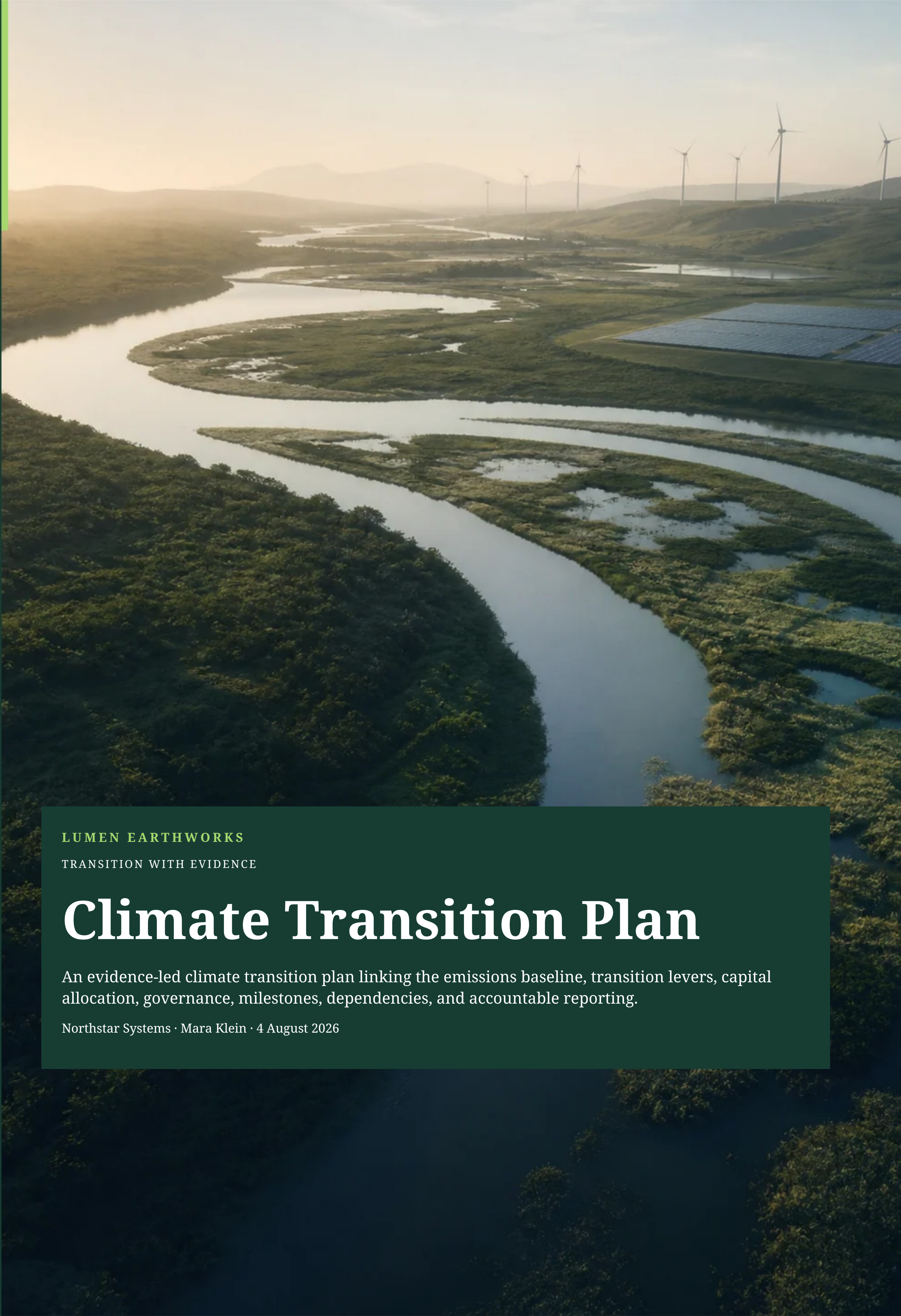


LUMEN EARTHWORKS

TRANSITION WITH EVIDENCE

Climate Transition Plan

An evidence-led climate transition plan linking the emissions baseline, transition levers, capital allocation, governance, milestones, dependencies, and accountable reporting.

Northstar Systems · Mara Klein · 4 August 2026

Contents

Document contents

Transition ambition

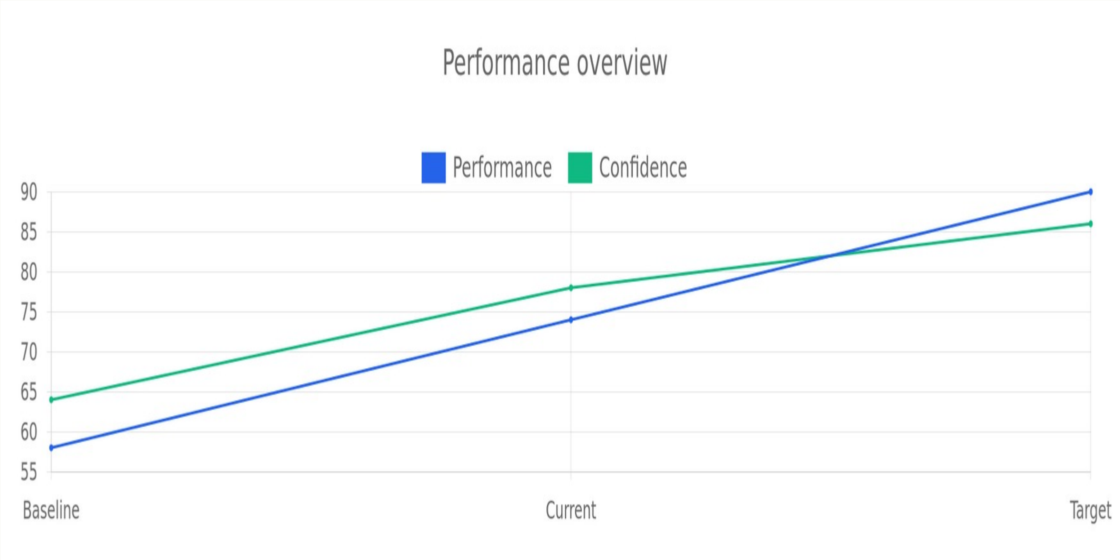
State the strategic boundary, target year, interim commitments, business rationale, exclusions, and board-approved level of ambition.

Document control	Detail
Owner	Mara Klein
Reference	NS-067-2026
Effective date	4 August 2026
Status	Ready for review

Baseline and methodology

Define the inventory boundary, scopes, base year, factors, estimates, material exclusions, controls, and restatement policy.

- Confirm the responsible owner and decision deadline.
- Record evidence, assumptions, and dependencies explicitly.
- Convert the agreed outcome into a trackable next action.



Illustrative performance profile

Transition levers

Prioritize operational efficiency, energy, product, logistics, supplier, circularity, and portfolio actions with quantified contribution.

Measure	Baseline	Current	Target
Transition levers	58	74	90
Delivery confidence	64%	78%	86%

Investment and economics

Connect each lever to capital, operating cost, expected savings, carbon price assumptions, dependencies, and approval gates.

- Confirm the responsible owner and decision deadline.
- Record evidence, assumptions, and dependencies explicitly.
- Convert the agreed outcome into a trackable next action.

Milestones and ownership

Translate the pathway into dated milestones, accountable executives, delivery owners, leading indicators, and recovery triggers.

Measure	Baseline	Current	Target
Milestones and ownership	58	74	90
Delivery confidence	64%	78%	86%

Risk and resilience

Assess physical, transition, market, technology, policy, supply, data, and execution risks across relevant time horizons.

- Confirm the responsible owner and decision deadline.
- Record evidence, assumptions, and dependencies explicitly.
- Convert the agreed outcome into a trackable next action.

Governance and reporting

Define board oversight, incentives, management cadence, data assurance, stakeholder reporting, review intervals, and change control.

Governance record	Accountable owner	Review cycle
Board oversight and assured reporting	Mara Klein	Quarterly