

LYNK&CO

Change mobility forever

Sustainability
Report 2022



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About the report

This is Lynk & Co's second annual sustainability report. In the report, you will be able to explore the sustainability impacts and activities of Lynk & Co and our sustainability strategy, management, and progress.

The sustainability report of Lynk & Co (Lynk & Co International AB, org nr 559151-8161) has been approved by the leadership team and has been prepared in accordance with the GRI Standards for the period from January 1, 2022 to December 31, 2022.

A complete list of disclosures under the GRI is provided on pages 64-66.

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About Lynk & Co



Hello, we're Lynk & Co

Our mission:
Change mobility forever



Who we are

Ownership? We prefer experience. Selling as many cars as possible? We prefer to focus on using cars better. Lynk & Co is not your typical car company. We identify as a mobility brand, and there are a few things we want to change.

We were born with one idea in mind: providing more sustainable, accessible mobility solutions. That's why we make really good cars (the kind that have all the features you want without you having to ask for them), but also offer a new way of using them through subscription and car sharing.

Where we are

Our mobility brand headquartered in Gothenburg, Sweden, was born from a joint venture between Geely and Volvo Cars. Our cars are manufactured in a state-of-the-art facility in Yuyao, China, in collaboration with Geely.

We are present in seven markets: the Netherlands, Sweden, Germany, France, Italy, Spain, and Belgium.

What we do

We offer a monthly subscription to the Lynk & Co O1 plug-in hybrid. Maintenance, insurance, and taxes are all included in the fixed price. And yes,

the O1 can be shared with other users through our built-in car sharing platform, reducing the monthly fee, giving more people access to flexible mobility.

The only things a customer needs to choose are if they want to borrow, buy, or subscribe to the car - and if they prefer it in black or blue.

Instead of car dealerships or showrooms, we have Clubs. Our eleven (and counting) Clubs in Europe are open to the public to test drive the O1, flex-work, enjoy a cup of coffee, attend inspiring events, and shop for 'Gear' from our independent, sustainable partners.

What we believe in

We strive to infuse our core values – open, sustainable, simple, wow – in all our products, services, and actions.

As we continue our expansion in the coming years, we have a few objectives that are close to our heart. We aim to launch our first fully electric car in 2024. And we will pursue our goal to significantly increase the utilization of each car through subscription and car sharing.

We have high ambitions and a long way to go, and we are up for the challenge.

[MORE ABOUT US](#)



CEO Letter

The world does not need another car brand. It needs a different one.



Establishing Lynk & Co is my chance to do things better. After 100 years of the same in the car industry, it is time for change.

I'm critical of the car industry's claims about sustainability. If your focus is to sell products that are used only 4% of the time, **how sustainable are you?**

Yes, transitioning to electric cars is a key step. However, we have a bigger picture in mind, one that includes the full life cycle of the car, from production to utilization. Above all, we believe in using fewer cars better – freeing up space in our cities for greener and more welcoming urban landscapes.

I believe we can raise the bar. That's why our unique business model focuses on subscription and car sharing. I am convinced that people increasingly do not want to own a car. They want access to simple, flexible mobility, especially in the current global economic climate.

2022 showed that Lynk & Co is a force to be reckoned with. We are aware that we still have a long way to go before we fully achieve our sustainability ambitions, but we are making bold steps in the right direction. I'm grateful for the thousands of members that chose to join us this year!

The fact we've grown so fast - from 60,000 to over 170,000 members of our community -

is exciting, but has also created operational challenges. Establishing a new mobility brand isn't easy. But we're taking rapid steps from start-up to scale-up and stabilizing our operations to ensure we live up to who we want to be.

I'm proud of the growth of Lynk & Co's workforce in 2022. Almost 550 employees from all over the world joined the team, bringing the total headcount to almost 800. Among our employees, 45% identify as women, 0.5% as non-binary and 54.5% as men - a more diverse ratio than the car industry average! By nurturing a diverse team, we can help reshape and improve inclusivity in the industry.


In 2022, we also switched to 100% renewable electricity in our manufacturing plant, our sharing platform grew quickly even as it is still in beta, and we made a Life Cycle Assessment of our O1. A heads-up - it shows that how we use our cars is key!


It's my pleasure to present our latest sustainability report!

Alain Visser,
CEO, LYNK & CO INTERNATIONAL AB

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2022 at a glance


 **58%** team growth to almost 800 employees by the end of 2022

 **200%** member growth, from 60,000 to over 170,000 members


 **€495 million** in turnover, compared to €60 million in 2021


 **More than 28,500 cars delivered** during 2022 across seven markets: Netherlands, Germany, France, Italy, Spain, Belgium and Sweden


 **Seven offices:** Headquarters in Gothenburg and offices in Amsterdam, Berlin, Paris, Maastricht, Barcelona, and Milan

 **Three new Clubs opened:** Milan, Rome and Barcelona, alongside existing Clubs in Amsterdam, Gothenburg, Stockholm, Antwerp, Munich, Hamburg and Berlin

Sustainable mobility


 **98%** of cars delivered were **plug-in hybrids** with a pure electric range of 69 km

 **700%** increase in use of our car sharing platform

 Launch of **Driving Change**, an initiative to help people with fewer opportunities get a driver's license

TELL ME MORE >

Climate action


 Transition to **100% renewable electricity** in our car manufacturing plant, saving 14,000 tons of CO₂e emissions

 **1.1 Million tons of CO₂e emissions**, with 39 tons of CO₂e per delivered car

 More use of **recycled materials** and first Life Cycle Assessment (LCA) of the Lynk & Co 01

TELL ME MORE >

Better business

 **Gender diversity:** 45% women, **0.5% non-binary** and 54.5% men in the organization. 39% women, 61% men in management positions and 40% women and 60% men in top leadership

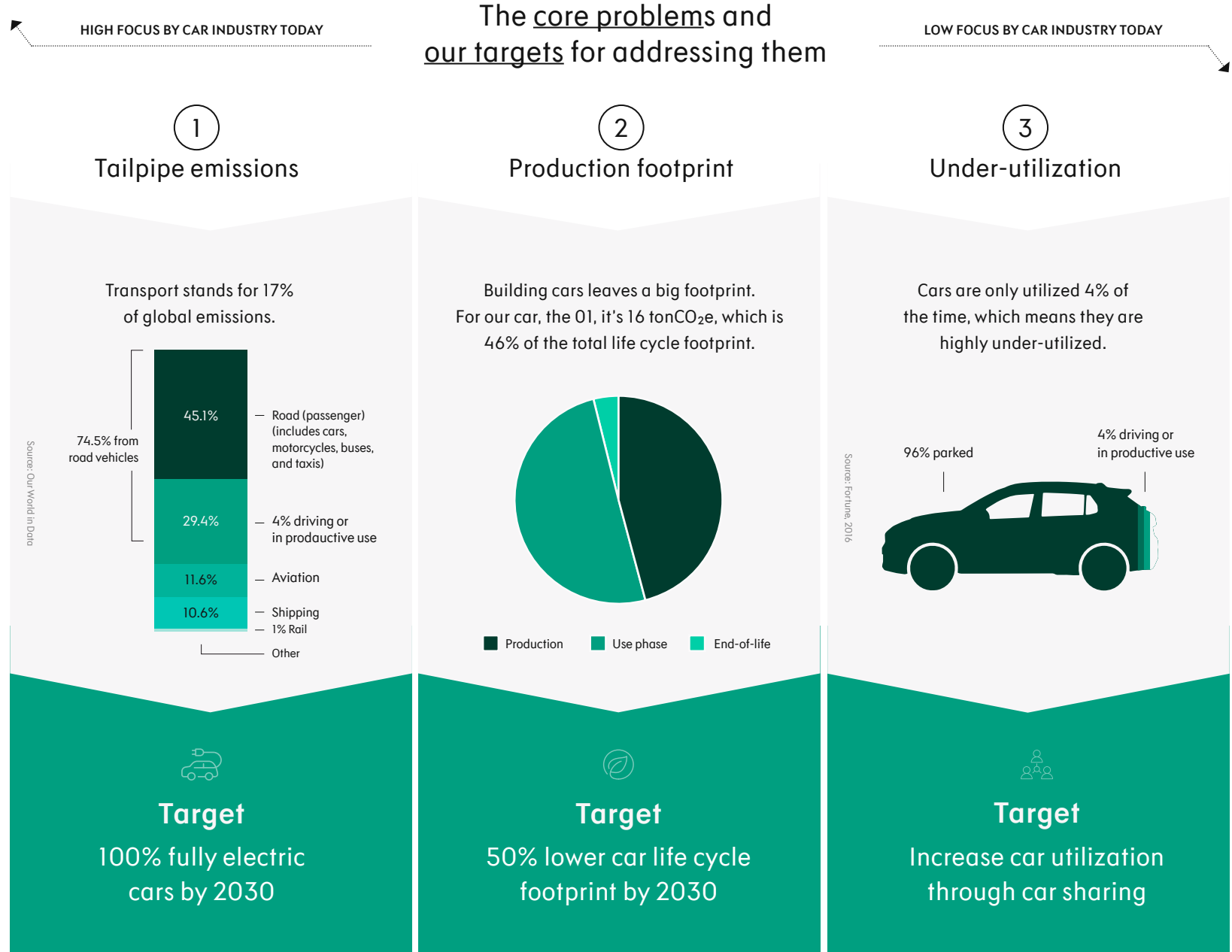
 **504** paid hours of volunteer work by Lynk & Co employees

 **Winner** of Talent Agency Pioneer Award 2022 for **Diversity and Inclusion**

TELL ME MORE >

As a car manufacturer, we are part of the problem(s)

There are three core challenges facing the car industry in relation to climate impact. We believe that to make mobility sustainable we need to manage all of them. We have a long way to go, but are taking a holistic approach towards minimizing our impact.



Sustainability Strategy



Sustainability strategy

Our ambitions are high, and we are convinced they must be.

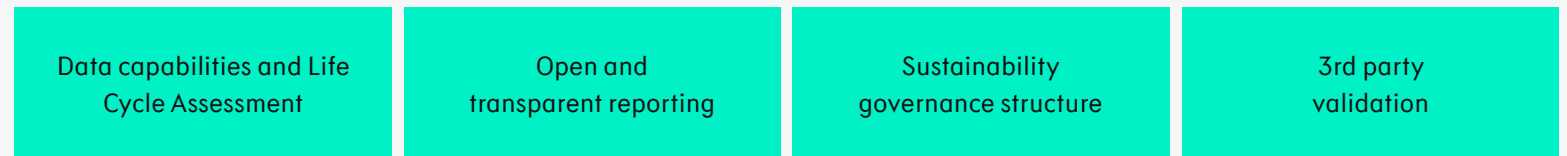
We believe that we need to move beyond electrification and product development. We must also address how we access and use cars, and how we impact the world around us. That's why we are committed to driving sustainable development through three strategic focus areas: Sustainable Mobility, Climate Action, and Better Business.

We still have a long way to go: this strategy lays out the path for Lynk & Co. Each focus area has one aim, which is supported by three strategic initiatives — in other words, what we will work on to get there. To make sure we do what matters, we have carried out a materiality analysis. It allowed us to assess impacts and identify the most important, or material, topics for our operations and stakeholders. This is covered in more detail on page 12.

Our strategy also relies on four supporting elements. These enable our organization to integrate sustainability in all parts of our business, put our strategy into action, and ensure high quality of our sustainability work.



Supported by



Lynk & Co sustainability targets

As part of our sustainability strategy, our targets mark important milestones on our path towards achieving our goals. We have reached one important target in 2022, and now we are ramping up our efforts to make sure we meet our future targets as well.

In the following sections of the report, the targets and road ahead for each focus area will be explored in greater detail.

- 100% renewable electricity in Clubs, offices and car factory

- Gender diversity of 45%/45%/10%
- Full launch of car sharing platform

- 25% renewable energy for tier 1 suppliers
- 100% renewable energy for battery production

- 100% fully electric cars
- 50% lower car life cycle CO₂e footprint
- Car built with 50% sustainable materials
- Climate-neutral manufacturing
- 100% renewable energy for tier 1 suppliers



Launch of first fully electric car in 2024



Optimize life cycle of cars, batteries, and components

2022

2023

2025

2030

2040

Our target
Net-zero emissions

Sustainable Development Goals

Lynk & Co has been a participant of the UN Global Compact since 2018. The four core pillars — **human rights, environment, labor, and anti-corruption** — and the ten principles of the UN Global Compact are part of the foundation for our sustainability strategy. So are the UN Sustainable Development Goals (SDGs).

As a company with a global footprint, we consider it our responsibility to mobilize resources, creativity, know-how, and technology to achieve the Sustainable Development Goals set out in the UN's 2030 Agenda for Sustainable Development.

Through a holistic approach to our sustainability strategy, we aim to directly address challenges related to the SDGs, including shared and sustainable mobility, climate action, and responsible business conduct.

By working with the SDGs, we are also able to identify opportunities and mitigate risks related to sustainable development, helping us strengthen our stakeholder relationships. For more details on the SDGs, see page 54.

Focus areas	Strategic initiatives	Connected SDGs <small>(importance indicated by size of icon)</small>	Relevant SDG sub-targets
SUSTAINABLE MOBILITY	Accelerate sharing and sustainable car use	 	11.2 Access to safe, affordable, accessible, and sustainable transport systems for all and improving road safety 12.8 Relevant information and awareness for sustainable development and lifestyles in harmony with nature
	Create mobility inclusion		
	Inspire sustainable lifestyles beyond mobility		
CLIMATE ACTION	Reduce emissions from value chain and operations		12.2 Sustainable management and efficient use of natural resources 12.5 Substantially reduce waste generation through prevention, reduction, recycling, and reuse 13.2.2 Reduce total greenhouse gas emissions 13.2 Integration of climate change measures in policies, strategies, and planning
	Develop sustainable and electric cars		
	Circulate materials and optimize vehicle life cycle		
BETTER BUSINESS	Ensure responsible supply chain	   	5.5 Ensure women's full participation and equal opportunities for leadership at all levels 8.4 Improve resource efficiency and decouple economic growth from environmental degradation 8.5 Productive employment and decent work for all and equal pay 8.7 Immediate measures to eradicate forced and child labor, end modern slavery and human trafficking 8.8 Protect labor rights and promote safe work environments 10.2 Promote the social, economic, and political inclusion of all 16.5 Substantially reduce corruption & bribery in all forms
	Set a new standard for equity, diversity, and inclusion		
	Fight for ethical business conduct		

Focusing on what matters

Our mission is to change mobility forever. And not just change it. We want to make it better – today and for generations to come.

To make sure we are focusing on the right things, we have conducted a materiality analysis, identifying the most important sustainability topics for us to address from an impact perspective – to make sure we do what matters. We also engage with our stakeholders to understand their interests and how we can improve joint value creation through various channels (see following page).

Materiality analysis

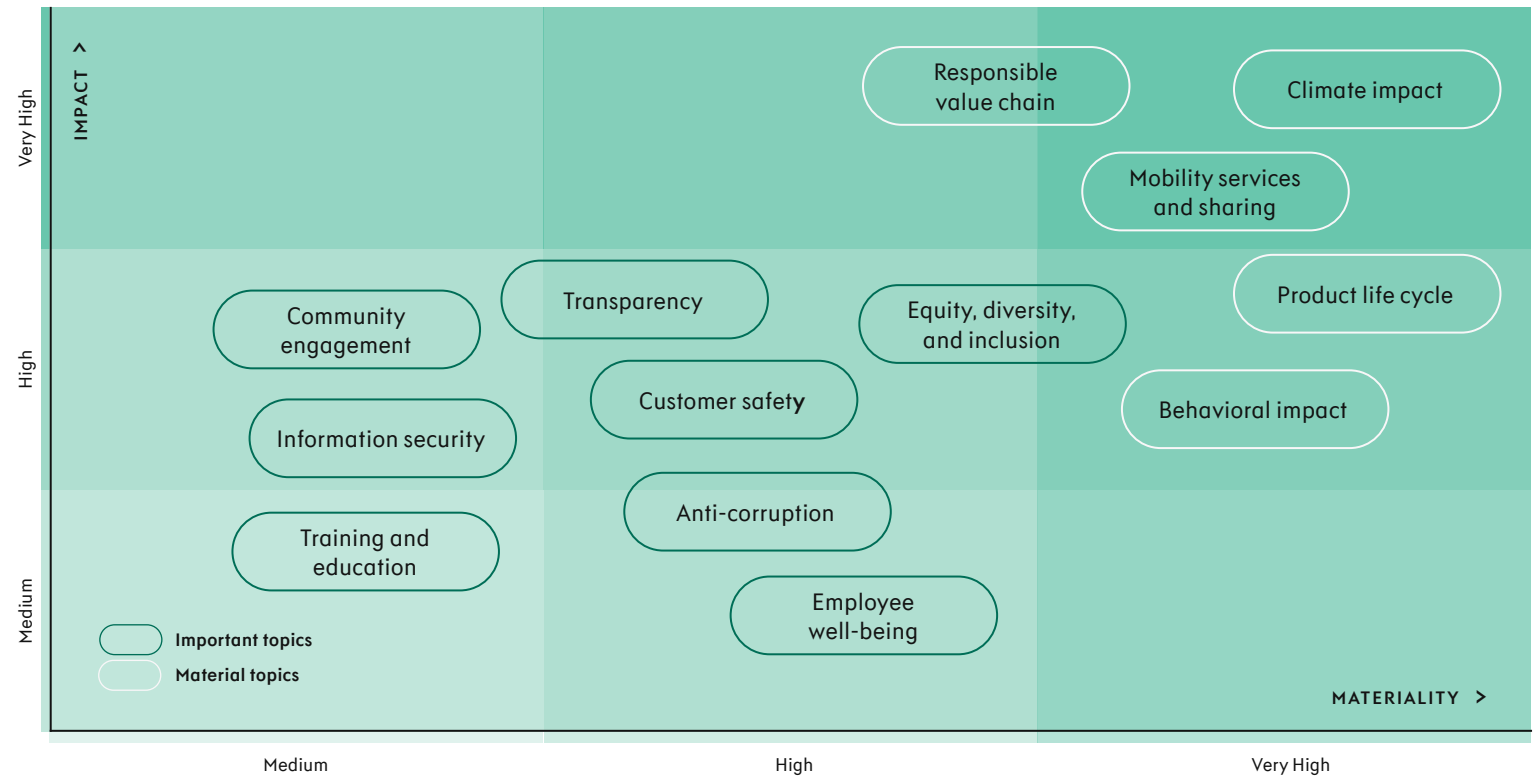
In our materiality analysis, we identified and mapped the different impacts of our activities and business areas. We started with 44 different areas of impact, including economic, environmental, social and governance issues, then grouped them into wider topics. All topics were then ranked according to the significance of both positive and negative impacts, as well as stakeholder

perspectives, risks, reports and research. We also considered sustainability frameworks and regulatory requirements in this ranking. This allowed us to identify and prioritize five material topics.

All topics are managed as part of our sustainability work and covered in this report, with an emphasis on the five material topics.

i
 Material topics are topics having the most significant impacts – **positive or negative, actual or potential, reversible or irreversible** – on the environment, economy, and people.








































Assessment and prioritization of topics for Lynk & Co's sustainability strategy and reporting based on impact



What we bring to the table

In order to enact lasting change in the mobility industry, creating financial value alone isn't enough. That's why we designed our business model and sustainability work so they create win-win-win situations from an economic, social and environmental perspective. To better understand what matters to our stakeholders, we interact with them through numerous channels, and continuously develop how we engage and capture their views on our sustainability work and the value we generate for them.

Stakeholder dialogue and value creation

Our identified stakeholders	How we interact with them	Joint value creation			Stakeholder involved
		Economic	Social	Environmental	
 Customers	Website and campaigns Social media channels Customer surveys Co:lab platform Our Clubs and customer service	Offers and products providing good value for money			
		Decreased cost of usership (through use of car sharing)			
		Economic compensation, job security and career development			
		Long-term financial value and return on investment			
		Long-term business value for suppliers			
 Owners	Board meetings Scorecard reporting Continuous dialogue	Innovation for mobility products and services			  
		Reducing complexity of car ownership and access			
		Increasing road safety through cars with the highest safety standards			 
 Employees	Employee surveys (Winningtemp) Meetings and forums Internal communication channels Collaboration with unions	Increased equity, diversity, and inclusion in the automotive industry			   
		Providing an inclusive workplace with equal opportunity for all			 
		Social impact through volunteering, partnerships and sponsorships			 
		Personal and professional development on the job			
		Fair working conditions across operations and value chain			  
 Society and the environment	Press releases and campaigns Sustainability reporting Interaction with NGOs and sustainability professionals UN Global Compact network Co:lab platform	Reducing greenhouse gas emissions to reach net-zero by 2040			 
		Accelerating the transition to electrified and sustainable mobility			 
		Reducing the need for individual cars through car sharing			 
		Increasing resource efficiency through higher utilization of cars			
		Enabling and inspiring sustainable lifestyles			 
		Pushing the transition towards renewable energy in the automotive industry			  

Sustainable Mobility

A new way to car



98% of cars delivered were plug-in hybrids with a pure electric range of 69 km



700% increase in use of our car sharing platform



Launch of **Driving Change**, an initiative to help people with fewer opportunities get a driver's license

Sustainable mobility

Electrification is critical, but it's not enough if we don't use our cars better. **Challenge accepted.**

Let's change how we use cars

Cars can truly become sustainable only if we use them more effectively. We are the first brand in the car industry to launch a built-in car sharing platform and to focus on sharing and increased utilization.

We've decided to do things differently:



Spark a sharing revolution

By empowering our members to share their cars, we can consume fewer resources, reduce the need for individual cars, and use our urban space better. That's why all Lynk & Co cars are designed with a built-in sharing platform and shareable digital keys.



Electrified vehicles only

The 01 is a plug-in hybrid vehicle (PHEV) with a 69 km pure electric range - enough for most people to do their daily driving using only electric power. In 2024, we will launch our first fully electric car.



Sustainable lifestyles

Lifestyle is about more than mobility. That's why we engage with local partners in all our markets to bring inspiring events and sustainable products to our community.



2022 highlights

2022 was a breakthrough year for Lynk & Co. If 2021 was the year we introduced our game-changing mobility offer, 2022 was the year we caught the public's attention and boosted our community base.

Not only did the Lynk & Co community grow by 200%, but we also saw strong organic growth in the use of our car sharing platform, even while it is still in beta. About one tenth of all Lynk & Co cars have been made available for sharing – and as much as one in five cars for some markets.

59% of total customers subscribed to their car. In some markets, the share of subscription reaches 84%.

The number of completed car sharing sessions increased by **700%** compared to 2021.

Out of the **28,500** cars delivered, **98%** were plug-in hybrids.

Sustainable mobility

Working towards a new normal

For Lynk & Co, sustainable mobility means developing simple, shareable, inclusive, and resource-efficient mobility offers. In 2022, we have focused on kicking off the work on our strategic initiatives. Here's how it's going.

<p>Accelerating sharing and sustainable car use</p> <p>By nudging our customers to share cars and encouraging sustainable car use – such as charging using renewable energy – we can establish a new normal for sustainable mobility.</p>	TARGETS	Fully launch car sharing platform	Reach a critical mass for car sharing	Increase access to renewable public charging	Increase car utilization to 10%
	PROGRESS	<ul style="list-style-type: none"> ✓ Launch of beta version in all seven markets ✓ 75% reduction of technical issues 	<ul style="list-style-type: none"> ✓ More than 3,800 active borrowers and lenders 	<ul style="list-style-type: none"> ✓ 85% of our customer-facing employees trained on impact of charging with renewable energy 	<ul style="list-style-type: none"> ✓ 700% increase in use of car sharing platform
<p>Creating mobility inclusion</p> <p>We believe mobility should be accessible to all. By developing simple, flexible offers and targeting inequality, we aim to increase access to modern, safe and sustainable mobility – creating shared value for customers, society and our company.</p>	TARGETS	Increase trust between peers in the car sharing community	Decrease total cost of usership	Decrease inequality in terms of mobility	Expand mobility offers for increased accessibility
	PROGRESS	<ul style="list-style-type: none"> ✓ Up to 40% of car sharing users said they had a higher degree of trust after using Lynk & Co car sharing 	<ul style="list-style-type: none"> ✓ 20% of active lenders decreased their monthly cost by more than 15% by using car sharing 	<ul style="list-style-type: none"> ✓ Launch of non-profit project Driving Change, supporting access to a driver's license 	<ul style="list-style-type: none"> ✓ More to come in this area...
<p>Inspiring sustainable lifestyles beyond mobility</p> <p>We aim to create communities around sustainable lifestyles, with a wider use of sustainable products and sharing services. Enabling people to explore other areas of sustainability is a way for us to create lasting behavioral impact.</p>	TARGETS	Increase access to sustainable lifestyle products	Inspire and educate through events and partnerships	Increase use of other sharing services	
	PROGRESS	<ul style="list-style-type: none"> ✓ Almost 5,500 sustainable lifestyle products sold in our Clubs ✓ Collaboration with 78 sustainable Gear partners 	<ul style="list-style-type: none"> ✓ 36 sustainability-related events hosted at our Clubs 	<ul style="list-style-type: none"> ✓ 45% of borrowers say they are more open to using other sharing services after using Lynk & Co car sharing 	

Mobility services and sharing

2022 was a year of rapid growth for our mobility offers in our seven European markets. Compared to 2021, we delivered 280% more cars. We continued to see a strong demand for our subscription offer, especially among our B2C customers, with a global average of 59% of our customers subscribing to their car.

As the global economic outlook has worsened, the need for flexible and cost-effective mobility solutions has increased even more. With a Lynk & Co subscription, our members can stay flexible if their circumstances change, and cancel with just one month's notice.

“With our all-inclusive car subscription, we hope to bring radical simplicity, sustainable solutions and flexibility to the automotive industry.”

Alain Visser, CEO of Lynk & Co.

Car sharing for all

No matter how our customers access their Lynk & Co 01, either through subscription or by buying the car (new or used), car sharing is available to them. This means that, even when the cars are no longer part of our subscription fleet, they can continue to be shared throughout their life cycle, which is vital for increasing utilization.

2022 was the year we launched and started trying out car sharing in every single one of our seven European markets. Car sharing is currently in beta. During the year, major effort has been put towards improving the platform, reducing technical issues by 75%. Our target is to fully launch the platform in 2023. As a next step, we also aim to launch it for our B2B customers. The high level of organic growth on the platform shows car sharing's huge potential. The amount of completed sharing sessions has increased by 700% compared to 2021. In the following pages, you can deep dive into the importance of increased car utilization, as well as the sustainability impacts of car sharing.

Challenging the automotive industry with radical simplicity

Lynk & Co likes to do things differently. We focus on utilizing fewer vehicles better, instead of putting all our efforts into selling more cars. And our offers are designed to be simple, hassle-free and flexible. We offer a few options:

A monthly subscription
to the Lynk & Co 01 plug-in hybrid car. Maintenance, insurance, and taxes are all included in the fixed price.

A peer-to-peer car sharing platform
with digital key technology. Anyone with a Lynk & Co car can share it with others and reduce their monthly cost. Plus, more people can access flexible mobility when they need it.

Long-term lease
for our B2B customers.


Buying a new or used Lynk & Co 01
is still possible for those who do prefer to own their car.


Sustainability and car utilization


An exclusive interview with ChatGPT*




We sat down with ChatGPT for a conversation about sustainability in the car industry, including challenges, solutions and technologies. Spoiler alert – we found we had some ideas in common regarding the importance of car utilization. Our first question was easy: "Pretend you're a CEO in the automotive industry. Tell me what's important about sustainability." And then, things got more specific:

 = Lynk & Co


 = ChatGPT

 **Tell me more about the importance of car utilization in this sense.**

 Car utilization, or the way in which vehicles are used, is an important aspect of sustainability in the automotive industry. Here are a few ways in which car utilization impacts sustainability:

- **Emissions:** By maximizing car utilization, we can help reduce the total number of vehicles on the road, which can help lower emissions.
- **Maintenance Costs:** Cars that are underutilized tend to require more maintenance and repairs compared to vehicles that are used frequently. By maximizing car utilization, we can help reduce maintenance costs and extend the life of the vehicle.
- **Sharing Economy:** Car sharing programs, such as ride-sharing and car-sharing, are becoming increasingly popular as they help maximize car utilization and reduce the total number of
- vehicles on the road. This can help lower emissions and reduce the need for new vehicle production.
- **Public Transportation:** By maximizing car utilization, we can help reduce the need for individual vehicle ownership and promote the use of public transportation, which is often more environmentally friendly and cost-effective.

Car utilization is a crucial aspect of sustainability in the car industry. By maximizing utilization, we can help reduce emissions, reduce costs, and promote the sharing economy, and public transportation. These efforts can help create a more sustainable future for the automotive industry.

 **Why are so few car companies focusing on car sharing and utilization when it's so important for sustainability?**

 There could be several reasons why some car companies are not focusing on car sharing and utilization:

- **Legacy Business Models:** Many car companies have a legacy business model that is centered around individual vehicle ownership, and they may find it challenging to shift towards a car sharing model. Additionally, they may have significant investments in production facilities, marketing, and distribution networks that are focused on individual car sales.
- **Cultural Resistance:** Some car companies may have a corporate culture that is resistant to change, and they may be reluctant to embrace new business models that are outside of their comfort zone.
- **Short-term Focus:** Many car companies may be focused on short-term gains and may not be thinking about the long-term benefits of car sharing and utilization. They may not see the immediate return on investment and may not be willing to make the necessary investments to support a car sharing model.
- **Technical Challenges:** Implementing a car sharing model can require significant investments in technology, such as mobile apps, fleet management systems, and data analytics. Some car companies may not have the technical expertise or resources to implement these technologies effectively.
- **Market Challenges:** Car sharing, and utilization are a relatively new business model. Car companies may not be willing to take the perceived risk of entering a new market.

In conclusion, while car sharing and utilization are important for sustainability, there are several challenges that may be preventing car companies from fully embracing these concepts. However, as consumer demand for sustainable solutions continues to grow, it's likely that more car companies will begin to focus on these areas in the future.

Car sharing & sustainability impact

We believe car sharing will be a fundamental part of the sustainable mobility solution. However, the impact of car sharing depends on a range of aspects – and we want to understand those. We looked at car sharing data* and asked our users** about their motivations and behaviors in order to better grasp our impact, capture any unintended consequences, and make sure we develop our car sharing platform to its full potential. Here's what we learned.

*Made using data from January 1st to December 31st, 2022.
 ** Customers owning or subscribing to a Lynk & Co car, and borrowers that have successfully completed one or more car sharing sessions between April and December 2022. Results are not statistically reliable due to a limited number of respondents. The survey was answered by 233 users in total.

Increase utilization of cars

The number of sharing sessions grew by **700%** compared to 2021



More than **3,800** active users

12.5% of our customers have made their car available for car sharing

13% of borrowers declared that Lynk & Co car sharing contributed to decreasing the number of cars in their household

Generate sustainable mobility behavior

15% of borrowers stated that they are walking, cycling and using public transport more since joining Lynk & Co car sharing

According to lender's responses, the second most common motivation to make their car available for car sharing was to **contribute to sustainable mobility**



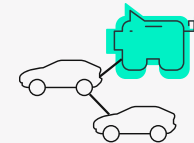
Borrowers mainly want to use car sharing for **weekend trips or longer road trips**

The average length of a sharing session was **71 hours** which is in line with the kind of trips borrowers want to make

Decrease cost of car usership

In December, **20%** of active lenders **earned back 15% or more** of their monthly subscription fee

88% of lenders said the opportunity to share their car influenced their choice of getting a Lynk & Co 01



The most common motivation cited by lenders to make their car available for car sharing was to **lower their cost** for having a car

Case study: Driving Change

Employee volunteering for mobility inclusion

One of the participants in the Driving Change project



Being able to drive can be a real door opener. But access to a driver's license is deeply unequal. We believe that mobility should be for all. In 2022, we started the non-profit project Driving change to support people in getting a driver's license - with the help of our employees.

At Lynk & Co, all employees get two paid workdays a year to devote to voluntary work of their choice. In 2022, one possibility was to act as a driving tutor for the non-profit project Driving Change, created in collaboration with Göteborgs Stadsmission, a Gothenburg non-profit supporting the most vulnerable, and My Driving Academy, a Swedish driving school.

According to a report by Svenskt Näringsliv, six out of ten Swedish employers require their employees to have a driver's license. But getting one can be costly and difficult. Driving Change aims at forwarding integration and mobility inclusion, helping people with socio-economically challenged backgrounds acquire a driver's license.

The Sweden-based project included five selected participants. Lynk & Co provided cars and employees volunteered as driving tutors. "Driving Change has felt particularly important to me because I remember how

hard I struggled to get my driver's license. Although it has not always been easy, it has been really rewarding to see [the participant's] development and that her hard work has paid off," says Sara Jonason about her experience as a driving tutor.

Driving Change was originally estimated to run for a couple of months. However, due to unexpected challenges, it ended up lasting from January until November.

"In order for a project like this to succeed, close cooperation between us partners is required. But also, a wholehearted involvement from students and above all from the volunteers from Lynk & Co. They have really gone the extra mile because this is something they are passionate about and believe in," explains Helena Synneby, from Göteborgs Stadsmission.

All participants in Driving Change are not guaranteed to obtain their driver's licenses. This time, two out of the five participants reached their goal. Beyond getting a driver's license, the project is also about being seen as an individual. "It has been expressed by the participants that they are proud of how far they have come. [...]," Helena Synneby states, adding: "The mere experience that you have been selected, that someone believes in you, that it is worth investing in you. That, in itself, is a success."

[WATCH THE FULL VIDEO OF THE PROJECT >](#)

“We don’t see volunteering as charity, because contributing to society is something that benefits all of us. Giving our employees the **chance to grow** as fellow human beings is worth way more than two workdays.”

Alain Visser, CEO of Lynk & Co.



Behavioral impact

Inspiring sustainable lifestyles beyond mobility

Lynk & Co offers more than just a car. We are creating a community. By offering sustainable products and bringing people together at our Clubs, we are working to inspire more sustainable lifestyles.



Products for a sustainable lifestyle

In all our Clubs, we offer a handpicked assortment of lifestyle products from local, sustainable brands. In 2022, we brought in items from 78 different partners, including, among others, circular yoga mats, glassware from upcycled wine bottles, and backpacks made from recycled ocean waste.

When selecting our partners, we consider:

- Sources and composition of raw materials
- Recyclability and end-of-life management
- Location and responsibility in production
- Social and environmental commitments

We sold a total of almost 5,500 pieces over the course of 2022. By partnering with these brands and offering an additional setting for their products, we support businesses that share our values on sustainability and aim to enable our community to make more mindful choices in their everyday life.

Inspiring events and partnerships lifestyle

We want our Clubs to enable us to connect with our community, and to share knowledge and inspiration with the help of our partners. Lynk & Co Clubs have continuously hosted different events in their respective European cities throughout 2022. Think fashion upcycling workshops, running and yoga clubs, talks on equity, diversity and inclusion-related topics such as feminism and anti-racism – and more.

In total, we have hosted 57 events, including 36 with a clear connection to sustainability. We've had more than 3,500 people attending our events, and 1,600 attendees to the sustainability-related ones. Our community showed its interest in exploring paths towards more sustainable habits and behaviors.

Life is not just about getting from A to B, it is about discovering the world from A to Z.

Sustainability training

It's important to us to be able to educate and guide our customers towards sustainable choices in the ways they use their car. In 2022, 85% of our customer-facing employees benefited from a sustainability training, covering topics such as charging using renewable energy and car sharing, to help guide customer behavior.



Cities reimaged by Lynk & Co

What if cities could be designed to be... y'know, better? Here's how Europeans want to transform their cities.

The cities of the 21st century have adapted to cars just as much as they have to humans. In 2022, Ipsos conducted a survey for Lynk & Co with over 8,000 respondents in eight European capital cities; London, Paris, Berlin, Rome, Madrid, Amsterdam, Stockholm, and Brussels. With the report "Cities Reimagined by Lynk & Co", we set out to learn how Europeans enjoy their cities and how they'd like to shape them for tomorrow. Turns out, the views differ!

The current landscape?

A lot of parking lots.

Stockholm, for instance, is covered by 550,000m² of permanent parking space: that's more than 77 football fields! This is the kind of situation that Lynk & Co wants to question. If cars were viewed not as possessions, but as a shared mode of transportation, we could

"With cars parked 96% of the time, our cities have a lot of unused potentials. I feel motivated by the results of the survey. It's time to reclaim our human space."

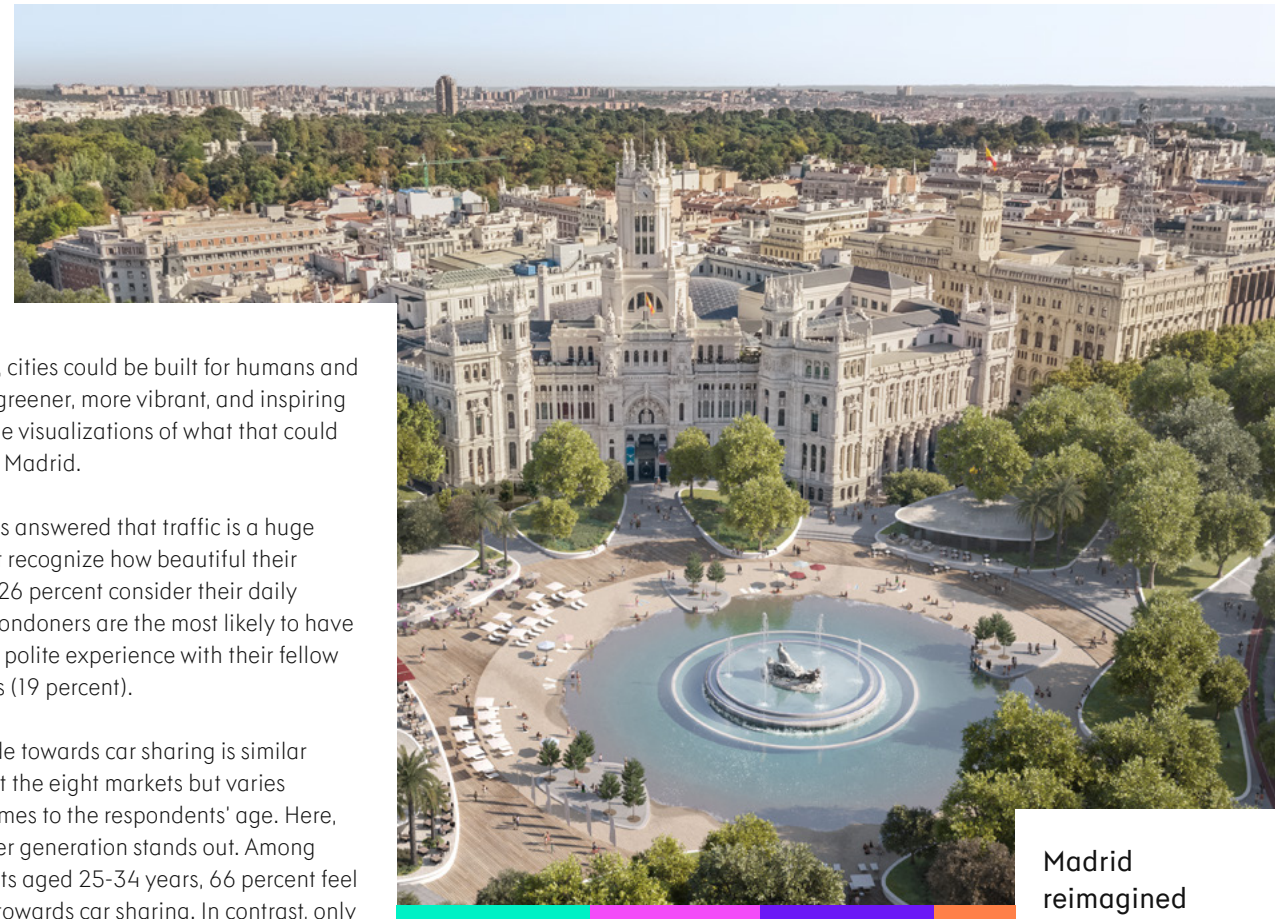
Alain Visser, CEO of Lynk & Co.

have fewer cars in circulation. In turn, cities could be built for humans and not for vehicles. Citizens could enjoy greener, more vibrant, and inspiring urban environments. We created some visualizations of what that could look like, as shown here for the city of Madrid.

In Rome, 70 percent of all respondents answered that traffic is a huge hassle, while in Stockholm 44 percent recognize how beautiful their city is while traveling in it. In Madrid, 26 percent consider their daily commute the peak of their day, and Londoners are the most likely to have a nice and polite experience with their fellow commuters (19 percent).

The attitude towards car sharing is similar throughout the eight markets but varies when it comes to the respondents' age. Here, the younger generation stands out. Among respondents aged 25-34 years, 66 percent feel positively towards car sharing. In contrast, only 35 percent of respondents aged 55-65 years felt the same.

The most common wish across the eight cities is to replace parking spaces with more greenery (57 percent), followed by places to rest (32 percent), and wider sidewalks (28 percent).



Madrid reimaged

Architectural visualization by Roberto Raez and Guillermo Guso.

[READ THE FULL REPORT](#) >

Leave the Ownershit Behind

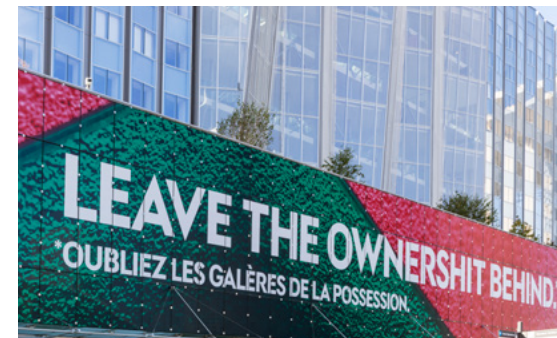
A campaign to nudge mobility behaviors

Don't be a carcissist

In September 2022, Lynk & Co unveiled a new marketing campaign encouraging Europeans to rethink ownership, how we use cars, and what a car brand can be. Our goal: connecting with people searching for simple, flexible mobility options, who may not be aware that a solution like Lynk & Co exists.

Created with Jung von Matt Stockholm, the campaign challenges onlookers to question their own relationship to their car, and to consider alternatives to ownership — or, as we phrased it, ownershit.

In the end, the campaign sends a clear message: Lynk & Co is here to disrupt traditional car industry norms, embrace evolving mindsets and needs, and embody flexibility without sacrificing its own identity. Oh, and also, **use less cars.**



“This campaign reflects where Lynk & Co is in our journey. Before we launched, people thought our vision was some impossible fantasy. But we’re doing it—and the positive response is beyond what even I imagined. This campaign is the next step for us, but it’s also what we’ve always done in some ways: challenging people to think about mobility and ownership in a new way.”

Alain Visser, CEO of Lynk & Co.



Climate Action

Net-zero emissions by 2040



Transition to **100% renewable electricity** in our car manufacturing plant, saving 14,000 tons of CO₂e emissions



1,116,067 tons of CO₂e emissions, with 39 tons of CO₂e per delivered car



More use of **recycled materials** and first Life Cycle Assessment (LCA) of the Lynk & Co 01

Climate action

By building cars, we contribute to the problem. We need to take bold action to be part of the solution. And we're on it.

We have set the goal to reach net-zero emissions by 2040. This ambitious target will be challenging to meet, but in our view, there simply are no alternatives if we want to protect our climate. We still have a long way to go – but we're committed and taking important steps.

What we're doing

- 2022**

100% renewable electricity in our Clubs, offices and car factory
- 2024**

Launch of first fully electric car
- 2025**

25% renewable energy for tier 1 and 100% for battery manufacturing
- 2030**

100% fully electric cars
50% lower car life cycle footprint
Climate neutral manufacturing
- 2040**

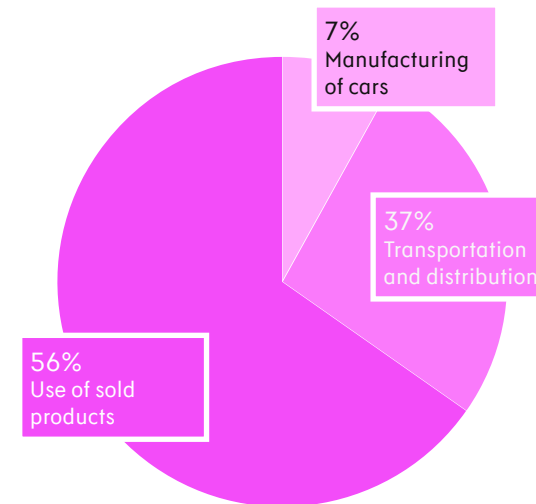
Net-zero emissions

Breakdown of greenhouse gas (GHG) emissions 2022

- Total GHG emissions (market-based): 1,116,067 tonCO₂e
- Ton GHG emissions per car delivered: 39 tonCO₂e
- Ton GHG emissions per €1,000 turnover: 2.25 tonCO₂e

Manufacturing and using cars still come with a large negative climate footprint. To avoid a climate disaster, global average temperatures need to be limited to a 1.5° rise above pre-industrial levels, as highlighted by the UN IPCC.

In 2022, we have taken important steps in further mapping and understanding our climate footprint. Through a Life Cycle Assessment (LCA) of the Lynk & Co 01, we have mapped the footprint of our car across its complete life cycle – from mining of materials to recycling at end of life. This, in combination with further climate calculations for our purchased goods and services, has allowed us to close major data gaps in our climate calculations and increase our share of GHG emissions included in our reporting. In 2023, we aim to close remaining gaps in order to capture at least 95% of the emissions in our complete value chain. Reaching this goal will make us ready to further define our reduction plans and commit to the



Breakdown of GHG emissions

Science Based Targets initiative (SBTi) to get our plans validated in line with climate science and the 1.5° target for global warming.

Our emissions will increase in absolute terms as we continue to grow in the coming years. However, we are committed to continuously reducing our emissions in relative terms, as well as in absolute terms in the long run. We aim to reduce our emissions year-over-year, not only per car we deliver, but also in relation to the turnover we generate.

Climate action

Towards net-zero emissions

Manufacturing and driving cars come with a big CO₂e footprint. We have a responsibility to solve that – that is why we are acting across our strategic initiatives for climate action. This means developing our action plans in line with climate science and what is needed to stay aligned with the 1.5-degree trajectory for global warming.

<p>Reduce emissions from value chain and operations</p> <p>To reach our climate targets, we need to drastically reduce emissions across both our own operations and our value chain. To do so, we are working together with partners and suppliers, and across business areas, to find ways of decarbonizing everything from battery production to business travel.</p>	TARGETS	25% renewable energy for tier 1 and 100% for battery manufacturing by 2025	Climate neutral manufacturing and 100% renewable electricity for tier 1 by 2030	Net-zero emissions by 2040
	PROGRESS	<ul style="list-style-type: none"> ✓ Mapping of renewable energy use in value chain ✓ 21 tier 1 direct suppliers with 100% renewable electricity already 	<ul style="list-style-type: none"> ✓ 100% renewable electricity in our manufacturing plant starting 2022 	<ul style="list-style-type: none"> ✓ Increase in share of total GHG emissions included in reporting compared to 2021 ✓ Working towards commitment to SBTi
<p>Develop sustainable and electric cars</p> <p>Cars are the main driver of emissions for us as a company. By quickly transitioning to offering only fully electric cars and increasing the use of sustainable materials, we aim to minimize those emissions. To achieve our goals, we are working towards putting sustainability on par with cost, quality, and safety in the development of our cars.</p>	TARGETS	Top performance for range and efficiency	100% fully electric cars by 2030	50% recycled, biobased or sustainable materials on car level by 2030
	PROGRESS	<ul style="list-style-type: none"> ✓ Slight increase in range and decrease from 27 to 24 gCO₂e/km for Lynk & Co 01 thanks to updates 	<ul style="list-style-type: none"> ✓ Our first fully electric car to be launched in 2024 	<ul style="list-style-type: none"> ✓ Increased use of recycled materials in the Lynk & Co 01 in the 2023 model year update
<p>Circulate materials and optimize vehicle life cycle</p> <p>By optimizing the life cycle of our cars, batteries, and components through reuse, refurbishing, and remanufacturing, as well as looping materials back into production from waste and end of life, we can reduce their negative climate footprint.</p>	TARGETS	Reduce car life cycle footprint by 50% by 2030	Optimize life cycle of cars, batteries, and components	A circular car by 2040
	PROGRESS	<ul style="list-style-type: none"> ✓ 66% reduction kgCO₂e/car from 2021 to 2022 due to renewable electricity in manufacturing ✓ First Life Cycle Assessment (LCA) of Lynk & Co 01 underway 	<ul style="list-style-type: none"> ✓ Solutions for battery remanufacturing and recycling secured 	<ul style="list-style-type: none"> ✓ More to come in this area...

Climate impact

A closer look at our footprint

In order to move in the right direction, we need to understand where we are. To make sure we put our effort where it matters most, and to be able to keep track of our progress, a key priority in 2022 has been to further develop our mapping of CO₂e emissions to include more parts of our value chain. Here is a more detailed breakdown of emissions for 2022, and how we are doing so far in reducing them.

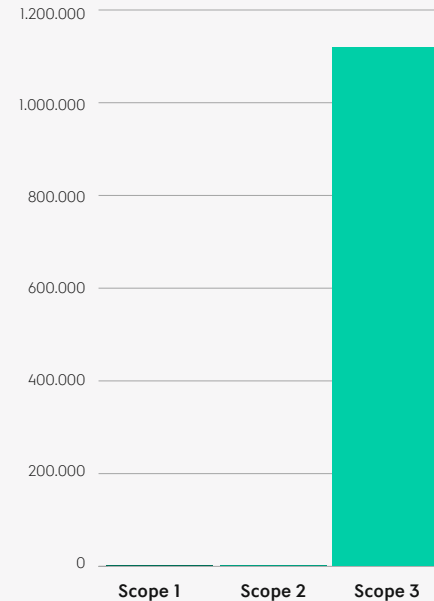
Mapping of CO₂e emissions

To establish a solid baseline for our for our greenhouse gas (GHG) emissions, we partnered with Position Green – a leading Nordic sustainability software and consulting company. On their platform, we have created a structure for the reporting of relevant data to understand our footprint. This has been the main tool for collecting the data presented in this report, ensuring traceability and transparency.

We report on our emissions in line with the GHG Protocol, using the operational approach: this means that all GHG emissions over which we have operational control are included in our scopes 1 and 2. In 2022, we have managed to complete climate calculations for all our scope 1 and 2 emissions, and twelve out of fifteen scope 3 categories, with the categories with the largest emissions now included.

This is a significant increase compared to last year. As a relatively young company, we are still working to put in place all the processes and systems to fully track our climate impact and aim to continuously increase the quality and granularity of our data. For more information on how we have calculated our emissions, see page 61.

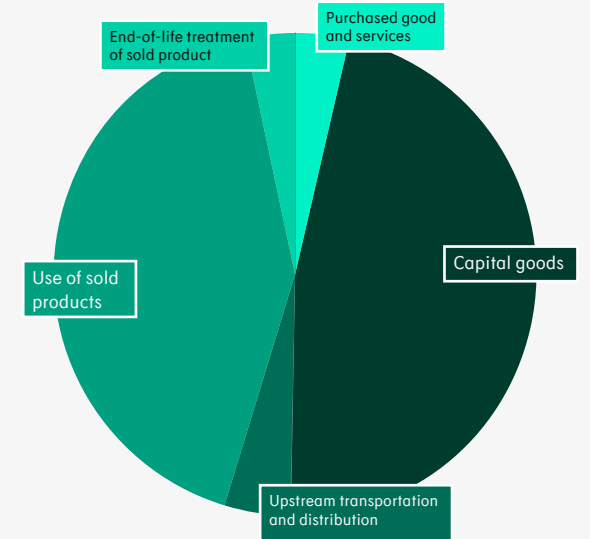
Carbon footprint – total Scope 1,2,3



39 tonCO₂e per car delivered

2.25 tonCO₂e per € 1,000 in turnover

Mapping of GHG-emissions



Low GHG-emissions

- Stationary combustion (0)
- Company vehicles (4.8)
- Purchased electricity (market based) (11.5)
- Heating & cooling (46)
- Fuel- and energy related activities (2.3)
- Business travel (589)

High GHG-emissions

- Purchased good and services (41,888)
- Capital goods (521,507)
- Upstream transportation and distribution (47,702)
- Use of sold products (469,120)
- End-of-life treatment of sold product (35,191)

Sustainability for our cars

We are pretty proud of the 01. It is a plug-in hybrid (PHEV) car with great performance, fun features, and high-tech details. So far, it is our only car model, and we only offer it in two versions – black or blue. To keep it simple, all features are included as standard. All our cars have the same equipment and features.

Key features of the 01

- A pure electric range of 69 km: enough for most people to do their daily driving using only electric power with no tailpipe emissions.
- Average tailpipe emissions of 24gCO₂e/km according to WLTP.
- Five-star safety as standard – for everyone. The 01 scored a full five stars from the European New Car Assessment Program (Euro NCAP). The assessment puts vehicles through exhaustive crash tests to ensure reliability and quality.
- Seats with ECONYL® material, a regenerated nylon made of recycled fishing nets and other waste materials.
- Manufactured using 100% renewable electricity.

We will only ever carry electrified cars and are transitioning quickly into offering only fully electric cars by 2030 at the latest.

Sustainable materials: the next steps

In 2022, major effort has been put towards increasing the amount of sustainable and recycled materials in the car. For the 2023 model year version of the 01, we are proud to present some key updates to the interior.

- No leather – meaning the 01 will be vegan friendly.
- Increased use of ECONYL® for door inserts.
- 100% recycled textile for both floor carpets and headliner.
- PU with recycled PET backing material, resulting in 50% recycled content applied to panels, doors, armrests, and floor console.

Does this mean that the complete car is sustainable? No. But it is a key step towards our target of 50% recycled, biobased or sustainable materials on car level by 2030.

For our upcoming car, we are working together with R&D to find new sustainable materials and solutions, aiming to apply recycled plastic, steel and aluminum on the entire car level.



"Sustainability is at the core of our company. We don't just want electrified cars – we want new behaviors, sustainable mindsets, inclusion, and a better urban space for all. In an industry where sustainability efforts are focused on the product, we're putting **sustainability at the heart** of our business model. "

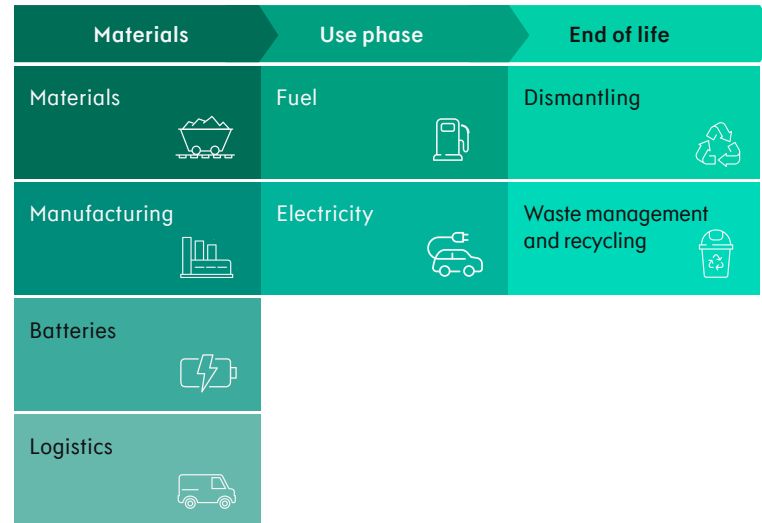
Alain Visser, CEO of Lynk & Co.



Life Cycle Assessment of the Lynk & Co 01

We are aiming to reduce the life cycle footprint of our cars by 50% by 2030. Working with Life Cycle Assessment (LCA) will be a key tool on our path to reducing emissions. Together with IVL Swedish Environmental Research Institute, we have carried out the first LCA of the Lynk & Co 01, gaining deeper insights into our climate impact and what the main drivers of emissions are – as well as the impact of customer choices (check out the next page).

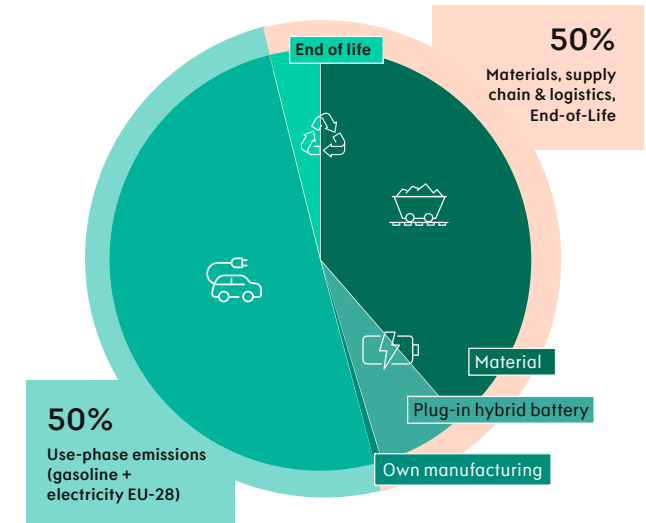
From “cradle to grave”



While doing a Life Cycle Assessment (LCA), the emissions from the complete life cycle of the car are calculated: from the material mining and processing, through manufacturing and logistics, to the use phase of the car and the end-of-life treatment. This gives a holistic view of the car's climate impact – from cradle to grave. The LCA of the Lynk & Co 01 has been carried out by IVL Swedish Environmental Research Institute on behalf of Lynk & Co, following the methodology of Volvo Cars and Polestar as published in 2020 and 2021. Here we present some of the main results, and the full LCA report will be published during Q2 2023, so stay tuned for more.

The complete life cycle emissions of the Lynk & Co 01 amount to 35 tons of CO₂e. That is a big footprint, and one that we are taking action to reduce. With the shift to renewable energy in our manufacturing plant, we have managed to reduce emissions from manufacturing by almost 400 kgCO₂e per car, saving 14,000 tonCO₂e of emissions during 2022. This is a 66% decrease in emissions from manufacturing, and something that we are proud of.

However, the vast majority of emissions comes from the supply chain of materials, and the use phase of the car. Here we are also taking



action. With the introduction of more recycled materials in the 01's interior in 2023, we are taking a first step on the long path of lowering the footprint of materials. Our targets for increasing the use of renewable energy for tier 1 suppliers to 25% and to 100% for battery manufacturing by 2025 will help us further reduce these emissions. In 2024, our first fully electric car will be launched. This will mark an important step in terms of reducing the use-phase emissions. The insights gained from this LCA will now be used to further define the roadmap towards our target of a 50% reduction of life cycle emissions by 2030.

Deep dive in use-phase emissions

Customer choices matter!

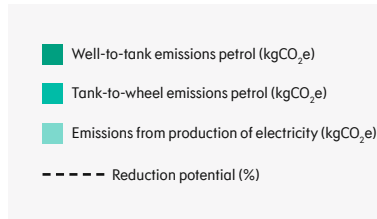
The LCA of the Lynk & Co 01 showed that 50% of emissions during its life cycle are generated during the use phase of the car. However, as the 01 is a plug-in hybrid, meaning it has both an electric and an internal combustion engine (ICE), we know that the way customers use the car can vary depending on their needs and access to charging infrastructure.

We wanted to explore this further and conducted a scenario analysis based on different customer choices in terms of charging. Turns out, how often customers choose to charge their car, and what source of electricity they use to charge it, have huge implications for the climate footprint.

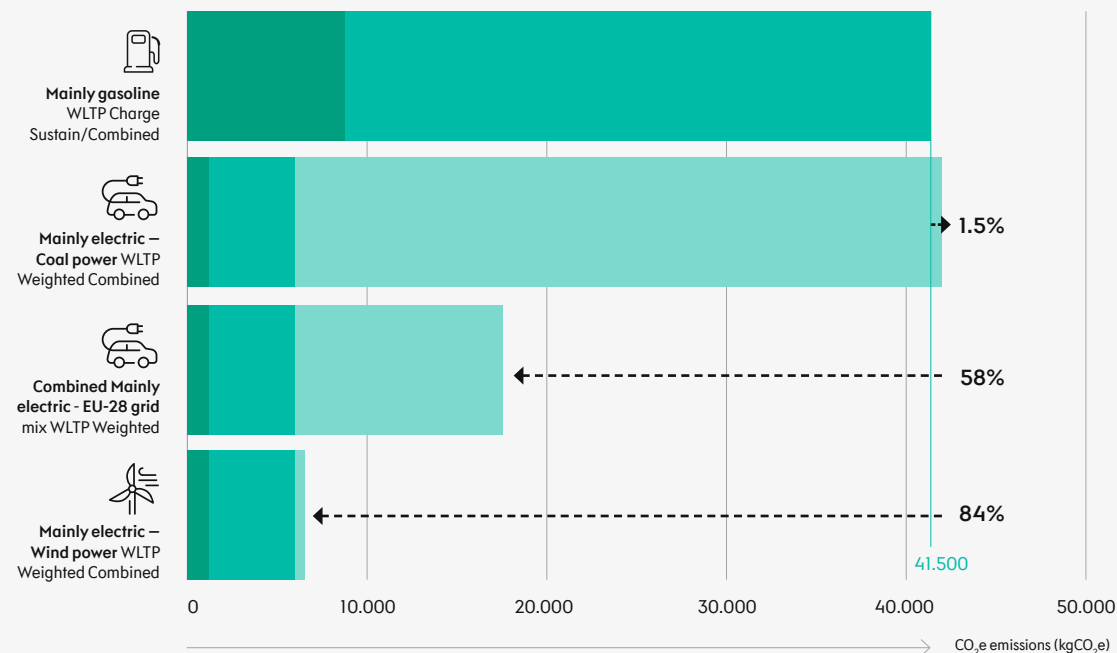
Depending on whether you choose to never plug your car into the grid to charge it and only drive using the internal combustion engine and the electricity generated while driving, or you drive mainly using the electric

engine, emissions during the use phase can range from 41.4 to 17.5 tonCO₂e. The same driving behavior with mainly electric driving can also result in big variations in climate footprint, depending on the electricity source. If you charge using renewable energy, the total use-phase emissions go down to 6.5 tonCO₂e – a huge reduction potential! If, on the other hand, you charge using coal power, the total use-phase emissions are even higher than if you were to drive using only the combustion engine.

These insights really highlight the importance of both access to charging infrastructure and the transition to renewable energy. To capture the full potential of electrification, both are essential. Using these insights, we aim to engage with our customers to spread awareness about the impact of their choices, and support and enable them to make more sustainable ones.



Ton CO₂e emissions during use phase and reduction potential



To calculate the emissions from the use phase, the tailpipe emissions (tank-to-wheel), the emissions from the electricity production, and the emissions from the production of gasoline (well-to-tank) are all included to get a holistic view of the climate impact. These figures are based on the standard vehicle data with the officially declared weighted consumption values according to the Worldwide Harmonized Light-Duty Vehicles Test Procedure (WLTP), and an assumption of 200,000 kilometers driven during the life cycle. Plug-in hybrid

certification tests consist of two types of tests; one test driving mainly using the combustion engine and one test measuring the range of the battery. The vehicle's fuel consumption and electrical consumption are measured during the two tests and weighted together according to the legal procedure (EEC Reg 2017/1151). The weighting methodology from the legislation is the representation of how much customers drive electric vs driving using the combustion engine, based on real-world statistical data.

Sustainable manufacturing together with Geely

Our cars are manufactured in a state-of-the-art facility with a strong sustainability performance. This year, we have taken major steps together with Geely to reduce the CO₂e footprint from manufacturing, and to better understand and minimize waste flows.

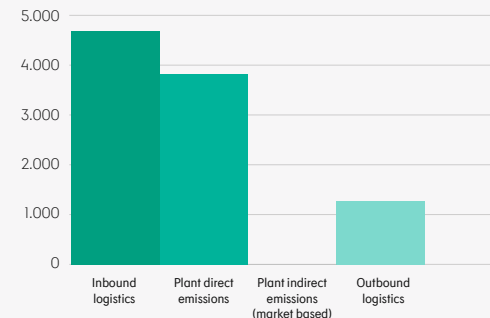
The manufacturing plant that produces the Lynk & Co 01, located in Yuyao, China, is operated by Geely. As the plant falls outside of the operational boundaries of Lynk & Co, the emissions from manufacturing are reported as part of our scope 3 emissions rather than scope 1 and 2. Through our close collaboration with Geely, we are tracking these emissions continuously and are taking major steps to reduce them. As of January 2022, all our cars are produced using 100% renewable electricity, which reduced manufacturing emissions by 66% per car (read more on the next page). The plant is also certified according to the ISO 14001 standard for environmental management.

Waste management

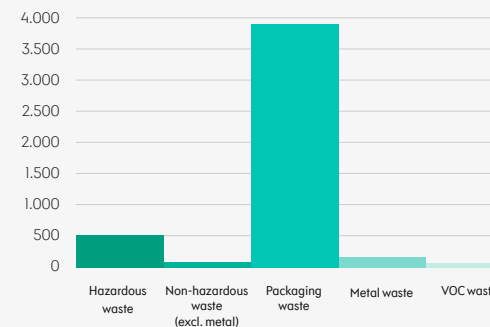
A key focus in 2022 has been mapping the different waste streams in the manufacturing plant, and understanding how that waste is being handled.

The amount of waste generated per car during 2022 was 131 kg, coming in vast majority from metal stamping. In terms of waste management, 93% of all waste was recycled or reused offsite, 5% was incinerated with energy recovery, and less than 2% was sent to landfill. For more details, check out the data tables on page 62.

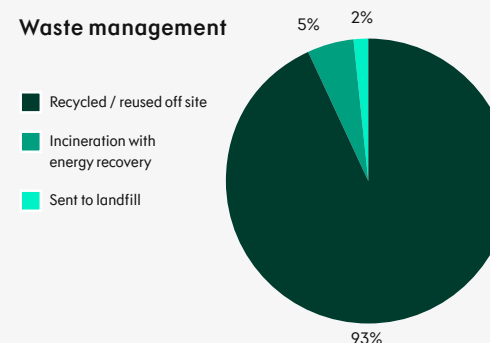
GHG emissions from car manufacturing plant (ton CO₂e)



Waste in manufacturing (ton)



Waste management



Collaboration with Geely

We work in close collaboration with Geely to continuously monitor and improve the sustainability performance of both our manufacturing and supply chain. Geely set itself the target of reaching carbon neutrality by 2045, and is the first Chinese passenger car company committed to the Science Based Target Initiative. The company also participates in "Business Ambition for 1.5°C" and "Race to Zero" – showcasing its high level of ambition.

As a first step, Geely has set a 25% life cycle carbon reduction target per car by 2025 compared to 2020 levels.

Click below to learn more about Geely's sustainability work.



Case study: Here comes the sun

100% renewable electricity at our car manufacturing plant

In 2021, Lynk & Co shifted to 100% renewable electricity across our offices and Clubs in Europe.

In 2022, we took the next step. Since January 2022, our car manufacturing plant in Yuyao, China, has shifted to 100% renewable electricity as well. This has been achieved through a combination of renewable energy from the grid secured through I-REC certificates for hydro-power, and solar panels on the roof of the factory.

The total installed capacity of the solar panels is estimated at 21.5 MWp (Megawatts-peak, i.e., the power output achieved under ideal conditions). The installation was completed in mid-2022, and now generates about 20 million kWh of power per year. 15 million kWh of this total production will be used by the factory and the remaining 5 million kWh will be sold to the grid.



With this, we have managed to reduce emissions from manufacturing by almost 400 kgCO₂e per car, saving more than 14,000 tons of CO₂e during 2022. A win-win for us and for the planet.

Product life cycle

Moving towards circularity



Recyclability and recoverability of materials

The Lynk & Co 01 was designed to meet the high standards of the End-of-life Vehicle directive, which requires 95% of a car to be recoverable and 85% of a car to be recyclable. To manage our vehicles' end of life and to fulfil the End-of-life Vehicle directive requirements, we have set up a solution in all our markets to take care of our cars at the end of their life through agreements with different actors such as recyclers and scrapyards. To improve the circularity of our products, we are working with R&D and design to enable higher recycling rates and easier dismantling.

We also follow the requirements of the EU Directive 2006/66/EC., known as the Battery Directive, which regulates the manufacturing and disposal of batteries in the European Union. To fulfill the directive and all national requirements, we have contracts with local battery collectors and recycling companies to recycle the portable batteries locally. For the high-voltage batteries from our cars, we have a partnership with Hydrovolt, a Norwegian battery recycler, who will manage recycling them. Our customers can also return their used car batteries to us via the Volvo service center network.

Service and remanufacturing for batteries

Batteries are the single component in the car with the largest CO₂e footprint. That is why we aim to service and remanufacture all our batteries, so that they can circle back to the vehicles and be reused in the vehicle fleet for as long as possible. To make this possible, any faulty batteries will be collected from the workshops and transported to a central service location in Sweden where they will be repaired and undergo a quality check.

After service, all battery packs will have the same warranty as brand-new batteries – which is eight years. Batteries are categorized as green, yellow, and red, and in the unusual case of a "red" battery, it will go directly to recycling through our partner Hydrovolt.

Next steps for batteries

Solutions for second life for batteries, for example using them for energy storage, have not been fully developed yet, but are something that we are preparing for. We will also welcome the upcoming Battery Directive and are working towards alignment with its requirements.

New Lynk & Co Clubs: Rome, Milan and Barcelona

We don't have dealerships, we have Clubs. Our goal: promoting community and sustainability.

Our Clubs are designed to be places for our community to meet, grab a coffee, check out or test drive the 01, participate in events, and discover sustainable products by local partner brands.



Same values, new venues

In 2022, we opened not just one, but two Italian Clubs: Rome and Milan. And we inaugurated a Club in Barcelona, Spain, as well. This is a new chapter of our expansion, as we grow and connect with our members in southern Europe. In the design and development of our Clubs, we always aim to make things special, with sustainability as a creative engine.

Big experience, smaller footprint

When developing our Clubs, we aim to follow the reduce, reuse, repurpose and recycle approach – with reduce as the main pillar. By leaving existing walls and structures bare and making as few changes as possible, we manage to create Clubs with just the right feeling, while using much less resources compared to traditional retail design.

For what we do add, conscious materials are at the forefront of the design, proving that sustainability can be just as much about aesthetics as it is about functionality. In addition to statement pieces like lamps made from orange peels and podiums made from scrapped cars, we have made sure to only use LED lights, have 100% renewable electricity and solid waste management during construction for all our Clubs.



TAKE A LOOK AT ALL OUR CLUBS >

Better Business

Goodbye
yesterday.

Hello
tomorrow.



Gender diversity:
45% women,
0.5% non-binary
and 54.5% men in
the organization.
39% women, 61%
men in management
positions and 40%
women and 60% men
in top leadership



504 paid hours
of volunteer work by
Lynk & Co employees



Winner of
Talent Agency
Pioneer Award 2022
for **Diversity and
Inclusion**

Better business

We have high ambitions and call on our employees, partners, and community to join us, challenge us, and help hold us accountable. Together is always better.



From gender balance to gender diversity

Previously, our target was to achieve "Equal gender balance across layers and managerial positions by 2023". We realized that this approach was not inclusive enough, and are changing our language and target to include non-binary people. Our updated target refers to gender diversity, instead of balance, aiming at a 45% men - 45% women - 10% non-binary split. The 10% make this a realistic goal, considering team changes and small departments with an odd number of people. But more importantly, it makes our commitment to all members of the LGBTQ+ community more visible.

Responsible supply chain

Our Code of Conduct outlines Lynk & Co's expectations regarding human rights, the environment, working conditions, and anti-corruption. We strive to make sure that all who work with us follow it.

Building communities

We are expanding our partnerships with non-profit organizations and social enterprises to increase our positive social impact.

2022 highlights

- Winner of Talent Agency Pioneer Award 2022 for Diversity and Inclusion (read more on page 40)
- First cohort of our Leadershift Journey (more information on page 42)
- Launch of Employee Assistance Programme (see page 43)
- Whistleblowing system launched in all seven markets, (available in local languages from 2023; turn to page 55 for more information)

Value chain

- Mapping of renewable energy use in the value chain showed that 91 of the suppliers for the Lynk & Co O1 realized 10% green energy use. Among these, 21 realized 100% green energy use.
- 195 out of 228 suppliers for the Lynk & Co O1 have completed and passed a sustainability Self-Assessment Questionnaire (SAQ).

[READ OUR CODE OF CONDUCT](#) >

Better Business

Leading the way towards open and responsible business

We want to set a new standard for equity, diversity, and inclusion and fight for ethical business conduct. This includes, but is not limited to, ensuring we conduct business in a fair way and striving to improve human rights and labor conditions.

<p>Ensure responsible supply chain</p> <p>We are reducing risks and increasing transparency and control of our supply chain. Easier said than done, given the complex supply chains of the automotive industry. Lynk & Co is taking important steps and working to develop a human rights due diligence process, screening of new suppliers and audits for tier 1 suppliers, as well as developing blockchain tracking and audits for high-risk minerals and areas.</p>	TARGETS	Screening of all new suppliers and tier 1	Full traceability of high-risk materials	Decent work & living wages across supply chain
	PROGRESS	<ul style="list-style-type: none"> ✓ 86% of all Lynk & Co O1 suppliers successfully qualified through SAQ ✓ Sustainability trainings for suppliers hosted by Geely 	<ul style="list-style-type: none"> ✓ Solutions for traceability of high-risk materials under development 	<ul style="list-style-type: none"> ✓ Code of Conduct for Business Partners in place both for Lynk & Co and Geely suppliers
<p>Set a new standard for equity, diversity, and inclusion + belonging</p> <p>We improved the number of women in management positions, from 36% to 39%, and worked towards being more inclusive of gender diversity. We conducted our annual equity review and allocated resources to rectify gender pay gaps. We launched new learning initiatives focused on EDI and increased our partners' network. The cherry on top was the Pioneer Award 2022 for Diversity and Inclusion by the Talent Agency (more on this topic on page 40).</p>	TARGETS	Gender diversity of 45%/45%/10% across layers by 2023	No gender pay gap	Recognized industry leader on equity, diversity, and inclusion + belonging
	PROGRESS	<ul style="list-style-type: none"> ✓ 2022 numbers: Organization: 45% women – 54.5% men – 0.5% NB Management: 39% women – 61% men Leadership team: 40% women – 60% men 	<ul style="list-style-type: none"> ✓ Pay equity review conducted with allocated resources to rectify gender pay gaps 	<ul style="list-style-type: none"> ✓ Pioneer Award 2022 for Diversity and Inclusion by the Talent Agency
<p>Fight for ethical business conduct</p> <p>We aim to lead the way towards open and responsible business by increasing transparency and traceability throughout the entire sourcing process, strengthening the integration of our Code of Conduct in our operations and creating wider engagement for ethical business conduct.</p>	TARGETS	Strengthened governance and transparency	New standard for open and responsible business	
	PROGRESS	<ul style="list-style-type: none"> ✓ Third-party whistleblowing system in local languages 	<ul style="list-style-type: none"> ✓ Emphasis on sustainability in our collaborations and partnerships ✓ Working towards closer collaboration with local organizations in 2023 	

EDI is a journey, and we need everyone onboard

Creating an inclusive work environment requires the engagement of many people. We strive to be mindful of each step of the journey: from the way we recruit to how we design our offices; from the language we use to how we evaluate performance. We are proud to be on this journey, and we want to take others along with us. We now have a strong foundation regarding women in the workplace. But we know we can do more to help people from all backgrounds and demographics thrive.



Talent Agency Pioneer Award 2022 for Diversity and Inclusion

EDI is a lot of serious work. But some celebration along the way is also essential to recognize our team's efforts. We were honored to be shortlisted for the categories "Culture Diversity" and "Pioneer" of the Your Talent Agency's Diversity and Inclusion Awards 2022. And even more thrilled to win the Pioneer Award, recognizing those companies leading the way to a more inclusive work environment.

Our targets and priorities

Reach, recruit and develop talents from all backgrounds

From potential candidates reading job ads to our most experienced employees, we want everyone to feel seen and respected at each step of their career development. Under this target, we have been updating our language to be more inclusive. As part of our recruitment process, we are using evidence-based methods to help us identify candidates' potential and fight unconscious biases. We have also put in place new processes for performance management, aiming to increase equity and transparency.

Pay equity

We took action to increase our pay equity, and saw the following results in our 2022 review. Salaries increased more in the lower than in the higher pay grade levels. Female employees enjoyed a higher average salary increase (2.89%) than their male counterparts (2.64%). And we implemented a new salary grade for our Customer Service employees, with higher increases.

Partnerships and social impact

We are proud to have strengthened our existing partnerships and pleased to have started to expand our social impact initiatives outside of Sweden. Turn to page 44 for more details!

Learning and development (L&D)

L&D at Lynk & Co matured significantly in 2022, greatly thanks to a new strategy and process.

In 2022, our e-learning platform registered 29,604 logins from 2,007 users and 12,510 course completions.

Following up on our commitment to work on biases and inclusive leadership, we launched two important trainings: Leadershift Journey (more information on page 42) and Unconscious Bias. And, in partnership with Alva Labs, we provided training on unbiasing recruitment processes to our main hiring managers.

"The gatekeepers of the automotive industry have excluded women and pretty much anyone that isn't a straight man for too long. Lynk & Co is committed to changing that. How can we create solutions that **work for everyone** if we don't have everyone at the table?"

Alain Visser, CEO of Lynk & Co.



Case study: Leadershift Journey

No one becomes a Leader overnight



The three-month learning experience of the Leadershift Journey (LJ) is especially designed to challenge our people managers to be the most collaborative and brilliant leaders they can be.

The journey was co-created with The Be Seen Project as an immersive leadership development experience.

It consists of four complementary experiences: Ignite, Explore, Connect and Inspire. Each section includes practical pre-work, a virtual or face-to-face workshop, a 21-day learning challenge, and ends with a reflection exercise to share personal learnings and outcomes. Through individual and team challenges, our managers are enabled to build trust and

performance, as well as foster a culture of belonging at Lynk & Co within their teams.

Our first cohort assembled in Gothenburg. By the end of 2022, over ¼ of our people managers had finalized the training. It is now being followed by new cohorts in Maastricht, Amsterdam, Barcelona, and again in Gothenburg.

The first participants have responded enthusiastically to the experience. They have underlined benefits in areas such as self-reflection, better understanding of one's teams, and leadership growth. Another popular outcome: acquiring practical tools to improve team performance and communication!

Working at Lynk & Co

Customer choices matter!

Not your typical benefits

We offer a flexible, hybrid approach to work and life. We give you the freedom to support what you believe in, with paid time to contribute to the community. All full-time employees can spend two working days every year on volunteer work with full pay. We support your well-being 100%. Every employee gets an annual wellness allowance and we plan time in everyone's calendar twice a week for wellness and fitness. Whether it's yoga, running, laundry or Netflix - we don't judge. It's your time - what you do with it is up to you. We offer parental leave and encourage all new parents to invest in time with their children. We give extra vacation days (on top of each country's typical amount) and we offer extra flexibility with four weeks of remote working every year.

Employee well-being

Taking care of mental health is an essential aspect of employee well-being. In 2022, we launched our Employee Assistance Programme (EAP). This external support system for personal and professional issues is available 24/7, in each of our market's native language or in English. It is free, independent, and completely confidential.

Work environment

We want everyone to feel welcomed in our spaces. Our offices in Maastricht, Gothenburg, and Berlin, as well as all our Clubs have gender-neutral restrooms. Both our Gothenburg and Amsterdam offices feature quiet rooms, to help anyone who might face sensorial overload when working in loud and/or bright spaces.

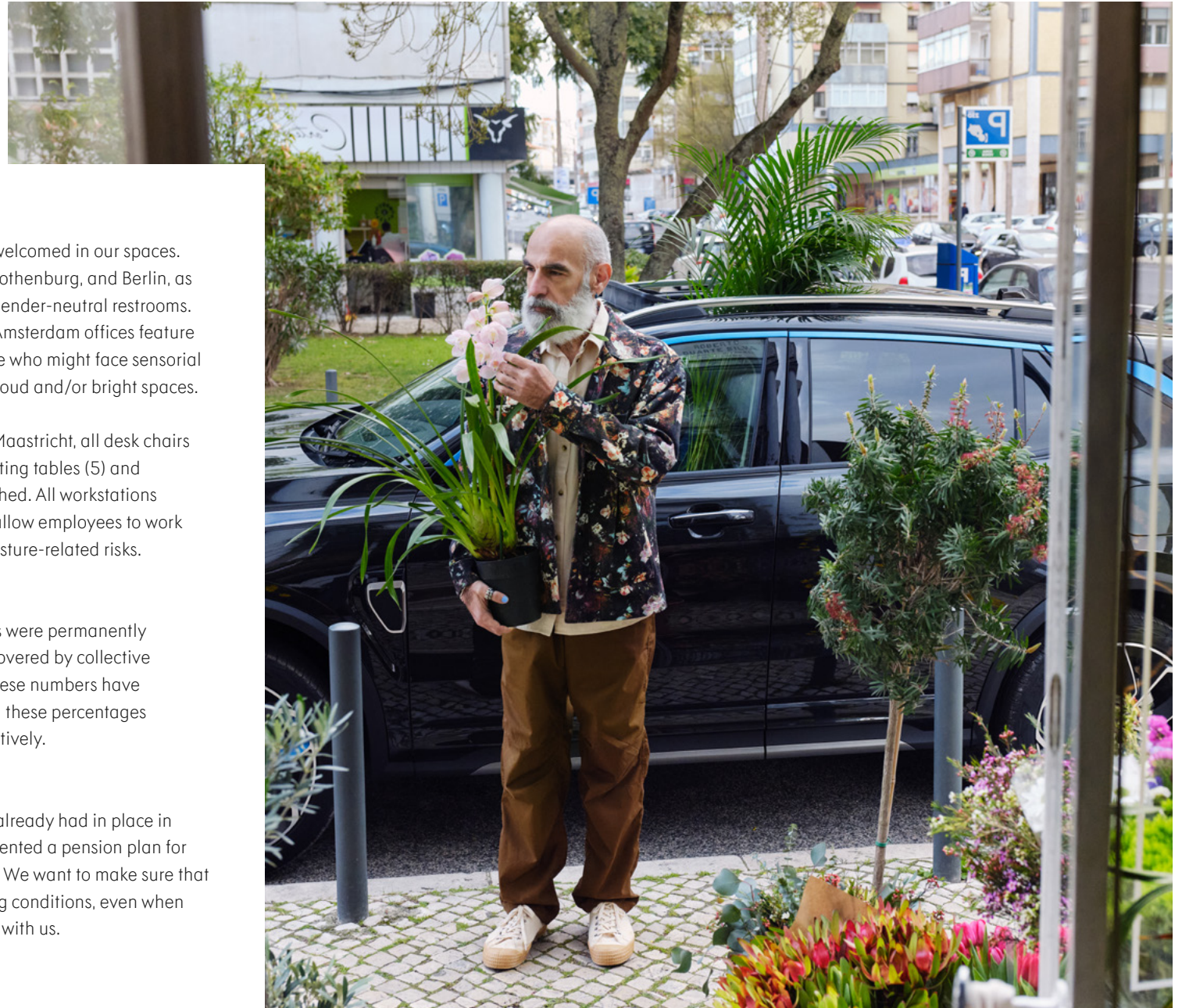
In our new office space in Maastricht, all desk chairs (76), desk frames (76), meeting tables (5) and meeting chairs are refurbished. All workstations feature standing desks, to allow employees to work comfortably and reduce posture-related risks.

Collective bargaining

In 2022, 87% of employees were permanently employed and 59% were covered by collective bargaining agreements. These numbers have improved since 2021, when these percentages were 57% and 55%, respectively.

Pension

Mirroring benefits that we already had in place in other countries, we implemented a pension plan for all our employees in Spain. We want to make sure that our people have good living conditions, even when they are no longer working with us.



Community engagement

Giving back - paid volunteer work

We encourage sustainability and community engagement at work and outside of work. All our full-time employees can spend two working days (16 hours) per year on volunteering or charity work of their choice with full pay. This can be done as a team or individually, physically or virtually, and can be skill-based for non-profit and politically independent organizations. Employees are encouraged to contribute to causes that help create a better world, such as environmental protection, human rights, and animal welfare.

NGO support and partnerships

We aim to support various non-profit organizations and social enterprises. In 2022, we directed a total of €38,480 to partner organizations.



West Pride

We continued our partnership with West Pride, a non-profit association responsible for Gothenburg's LGBTQI festival, to support our community. West Pride's primary goal is to support LGBTQI people in our hometown of Gothenburg, Sweden, but they also aim to connect with people across the world. We are grateful to team up with West Pride to learn, grow and become the workplace we want to be.

Stadsmission Gothenburg

Stadsmission offers emergency help and long-term support for people living in social vulnerability. They have been our wonderful partners in the design and implementation of Driving Change, our initiative to support people with fewer opportunities in getting a driver's license.

Mitt Liv

We renewed our collaboration with the social enterprise Mitt Liv as part of our work in support of a more open labor market. In 2022, seven Lynk & Co employees have engaged as mentors in Mitt Liv's Chans program – where they support a person with a foreign background and post-secondary education to navigate the Swedish labor market and increase their chances of getting a job in their field.

Pink Programming

Pink Programming is an NGO that works for gender equality within the IT industry, making the joy of programming available to everybody and creating a tech world where female, transgender and non-binary developers are as common as male developers. In September 2022, we teamed up with them to deliver a workshop on how to use Storybook.js to elevate UI management at our Gothenburg office.

Una Collective

Una Collective's purpose is to help people from any and all backgrounds achieve their full potential, to help organizations thrive, improve wider society, and bring people closer together. Lynk & Co continues to collaborate with Una Collective in the delivery of events to discuss diversity, equity, inclusion, and belonging.

Retake Roma

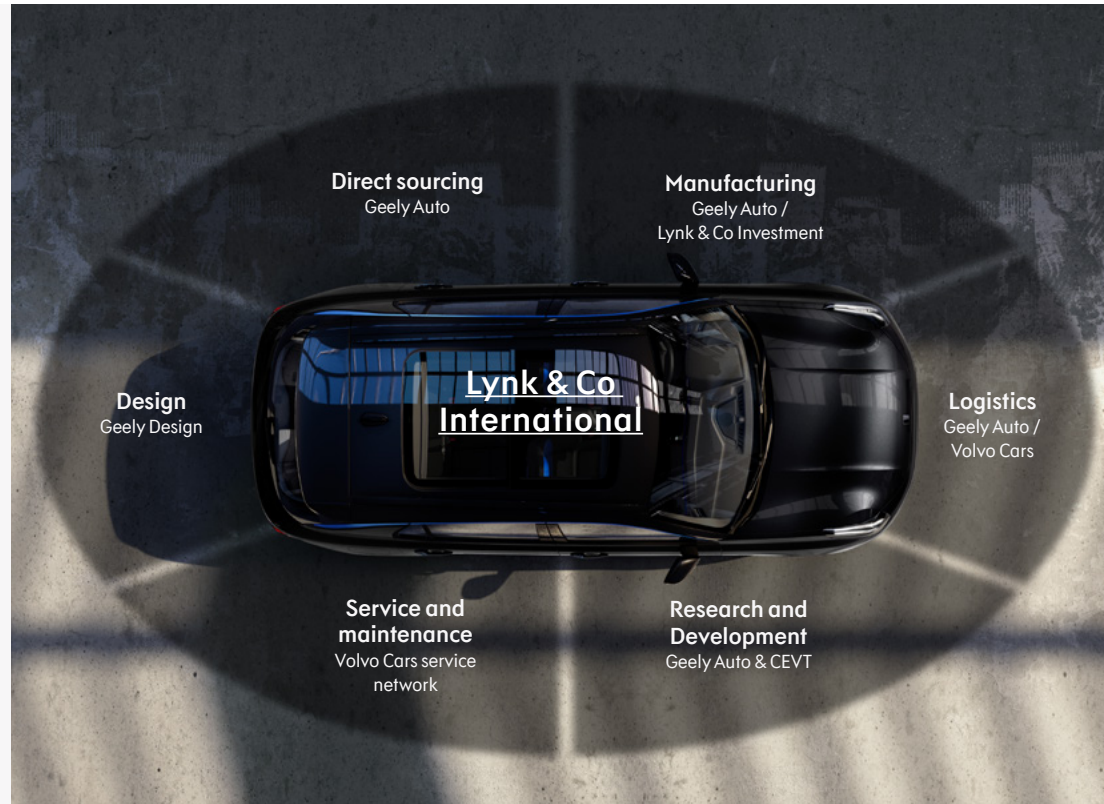
Retake Roma is a volunteer organization engaged in the fight against degradation, in the enhancement of public goods and in the spread of civic sense throughout the territory. We are joining forces to make Rome even more beautiful. In October 2022, we had our first collaboration and, together with 19 volunteers, we cleaned Piazza della Pilotta.

The Be Seen Project

The Be Seen Project is a learning agency on a quest to empower all humans to be seen. Thanks to them, we were able to create and continue to deliver our leadership development program, the Leadershift Journey.

Responsible value chain

When it comes to the different stages of bringing a new car to our customers, such as developing, designing, manufacturing, and maintaining the cars, these partners all play a key role:



Our current car, the 01, was developed and engineered by CEVT (China Euro Vehicle Technology). The CMA (Compact Module Architecture) platform it is built upon is shared among other cars within the Geely group, such as the Volvo XC40. Upcoming Lynk & Co cars are designed by Geely Design, with design studios in Gothenburg, Shanghai, Kuala Lumpur, and Coventry, and engineered by the Geely Research Institute with R&D centers in Gothenburg, Hangzhou,

Ningbo, Frankfurt, and Coventry, employing over 10,000 science and technology focused personnel. Lynk & Co defines the specifications, requirements, and features of new cars, including sustainability performance, in manufacturing and the supply chain.

Both Lynk & Co and Geely group partners work together to leverage the expertise of different group companies and to ensure a responsible supply chain.

Collaborating for a responsible supply chain

The sourcing of direct suppliers is handled by Geely, while Lynk & Co handles all indirect products and services purchasing related to our operations. This means that Geely has the connection with direct suppliers and that, for improvements in the car supply chain, we are collaborating with them, enabling synergies within the group. The plant in Yuyao, China, where our cars are produced, is owned by Lynk & Co Investment and is operated in collaboration with Geely. We also work closely with the logistics teams at Geely and Volvo Cars to ship the cars to and within Europe. For service and repairs, we have partnered with the comprehensive service center network of Volvo dealers and workshops across Europe. This allows us to expand quickly to new markets while ensuring a great customer experience and optimal care of our cars.

We collaborate closely with Geely to improve the sustainability performance of our cars, manufacturing and supply chain. We both value a responsible supply chain, and currently 99% of Geely suppliers are certified with IATF 16949, 80% have participated in anti-corruption training, and 70% have signed the Supplier Code of Conduct which was launched in 2021. Geely has also set the goal of reaching carbon neutrality by 2045 and has developed a comprehensive process for evaluating new suppliers' social and environmental impacts.

To learn more about sustainability at Geely, have a look at the Geely Auto 2021 ESG report.

[GEELY AUTO 2021 ESG REPORT](#) >

Responsible business at Lynk & Co

We believe in creating better, more responsible business. To achieve that goal, we aim to partner with people who share our values. It is important to us that all our employees, coworkers, managers, partners, and anyone affiliated with Lynk & Co follow our Code of Conduct as well as national laws, regulations, and conventions. We have developed an employee training for our Code of Conduct so that both new and existing employees can get the information they need to understand and follow it.



Our Code of Conduct: some key points

Human Rights – We are committed to respecting and upholding the United Nation’s Universal Declaration of Human Rights and other international human and labor rights standards.

No Child Labor – Lynk & Co commits to in no event employing any person below the age of 16 or the legal minimum age in each country we operate in.

No Forced Labor – Forced labor including debt bondage, trafficking, or other forms of modern slavery is not accepted.

Labor Union and Collective Bargaining – All employees have the right to join or form associations and to bargain collectively concerning the relationship between the employer and employees.

Equal Opportunities, Non-discrimination, and Anti-harassment – We have zero tolerance towards discrimination, harassment, and bullying, and we work to ensure equal opportunities for all.

Health and Safety – We strive to maintain a safe working environment that meets or exceeds current standards and legislations.

Anti-Bribery and Corruption – We are against all forms of bribery and corruption. Our policy is to comply with applicable laws, rules, and regulations governing anti-bribery and corruption in the countries in which we operate.

Conflicts of Interest – In line with their duty of loyalty towards Lynk & Co, employees must make business decisions based on our best interest and free from any conflicting external influence.

True and Accurate Business Records – Employees have a duty to maintain updated and honest business records to enable Lynk & Co to fulfill its external obligations.

Anti-money Laundering – Employees are expected to take necessary precautions to identify “red flags” and to ensure we avoid our products or services being used to launder money.

Reporting – Lynk & Co facilitates reporting and strongly encourages employees and business partners to report any violation of laws and regulations of the Code of Conduct and other policies (more information on this topic on page 55).

Towards Better Business

Anti-corruption stance

It is vital that we take a clear stance against corruption and unethical business conduct, given our large variety of stakeholders and vast supply chain. Our [Code of Conduct](#) outlines how we deal with risk areas related to corruption. It covers the following topics:

- **Corruption** – Lynk & Co is against all forms of bribery and corruption.
- **Bribery** – Lynk & Co does not accept any form of bribery, regardless of its nature.
- **Facilitation payments** – Zero tolerance for facilitation payments.
- **Gifts, favors, and hospitality** – No gift or favor may ever be given as an inducement or with an expectation of a favorable act in return.
- **Indirect corruption or bribery** – It is an unacceptable practice to try to influence a business decision by providing a gift or favor.
- **Donations** – Donations are always subject to written approval from our CEO and can only be made to recognized non-profit organizations.
- **Record keeping** – Lynk & Co always keeps detailed records and accurate accounting in line with international anti-corruption laws.

Code of Conduct for business partners

To ensure those who partner with us share our values, our [Code of Conduct for Business Partners](#) outlines our expectations in terms of human rights, environmental protection, and ethical business conduct. We share this Code with potential business partners during the sourcing process. We have also developed our [Chemical Restrictions & Ethical Considerations](#). These are based on AFIRM recommendations and apply to the products we carry in our Clubs, to make sure that they are produced with consideration for people, the planet, and animals.

Assessment of our suppliers

We evaluate sustainability for business partners with a higher potential risk in terms of negative sustainability impact. This refers to, for example, the products that we sell at our Clubs, the products and services related to the construction of new Clubs, and any spare parts or components sourced by our team. In 2022, we screened a total of 56 business partners on environmental and social sustainability aspects. We'll continue to develop our process for supplier assessments and increase the share of suppliers we assess in the future.

Increased transparency

Being open and transparent are core values for Lynk & Co, from clear mobility offers to how we treat people and collect data. We believe this is necessary to meet quickly growing customer demands for transparency. Consumers are more used than ever to buying online. They want more convenience and transparency with less complexity. We are working to increase transparency in several areas:

- Our supply chain, through deepened collaboration with Geely, sustainability evaluations of suppliers, and other initiatives.
- Building capacity, systems, and processes to consistently track and verify data and KPIs.
- Honest data and third-party verification to build transparency.

Information security

Protecting privacy and ensuring information security is one of our top concerns. Our Privacy Policy describes our guiding principles for using personal data: when, how, and why personal data is used, and what rights the data subject has relating to their data. This policy applies to all our uses of personal data, for example collection, use, sharing, and storing (any so-called processing of personal data).

Lynk & Co Privacy Principles:

Responsibility - Lynk & Co is responsible for making sure that your personal data is kept secure and only used in the right way.

Lawfulness - We do not own personal data. We only "borrow" it when it is needed and when it is legally allowed to do so.

Data minimization - We strive to limit our use of personal data as much as possible, while still being able to offer our services.

Transparency - We work to be as clear as possible about when, why, and how we use personal data.

Security and integrity - Personal data can be sensitive, so we have implemented and are continually improving technical and organizational measures designed to ensure that personal data is only shared with the right people, that it is kept correct, and that it is protected.

Governance



Governance

Sound corporate governance is critical to our mission to change mobility forever. We are committed to establishing an appropriate operating framework with robust oversight of responsibilities across our company and value chain, to ensure we manage our affairs consistently with the highest principles of business conduct.

Company governance

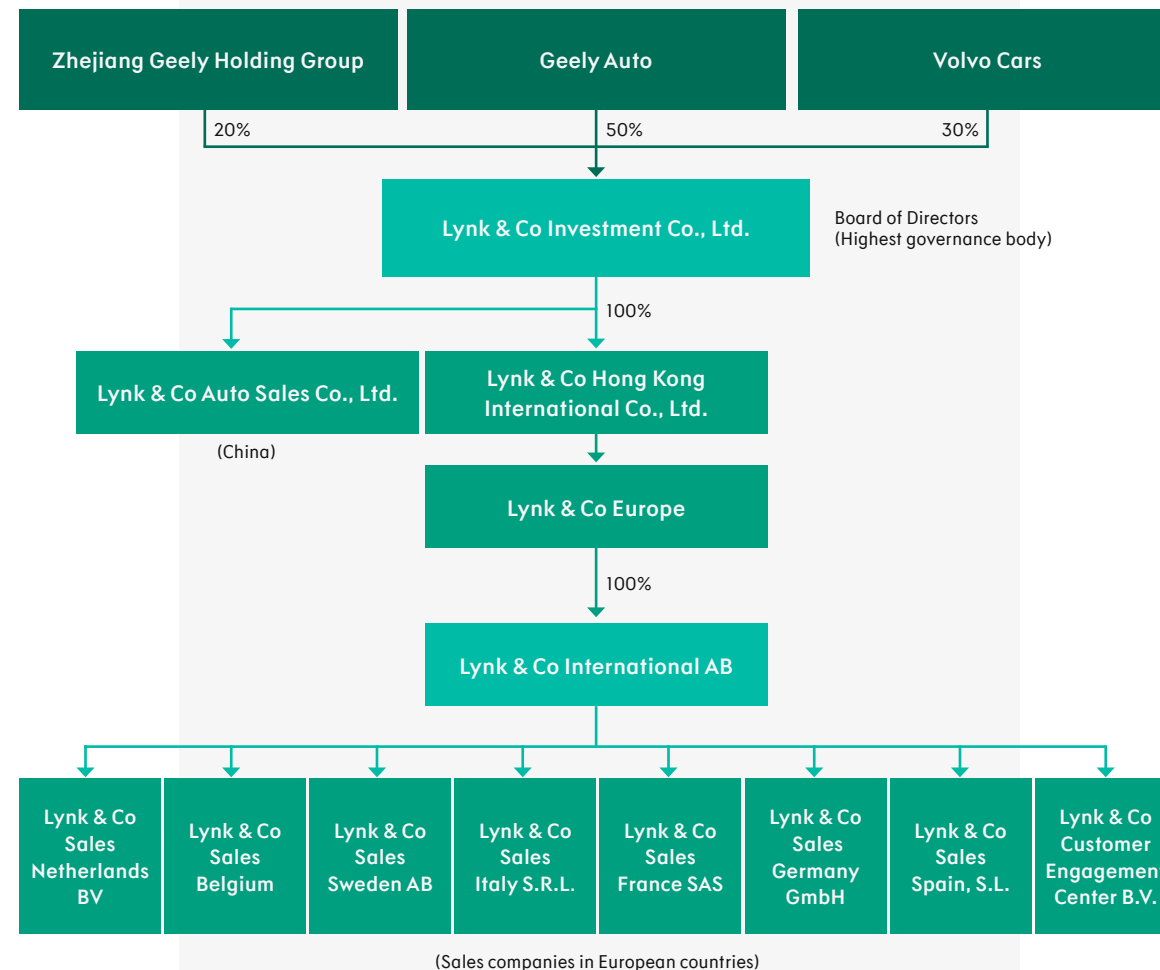
At Lynk & Co, we believe that sustainability and sound governance need to be integrated into everything we do. Therefore, our sustainability strategy is an integral part of our corporate strategy, which is consistently challenged and improved through analysis, risk mitigation and opportunities.

Ownership structure

Lynk & Co International AB, with its registered office in Gothenburg, is a wholly owned subsidiary of Lynk & Co Investment Co., Ltd, registered in Ningbo, China, which is a joint venture between Zhejiang Geely Holding Group (20%), Geely Auto (50%) and Volvo Cars (30%).

Lynk & Co benefits from the vast technological, engineering and manufacturing capabilities of these established global car manufacturers. Our cars are designed by Geely Design and engineered by Geely Research Institute.

The Lynk & Co 01 was first introduced in China in October 2017, by Lynk & Co Auto Sales Co., Ltd., and starting in March 2021 across seven European markets by Lynk & Co International AB and its wholly owned sales companies in each market.



The Board of Directors of Lynk & Co Investment Co., Ltd

Jiayue Gan

People's Republic of China / Born 1981
Chairperson and member of the board since 2021

Education: Graduated from Zhengzhou University of Aeronautics with a Bachelor's Degree in Management in 2003.

Work experience and other information:

Jiayue Gan took the position of CEO of Geely Auto Group on 23 March 2021. Mr. Gan joined Geely in 2003 after graduating from College, and has held several positions, which include Vice President of Geely Auto Group and General Manager of Geely Purchasing Company. As a core member of the Group Strategic Product Board, Group Investment Board, Group Purchasing Board, Group Quality Board, Mr. Gan has participated in major strategic planning and key decisions, and has made outstanding contributions to the Group's financial control, logistic improvements, process optimization, organization transformation and purchasing system optimization.

Sheng Yue Gui

People's Republic of China / Born 1964
Board member since 2022

Education: BSc in Power Mechanical Engineering from Xi'an Jiaotong University and MBA from San Francisco University, USA.

Work experience and other information:

Executive Director on 9 June 2005 and is responsible for the overall administration, risk management and compliance review of the Group. Mr. Gui was appointed as the Chief Executive Officer of the Company with effect from 23 February 2006. Mr. Gui was also the chairman of a company which was once a wholly-owned subsidiary of the Company. He also served in China Resources (Holdings) Company Limited. He was previously a director of Kingstone Investment Ltd. (formerly known as Eagle Power Investment Holdings Limited).

Joe Zhang

People's Republic of China / Born 1979
Board member since 2022

Education: Graduated from Shanghai University of Finance and Economics in 2002 with a Bachelor's degree in International Accounting.

Work experience and other information:

Mr. Joe ZHANG Quan is Senior Vice President and Chief Financial Officer (CFO) of Geely Holding Group. Mr. Zhang joined Geely Holding Group in April 2014 and has held many key positions such as Head of Geely Auto Finance Department, Head of Geely Holding Group Treasury Department, and Director of Geely Holding Group Strategic Finance Center, etc. In December 2020, Mr. Zhang was appointed Deputy CFO of Geely Holding Group and in May 2021 he was appointed CFO of Geely Holding Group.

James Rowan

Scotland / Born 1965
Board member since 2022

Education: HNC in Mechanical & Production engineering at Glasgow Caledonian University and Glasgow School of Technology. Masters Degree (MSc) in Business with Supply Chain & Logistics from Northumbria University UK.

Work experience and other information:

Previous experience as CEO Consumer Division of Ember Technologies, Chief Executive Officer and Chief Operating Officer of Dyson, Chief Operation Officer of BlackBerry, Executive Vice President, Global Operations of Celestica, Vice President European Operations of Flextronics, Non-executive director of KKR & Co Inc, Nanofilm Technologies International Ltd and PCH International Inc. Currently a member of the Shareholders' Committee of Henkel AG.

The Board of Directors are independent in relation to the Company and Leadership Team, but not in relation to the Company's major shareholders.

The Board of Directors of Lynk & Co International AB

Board members

Board member	Position	Elected	Independent in relation to the Company and Leadership team	Independent in relation to major shareholders	Nationality
Jiayue Gan	Chairperson	2022	Yes	No	PR of China
Qing Dai	Board member	2022	Yes	No	PR of China
Alain Visser	Board member and CEO	2018	No	No	Belgium
Shichuan Hu	Board member	2022	Yes	No	PR of China



Alain Visser

Alain is the CEO and a board member of Lynk & Co International AB. He is a visionary leader with a sixth sense for strategy and a unique ability to inspire the team towards a common goal.

Alain has a long experience in the automotive sector, most recently as a Senior Vice President Marketing, Sales & Customer Service at Volvo Cars (2013-2015), Vice President Sales, Marketing and After Sales at Opel (2009-2012), and Chief Marketing Officer at General Motors (2004-2009).



Leadership Team

Names	Position	Elected	Gender	Nationality
Alain Visser	Board member and CEO	2018	Male	Belgium
Mathias Holst	Head of Finance, Technology and Engagement Center	2021	Male	Sweden
Corinne Aaron	Head of Communication and Retail	2022	Female	USA
Marija Bozic	Head of Vehicle Operations	2023	Female	Sweden
Ian Hucker	Head of Sales	2023	Male	UK
Lasse Grundström	Head of Aftersales	2021	Male	Finland
Marc Cornelese	Head of Human Resources (interim)	2023	Male	Netherlands

Composition of the Board of Lynk & Co International AB

At all times, the Lynk & Co International AB Board of Directors shall consist of a minimum of two and a maximum of ten members and, in addition thereto, the number of employee representatives as is required under Swedish law. Where the Board comprises of two members, at least one alternate member must be appointed.

The selection of board members of Lynk & Co International AB is based on a set of rules: the board shall consist of the CEO and CFO of Geely Auto and the CEO of Lynk & Co International AB.

The board members of Lynk & Co International AB earn no remuneration in their position as boardmembers.

Composition of the Board of Lynk & Co Investment Co., Ltd

The Lynk & Co Investment Co., Ltd Board shall consist of four directors, of which i) Geely Auto appoints two directors, ii) Zhejiang Geely Holding appoints one director, and iii) Volvo Cars appoints one director. The chairperson shall be appointed by Geely Auto. The term of each director is three years, and the same person may be re-appointed.

The board members of Lynk & Co Investment Co., Ltd earn no remuneration in their position as board

members. Directors may however be reimbursed for reasonable expenses related to travel, lodging, and other expenses incurred to attend board meetings.

Roles and Responsibilities of the Board and Leadership Team

Lynk & Co International AB is a wholly owned subsidiary of Lynk & Co Investment Co., Ltd and is managed by the Leadership Team, led by the CEO, and overseen by the Board of Directors of Lynk & Co Investment Co., Ltd. Decision making on sustainability strategy and reporting and company policies are delegated to the Leadership Team and overseen by the Board of Directors.

The Board of Directors serves as a careful fiduciary for our owners, overseeing the management of Lynk & Co's business and operations. The Board of Directors is ultimately responsible for ensuring that the risks and opportunities of Lynk & Co are handled, while the Leadership Team is responsible for the overall governance, execution and implementation of the company and sustainability strategy and monitors progress through KPIs and regular reviews. With these responsibilities in mind, the Board of Directors sets high standards for Lynk & Co and its operations, employees, and managers.

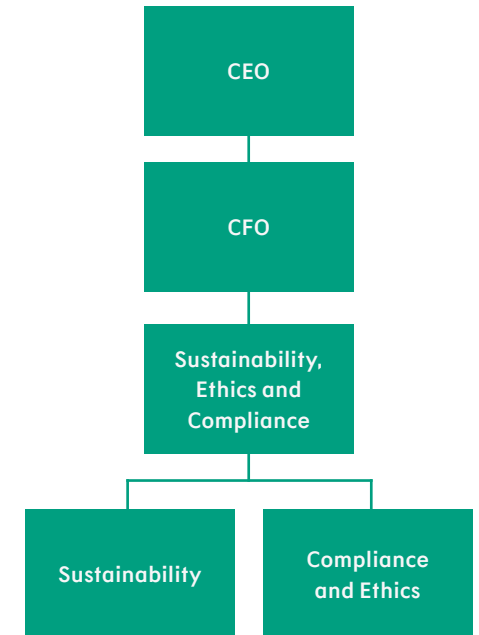
Lynk & Co does not yet have any committees. The Leadership Team reports to the board of Lynk & Co Investment Co., Ltd. four times per year.

The Lynk & Co Leadership Team's remuneration is based on a fixed monthly salary and a variable pay based on the performance and scorecard for senior executives of Lynk & Co. The scorecard consists of both financial performance as well as sustainability metrics connected to Lynk & Co's impact on the environment and people.

Management of Sustainability

In 2022, sustainability has been an integrated part of the Business Strategy and Development department in the Finance organization of Lynk & Co. By the time of publication of this report, following a reorganization in early 2023, there will be a separate department called Sustainability, Ethics and Compliance, holding the responsibility for driving and managing the sustainability work at Lynk & Co. This department will be located directly under our CFO.

The Sustainability, Ethics and Compliance department is working closely with other business areas and stakeholders to engage, implement, and follow up sustainability initiatives and efforts across the organization and value chain, in line with our sustainability and corporate strategy. They are also responsible for sustainability reporting. Major decisions regarding sustainability are brought to the Leadership Team.



Working with sustainability at Lynk & Co

Strategy implementation

In our 2021 sustainability report, we introduced an updated sustainability strategy. In 2022, we focused on implementing this strategy – building the relevant and necessary stakeholder groups, roadmaps and collaborations.

We are working to advance our performance in all nine strategic initiatives defined in our strategy (see page 9). As a young company, much of that effort is directed to building the structures and processes needed in our different business areas to effectively manage and understand our impact, as well as drive improvements.

Expectations

To live up to our ambitious goals, it is crucial to have everyone on board – at all levels of the company. This means, but is not limited to, following the law, acting truthfully and honorably, and treating coworkers and fellow human beings with courtesy and respect.

- We expect our managers to act as role models and promote ethical business conduct and sustainability in everything they do.
- Business partners are expected to abide by the principles set out in our Code of Conduct for Business Partners and to ensure their employees and subcontractors do the same.
- We expect our employees to understand and comply with the values, commitments, and requirements set out by our Code of Conduct and to contribute to an inclusive work environment.

Evaluating sustainability

We are working towards integrating sustainability into everything we do. For us, that means that sustainability is included in how we evaluate our performance as a company. Our sustainability performance is part of our company scorecard, and thereby our short-term incentive (STI) structure. Sustainability also features in our monthly corporate KPI review.

In 2023, we will also start to integrate sustainability in project evaluations. This will enable us to assess the sustainability impact of all projects in a structured way and include that as a parameter in prioritization.

Another way for us to keep track of how we are doing in terms of sustainability is through our employee survey tool Winningtemp. Here we measure the temperature for all our employees in several areas, one being how well our teams work in accordance with our values. For the question "Do you feel that you live the value "Sustainability" in your department?" the average score throughout 2022 was 6.3 out of 10.

Building knowledge and engagement

It takes a village to succeed in sustainability, and we want to make sure our employees have the knowledge they need to incorporate it into their daily work.

To enable this, we have developed an e-learning module on sustainability. While it has been especially designed for and assigned to all customer-facing employees, it is also available to everyone. In 2022, 85% of our customer-facing employees completed the training, as well as an additional 69 employees on a voluntary basis.

Sustainability is also included in our onboarding program for all new employees. As a next step, we will develop a sustainability e-learning module in this program as well.

In 2022, we organized a series of inspirational Sustainability Lunch Talks with both external experts and internal hosts. In these sessions they shared knowledge and inspiration around various sustainability topics such as purpose-driven business, diverse teams, and the role of business in driving sustainable development. These sessions were highly appreciated and attended by more than 200 employees in total.

Commitments and contributions towards the UN's SDGs

Policy commitments

Through our policies and processes, and our participation in the UN Global Compact, we are committed to upholding and adhering to internationally proclaimed human rights, including the Universal Declaration of Human Rights, the International Labor Organization's Declaration on Fundamental Principles and Rights at Work, the ten principles of the UN Global Compact, international guidelines for multinational companies, and the precautionary principle.

We are committed to holding our partners and ourselves accountable when it comes to international policy commitments. We continuously aim to develop by improving our processes and value chain collaborations, and we invest in keeping our employees educated on these topics.

The ten principles of the UN Global Compact are:

Human Rights

1. Businesses should support and respect the protection of internationally proclaimed human rights; and
2. make sure that they are not complicit in human rights abuses.

Labor

3. Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining;
4. the elimination of all forms of forced and compulsory labor;
5. the effective abolition of child labor; and
6. the elimination of discrimination in respect of employment and occupation.

Environment

7. Businesses should support a precautionary approach to environmental challenges;
8. undertake initiatives to promote greater environmental responsibility; and
9. encourage the development and diffusion of environmentally friendly technologies.

Anti-Corruption

10. Businesses should work against corruption in all its forms, including extortion and bribery.

Contribution towards the SDGs

Sustainable development and major efforts are needed in relation to all 17 of the UN sustainable development goals (SDGs). We are keen to manage our impact and make sure that we contribute. However, our impacts and contributions are more

significant in relation to some goals than to others. On page 11, you can see what goals and subgoals we primarily focus on as part of our sustainability strategy. Here is the complete mapping of how we aim to contribute towards the UN's SDGs and 2030 Agenda.

● Main ● Intermediate ● Minor	Supply chain and operations	Products and services	Programs and partnerships
1 No Poverty	●		
2 Zero hunger	●		
3 Good health and well-being	●	●	
4 Quality education	●		
5 Gender equality	●		
6 Clean water and sanitation	●	●	
7 Affordable and clean energy	●		
8 Decent work and economic growth	●		●
9 Industry, innovation, and infrastructure	●	●	
10 Reduced inequalities	●		
11 Sustainable cities and communities		●	●
12 Responsible consumption and production	●	●	
13 Climate action	●	●	
14 Life below water	●		
15 Life on land	●		
16 Peace, justice, and strong institutions	●		
17 Partnerships for the goals	●		●

Illustration of what we aim to focus on to contribute to the SDGs and Agenda 2030

Risks and reporting



Sustainability risks

Management and mitigation of sustainability-related risks is an integral part of our sustainability work. Through our materiality analysis, which you can read about on page 12, we have assessed risks in relation to various sustainability topics. By looking broadly at impacts and focusing on potential and unintended ones, we identified risks connected to our different areas and included these as an important parameter in prioritizing topics.

This means that our sustainability strategy is designed to address the material topics, and to mitigate connected sustainability risks. In our daily operations, sustainability risks are identified, assessed, and managed throughout the organization by our various departments and by the Sustainability and Compliance & Ethics managers. Identified areas of risk are:

- Human rights in our value chain
- Climate change and its impacts
- Global economic climate
- Supply chain disruptions
- Upcoming regulations in the sustainability area

A more thorough assessment of sustainability risks, along with an updated materiality analysis in line

with the upcoming reporting standards (ESRS) regarding double materiality will be conducted within the next two years.

Reporting & whistleblowing

We recognize that it is impossible to predict every possible scenario that can go wrong. Sometimes making the right call is not easy, so if any employee, manager, or business partner is unsure of what to do, they are encouraged to consult a senior member of the company or report the issue. Any concern should be promptly raised to the closest manager, HR department, or our Compliance & Ethics department (whistleblowing@lynkco.com).

Managers, business partners, and coworkers are expected to raise concerns about the company's business conduct and to report any violation of laws, regulations, and our Code of Conduct. In line with the EU Whistleblowing directive, reports can be made anonymously 24/7 through our whistleblowing online system provided by a third-party supplier. This guarantees the anonymity and safety of each person reporting. The system can be reached through wb.2secure.se (use code NLG748 when reporting). In 2023, to make it even more accessible, we will provide access to the reporting system in the local language in markets we operate in.

The Fine Print



Additional disclosures

War in Ukraine

Lynk & Co is deeply concerned about people directly affected by the war in Ukraine, and the impact it has on people and societies.

Lynk & Co does not have any sales, subsidiaries, or employees in Ukraine or Russia, which limits the impact on our operations. We will work to ensure we follow the sanctions and export controls imposed by the EU and US.

We stand in solidarity and express our sympathy with the people affected by this devastating war and hope it ends as fast as possible.

Significant events after the reporting period

At the beginning of 2023, Lynk & Co underwent a reorganization to optimize the structure of our company for our journey ahead. This reorganization came into effect on April 1st of 2023, and entailed changes to our leadership team and overall department structure.

As these changes have been implemented by the time of publication of this report, they have been reflected therein. Read more on page 52.



Tables with data

All figures reported below cover the calendar year 2022 and are reported in headcount, showing the status at the end of 2022 unless stated otherwise.

Overview 2022

Average number of employees	755
Women / men / non-binary, %	45% / 54.5% / 0.5%
Permanent / temporary employees, %	76% / 24%
Full-time / part-time, %	93% / 7%
Total number of new hires	545
Total number of employees leaving	185
Employee turnover	0.24
Average FTE (full-time equivalents)	549.5
Workers who are not employees	479

By the end of 2022, Lynk & Co had 758 employees, of which 59% were covered by collective bargaining agreements. This reflects the different markets we are present in and their varying conditions. Furthermore, in many parts of the company, such as IT, consultants are engaged. These make up the majority of workers who are not employees.

Employees per country

Sweden	304
Netherlands	283
Spain	79
Germany	39
Italy	31
France	12
Belgium	10
Total	758

Diversity of governance bodies by gender

Governance body	Leadership Team	Board of Directors
Women	40%	25%
Men	60%	75%

Diversity of employees by gender

Gender	Total	Managers
Women	45%	43%
Non-binary	0.5%	-
Men	54.5%	57%

Diversity of employees by age and gender

Age and gender	%
< 30 women	13.72%
< 30 men	16.12%
< 30 non-binary	0.27%
30-50 women	27.81%
30-50 men	33.1%
30-50 non-binary	0.27%
> 50 women	3.47%
> 50 men	5.28%
> 50 non-binary	-

Employment contract and rate since 2021

Gender	Permanent	Temporary	Full time	Part time
Women	33.9%	9.6%	39%	4%
Non-binary	0.25%	0.25%	0.5%	-
Men	42.2%	13.9%	53.5%	3%

Tables with data

All figures reported below cover the calendar year 2022. For further definitions and reporting principles see page 61.

Climate impact (tonCO₂e)

Scope 1 (direct GHG emissions)	9.8
Scope 2 (indirect GHG emissions)	58
Scope 3 (Upstream and downstream indirect GHG emissions)	1116000
Total GHG emissions	1116067
GHG emissions per delivered car	39
GHG emissions per €1000 in turnover	2.25

Electrification and GHG emissions per kilometer

Share of PHEV cars (plug-in hybrid electric vehicles)	98%
Share of HEV cars (hybrid electric vehicles)	2%
Tailpipe emissions combined (WLTP) - PHEV	24 gCO ₂ e/km
Tailpipe emissions combined (WLTP) - HEV	150 gCO ₂ e/km
Average tailpipe emissions CO₂e (WLTP)	26.52 gCO₂e/km
Indirect emissions from electricity – PHEV*	88 gCO ₂ e/km
Well-to-tank emissions for fuel – PHEV*	6 gCO ₂ e/km

* Indirect emissions from electricity and well-to-tank for fuel are only included for PHEV as part of the outcome of the LCA carried out for Lynk & Co O1 PHEV. Further details on the LCA can be found on page 32-33.

GHG protocol - emissions per scope

Scope	Emission category	tonCO ₂ e 2022
Scope 1 (direct GHG emissions)	Company facilities	5
	Company vehicles	4.8
	Total	9.8
Scope 2 (indirect GHG emissions)	Purchased electricity (market based)	11.5
	Purchased electricity (location based)	136
	Heating & cooling	46
	Total (market based)	58
Scope 3 (Upstream indirect GHG emissions)	Purchased good and services	41888
	Capital goods	521507
	Fuel- and energy-related activities not included in scope 1 or scope 2	2.3
	3.4 Upstream transportation and distribution	47702
	3.5 Waste generated in operations	-
	3.6 Business travel	589
	3.7 Employee commuting	-
	3.8 Upstream leased assets	N/A
	3.9 Downstream transportation and distribution	0
	3.10 Processing of sold products	-
	3.11 Use of sold products	469120
Scope 3 (downstream indirect GHG emissions)	3.12 End-of-life treatment of sold products	35191
	3.13 Downstream Leased Assets	N/A
	3.14 Franchises	N/A
	3.15 Investments	N/A
	Total	1116000
Grand total (market based)		1116067

Definitions and reporting principles for greenhouse gas (GHG) emissions

We map and calculate our emissions based on the Greenhouse Gas Protocol. To set our organizational boundaries, we use an operational approach – meaning that facilities operated by Lynk & Co employees are included in our scope 1 and 2, regardless of financial ownership. Given the setup of our value chain, this means that all emissions from the production of our cars are covered in scope 3.

Scope 1

Company facilities

This includes emissions from the use of natural gas heating from a small number of our locations. They are calculated using consumption data in kWh and the appropriate emission factors.

Company vehicles

This includes tailpipe emissions from company cars owned by Lynk & Co. Emissions are calculated using kilometer data from driving logs and official data from the Worldwide Harmonized Light Vehicle Test Procedure (WLTP) of the O1 PHEV (24g CO₂e). All company cars are PHEVs.

Scope 2

Purchased electricity

This is calculated using electricity consumption in kWh for our different locations and the appropriate emission factors for electricity depending on country and energy source. For locations where kWh data was not available, the average kWh/m² was used to estimate the consumption. All purchased electricity for our locations is from 100% renewable sources, secured through purchase of Guarantees of Origin (AIB

GC Wind / Solar / Hydro GO) or agreements with energy providers guaranteeing 100% renewable electricity. In this category, emissions from electricity used for charging company vehicles are also included. These are based on LCA results and kilometer data for company cars.

Purchased heating and cooling

This is calculated using consumption data for district heating in kWh for our different locations and the appropriate emission factors per country.

Scope 3 - Upstream

Purchased goods and services

Emissions in this category are mapped using a spend-based method and include all goods and services purchased by Lynk & Co International not covered in other scope 3 categories. Spend data has been divided per vendor category and vendor subcategory and combined with the appropriate emission factors depending on the type of good or service.

Capital goods

In this category, we disclose all emissions related to the material production and manufacturing of our cars up until our point of purchase of the cars, which is when the cars leave the port in China. The emissions data used for these calculations are from the LCA performed by IVL (the Swedish Environmental Institute) on the Lynk & Co O1 PHEV. LCA methodology follows Volvo Cars and Polestar methodology as published in 2020 and 2021. Modelling was done in Spheras software GaBi (now called "LCA for experts") and version 2023.1 was used. As the cars are categorized as capital goods

in our financial reporting, we follow the same principle in our reporting of emissions.

Fuel- and energy-related activities not included in scope 1 or scope 2

This includes indirect emissions related to the natural gas used for heating of a few of our locations as reported in scope 1, as well as well-to-tank emissions from fuel used for company cars, which is calculated using the results of the LCA for the Lynk & Co O1 PHEV.

Transportation and distribution, downstream

This includes GHG emissions from the shipping of cars, spare parts and PDI parts from China to the EU, as well as distribution within the EU and our seven markets. For transports between China and Europe, shipping data is used to calculate the tonkm, which is then multiplied with the applicable emission factors depending on mode and type of transport. For transportation within Europe, our suppliers provide us with emission reports calculated using actual shipping data and their own emission factors. These figures include both well-to-tank and tank-to-wheel emissions.

Waste generated in operations

Emissions in this category are not yet included in our climate calculations. Manufacturing waste is reported separately (see table on the next page).

Business travel

This includes data for air and train transport as well as hotel nights. Emissions for hotel nights are calculated using country-specific emission factors from DEFRA and other sources. Emission levels for air and train transport are provided by our travel agency Egencia.

Employee commuting

Emissions in this category are not yet included in our climate calculations.

Upstream leased assets

Not applicable. Lynk & Co does not have any upstream leased assets.

Scope 3 – Downstream

Transportation and distribution, downstream

Emissions in this category are included as part of other categories to avoid double reporting. As downstream transportation is carried out using the actual car, the emissions are already covered as part of emissions reported under "Use of sold products".

Processing of sold products

Emissions in this category are not yet included in our climate calculations.

Use of sold products

The emissions data used for these calculations are from the LCA performed by IVL (the Swedish Environmental Institute) on the Lynk & Co O1 PHEV and assumes EU-28 grid mix and a life cycle driving of 200,000 kilometers. All new delivered cars (unique VINs) are included, regardless of whether the car was sold via cash, lease or subscription.

End-of-life treatment of sold products

The emissions data used for these calculations are from the LCA performed by IVL (the Swedish Environmental Institute) on the Lynk & Co O1 PHEV. The emissions from end-of-life per car are multiplied by the total number of new cars delivered (unique VINs).

Leased assets, downstream

Not applicable. No emissions to report in this category.

Franchises

Not applicable. No emissions to report in this category.

Investments

Not applicable. No emissions to report in this category.

Tables with data

All figures reported below cover the calendar year 2022.

Waste from car manufacturing plant (ton)

Type of waste	Weight (ton)
Hazardous waste	512
Non-hazardous waste (excl. metal waste)	89
Metal waste	3890
Packaging waste	161
VOC waste	54
Total waste from manufacturing	4706

Total number of manufactured cars in 2022	35872
Waste per manufactured car (kg)	131

Water usage in car manufacturing plant

120,710 m³ Total water usage 2022	35872 Total number of manufactured cars in 2022	3.36 m³ Water usage per manufactured car
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The amount of waste and water usage from manufacturing has been calculated based on the total amount of waste and water usage from the Yuyao plant and the share of vehicles produced for Lynk & Co International AB.

We are working towards being able to present data on waste from our offices, Clubs, and other locations in Europe in coming reports.

Compliance with laws and regulations

Topic	Number
The total number of significant instances of non-compliance with laws and regulations	0
The total number of instances where fines were incurred	0
The total number of instances for which non-monetary sanctions were incurred	0
The total number of fines	0
The total monetary value of fines (EUR)	0

There have been no significant instances of non-compliance or fines in 2022.

Networks and reporting standards

United Nations Global Compact

Lynk & Co has been a committed participant of the UN Global Compact since 2018. Our sustainability strategy is developed to incorporate the UN Global Compact's Ten Principles in the areas of human rights, environment, labor, and anti-corruption into our strategies, policies, and procedures. With more than 16,000 companies and 3,800 non-business signatories in over 160 countries, the UN Global Compact is the world's largest corporate sustainability initiative — one Global Compact uniting business for a better world.

For more information about our commitment, visit our [UN Global Compact profile page](#).

Global Reporting Initiative

The Global Reporting Initiative (known as GRI) is an international independent standards organization

that supports businesses, governments and other organizations in comprehending and reporting their impacts on climate change, human rights, corruption, and other issues. The GRI framework helps companies and organizations to report sustainability information in a clear and comparable manner.

Lynk & Co Sustainability Report 2022 is an annual report prepared in accordance with the GRI Standards. See the next pages for our alignment with GRI and GRI content index with disclosures and references to where the information can be found in the report.

Sustainability reporting at Lynk & Co

We believe in openness and transparency. Since we committed to the UN Global Compact in 2018, we have been publishing progress reports annually as per the UN Global Compact requirements. Publishing

a sustainability report is not only a legal requirement for us, it is also an important step in terms of reporting and transparency. We want to be open with our stakeholders about our impact and invite them on our journey to become the truly sustainable company we aim to be.

To ensure high quality reporting in line with best practices, we report in accordance with the revised GRI Standards for sustainability reporting.

We also recognize that the Corporate Sustainability Reporting Directive (CSRD), ESRS and the EU taxonomy will impact our reporting as they enter into force. We welcome these reporting frameworks and requirements and will implement these standards in our reporting during coming years and as they come into effect.



GRI Content Index

Statement of use	Lynk & Co has reported the information cited in this GRI content index for the period 1 January to 31 December 2022 in accordance with the GRI Standards		
GRI 1 used	GRI 1: Foundation 2021		
Applicable GRI Sector Standard(s)	No applicable GRI Sector Standards		
GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION	COMMENT
GENERAL DISCLOSURES			
GRI 2: General Disclosures 2021	2-1 Organizational details	6, 49, 67	
	2-2 Entities included in the organization's sustainability reporting	49, 67	
	2-3 Reporting period, frequency, and contact point	67	
	2-4 Restatements of information	39	
	2-5 External assurance		The report has not been externally assured.
	2-6 Activities, value chain and other business relationships	4, 6, 33-34, 42	
	2-7 Employees	59	
	2-8 Workers who are not employees	59	
	2-9 Governance structure and composition	49-52	
	2-10 Nomination and selection of the highest governance body	52	
	2-11 Chair of the highest governance body	50	
	2-12 Role of the highest governance body in overseeing the management of impacts	52	
	2-13 Delegation of responsibility for managing impacts	52-53	
	2-14 Role of the highest governance body in sustainability reporting	52-53	
	2-15 Conflicts of interest	52-53	
	2-16 Communication of critical concerns	55	
	2-17 Collective knowledge of the highest governance body	50	
	2-18 Evaluation of the performance of the highest governance body		Information unavailable. We aim to report on the disclosure in the 2023 Sustainability Report.
	2-19 Remuneration policies	52-53	
	2-20 Process to determine remuneration	52-53	
	2-21 Annual total compensation ratio		

GRI Content Index

GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION	COMMENT
GRI 2: General Disclosures 2021	2-22 Statement on sustainable development strategy	5	
	2-23 Policy commitments	46-47, 54	
	2-24 Embedding policy commitments	46-47, 54	
	2-25 Processes to remediate negative impacts		Process is under development. We aim to report on the disclosure in the 2023 Sustainability Report.
	2-26 Mechanisms for seeking advice and raising concerns	55	
	2-27 Compliance with laws and regulations	62	
	2-28 Membership associations	11	
	2-29 Approach to stakeholder engagement	13	
	2-30 Collective bargaining agreements	59	
MATERIAL TOPICS			
GRI 3: Material Topics 2021	3-1 Process to determine material topics	12	
	3-2 List of material topics	12	
MOBILITY SERVICES AND SHARING			
GRI 3: Material Topics 2021	3-3 Management of material topics	9-11, 15-17	
	Own disclosure: Share of subscription of total mobility offers	15	
	Own disclosure: Number of borrowers and lenders	19	
	Own disclosure: Share of customers who have made their car available for car sharing	19	
BEHAVIORAL IMPACT			
GRI 3: Material Topics 2021	3-3 Management of material topics	9-11, 15-16, 22	
	Own disclosure: Number of people we have reached through events and information	22	
	Own disclosure: Share of borrowers where Lynk & Co car sharing contributed to decreasing the number of cars in their household	19	
PRODUCT LIFE CYCLE			
GRI 3: Material Topics 2021	3-3 Management of material topics	9-11, 31-32, 35	
	Own disclosure: life cycle emissions per car (tonCO ₂ e)	31-32	

GRI Content Index

GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION	COMMENT
CLIMATE IMPACT			
GRI 3: Material Topics 2021	3-3 Management of material topics	9-11, 26-28	
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	28, 60-61	
	305-2 Energy indirect (Scope 2) GHG emissions	28, 60-61	
	305-3 Other indirect (Scope 3) GHG emissions	28, 60-61	
	305-4 GHG emissions intensity	28, 60-61	
RESPONSIBLE VALUE CHAIN			
GRI 3: Material Topics 2021	3-3 Management of material topics	9-11, 38-40, 45	
GRI 308: Supplier Environmental Assessment 2016	308-1 New suppliers that were screened using environmental criteria	39, 47	
	308-2 Negative environmental impacts in the supply chain and actions taken	39, 45	
GRI 414: Supplier Social Assessment 2016	414-1 New suppliers that were screened using social criteria	39, 47	
	414-2 Negative social impacts in the supply chain and actions taken	39, 45	



About the report

This is Lynk & Co's second annual sustainability report. The report addresses sustainability impacts and activities at Lynk & Co International and our subsidiaries, as well as our operations and facilities, and the life cycle impacts of our products and services.

Reporting year

Except otherwise noted, this report covers Lynk & Co's calendar year 2022. The information reflects our data and performance as of December 31st, 2022.

Data and methodologies

The data and methodologies have been compiled and assessed using applicable scientific and technical methodologies. The statements made about past occurrences and possible future developments are based on the available data, estimations, and assumptions as of the date of the publication.

For the data collected and presented in the report, we are partly or wholly reliant on information provided by business partners, suppliers and/or public sources. The capacity to verify the information may be limited by the reliability of the underlying data and the overall status and development of laws, guidelines and regulations in tracking and provision of such data.

Cautionary note on Forward-Looking Statements

Sections of this report include forward-looking statements in relation to our future business outlooks as well as our sustainability objectives. Forward-looking statements are identified by words such as "aim", "target", "will", "should", "believe", "effect", "estimate", "evaluate", "expect", "forecast", "goal", "intend", "may", "objective", "plan," or similar expressions.

These represent our present judgment about possible future events and involve a wide range of risks and uncertainties. The actual results may differ materially from the anticipated results, as they are subject to a wide range of factors, risks, and uncertainties. The information is provided on a reasonable efforts basis.

Although we endeavor to provide accurate and timely information, there can be no guarantee that such information is accurate as of the date it is received or that it will continue to be accurate in the future. No one should act on such information without appropriate professional advice after a thorough examination of the particular situation.

Lynk & Co holds no obligation to update any information or statement in this report, and reserves the right to reevaluate past data and estimations to improve accuracy and make any required adjustments to our sustainability reporting.

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