

Using Leverage to unlock the power of sustainability for business success

Lubricants Expo Europe 2024
The Bearing Show

Session: The Carbon Puzzle

Listen, Reflect, Provoke, Inform, Inspire

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Messe Düsseldorf, Germany



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World Environment

Time to re-invent ourselves and find new ways to continue serve the world



Transformative Journey

What will the future of Energy look like?

RECENT PAST



Traditional fuels, powering the industrial age

PRESENT



Transitioning to renewable energy sources

FUTURE



Sustainable, innovative energy solutions

Finance Limits and Energy Security require combined efforts
to address the **Climate Challenge**

Three focus areas to achieve our vision for the future

EXPLICIT (Compliance)

LATENT ((Development)



VISION

A
RENEWED
SUSTAINABLE
BUSINESS

that is
COMPETITIVE;
CARBON NEUTRAL,
while serving society

2050 VISION

Three steps to seize the long-term business opportunity

Excellence



Trust



Innovation



— RELATIONSHIPS —

Excellence

through Knowledge, harmonized Strategies, Decarbonization Frameworks, processes, systems



Excellence

- Strategies & Targets
- Criteria
- Methodologies & processes
- Tools & systems
- Reporting



Efficiency through unified processes and digital systems

- Simplified Reporting Materials
- Online GHG and ESG data base



Enhanced User Experience to improve relationships across stakeholders

- Improved User Experience



Outcome

EXCELLENCE leads to Effectiveness in BUSINESS DEVELOPMENT and CREDIBILITY that builds Trust

What success looks like ?

- Harmonized frameworks and accounting methodologies
- Systems and Tools for efficiency and data reliability
- **Learning** and continuous-Improvement as culture
- **Credibility** and trust amongst stakeholders

Trust

to create the necessary Leverage to achieve systems change

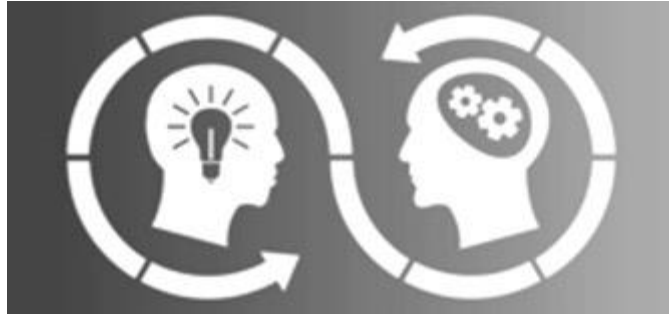


Trust-based principles

- Lead by Trust
- Relationships at center
- Collaborate with humility & curiosity
- Redistribute power
- Work for systemic equity

Adopt a **Partner-centric approach** to create leverage with all stakeholders

- Co-create, Feedback, Adapt, Learn



Bring **Values into Action** to change mindsets, behaviors and power dynamics

- Accountability, Adaptability, Agility



Outcome

TRUST leads to a **SAFE ENVIRONMENT** enhancing inspiration and efficiency

What success looks like ?

- **Collaborative environment** with stakeholders (governments, banks, business, civil society), governed by Influence rather than power
- **Trusted relationships** with finance institutions, reducing agency costs
- **Simplified Reporting** move from a bureaucratic model to a relationship driven model

Innovation

to re-imagine our business and inspire others to go along



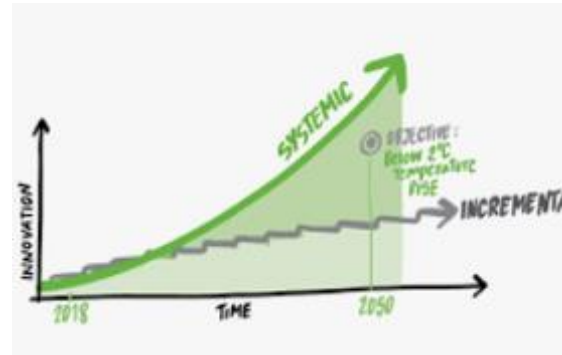
Innovation Ethos

- Empathy
- Design-Thinking
- Orchestration of people & ideas
- Ideas Incubation & Acceleration
- Embrace Ambiguity & Uncertainty



Orchestration for exponential results

- Leverage through collaboration and enhancing the power of collective intelligence (1+1=3)



Sustainable Finance & Carbon Markets to achieve our Net zero goal

- Make carbon our ally to transform our business and product-mix



Outcome

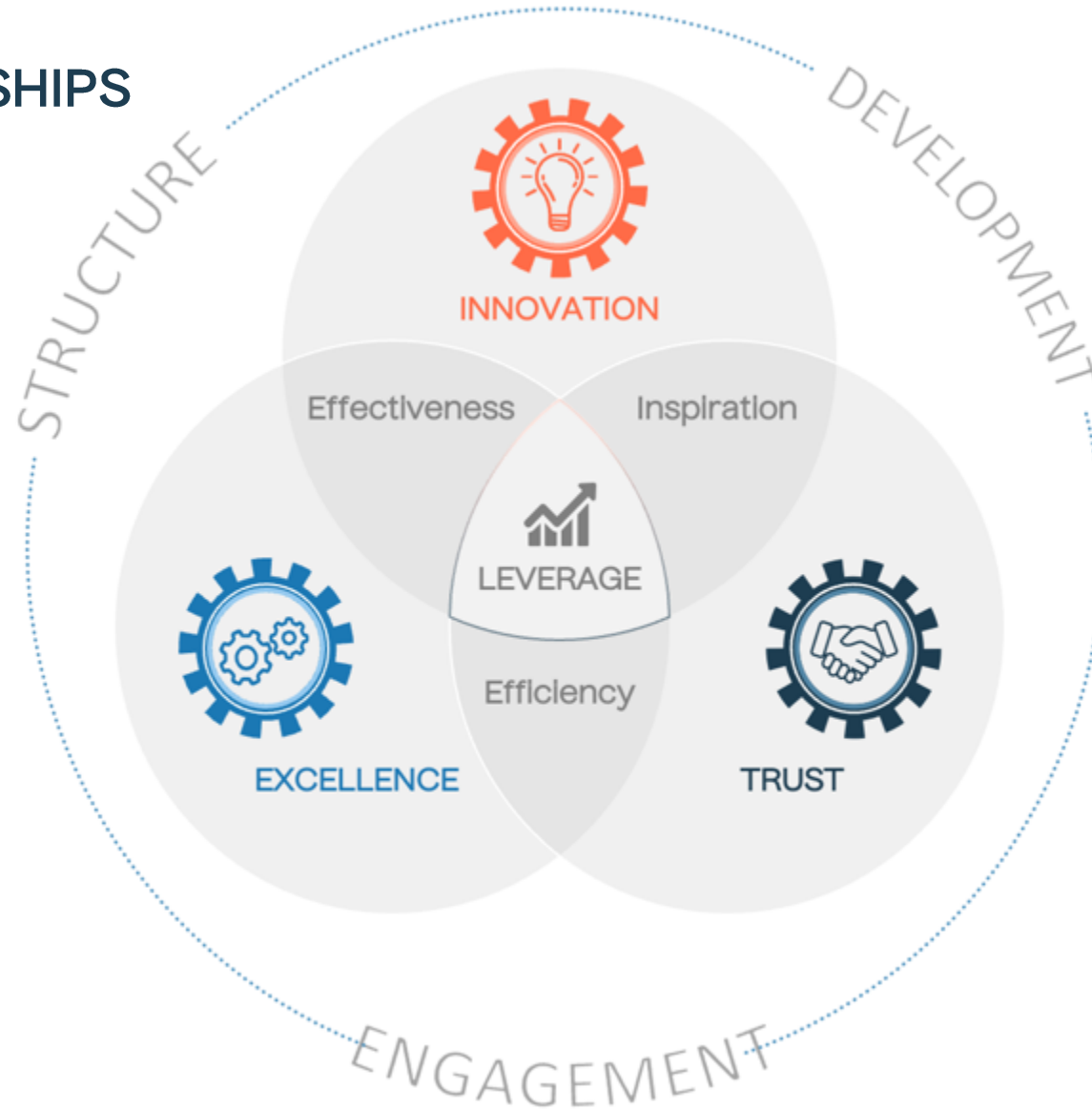
INNOVATION inspired by a trust-based environment and driven by the effectiveness of combined excellences

What success looks like ?

- **Orchestrated Initiatives** that create value for people and planet
- **Innovation meet-ups across system actors**: that foster a culture for innovation – from convening to co-creating
- **Incubators and Accelerators** to leverage knowledge and support SMEs and start-ups

The Leverage Wheel

RE-DESIGN RELATIONSHIPS
to create
LEVERAGE ...



... TOWARDS
a Sustainable
Business

Questions and Discussion

17 Sep 2024



"Success is not final, failure is not fatal, it is only the courage to continue that counts"

Sir Winston