

FOR SOME COMPANIES, THE EXTERNAL COSTS EXCEED THEIR OPERATING PROFIT

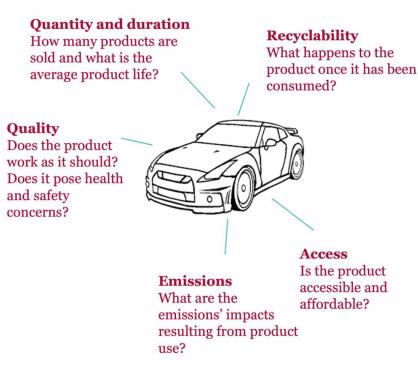
External environmental costs as percent of operating profit:

212% **AIRFRANCEKLM** \$3,3 Billion American Airlines 110% Lufthansa \$2,3 Billion 81% **▲** DELTA \$4,2 Billion

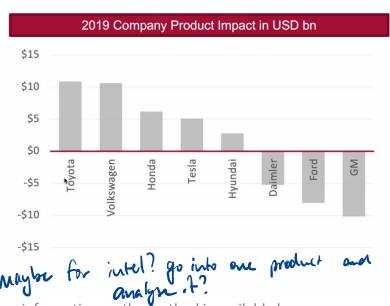
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## PRODUCT IMPACT





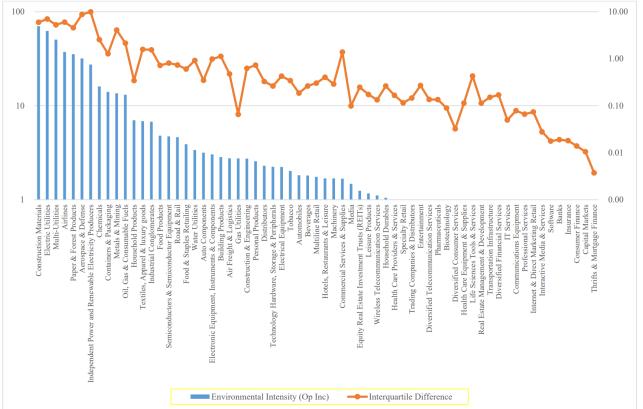


More information on the method is available here:
Serafeim, George and Trinh, Katie, A Framework for Product Impact-Weighted Accounts (October 27, 2020). Harvard Business School Accounting & Management Unit Working Paper No. 20-076, Available at SSRN: https://ssrn.com/abstract=3532472 or http://dx.doi.org/10.2139/ssrn.3532472



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## **ENVIRONMENTAL COSTS SCALED BY OPERATING INCOME**



Freiberg et al. 2022