountancy tool for new developments by the end of 2025
- Develop a Statkraft guideline on identifying, prioritising and managing biodiversity material sites by the end of 2025
- Map & assess biodiversity material sites in own operations in order to identify prioritised sites by the end of 2026
- Develop scope and approach to mapping and prioritising biodiversity material sites in our supply chain by 2026
- Identify key knowledge gaps related to biodiversity and our key technologies and define a research & development strategy and potential projects by the end of 2025
- Explore deforestation risk in Statkraft and define an approach and commitment to reduce risk of deforestation by 2026

Circular economy: Leveraging the principles of circular economy

Global society currently uses the resources of about 1.6 Earths annually. This number is expected to increase, among others driven by population and economic growth. A circular economy aims to preserve the value of materials and products for as long as possible. Adopting circular business practices therefore allows for greater economic efficiency, reduction



in greenhouse gas emissions and pollution, and addresses negative effects on biodiversity and communities. This can be done through material and design choices, as well as practises that enable reusing, recycling and recovering.

Overall picture and general status at Statkraft

Statkraft's core business leverages the principles of circular economy, by producing renewable energy with long-term horizons. We prolong the lifetimes of our assets through monitoring, rehabilitation, and upgrades when necessary. Hydropower assets have a particularly long life-time, but with the increasing share of wind and solar power in our portfolio, with shorter life-time, we experience new challenges and opportunities related to circularity. We acknowledge our consumption of materials and see circularity as a tool for enhancing resource efficiency, and thereby reducing our footprint.

Key commitments and targets

Statkraft aims to become a circular business by 2050. To achieve this, Statkraft will work systematically to quantify and better understand the circularity potential of its resource inflows and outflows. Based on this, we will implement the circular economy principles throughout the lifecycle of our assets. Statkraft will collaborate closely with suppliers and other key stakeholders to address material impacts, risks and opportunities. By 2030, at least 80% of non-hazardous construction site waste will be diverted from landfill. Statkraft is also committed to not sending wind turbine blades to landfill from 2025.

Key targets

- From 2025, no wind turbine blades will go to landfill from assets where Statkraft has operational control
- From 2026, material⁷ projects shall use the climate & circularity tools to identify and implement GHG emissions reduction measures and circularity gains
- By 2027, set targets for selected key materials and key equipment in all projects
- By 2029, review and expand set of targets for selected key materials and key equipment in all projects
- By 2030, a minimum of 80%⁸ of non-hazardous construction site waste is diverted from landfill
- By 2040, a minimum of 90%⁹ of total construction site waste is diverted from landfill
- By 2050, Statkraft is a circular business

Additional key priorities and actions going forward

- By 2024, define the concept of circular business for Statkraft, based on research and peer benchmarking method for quantifying circularity
- Updated requirements and guidelines, including climate and circularity tools, will be made available by the end of 2025
- By the end of 2025, assess (cost-benefit) local treatment options for wind turbine blades per country/region and establish contracts/agreements as relevant
- By the end of 2025, implement tools and requirements related to reporting and handling of wind turbine blades
- For selected key materials gather information of inflows and establish baselines by the end of 2025
- Assess options for waste revaluing¹⁰ locally, incl. waste mapping and revaluing services by the end of 2026
- Assess "low footprint" options for key equipment/categories by the end of 2026
- Pilot incentives for selected suppliers related to key materials, emissions and waste by the end of 2026

Just transition: Managing our impacts on people

To reduce the effects of climate change, the world must transition from the use of fossil fuels to renewable resources. This shift needs to be as fair and inclusive as possible for everyone affected, creating decent work opportunities, and leaving no one behind. This is called the just transition. Respect for human rights is an integral part of this just transition agenda, spanning from how to ensure that workers are treated fairly, to how new renewable developments impact communities. Human rights are also increasingly integrated into legislation directed at business, such as the Norwegian Transparency Act¹¹.

Overall picture and general status at Statkraft

Statkraft's approach to a just transition and respect for human rights is aligned with the international agenda, as well as available guidance and frameworks. It is risk-based and aims to create shared value, and we strive to integrate just transition objectives and human rights obligations into relevant business processes and activities.

Statkraft undertakes regular corporate-level human rights risk assessments in line with the UN Guiding Principles. The focus in these assessments is risk to people. Based on the last assessment from 2023, the following key rightsholder groups in the value chain have been identified:

⁷ All greenfield, repowering and redesign projects, and large (approx. > 50 MNOK) refurbishment projects. In less mature (supplier) markets we will assess and pilot different approaches to Life Cycle Analysis and GHG emission budgeting.

⁸ Measured in terms of mass (tonnes of waste).

⁹ Measured in terms of mass (tonnes of waste).

¹⁰ Revaluing means the process of transforming waste materials into valuable resources.

¹¹ The Norwegian Transparency Act was introduced in 2022. The Act requires companies to more systematically assess, address and follow-up human rights risks in their operations, and disclose their efforts and challenges.

- In upstream activities: Contract workers and supply chain workers
- In own operations: Direct workers, local communities, indigenous peoples and human rights defenders
- In downstream activities: Downstream workers

Human rights due diligence at country and project level is also a priority, and we are rolling out new processes and tools across the organisation to enable this, as well as align with the requirements.

Key commitments and targets

Statkraft's human rights commitments are outlined in our Code of Conduct. We are committed to respecting the human rights of our people, our supply chain workers and the communities impacted by our operations, by preventing, minimising and mitigating negative impacts. We will only engage with business partners who are committed to respecting human rights, including in their supply chains. We are committed to providing for or cooperating in remedy processes where our activities cause or contribute to adverse human rights impacts.

We respect human and labour rights, including freedom of association and the right to collective bargaining, the elimination of all forms of forced and compulsory labour, the effective abolition of child labour, and the elimination of discrimination in respect of employment and occupation.

We are committed to decent working conditions, including working hours in line with recommended limits of the International Labour Organisation (ILO) and paying a living wage for our employees. We respect the rights of people affected by our activities, including indigenous, tribal and other vulnerable groups. We seek to ensure informed consultations and participation with affected people in line with international frameworks and have appropriate grievance mechanisms in place.

Statkraft will build on its longstanding work to embed high standards for human rights and social management into its operations and value chains by developing a just transition strategy. This strategy will include actions, targets, and commitments across four key topics: positive economic and social impact, respecting human rights, stakeholder engagement, and fairness and decent work.

Key targets

- By 2028, Statkraft has quantitative targets related to positive local economic impact on local businesses and workers and measures and publicly reports on progress year on year
- By 2028, all projects and material assets make consistent use of methodology for calculating positive impact and set targets for [e.g. making use of KPIs for % CAPEX & OPEX spend on community benefit, # of interactions with affected communities, total people impacted etc.]

- By 2028, 100% of projects are consistently making use of country or project-based feedback mechanisms for affected communities
- By 2028, 100% of projects are conducting and documenting stakeholder engagement in a broadly consistent and comparable way
- Living wages continue to be required for 100% of Statkraft contractors' personnel on-site

Additional key priorities and actions going forward

- Identify best approaches to increase positive local economic impact of Statkraft projects and material assets
- Identify KPIs for measuring local economic impact of projects and material assets (before end of 2025)
- Align on more consistent methodology and standards for human rights due diligence across all Business Areas (before 2026)
- Develop guidelines on country or project-based feedback mechanisms adapted from existing good practices in selected Statkraft locations (before end of 2024)
- Develop guidelines on stakeholder engagement adapted from existing good practices in selected Statkraft locations (before end of 2024)

Implementation

A wide set of implementation activities are ongoing, related to updating of governance and tools, improved reporting processes, and development of internal capacity and expertise. To successfully deliver on the sustainability strategy and ensure efficient solutions, it is key to integrate sustainability in every aspect of our business. The targets and actions, updated governance, new tools and guidance, as well as updated reporting processes will be integrated into the asset value chain in The Statkraft Way.

A key enabler for the sustainability strategy is innovation and R&D. As the sustainability sphere is going through large and rapid changes, there is a need for new knowledge, technologies, tools, services, markets etc. One of Statkraft's search fields, in which the company looks for new business opportunities, is sustainability. Statkraft also has a large portfolio of past and active R&D projects, covering sustainability-related topics like climate risk, microplastics, recycling of wind turbine blades and combining solar power with agriculture. We will work to identify opportunities for synergies and efficiencies across these different sustainability agendas.

The action and targets have been incorporated into the company's planning process for 2025, and progress will be reported as part of the Annual Report.

Appendix: Roadmaps

Climate & Circularity Roadmap to 2030 (1/2)

Area	By 2026	By 2028	Targets by 2030	Targets beyond 2030
Governance & tools	<p>By the end of 2025, requirements and guidelines, including climate & circularity tools will be made available in CPM¹</p> <p>From 2026, material projects² shall, as a main rule, use the climate&circularity tools to identify and implement GHG emissions reduction measures and circularity gains</p>	<p>Do a performance review of the projects using the tool</p>	<p>Statkraft's scope 1+2 GHG emissions (market-based scope 2) are less than 20 g CO₂e/kWh</p>	<p>Statkraft to reach net-zero GHG emissions (scope 1+2+3, with market-based scope 2) by 2040</p>
Project portfolio benchmark	<p>By the end of 2025, establish benchmark GHG emissions intensities for new developments per technology (CO₂e/kWh or CO₂e/spend)</p> <p>By the end of 2026, set annual GHG emissions intensity reduction targets for new developments per technology</p>	<p>Review benchmarks and targets, and update as relevant</p>	<p>By 2029, review and expand set of targets for selected key materials and key equipment in all projects</p> <p>Minimum 80%⁴ non-hazardous construction site waste is diverted from landfill</p>	<p>By 2040, minimum 90%⁴ total construction site waste is diverted from landfill</p> <p>Statkraft is a circular business by 2050</p>
Supplier engagement	<ul style="list-style-type: none"> For selected key materials³ (to be defined by CGS, BAs and EP together) gather information of inflows and establish baselines by the end of 2026 Assess options for waste revaluing locally, incl. waste mapping and revaluing services by the end of 2026 Assess "low footprint" options for key equipment/categories by the end of 2026 Pilot incentives on selected suppliers related to key materials, emissions and waste (to be selected by BAs, Procurement and CGS together) by the end of 2026 Assess possibilities within including science-based climate targets as part of evaluation of suppliers by the end of 2025 	<p>By 2027, set targets for selected key materials and key equipment in all projects</p> <p>Update relevant requirements, tools and guidelines in CPM/TSW, to incorporate lessons learned, incl. from pilots and suppliers, and circular economy principles</p>		
Circular business	<p>By the end of 2025, define the concept of circular business for Statkraft, based on research and peer benchmarking. And establish method for quantifying circularity</p>			

¹ Incl. e.g. reporting indicators, end of life strategies, design, best practice etc.

² All greenfield, repowering and redesign projects, and large (approx.. > 50 MNOK) refurbishment projects. In less mature (supplier) markets we will assess and pilot different approaches to Life Cycle Analysis and GHG emission budgeting.

³ Selection will be based on an agreed set of criteria, material may include cement, steel, aluminium.

⁴ Share (%) will be measured in terms of mass (tonnes of waste).

Climate & Circularity Roadmap to 2030 (2/2)

Area			By 2026	By 2028	Targets by 2030	Targets beyond 2030
Wind turbine blades			<p>From 2025, no wind turbine blades will go to land fill from assets where Statkraft has operational control</p> <p>By the end of 2025, asses (cost-benefit) local treatment options per country/region and establish contracts/agreements as relevant</p> <p>By the end of 2025, implement tools and requirements related to reporting and handling of wind turbine blades</p>	Share lessons learned and assess recycling practices to look for improvements	<p>Statkraft's scope 1+2 GHG emissions (market-based scope 2) are less than 20 g CO₂e/kWh</p> <p>By 2029, set targets for selected key materials and key equipment in all projects</p> <p>Minimum 80%¹ non-hazardous construction site waste is diverted from landfill</p>	<p>Statkraft to reach net-zero GHG emissions (scope 1+2+3, with market-based scope 2) by 2040</p> <p>By 2040, minimum 90%¹ total construction site waste is diverted from landfill</p> <p>Statkraft is a circular business by 2050</p>
	Existing operations (scope 1+2)	Energy consumption	Develop guidelines/best practice for offices and sites, to guide reduction of energy consumption by the end of 2025			
	EV fleet	As per existing guidelines				
	SF ₆	By the end of 2025, develop a company-wide strategy for phasing out the use of SF ₆				
Climate corporate initiatives	Offsets & removals	By mid-2025, review our current approach to carbon offsets and removals, and recommend improvements				
	Climate adaptation	Company wide climate-related physical risks and transition risks shall be assessed on a regular basis (including stress testing of business strategy)	Review processes for identifying, assessing, and monitoring physical climate risk as well as implementing mitigation measures			
	Internal carbon mechanisms	Investigate possibilities for internal carbon mechanisms by the end of 2026				
	Business travel	Investigate possibilities within travel system for GHG emissions reductions related to business travel				
		By beginning of 2026 set GHG emissions reduction targets per capita				

¹ Share (%) will be measured in terms of mass (tonnes of waste).

Biodiversity Roadmap to 2030

Area	By 2026	By 2028	By 2030
New developments, repowering, large refurbishment & re-designs	<ul style="list-style-type: none"> Adopt a Statkraft guideline on biodiversity no net loss and net gain for new developments and develop an ecosystem accountancy tool for new developments by the end of 2025 Pilot no net loss and net gain commitments at 4 new onshore wind, solar & BESS development projects, to be initiated in 2025 Explore possibilities and constraints for no net loss and net gain for other technologies Statkraft will not plan new energy developments in existing natural World Heritage Sites 	<ul style="list-style-type: none"> Further mature net gain commitments at another 4 new onshore wind, solar and BESS development projects Explore net gain commitments with 2 new developments in other technologies Incorporate lessons learnt in Statkraft guidelines and tools on biodiversity no net loss and net gain for new developments 	<ul style="list-style-type: none"> From 2030, Statkraft will have a biodiversity net gain commitment for a majority of new onshore wind, solar and BESS developments that have not yet made Principal Investment Decision ¹ Further mature net gain commitments with 4 new developments in other technologies
Existing own operations	<ul style="list-style-type: none"> Develop a Statkraft guideline on identifying, prioritising and managing biodiversity material sites by the end of 2025 Map and assess biodiversity material sites in own operations in order to identify prioritized sites by the end of 2026 Define a baseline for improvement through establishing site-specific inventories of priority biodiversity values for material sites by the end of 2026 	<ul style="list-style-type: none"> 100% of prioritised material sites have defined improvement measures related to biodiversity from a defined baseline year <p>* For hydropower, possibilities for improvements will be integrated in authority-driven processes revising water management plans for the respective catchment area, as well as hydropower concession terms (in regions where applicable)</p>	<ul style="list-style-type: none"> 100% of planned improvement measures at prioritised sites are progressing as per plan
Supply chain (off site)	<ul style="list-style-type: none"> Develop scope and approach to mapping and prioritising biodiversity material sites in our supply chain by the end of 2026 Identify key suppliers and their material sites in first tier by the end of 2026 	<ul style="list-style-type: none"> Define biodiversity related improvement measures for key suppliers' high-priority material sites Define qualification criteria related to biodiversity 	<ul style="list-style-type: none"> Monitor improvements at key suppliers' high-priority material sites
Other activities	<ul style="list-style-type: none"> Identify key knowledge gaps related to biodiversity and our key technologies and define a research & development strategy and potential projects by the end of 2025 Explore deforestation risk in Statkraft and define an approach and commitment to reduce risk of deforestation by the end of 2026 Explore options for content, programme and structural set-up for a Statkraft Biodiversity Fund 	<ul style="list-style-type: none"> Carry out research & development in line with identified knowledge gaps and needs * Establish a Statkraft fund for biodiversity 	<ul style="list-style-type: none"> Carry out research & development in line with identified knowledge gaps and needs *

¹ Statkraft will only take on a commitment for those projects and assets under our operational control. For developments that are built to be sold, these will be delivered with a «net gain readiness», whilst depend on new owner for the follow-up on such a commitment.

Just Transition Roadmap to 2030

Area	By 2026	By 2028	By 2030
Positive economic & social impact	<ul style="list-style-type: none"> Identify best approaches to increase positive local economic impact of Statkraft projects and material¹ assets Identify key KPIs for measuring local economic impact of projects and material¹ assets (before the end of 2025) (e.g. % local spend/ % local workforce) 	<ul style="list-style-type: none"> Statkraft has quantitative targets related to positive local economic impact on local businesses and workers, and measures and publicly reports on progress year on year All projects and material¹ assets make consistent use of methodology for calculating positive impact and set targets for [e.g. making use of KPIs for % CAPEX & OPEX spend on community benefit, # of interactions with affected communities, total people impacted etc.] 	<ul style="list-style-type: none"> Statkraft has a reputation as a company that ensures significant positive local economic and social impact on all projects backed up by clear and unambiguous financial commitments and achievements All Statkraft community benefit efforts are aligned to consistent standards Statkraft has at least one joined-up global signature community benefit program focused on one key theme
Respecting rights	<ul style="list-style-type: none"> Align on more consistent methodology and standards for human rights due diligence across all BAs (before 2026) Develop guidelines on country or project-based feedback mechanisms adapted from existing good practices in selected Statkraft locations (before the end of 2024) 	<ul style="list-style-type: none"> Embed more consistent methodology and standards for human rights due diligence into Statkraft digital tools 100% of projects are consistently making use of country or project-based feedback mechanisms for affected communities 	<ul style="list-style-type: none"> Statkraft has market-leading approach to human rights due diligence and community feedback mechanisms
Stakeholder engagement	<ul style="list-style-type: none"> Develop guidelines on stakeholder engagement adapted from existing good practices in selected Statkraft locations (before the end of 2024) 	<ul style="list-style-type: none"> 100% of projects are conducting and documenting stakeholder engagement in a broadly consistent and comparable way 	<ul style="list-style-type: none"> Statkraft has market-leading approach to stakeholder engagement and demonstrably consistent practices across all locations
Fairness & decent work	<ul style="list-style-type: none"> All Statkraft projects continuously assess, before entering construction phase, for Living Wage gaps for contractors' personnel on-site (ongoing requirement) Develop policy statement and guidelines on Indigenous rights adapted from existing good practices in selected Statkraft locations (before the end of 2024) 	<ul style="list-style-type: none"> Living wages continue to be required for 100% of Statkraft contractors' personnel on-site Statkraft promotes common industry standards on living wage through participation in multi-stakeholder forums Statkraft Indigenous policy statement and guidelines are consistently implemented 	<ul style="list-style-type: none"> Statkraft is considered an industry leader on its Living Wage practice Statkraft's reputation on Indigenous rights is significantly repaired and Statkraft shares its experience externally as industry leader

¹ To be defined, as part of the approach.



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