# **C2** Risks and opportunities

# Management processes

(C2.1) Does your organization have a process for identifying, assessing, and responding to climate-related risks and opportunities?

#### **Connection to other frameworks**

**TCFD** 

Risk Management recommended disclosure a) Describe the organization's processes for identifying and assessing climate-related risks.

Risk Management recommended disclosure b) Describe the organization's processes for managing climate-related risks

Risk Management recommended disclosure c) Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organization's overall risk management.

### **Response options**

Select one of the following options:

- Yes
- No

(C2.1a) How does your organization define short-, medium- and long-term time horizons?

#### Connection to other frameworks

**TCFD** 

Strategy recommended disclosure a) Describe the climate-related risks and opportunities the organization has identified over the short, medium, and long term.

S&P Global Corporate Sustainability Assessment

TCFD Disclosure

### **Response options**

Please complete the following table:

| Time horizon | From (years)  | To (years)  | Comment                               |
|--------------|---|---|---------------------------------------|
| Short-term   | Numerical field [enter a number from 0-100 using no decimals or commas] | Numerical field [enter a number from 0-100 using no decimals or commas] | Text field [maximum 2,400 characters] |
| Medium-term  |   |   |                                       |
| Long-term    |   |   |                                       |

(C2.1b) How does your organization define substantive financial or strategic impact on your business?

## **Response options**

This is an open text question with a limit of 5,000 characters. Please note that when copying from another document into the ORS, formatting is not retained.

(C2.2) Describe your process(es) for identifying, assessing and responding to climate-related risks and opportunities.

## **Question dependencies**

This question only appears if you select "Yes" in response to C2.1.

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#### **Connection to other frameworks**

**TCFD** 

Risk Management recommended disclosure a) Describe the organization's processes for identifying and assessing climate-related risks.

Risk Management recommended disclosure b) Describe the organization's processes for managing climate-related risks

Risk Management recommended disclosure c) Describe how processes for identifying, assessing, and managing climate related risks are integrated into the organization's overall risk management.

S&P Global Corporate Sustainability Assessment

Climate Risk Assessment - Physical Risks

Climate Risk Assessment - Transition Risks

Climate Change Strategy

TCFD Disclosure

### **Response options**

Please complete the following table. You are able to add rows by using the "Add Row" button at the bottom of the table.

| Value chain stage(s) covered  | Risk management process  | Frequency of assessment  | Time horizon(s) covered  | Description of process                |
|---|--|--|--|---------------------------------------|
| Select all that apply:  Direct operations Upstream Downstream [not shown to FS] | Integrated into multi-disciplinary company-wide risk management process     A specific climate-related risk management process | Select from:  More than once a year Annually Every two years Every three years or more Not defined | Select all that apply:  Short-term Medium-term Long-term None of the above/Not defined | Text field [maximum 7,000 characters] |

[Add Row]

# (C2.2a) Which risk types are considered in your organization's climate-related risk assessments?

## **Question dependencies**

This question only appears if you select "Yes" in C2.1.

### **Connection to other frameworks**

**TCFD** 

Risk Management recommended disclosure a) Describe the organization's processes for identifying and assessing climate-related risks.

S&P Global Corporate Sustainability Assessment

Climate Risk Assessment - Physical Risks

Climate Risk Assessment - Transition Risks

Climate Change Strategy

TCFD Disclosure

## **Response options**

Please complete the following table:

| Risk type           | Relevance & inclusion   | Please explain                        |
|---------------------|---|---------------------------------------|
| Current regulation  | Select from:  Relevant, always included Relevant, sometimes included Relevant, not included Not relevant, included Not relevant, explanation provided Not evaluated | Text field [maximum 2,500 characters] |
| Emerging regulation |   |                                       |
| Technology          |   |                                       |
| Legal               |   |                                       |
| Market              |   |                                       |

| Reputation       |  |
|------------------|--|
| Acute physical   |  |
| Chronic physical |  |

## (C-FS2.2b) Do you assess your portfolio's exposure to climate-related risks and opportunities?

## **Question dependencies**

- This question only appears if you select "Yes" in response to C2.1.
- Rows in this question will be presented according to the activities reported in C-FS0.7.

#### **Connection to other frameworks**

**TCFD** 

Risk management recommended disclosure a) Describe your organization's processes for identifying and assessing climate-related risks.

NZAM (FS Only)

Commitment 3Commitment 6

## **Response options**

Please complete the following fixed row table.

| Portfolio*     | We assess the portfolio's exposure                                 | Explain why your portfolio's exposure is not assessed and your plans to address this in the future* |
|----------------|--|---|
| Banking (Bank) | Select from:      Yes     No, but we plan to in the next two years | Text field [maximum 2,500 characters]   |

|  | No, and we do not plan to in the next two years |  |
|--|---|--|
| Investing (Asset manager)                  |   |  |
| Investing (Asset owner)                    |   |  |
| Insurance underwriting (Insurance company) |   |  |

## (C-FS2.2c) Describe how you assess your portfolio's exposure to climate-related risks and opportunities.

### **Question dependencies**

This question only appears if you selected "Yes" to any of the activities listed in C-FS2.2b. A row will appear in this table for each portfolio for which you selected "Yes" in column 2 of question C-FS2.2b.

#### **Connection to other frameworks**

**TCFD** 

Risk management recommended disclosure a) Describe your organization's processes for identifying and assessing climate-related risks.

NZAM (FS Only)

Commitment 3

Commitment 6

## **Response options**

Please complete the following table.

| Portfolio* | Type of risk<br>management process | Proportion of portfolio covered by risk management process | Type of assessment | Time horizon(s) covered | Tools and methods used | Provide the rationale for implementing this process to assess your portfolio's exposure to |
|------------|------------------------------------|--|--------------------|-------------------------|------------------------|--|
|            |                                    |  |                    |                         |                        | portrollo's exposure to  |

|                |  |  |   |  |  | climate-related risks and opportunities |
|----------------|--|--|---|--|--|---|
| Banking (Bank) | Integrated into multidisciplinary company-wide risk management process  A specific climate-related risk management process | Percentage field [enter a percentage from 0-100] | Qualitative only     Quantitative only     Qualitative and quantitative | Select all that apply:  Short-term Medium-term Long-term Not defined | UNEP FI     Portfolio Impact     Analysis Tool     for Banks     UNEP FI     Corporate     Impact Analysis     Tool     2DII Paris     Agreement     Capital     Transition     Assessment     (PACTA) tool     The Transition     Pathway     Initiative (TPI)     2 Degrees of     Separation     Portfolio     temperature     alignment     Risk models     Scenario     analysis     Stress tests     Internal     tools/methods     External     consultants     Other, please     specify | Text field [maximum 5,000 characters]   |

| Investing (Asset manager)                  |  |  |  |
|--|--|--|--|
| Investing (Asset owner)                    |  |  |  |
| Insurance underwriting (Insurance company) |  |  |  |

(C-FS2.2d) Does your organization consider climate-related information about your clients/investees as part of your due diligence and/or risk assessment process?

### **Question dependencies**

Rows in this question will be presented according to the organizational activities reported in C-FS0.7. This question is not shown if "Insurance underwriting (Insurance company)" is the ONLY selection in C1 of C-FS0.7 and "Life and/or health" is the ONLY section in C2 of C-FS0.7.

#### **Connection to other frameworks**

**TCFD** 

Risk management recommended disclosure a) Describe your organization's processes for identifying and assessing climate-related risks. Risk management recommended disclosure b) Describe the organization's processes for managing climate-related risks.

## **Response options**

Please complete the following table:

| Portfolio*     | We consider climate-related information                                  | Explain why you do not consider climate-related information and your plans to address this in the future |
|----------------|--|--|
| Banking (Bank) | Select from:      Yes     No, but we plan to do so in the next two years | Text field [maximum 2,500 characters]  |

|  | No, and we do not plan to in the next two years |  |
|--|---|--|
| Investing (Asset manager)                  |   |  |
| Investing (Asset owner)                    |   |  |
| Insurance underwriting (Insurance company) |   |  |

(C-FS2.2e) Indicate the climate-related information your organization considers about clients/investees as part of your due diligence and/or risk assessment process, and how this influences decision-making.

## **Question dependencies**

This question appears if "Yes" is selected in any row in C-FS2.2d. A row will appear if "Yes" is selected in the corresponding row in C-FS2.2d.

#### Connection to other frameworks

**TCFD** 

Risk management recommended disclosure a) Describe your organization's processes for identifying and assessing climate-related risks.

Risk management recommended disclosure b) Describe the organization's processes for managing climate-related risks.

NZAM (FS Only)

Commitment 7

### **Response options**

Please complete the following table. You are able to add rows by using the "Add another" button at the bottom of the table.

| Ро | rtfolio* | Type of climate-related information | Process through which information | Industry sector(s) covered by due | State how this climate-related |
|----|----------|-------------------------------------|-----------------------------------|-----------------------------------|--------------------------------|
|    |          | considered                          | is obtained                       | diligence and/or risk assessment  | information influences your    |
|    |          |                                     |                                   | process                           | decision-making                |
|    |          |                                     |                                   |                                   |                                |

| Select from:  Banking (Bank) Investing (Asset manager) Investing (Asset owner) Insurance underwriting (Insurance company) | Select all that apply:  Emissions data Energy usage data Emissions reduction targets Climate transition plans TCFD disclosures Other, please specify | Select all that apply:  Directly from the client/investee From an intermediary or business partner Data provider Public data sources Other, please specify | Select all that apply:  Energy Materials Capital Goods Commercial & Professional Services Transportation Automobiles & Components Consumer Durables & Apparel Consumer Services Retailing Food & Staples Retailing Food, Beverage & Tobacco Household & Personal Products Health Care Equipment & Services Pharmaceuticals, Biotechnology & Life Sciences Software & Services | Text field [maximum 2,500 characters] |
|---|--|--|---|---------------------------------------|
|   |  |  | <ul> <li>Food &amp; Staples Retailing</li> <li>Food, Beverage &amp; Tobacco</li> <li>Household &amp; Personal<br/>Products</li> <li>Health Care Equipment &amp;<br/>Services</li> <li>Pharmaceuticals,<br/>Biotechnology &amp; Life<br/>Sciences</li> </ul>   |                                       |
| [Add row]   |  |  | <ul><li>Utilities</li><li>Real Estate</li><li>Other, please specify</li></ul>   |                                       |

(C2.2g) Why does your organization not have a process in place for identifying, assessing, and responding to climate-related risks and opportunities, and do you plan to introduce such a process in the future?

### **Question dependencies**

This question only appears if you select "No" in response to C2.1.

### **Response options**

Please complete the following table:

| Primary reason   | Please explain                        |
|--|---------------------------------------|
| Select from:   | Text field [maximum 1,500 characters] |
| <ul> <li>We are planning to introduce a climate-related risk management process in the next two years</li> <li>Important but not an immediate business priority</li> <li>Judged to be unimportant, explanation provided</li> <li>Lack of internal resources</li> <li>Insufficient data on operations</li> <li>No instruction from management</li> <li>Other, please specify</li> </ul> |                                       |

## Risk disclosure

(C2.3) Have you identified any inherent climate-related risks with the potential to have a substantive financial or strategic impact on your business?

### **Connection to other frameworks**

**TCFD** 

Strategy recommended disclosure a) Describe the climate related risks and opportunities the organization has identified over the short, medium, and long term.

SDG

Goal 13: Climate action

#### **Response options**

Select one of the following options:

- Yes
- No

### (C2.3a) Provide details of risks identified with the potential to have a substantive financial or strategic impact on your business.

### **Question dependencies**

This question only appears if you select "Yes" in response to C2.3.

Modified guidance

#### Connection to other frameworks

SDG

Goal 12: Responsible consumption and production

Goal 13: Climate action

**TCFD** 

Strategy recommended disclosure a) Describe the climate related risks and opportunities the organization has identified over the short, medium, and long term.

Strategy recommended disclosure b) Describe the impact of climate-related risks and opportunities on the organization's businesses, strategy and financial planning.

Please note: columns 1-6 align with the TCFD recommendations.

S&P Global Corporate Sustainability Assessment

Climate Risk Assessment - Physical Risks

Climate Risk Assessment - Transition Risks

Financial Risks of Climate Change Physical Climate Risk Adaptation TCFD Disclosure

## **Response options**

Please complete the following table. The table is displayed over several rows for readability. You are able to add rows by using the "Add Row" button at the bottom of the table.

| 1                 | 2  | 3a  | 3b                                      | 4                                  | 5   | 6                                     | 7   |
|-------------------|--|---|---|------------------------------------|---|---------------------------------------|---|
| Identifier        | Where in the value chain does the risk driver occur?   | Risk type   | Primary climate-<br>related risk driver | Primary potential financial impact | [Financial services only] Climate risk type mapped to traditional financial services industry risk classification   | Company- specific description         | Time horizon  |
| ● Risk1 - Risk100 | Banking portfolio [FS only] Investing (Asset manager) portfolio [FS only] Investing (Asset owner) portfolio [FS only] Investing (Asset owner) portfolio [FS only] Insurance underwriting portfolio [FS only] Direct operations Other parts | Current regulation     Emerging regulation     Legal     Technology     Market     Reputation     Acute physical     Chronic physical | See drop-down options below             | See drop-down options below        | Capital adequacy and risk-weighted assets     Liquidity risk     Funding risk     Market risk     Credit risk     Insurance risk     Reputational risk     Policy and legal risk     Systemic risk     Operational risk | Text field [maximum 2,500 characters] | Select from:  Short-term Mediumterm Long-term Unknown |

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|   | • | of the value chain [FS only] Upstream [not shown to FS] Downstream [not shown to FS] |                         |   |  |   | •       | risk Other non- financial risk   |                       |                 |   |
|---|---|--|-------------------------|---|--|---|---------|--|-----------------------|-----------------|---|
| 8<br>Likelihood   |   | 9<br>Magnitude of in   |                         | Are you                                 | 10<br>u able to provide a  | 11 Potential financial imp  | act     | Potential finan  | 2<br>cial impact      | Potent          | 13  |
|   |   |  |                         |   | ial financial impact   | figure (currency)   |         | figure - minim   |                       |                 | - maximum (currency)  |
| Select from:  Virtually certain Very likely Likely More likely than About as likely a not Unlikely Very unlikely Exceptionally unlikely Unknown |   | Select from:  High  Medium-high  Medium  Medium-low  Low  Unknown                    |                         | Select f                                | Yes, a single figure estimate Yes, an estimated range No, we do not have this figure | Numerical field [enter a number from 0 to 999,999,999,999,999 using up to 2 decimal places] |         | Numerical field<br>number from 0<br>999,999,999,99<br>to 2 decimal pla | to<br>19,999 using up | numbe<br>999,99 | ical field [enter a<br>r from 0 to<br>9,999,999,999 using up<br>cimal places] |
| 14  |   |  |                         | 1                                       | 5  | 1   | 6       |  |                       | 1               | 7   |
| Explanation of financial impact figure Cost of response t   |   | se to ris  | k                       | Description of respons cost calculation | se and e   | xplanation of   | Comment |  |                       |                 |   |
| Text field [maximum 2,500 characters]  Numerical field [enter a number from 0- 999,999,999,999 using a maximum of 2 decimal places]             |   |  | Text field [maximum 2,5 | 00 chara                                | acters]  | Text field [maxi  | mum 2.5 | 00 characters]   |                       |                 |   |

### [Add Row]

### Primary climate-related risk driver drop-down options (column 3b)

#### Select one of the following options:

#### Current regulation

- Carbon pricing mechanisms
- Enhanced emissions-reporting obligations
- Mandates on and regulation of existing products and services
- Regulation and supervision of climate-related risk in the financial sector [Financial services only]
- Other, please specify

#### Emerging regulation

- Carbon pricing mechanisms
- Enhanced emissions-reporting obligations
- Mandates on and regulation of existing products and services
- Regulation and supervision of climate-related risk in the financial sector [Financial services only]
- Other, please specify

#### Legal

- Exposure to litigation
- Regulation and supervision of climate-related risk in the financial sector [Financial services only]
- Lending that could create or contribute to systemic risk for the economy [Financial services only]
- Investing that could create or contribute to systemic risk for the economy [Financial services only]
- Insurance underwriting that could create or contribute to systemic risk for the economy [Financial services only]
- Other, please specify

#### Technology

Substitution of existing products and services with lower emissions options

#### Market

- Changing customer behavior
- Uncertainty in market signals
- Increased cost of raw materials
- Inability to attract co-financiers and/or investors due to uncertain risks related to the climate [Financial services only]
- Loss of clients due to a fund's poor environmental performance outcomes (e.g. if a fund has suffered climate-related write-downs) [Financial services only]
- Contraction of insurance markets, leaving clients exposed and changing the risk parameters of the credit [Financial services only]
- Rise in risk-based pricing of insurance policies (beyond demand elasticity) [Financial services only]
- Other, please specify

#### Reputation

- Shifts in consumer preferences
- Stigmatization of sector
- Increased stakeholder concern or negative stakeholder feedback
- Lending that could create or contribute to systemic risk for the economy [Financial services only]
- Investing that could create or contribute to systemic risk for the economy [Financial services only]
- Insurance underwriting that could create or contribute to systemic risk for the economy [Financial services only]
- Negative press coverage related to support of projects or activities with negative impacts on the climate (e.g. GHG emissions, deforestation, water stress) [Financial services only]
- Other, please specify

#### Acute physical

- Avalanche
- Cold wave/frost

- Unsuccessful investment in new technologies
- Transitioning to lower emissions technology
- Other, please specify

- Cyclone, hurricane, typhoon
- Drought
- Flood (coastal, fluvial, pluvial, groundwater)
- Glacial lake outburst
- Heat wave
- Heavy precipitation (rain, hail, snow/ice)
- Landslide
- Storm (including blizzards, dust, and sandstorms)
- Subsidence
- Tornado
- Wildfire
- Other, please specify

#### Chronic physical

- Changing precipitation patterns and types (rain, hail, snow/ice)
- Changing temperature (air, freshwater, marine water)
- Changing wind patterns
- Coastal erosion
- Heat stress
- Ocean acidification
- Permafrost thawing
- Precipitation and/or hydrological variability
- Saline intrusion
- Sea level rise
- Soil degradation
- Soil erosion
- Solifluction
- Temperature variability
- Water scarcity
- Other, please specify

Primary potential financial impact drop-down options (column 4)

Select one of the following options:

- Increased direct costs
- Increased indirect (operating) costs

- Increased capital expenditures
- Increased credit risk
- Decreased revenues due to reduced demand for products and services
- Decreased revenues due to reduced production capacity
- Decreased access to capital
- Decreased asset value or asset useful life leading to write-offs, asset impairment or early retirement of existing assets
- Increased insurance claims liability [Financial services only]
- Reduced profitability of investment portfolios [Financial services only]
- Devaluation of collateral and potential for stranded, illiquid assets [Financial services only]
- Other, please specify

(C2.3b) Why do you not consider your organization to be exposed to climate-related risks with the potential to have a substantive financial or strategic impact on your business?

## **Question dependencies**

This question only appears if you select "No" in response to C2.3.

## **Response options**

Please complete the following table:

| Primary reason  | Please explain                        |
|---|---------------------------------------|
| Select from:  | Text field [maximum 2,500 characters] |
| <ul> <li>Risks exist, but none with potential to have a substantive financial or strategic impact on business</li> <li>Evaluation in process</li> <li>Not yet evaluated</li> <li>Other, please specify</li> </ul> |                                       |

# Opportunity disclosure

(C2.4) Have you identified any climate-related opportunities with the potential to have a substantive financial or strategic impact on your business?

#### **Connection to other frameworks**

SDG

Goal 13: Climate action

**TCFD** 

Strategy recommended disclosure a) Describe the climate related risks and opportunities the organization has identified over the short, medium, and long term.

S&P Global Corporate Sustainability Assessment

TCFD Disclosure

### **Response options**

Select one of the following options:

- Yes
- Yes, we have identified opportunities but are unable to realize them
- No

(C2.4a) Provide details of opportunities identified with the potential to have a substantive financial or strategic impact on your business.

## **Question dependencies**

This question only appears if you select "Yes" in response to C2.4.

Modified guidance

**Connection to other frameworks** 

SDG

Goal 7: Affordable and clean energy

Goal 12: Responsible consumption and production

Goal 13: Climate action

#### **TCFD**

Strategy recommended disclosure a) Describe the climate related risks and opportunities the organization has identified over the short, medium, and long term.

Strategy recommended disclosure b) Describe the impact of climate-related risks and opportunities on the organization's businesses, strategy, and financial planning.

Please note: columns 1-7 align with the TCFD recommendations.

S&P Global Corporate Sustainability Assessment

Financial Opportunities Arising from Climate Change

TCFD Disclosure

#### **Response options**

Please complete the following table. The table is displayed over several rows for readability. You are able to add rows by using the "Add Row" button at the bottom of the table.

| 1                             | 2   | 3   | 4  | 5                                  | 6                                     | 7  |
|-------------------------------|---|---|--|------------------------------------|---------------------------------------|--|
| Identifier                    | Where in the value chain does the opportunity occur?  | Opportunity type  | Primary climate-related opportunity driver | Primary potential financial impact | Company-specific description          | Time horizon   |
| Select from:  • Opp1 - Opp100 | Select from:  Banking portfolio [FS only] Investing (Asset manager) portfolio [FS only] Investing (Asset owner) portfolio | Select from:  Resource efficiency  Energy source Products and services Markets Resilience | See drop-down options below                | See drop-down options below        | Text field [maximum 2,500 characters] | Select from:  Short-term Medium-term Long-term Unknown |

| 8  | <ul> <li>[FS only]</li> <li>Insurance underwriting portfolio [FS only]</li> <li>Direct operations</li> <li>Other parts the value ch [FS only]</li> <li>Upstream [r shown to FS</li> <li>Downstream [not shown the FS]</li> </ul> | of nain not S] n | 10   |  |   | 11                        |  | 12                    | 13  |             |
|--|--|------------------|--|--|---|---------------------------|--|-----------------------|---|-------------|
| Likelihood   | Magnitude of im  |                  | Are you able to p  |  | Potential fin   | ancial impact             | Potential final  |                       | Potential financial figure - maximum  |             |
| Select from:  Virtually certain Very likely Likely More likely than not About as likely as not Unlikely Very unlikely Exceptionally unlikely Unknown | Select from:  High Mediur Mediur Low Unknow  | m<br>m-low       | Select from:  • Yes, a single figure estimate • Yes, an estimated range • No, we do not have this figure |  | Numerical fie<br>number from<br>999,999,999<br>to 2 decimal | 0 to<br>,999,999 using up | Numerical field<br>number from 0<br>999,999,999,9<br>to 2 decimal pl | to<br>99,999 using up | Numerical field [ent<br>number from 0 to<br>999,999,999,999,99<br>to 2 decimal places | 99 using up |
| 14   |  |                  | 15   |  |   | 16                        |  |                       | 17  |             |

| Explanation of financial impact figure | Cost to realize opportunity   | Strategy to realize opportunity and explanation of cost calculation | Comment                               |
|--|---|---|---------------------------------------|
| Text field [maximum 2,500 characters]  | Numerical field [enter a number from 0 to 999,999,999,999,999 using up to 2 decimal places] | Text field [maximum 2,500 characters]                               | Text field [maximum 2,500 characters] |

#### [Add Row]

Primary climate-related opportunity driver drop-down options (column 4)

### Select one of the following options:

- Use of more efficient modes of transport
- Use of more efficient production and distribution processes
- Use of recycling
- Move to more efficient buildings
- Reduced water usage and consumption
- Other, please specify

#### Energy source

- Use of lower-emission sources of energy
- Use of supportive policy incentives
- Use of new technologies
- Participation in carbon market
- Shift toward decentralized energy generation
- Other, please specify

#### Products and services

- Development and/or expansion of low emission goods and services
- Development of climate adaptation, resilience and insurance risk solutions
- Development of new products or services through R&D and innovation
- Ability to diversify business activities
- Shift in consumer preferences
- Reputational benefits resulting in increased demand for goods/services [Financial services only]
- Other, please specify

#### Markets

- Access to new markets
- Use of public-sector incentives
- Access to new assets and locations needing insurance coverage
- Increased diversification of financial assets (e.g., green bonds and infrastructure)
  [Financial services only]
- Increased sales of liability and other insurance to cover climate-related risks [Financial services only]
- Reduced risk of asset stranding considered in investment decision making [Financial services only]
- More timely preparation for investors in adhering to current and potentially stricter future regulation in relation to fiduciary duty [Financial services only]
- Increased demand for funds that invest in companies that have positive environmental credentials [Financial services only]

- Enhanced financial performance of investee companies as a result of being able to access new markets and develop new products to meet green consumer demand [Financial services only]
- The development of new revenue streams from new/emerging environmental markets and products [Financial services only]
- Improved ratings by sustainability/ESG indexes [Financial services only]
- Other, please specify

#### Resilience

- Participation in renewable energy programs and adoption of energy-efficiency measures
- Resource substitutes/diversification
- New products and services related to ensuring resiliency [Financial services only]
- Increased reliability, climate- resilience of investment chain [Financial services only]
- Other, please specify

Primary potential financial impact drop-down options (column 5)

Select from the following options:

- Reduced direct costs
- · Reduced indirect (operating) costs
- Increased revenues resulting from increased demand for products and services
- Increased revenues through access to new and emerging markets
- Increased revenues resulting from increased production capacity
- Increased access to capital
- Increased value of fixed assets
- Increased diversification of financial assets
- Increased portfolio value due to upward revaluation of assets [Financial services only]
- Returns on investment in low-emission technology
- Other, please specify

## (C2.4b) Why do you not consider your organization to have climate-related opportunities?

### **Question dependencies**

This question only appears if you select "No" or "Yes, we have identified opportunities but are unable to realize them" in response to C2.4.

## **Response options**

Please complete the following table:

| Primary reason   | Please explain                        |
|--|---------------------------------------|
| Select from:   | Text field [maximum 2,500 characters] |
| <ul> <li>Opportunities exist, but we are unable to realize them</li> <li>Opportunities exist, but none with potential to have a substantive financial or strategic impact on business</li> <li>Evaluation in progress</li> <li>Judged to be unimportant</li> <li>No instruction from management to seek out opportunities</li> <li>Not yet evaluated</li> <li>Other, please specify</li> </ul> |                                       |