



# **INTEGRATED SUSTAINABILITY REPORT 2023**



**AS WE MOVE FORWARD,  
THE LESSONS LEARNED FROM  
THESE CHALLENGES SHAPE  
OUR FUTURE ENDEAVOURS  
AND HELP US WITH OUR  
DECISION-MAKING.**

**WILLIAM TAY WEE LEONG**  
*Chief Executive Officer*

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# ABOUT THIS REPORT



OUR COMMITMENT TO  
CREATE A MORE  
**SUSTAINABLE  
AND EQUITABLE  
FUTURE**

This is CapitaLand Ascendas REIT (CLAR)'s 12<sup>th</sup> sustainability report and 7<sup>th</sup> Integrated Sustainability Report (ISR) since its first sustainability report published in 2013. In 2018, the report was further improved by incorporating elements of the Integrated Reporting (IR) Framework by the Value Reporting Foundation (which has been consolidated with the International Financial Reporting Standards (IFRS) Foundation since August 2022). These reports outline CLAR's progress towards the goals set out in the CapitaLand Investment (CLI) 2030 Sustainability Master Plan (SMP), detailing CLAR's efforts in managing its environmental impact, ensuring social responsibility, and maintaining high standards of corporate governance across its global operations. CLAR prepared this report in adherence with the guidelines set by the Singapore Exchange Securities Trading Limited (SGX-ST) Listing Manual Rules 711A and 711B, adopted the Global Reporting Initiative (GRI) Framework for sustainability reporting, and integrated elements from the IR Framework. An external party was engaged to review this report against the requirements of SGX-ST Listing Manual Rule 711A and 711B. Aligned with the United Nations' Sustainable Development Goals (UN SDGs), this reflects CLAR's commitment to create a more sustainable and equitable future. CLAR also adopts a progressive approach to climate-related disclosures in line with Task Force on Climate-related Financial Disclosures (TCFD) recommendations as well as the Sustainability Accounting Standards Board (SASB) standards.



ENSURING  
**TRANSPARENCY  
& CONTINUOUS  
IMPROVEMENT**  
IN SUSTAINABILITY  
POLICIES, PROCESSES,  
PERFORMANCE, AND  
REPORTING

CLAR, a CLI-sponsored real estate investment trust (REIT), is managed by wholly-owned subsidiaries of CLI, which include CapitaLand Ascendas REIT Management Limited (the Manager), and Asset & Property Managers who oversee daily property operations. CLAR does not have employees. References to employees in this report refer to employees of the Manager.

The report, detailed for the financial period from 1 January 2023 to 31 December 2023 (FY2023), includes properties across Singapore, Australia, the United States (US), and the United Kingdom (UK) / Europe (EU), with a focus on 95 properties under operational control<sup>(1)</sup> based on the Greenhouse Gas (GHG) Protocol Corporate Standard.

As of 31 December 2023, 51% of CLAR's portfolio, in terms of Gross Floor Area (GFA), falls within the operational control of Asset & Property Managers. The multi-segmented portfolio comprises 66% multi-tenanted and 34% single-tenanted properties. The report underwent rigorous internal review by the Manager's Sustainability Committee (SC) before the approval by the Manager's Board of Directors (Board). While external independent assurance has not been sought for this report, data has been consolidated at CLI Group level together with other CLI REITs. CLI seeks external assurance on its report, ensuring transparency and continuous improvement in sustainability policies, processes, performance and reporting. The Manager welcomes questions, and feedback can be directed to [clar@capitaland.com](mailto:clar@capitaland.com).

(1) Includes properties with more than one building where some of the buildings are solely managed by tenants which CLAR does not have operational control.

# BUILD. ENABLE. STEWARD: SUSTAINING TOMORROW

With every step taken, CLAR aims to build a foundation for enduring progress. CLAR enables communities to thrive by aligning its goals with the health of the planet, understanding that CLAR's collective well-being is interconnected with the environment. As a REIT, CLAR embraces the responsibility to steward the shared resources that support CLAR today and preserve the promise of a sustainable tomorrow.

Throughout its diverse portfolio, CLAR embraces green solutions as a responsible real estate player. With visionary leadership to steer ahead, CLAR will continue to forge the solutions that lead to a better, brighter, greener tomorrow.

## BUILDING A GREENER FUTURE

2030 will mark the year CLAR assesses the impact of its collective efforts on decarbonisation. Till then, CLAR will persist in its mission to build a resilient portfolio that harnesses renewable energy solutions and technologies wherever possible. Guided by CLI's 2030 SMP, CLAR will continue to push its green initiatives forward for greater results that ensure a flourishing future for all.

### **Case Study: 6055 Lusk Boulevard, San Diego, US**

Every project presents an opportunity to create outcomes that push CLAR's green envelope to new heights, such as the convert-to-suit transformation of 6055 Lusk Boulevard into an energy efficient, premier, state-of-the-art Life Sciences asset. The property is fitted with 20 Electric Vehicle (EV) charging points to facilitate adoption of green transportation, and extensive indoor and outdoor amenities to improve well-being of its occupiers. The property is targeting to achieve LEED Gold certification, and rooftop solar panels are expected to be installed in 2024.

**20**  
 EV CHARGING  
 POINTS



▶ 27 IBP, Singapore Artist's impression

## ENABLING STRONG COMMUNITIES

The involvement of the people within the organisation and beyond enables CLAR to create the ripples that reach further and wider for greater outcomes. These connections amplify the benefits of its sustainability initiatives. As stewards of change, CLAR actively integrates its operations with community needs. CLAR works in close partnership with its tenants and local communities, engaging through diverse programmes focused on enhancing social well-being and advancing its collective environmental, social and governance (ESG) ambitions.

### Case Study: CapitaLand Hope Foundation (CHF)

CHF, the philanthropic arm of the CapitaLand Group, is the gateway that connects the CapitaLand Group with its wider community-at-large. Through this platform, CLAR is able to create positive impact while promoting social well-being to employees, tenants and the local communities. It unveils the core of CLAR and facilitates connections with individuals whom CLAR might not have otherwise had the opportunity to engage with. CLAR participates actively by contributing venues in support of CHF's activities and galvanises employees, business partners and tenants to join its activities and do good together, amplifying the impact of CLAR's contributions to the community.

**CLAR SUPPORTED CHF ACTIVITIES BY PROVIDING SPACES AT APERIA AND PACIFIC TECH CENTRE, SINGAPORE.**

## STEWARDSHIP RESPONSIBLE GOVERNANCE

More than twenty years ago, long before it became a corporate imperative, the CapitaLand Group embedded sustainability at the core of its business ethos. This decisive move was spurred by a deep sense of responsibility and the foresight to realise the lasting impact of sustainable practices. This led to the cultivation of a leadership dynamic that would turn vision into tangible actions. Today, as a CLI-sponsored REIT, CLAR aims to exemplify this legacy, showcasing how a focus on sustainability can lead to greater value creation.

Sustainable governance requires a sound mix of robust policies, strong leadership and a motivated workforce, to achieve the desired outcomes. At CLAR, regular updates between management and employees contribute to higher efficiency in managing issues and monitoring progress.

### Case Study: bizSAFE

Vendor safety is among several factors critical to CLAR's sustainable governance. In Singapore, bizSAFE is a nationally recognised programme designed to help companies build workplace safety and health capabilities. In 2023, more than 95% of CLAR's Singapore vendors are certified bizSAFE Level 3 Certification or higher.

**MORE THAN 95% OF CLAR'S SINGAPORE VENDORS ACHIEVED BIZSAFE LEVEL 3 CERTIFICATION OR HIGHER.**



# AT A GLANCE

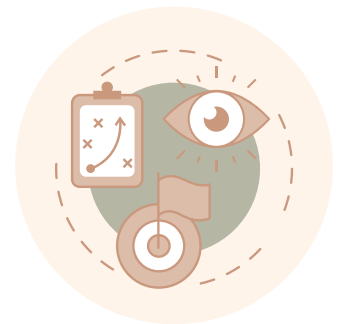


## ABOUT CAPITALAND ASCENDAS REIT

CLAR was listed on the Singapore Exchange Securities Trading Limited (SGX-ST) in November 2002. As Singapore's first and largest listed business space and industrial REIT, CLAR stands at the forefront of the industry, leading growth and inspiring transformation through innovation. With a commanding portfolio of investment properties valued at S\$16.9 billion, its growth trajectory is measured in scale as well as in its commitment to sustainability which drives CLAR to innovate and operate responsibly in countries with CLAR's presence.

## VISION AND MISSION

CLAR is steadfast in its vision to be a leading global real estate investment trust. CLAR's mission is to deliver predictable distributions and achieve long-term capital stability for Unitholders.



## WHAT WE ACHIEVED<sup>(2)</sup>

**78**  
GREEN CERTIFIED BUILDINGS

**27**  
PROPERTIES INSTALLED WITH SOLAR PANELS

**338**  
EV CHARGING POINTS, OF WHICH 96 ARE IN SINGAPORE AND 242 OVERSEAS

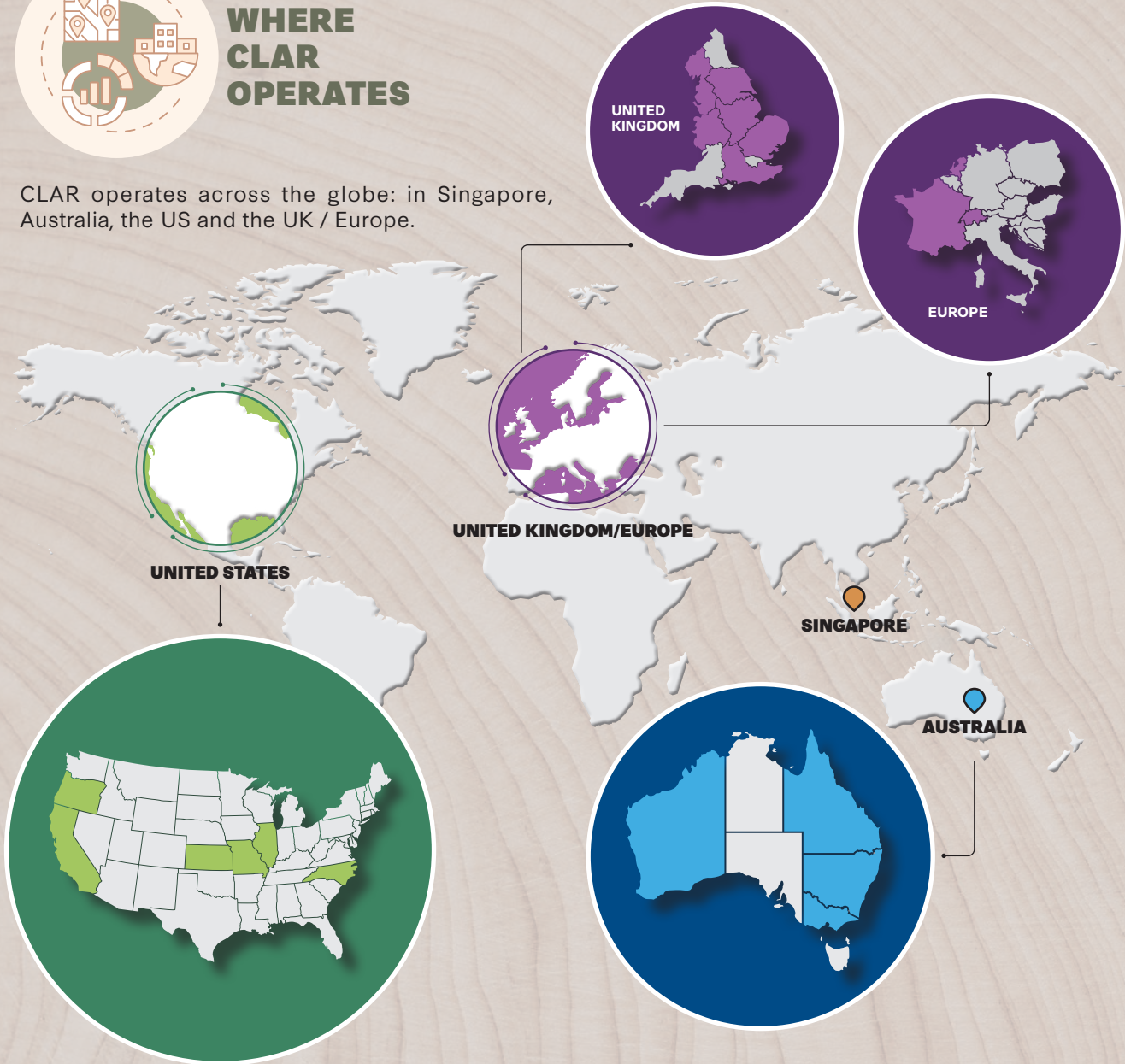
**S\$2.5 MILLION**  
IN DONATIONS PLEDGED BY THE MANAGER TO SUPPORT COMMUNITY DEVELOPMENT IN SINGAPORE, AUSTRALIA, THE US AND THE UK.

(2) Cumulative achievements up to 31 December 2023.



# WHERE CLAR OPERATES

CLAR operates across the globe: in Singapore, Australia, the US and the UK / Europe.



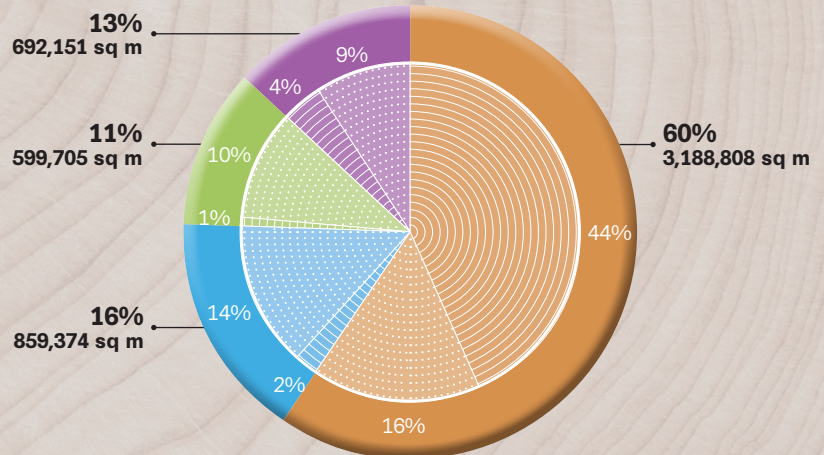
### Singapore

**Australia** - New South Wales, Queensland, Victoria, and Western Australia.

**United States** - Chicago, Illinois; Kansas City, Kansas / Missouri; Portland, Oregon; Raleigh, North Carolina; San Diego and San Francisco, California.

**United Kingdom/Europe** - Amsterdam, the Netherlands; Geneva, Switzerland; London and Manchester, United Kingdom; and Paris, France.

## BREAKDOWN OF GROSS FLOOR AREA (SQ M)



- Singapore**
  - Operational Control
  - Without Operational Control
- Australia**
  - Operational Control
  - Without Operational Control
- United States**
  - Operational Control
  - Without Operational Control
- United Kingdom/Europe**
  - Operational Control
  - Without Operational Control

# BOARD STATEMENT

Sustainability is at the core of what we do at CLAR. We are committed to growing in a responsible manner, delivering long-term economic value, and contributing to the environmental and social well-being of our communities.

The material environmental, social and governance (ESG) factors were identified and reflected in the CLI 2030 SMP. This was refreshed in 2023 as part of the review by the CLI Board of Directors together with CLI Management. The CLI 2030 SMP steers our efforts to maximise impact through building portfolio resilience and resource efficiency, enabling thriving and future-adaptive communities, and stewarding responsible business conduct and governance.

Ambitious ESG targets have been set, which includes targets for carbon emission reduction, that were validated by the Science Based Targets Initiative (SBTi). These ESG targets have been cascaded throughout the CLI Group, including CLAR. In 2023, CLI elevated its SBTi-validated SMP targets in line with a 1.5°C scenario, incorporated its Net Zero commitment, and enhanced its focus on social indicators.

The Board of Directors of the Manager (Board) oversees CLAR's sustainability efforts and takes ESG factors into consideration in determining its strategic direction and priorities. The Board also approves the executive compensation framework based on the principle of linking pay to performance. The Manager's business plans are translated into both quantitative and qualitative performance targets, and are cascaded throughout the organisation.

CLAR's sustainability performance has been consistently highly ranked by globally-recognised indices such as GRESB (formerly known as Global Real Estate Sustainability Benchmark), the iEdge-UOB APAC Yield Focus Green REIT Index, Solactive ISS ESG Screened Paris Aligned Global Markets Index NTR and Solactive ISS ESG Screened Developed Markets Index NTR. As an industry leader, CLAR will continue to identify and adopt meaningful ESG practices.



6055 Lusk Boulevard, United States



MQX4, Australia



# BOARD MESSAGE

## ADVANCING SUSTAINABILITY, FROM CORE TO COMMUNITY

As we navigate the pressing demands of climate change and ESG considerations, CLAR is steadfast in its dedication to sustainable growth and responsible stewardship of our portfolio. The Board strongly supports management's efforts to integrate robust ESG practices into the very fabric of our operations. This year, we have deepened our commitment, advancing our multi-faceted approach to further shrink our carbon footprint, and engaging more closely with our stakeholders, including tenants, to meet shared sustainability objectives.

### BUILDING PORTFOLIO RESILIENCE AND RESOURCE EFFICIENCY

CLAR continues to strive towards minimising its environmental footprint by implementing various green initiatives across its global operations. These include improving the efficiency and performance of CLAR's properties, obtaining green building certifications, installation and utilisation of renewable energy, and increasing the installation of EV charging points to facilitate adoption of electric vehicles.

Every green initiative implemented takes into consideration the different context and opportunities presented in each market.

### ENABLING THRIVING AND FUTURE-ADAPTIVE COMMUNITIES

The Manager actively engages with employees, customers, suppliers and contractors to understand and contribute to broader society goals in the communities where CLAR operates.

The #GivingAsOne campaign, which was held from September to October 2023, involved over 1,300 staff across CLI Group, tenants and community volunteers from around the world, positively impacting over 7,300 beneficiaries in China, India, Indonesia, Malaysia, Singapore and Vietnam.

### STEWARDED RESPONSIBLE BUSINESS CONDUCT AND GOVERNANCE

To uphold responsible business conduct and governance, the Manager maintains a zero-tolerance stance towards fraud, bribery and corrupt practices, and lapses in corporate governance. It will continue to adopt best practices for maintaining effective leadership, structure, and overall culture within the organisation.

We are gratified that CLAR's efforts in sustainability, community engagement and governance are aligned with stakeholder expectations and have been recognised by top accolades and rankings on global indices and benchmarks, such as the 2023 GRESB Real Estate Assessment, as well as the Singapore Governance & Transparency Index (REITs and Business Trusts Category).



The Chess Building, United Kingdom

The Shugart, Singapore

# CEO Q & A



**WILLIAM TAY WEE LEONG**  
*Chief Executive Officer*  
*Executive Non-Independent Director*

CLAR embraces its role as a catalyst for positive change and is actively seeking to create spaces that uplift lives, empower commerce and shape economies. Acknowledging the real estate industry's significant carbon footprint, CLAR actively channels its influence towards setting new benchmarks in sustainable building, enriching its workforce with green skills, and driving progress with green financing. The Manager's CEO, Mr William Tay shares his insights and updates on the pillars that shaped CLAR's approach as it progresses on its sustainability journey.

## **Q** When it comes to sustainability, how does CLAR work towards its sustainability goals?

**A** CLI's 2030 SMP provides the blueprint for our sustainability efforts. As a CLI-sponsored REIT, CLAR has also been diligently charting its own course towards a low-carbon future with the guidance and support of CLI. Our strategies and targets are tailored to the unique profile of our portfolio, with the aim of transitioning CLAR into a low-carbon business that aligns us with CLI's SBTi-approved targets in line with a 1.5°C scenario and Net Zero commitment.

To bring our sustainability vision to life, we established a Sustainability Committee in 2020, fortified by a cross-functional Sustainability Working Committee. In 2023, this committee was further strengthened with representatives from country Asset Management and CLI Group Sustainability teams. We have set sustainability and climate-related performance metrics and targets that are linked to the remuneration policies for Management and these targets are also cascaded to the relevant employees, Asset & Property Managers to promote accountability.

For CLAR's owned and managed properties in Singapore, we are being guided by the CLI Environmental, Health and Safety Management System (EHSMS), a key tool in managing CLAR's environmental footprint and health and safety. For all CLAR's owned and managed properties, we track and monitor our environmental performance through the CLI Environmental Tracking System (ETS). With these complementing tools and

procedures in place, we believe the synergy enhances CLAR's productivity and overall effectiveness in achieving our sustainability goals.

Our progress is evident in the milestones we have achieved as we continue to invest our full efforts in this important endeavour.

## **Q** Besides an increasing call to action to achieve Net Zero Emissions, what are some other key global sustainability developments this year from CLAR's perspective and what is CLAR's response to these developments?

**A** At CLAR, we have singled out three key global developments and are actively adapting our strategies to align with these trends and elevate our sustainability practices within the real estate investment landscape. Our response to these pressing sustainability trends is both decisive and reflective of a deeper commitment to environmental responsibility.

**1) Sustainable Buildings:** The global population surge puts pressure on resources, making green buildings essential as they reduce energy consumption and foster sustainable development. The World Green Building Council's launch of World Green Building Week, leading up to COP28, in September 2023, is a significant step towards sustainable built environments.

In CLAR, we adopt the '**A-B-C**' strategy for managing investments (i.e. **Acquire** Green, **Build** Green and **Convert** to Green) and have set definitive guidelines for new acquisitions and developments to meet green rating targets. We are guided by CLI's Sustainable Building Guidelines (SBG), which ensures ESG considerations are factored in at all stages of a project. This includes conducting Environmental Health & Safety Impact Assessment (EHSIA) as early as during the feasibility study and due diligence stage for investments in operational assets and development or redevelopment projects. ESG factors are also considered in design, procurement, construction, and operations at the onset for development or redevelopment projects.

**2) Demand for Sustainability Skills:** With increasing interest and concern on sustainability, the need for a workforce with robust sustainability skills becomes more apparent. There is a growing necessity for training programmes that can equip workers with the knowledge to manage these roles effectively.

To plug knowledge gaps, CLI provides talks, e-learning and other learning opportunities on sustainability and other ESG-related topics which are open to CLI staff, inclusive of our employees, for them to understand the key issues and strategies we have undertaken to drive our sustainability agenda. We recognise that addressing sustainability matters require a whole-of-society effort, and the communities which CLAR operates in are a critical part of the ecosystem, and therefore it is imperative

(3) The World Bank Group is one of the world's largest sources of funding and knowledge for developing countries that share a commitment to reducing poverty, increasing shared prosperity, and promoting sustainable development.

that we play our part to help as many groups as possible to get up to speed. For example, the Manager has established study awards in countries with CLAR's presence and extended support to undergraduates in various disciplines, including those that are sustainability related. In addition, we encourage our tenants to sign green leases and provide green fit-out guidelines to encourage the adoption and use of environmentally friendly products and business practices in their operations. To create awareness, we have also installed Sustainability Corners at 10 of CLAR's properties in Singapore to facilitate knowledge sharing and encourage tenants and visitors to take action.

- 3) Green Financing:** This has evolved into a distinct domain, providing profitable opportunities for companies committed to making a positive impact. Green financing is providing a lucrative field for businesses focused on sustainability. For example, the World Bank Group<sup>(3)</sup> delivered a record US\$38.6 billion in climate finance in 2023, a 22% increase compared to the previous year.

Since 2020, our Green Finance Framework has facilitated the acquisition of over S\$2 billion in green funding, which accounts for about 30% of our total borrowings. Aligning with the Green Bond Principles and Green Loan Principles, proceeds were channelled into eligible Green Projects, that cover green buildings, renewable energy, energy efficiency, waste management, sustainable water management and clean transportation.

Addressing these developments will remain a continuous process that can achieve lasting impact through consistent refinement of our strategies and approach.

## Q A

### Were there any challenges faced? And how did CLAR manage them?

At times, we may acquire properties that are non green-certified. In such cases, we set aside capital expenditure to begin transitioning the building to green status and obtaining green certification. Besides new acquisitions, some of our existing properties that were built many years ago may include previously introduced green features which are outdated today and require a refresh. Implementing green features and getting the older properties to meet new green certification requirements need time and resources. We continuously monitor the performance of the buildings and the potential to enhance efficiency.

When it comes to sustainability disclosures, the challenge is in the disclosure of Scope 3 emissions, mainly because about half of the properties are not within our operational control. Nevertheless, we have started our Scope 3 reporting this year following efforts taken to collect data for reporting. Tenants' data for 92 properties were reported this year.

Since last year, we have stepped up the green lease programme in Singapore, and progressively extending this to our overseas properties, aiming to gain tenants' support in sustainability and data collection. Indeed, we have made good progress for green lease

implementation across our portfolio. Green lease coverage (by Net Leasable Area (NLA)) for Singapore portfolio improved from 47% (2022) to 68% (2023). Similarly, for overseas portfolio, we have achieved 39% (Australia), 5% (US), and 8% (the UK/Europe) green lease coverage by NLA.

As we move forward, the lessons learnt from these challenges shape our future endeavours and help us with our decision-making.

## Q A

### Moving forward, what do you think the future of sustainability has in store for CLAR in 2024?

In the coming years, we will continue to strengthen our sustainability strategies, and engage meaningfully with our stakeholders. The steps we have undertaken to reduce our carbon footprint have their foundation in our decarbonisation levers, which focus on low-consumption design, high energy efficiency, controlling and monitoring energy, water and waste metrics.

We are also stepping up the utilisation of renewable energy while we develop a resilient and resource-efficient real estate portfolio. This will be an ongoing effort and we will continue to source globally for new ideas and technologies to achieve higher building efficiency as well as intensify our renewable energy integration efforts.

Key to our continued success will be the kind of collaborations we can continue to forge with our stakeholders. We will continue to adopt environmental-friendly features and products for our buildings. Our past initiatives to improve the environmental performance, resilience, and durability of assets through system upgrades, system optimisation, effective maintenance, and changes to user behaviour will also continue to be improved. For financing, the kind of collaborations we can forge with sustainability-centric investors to finance or refinance eligible green projects will support our continued progress.

Since our participation in the GRESB Real Estate assessment in 2022, we have been encouraged to improve on our rating (from 3-star to 4-star rating) and score (from 74 to 83) in FY2023. We will continue to benchmark ourselves against similar internationally recognised benchmarks and learn from among the best in the industry.

We will further integrate our climate-related progress with the Task Force on Climate-related Financial Disclosures (TCFD) in our sustainability reporting, as well as stay abreast of developments such as International Financial Reporting Standards (IFRS) S1 and S2. Aligning with CL, we also referenced and considered the Sustainability Accounting Standards Board's (SASB) real estate sector-specific standards to improve our disclosures.

Sustainability will always be central in all we do. The measure of success that we have achieved so far would not be possible without the support of our stakeholders. On behalf of CLAR, I thank everyone who has contributed to our achievements, thus far, and we look forward to your continued partnership in the journey ahead.

# SUSTAINABILITY STRATEGY

## ENVIRONMENTAL



## SOC

- **Efficient and Effective Commitment Delivery**  
Fulfil environmental commitments with utmost efficiency and effectiveness using a proactive approach to meet and exceed established environmental goals.
- **Tailored Environment Initiative**  
Develop environmental initiatives that are uniquely tailored to the specific opportunities and challenges presented in each market. This approach ensures that the strategies are effective and resonate with the distinct environmental landscapes of different regions. CLAR also adopts the 'A-B-C' approach, **Acquire** Green, **Build** Green and **Convert** to Green.

- **Stakeholder Relationships Enhancement**  
Strengthen relationships with both internal and external stakeholders to foster positive and collaborative working environment and a positive social impact.
- **Implementation of Relevant Programmes**  
Implement programmes, policies and initiatives in the local context to ensure CLAR's initiatives align with local social dynamics and contribute positively to the community.

# GOVERNANCE



## SOCIAL

### Stakeholder Engagement

Strengthen internal and external stakeholder connections to promote a harmonious and positive external perception.

### Programmes

Initiatives and systems pertinent to the social environment remain aligned with the prevailing societal trends to positively impact societal well-being.

- **Sustainability Governance Strengthening**

Enhance CLAR’s sustainability governance by incorporating relevant processes and frameworks to ensure a robust foundation for sustainable practices and responsible business conduct.

- **High-Performance Maintenance**

Maintain high level of performance across all aspects of governance. This includes adherence to ethical standards, regulatory compliance, and the continuous pursuit of excellence in governance practices.

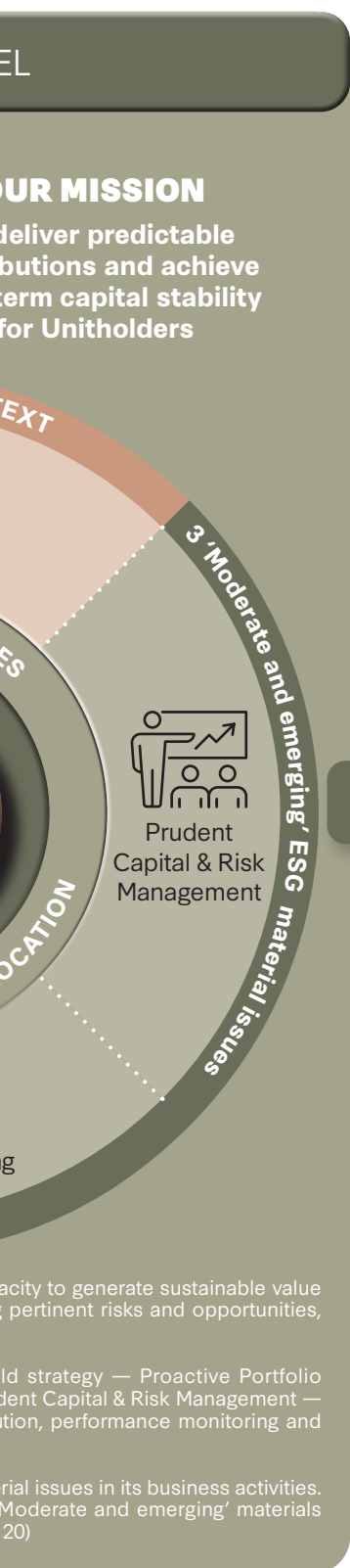
# VALUE CREATION MODEL

## CREATING VALUE IN HARMONY WITH UNITED NATIONS SUSTAINABLE DEVELOPMENT GOALS (UN SDGs)

CLAR aligns its material ESG issues and value creation initiatives with CLI 2030 SMP focus areas and commitments. This alignment is structured around six integrated reporting Capitals: Environmental, Manufactured, Human, Social and Relationship, Organisational, and Financial. Additionally, these efforts are strategically linked to eight UN SDGs that closely align with CLI 2030 SMP focus areas, ensuring CLAR makes a significant positive impact.



The UN SDGs serve as a global call for companies to drive sustainable development through responsible investments, innovative solutions, and ethical business practices. By adhering to these goals, companies are not only urged to minimise their adverse effects but also to amplify their positive contributions to the sustainable development agenda.



### 2023 VALUE CREATED

- Eight properties achieved green certification, with a total of 78 certified properties.
- 62 EV charging points were installed, with a total of 338 EV points (96 in Singapore and 242 overseas)
- Proactive portfolio management to optimise returns and ensure portfolio resilience

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- Completed S\$724.3 million of investments in Singapore and UK
- Completed development of MQX4 in New South Wales, Australia
- Completed one asset enhancement initiative (AEI) in Singapore, and a convert-to-suit in the US worth S\$71.9 million and five ongoing redevelopments and AEIs with an estimated combined cost of S\$551.0 million.
- Five initiatives on trial implementation from CapitaLand Sustainability X Challenge
- 19.2 GWh of solar energy generated in Singapore

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- All suppliers comply with applicable laws and regulations
- 40.2 hours of training per employee on average in Singapore
- Zero validated cases of discrimination
- CLAR has been ranked #4 in Singapore in Equileap's Gender Equality Report and Ranking 2024

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- Seven occupational health and safety related accidents in Singapore
- Implemented 10 Sustainability Corners across CLAR Singapore properties to raise awareness on climate change or sustainability issues among tenants and visitors.
- Timely and comprehensive provision of safety and well-being measures to assure employees, tenants and visitors working at and visiting CLAR's properties
- Enhanced customer experience through suite of engagement activities, including webinars and in-person programmes / events

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- Fully compliant with regulatory requirements in all the markets that CLAR operates in
- Achieved a 4-star rating in the 2023 GRESB Real Estate Assessment (improved score from 74 to 83)
- Achieved 'A' for GRESB Public Disclosure 2023 for 4 consecutive years.



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- Delivering predictable distribution; distribution per unit (DPU) of 15,160 Singapore cents.
- Healthy aggregate leverage ratio of 37.9%
- Strong credit rating of A3 by Moody's
- ~79% of borrowings effectively on fixed interest rate and maintained high levels of natural hedge for all overseas investments.
- Approximately S\$250 million raised in green loans

### UN SDGS

- 3 GOOD HEALTH AND WELL-BEING**
- 7 AFFORDABLE AND CLEAN ENERGY**
- 8 DECENT WORK AND ECONOMIC GROWTH**
- 9 INDUSTRY, INNOVATION AND INFRASTRUCTURE**
- 11 SUSTAINABLE CITIES AND COMMUNITIES**
- 12 RESPONSIBLE CONSUMPTION AND PRODUCTION**
- 13 CLIMATE ACTION**
- 17 PARTNERSHIPS FOR THE GOALS**

# CONTRIBUTIONS TO UN SDGS

Relevant SDG Target	CLAR's Contribution
 <p><b>SDG3 GOOD HEALTH AND WELL-BEING</b></p>	<p>SDG 3.4: By 2030, reduce by one third premature mortality from non-communicable diseases through prevention and treatment and promote mental health and well-being.</p> <p>&gt;50% employees attended health screening in 2023 (either through the off-site health screening programme or preventive care programme under Flexible Benefits provided for all employees).</p> <p><b>Example: Implementing CapitaLand Well-being Programme (Global)</b></p> <ul style="list-style-type: none"> <li>• A holistic approach is used to address the health and well-being of CapitaLand staff to raise quality of life.</li> <li>• In addition to medical and benefits plans, CapitaLand Group conducted over 20 programmes, focusing on Mental Health, Physical Fitness, Career Wellness, Social Wellness and Financial Wellness.</li> <li>• There were 686 attendees from various businesses and job levels. Participants included CLI staff from 18 countries – Singapore, Malaysia, Vietnam, China and India, among others.</li> </ul>
 <p><b>SDG 7 AFFORDABLE &amp; CLEAN ENERGY</b></p>	<p>SDG 7.2 By 2030, increase substantially the share of renewable energy in the global energy mix.</p> <p>SDG 7.3: By 2030, double the global rate of improvement in energy efficiency.</p> <ul style="list-style-type: none"> <li>• In 2023, CLI revised its SMP 2030 target on consumption of renewable energy from 35% to 45% by 2030.</li> <li>• CLAR has increased the proportion of renewable energy usage for its portfolio in Singapore to 14.1% (2023) from 14.0% (2022). Across the entire portfolio, renewable energy procurement and consumption increased from 11.7% to 12.8%. Representing a total of 17.7 GWh of renewable energy across the portfolio.</li> <li>• Number of properties with solar panels installed throughout FY2023: Five in Singapore</li> <li>• 62 additional EV installations across CLAR's global portfolio in FY2023, raising the total number of installations to 338.</li> <li>• Energy efficiency and renewable energy efforts undertaken include but not limited to air-conditioning and mechanical ventilation (ACMV) system optimisation, LED lighting upgrades and reviews on usage of solar energy.</li> </ul> <p><b>Example: Energy Efficiency Upgrades at US Properties</b></p> <ul style="list-style-type: none"> <li>• In US, ASHRAE<sup>(4)</sup> energy audits were conducted for selected Raleigh, San Diego, Kansas and Chicago properties to identify low and medium cost measures to reduce energy consumption. CLAR is actively implementing measures to reduce consumption, including LED lighting upgrades in common areas and tenants' spaces, variable air volume (VAV) performance testing, real time metering, and low flow fixtures in restrooms.</li> </ul>

(4) ASHRAE is a diverse organisation dedicated to advancing the arts and sciences of heating, ventilation, air conditioning and refrigeration to serve humanity and promote a sustainable world.







Relevant SDG Target	CLAR's Contribution
 <p><b>SDG 8 DECENT WORK &amp; ECONOMIC GROWTH</b></p> <p>SDG 8.5: By 2030, achieve full and productive employment and decent work for all women and men, including for young people and persons with disabilities, and equal pay for work of equal value.</p>	<ul style="list-style-type: none"> <li>• Employees are the Manager's most valuable assets who contribute their skills, experience and dedication to drive the growth and enduring success of CLAR.</li> <li>• As a signatory of the Employers Pledge with the Tripartite Alliance for Fair and Progressive Employment Practices (TAFEP), CapitaLand Group is fully committed to uphold the five key principles of fair employment which are: Recruit based on merit, respect employees, provide fair opportunities, reward fairly, and comply with labour laws.</li> <li>• CLI provides various options for flexible work arrangements for its staff: flexible working hours, short-term flexi-work arrangement, hybrid working arrangement, as well as part time and job sharing.</li> <li>• CLAR's ratio of basic salary of women and men:             <ul style="list-style-type: none"> <li>- E Grade<sup>(5)</sup>: 7% in favour of men</li> <li>- M Grade<sup>(6)</sup> and above: 12% in favour of men</li> </ul> </li> <li>• CLAR prides itself on having no reports of discrimination.</li> <li>• CLAR is ranked fourth in Singapore in Equileap's Gender Equality Report and Ranking 2024</li> </ul>
 <p><b>SDG 9 INDUSTRY INNOVATION &amp; INFRASTRUCTURE</b></p> <p>SDG 9.4: By 2030, upgrade infrastructure and retrofit industries to make them sustainable, with increased resource-use efficiency and greater adoption of clean and environmentally sound technologies and industrial processes, with all countries taking action in accordance with their respective capabilities.</p>	<ul style="list-style-type: none"> <li>• A carbon mitigation strategy guides CLAR in its sustainable management of properties. The strategy provides seven decarbonisation levers:             <ul style="list-style-type: none"> <li>- low consumption design</li> <li>- high energy efficiency</li> <li>- control, metering &amp; monitoring</li> <li>- on-site renewables</li> <li>- green power procurement</li> <li>- renewable energy certificates</li> <li>- carbon offsets</li> </ul> </li> <li>• In 2024, the 30-year-old roofs of Airworld 1 in Kansas City, US will be replaced with Thermoplastic Olefin (TPO) green roofs to reduce heating / cooling needs on an ongoing basis.</li> <li>• CLAR upgraded the air handling units (AHUs) at Techlink, Singapore to achieve an estimated average efficiency of 0.18 kW/RT, an improvement of about 50%. This translates to an approximate 260,000 kWh of energy savings per annum.</li> </ul>

(5) Refers to Executive grade employees.

(6) Refers to Managerial grade and above employees.

# CONTRIBUTIONS TO UN SDGS

Relevant SDG Target	CLAR's Contribution
<div data-bbox="183 353 331 504">  <p><b>11</b> SUSTAINABLE CITIES AND COMMUNITIES</p> </div> <p data-bbox="363 398 858 459"><b>SDG 11 SUSTAINABLE CITIES &amp; COMMUNITIES</b></p> <p data-bbox="183 526 539 739">SDG 11.7: By 2030, provide universal access to safe, inclusive and accessible, green and public spaces, in particular for women and children, older persons and persons with disabilities.</p>	<p data-bbox="555 526 1457 739">CLAR continuously creates quality and inclusive spaces that serve the needs of its tenants and visitors to its properties through asset enhancements and redevelopment. These often include providing community spaces as public gathering points, ensuring accessibility in the built environment to those of different age groups and varying mobility, promoting sustainability features to improve customers' work experience, and creating live-work and learn-play environments.</p> <p data-bbox="555 772 858 801"><b>Example: Perimeter Park</b></p> <p data-bbox="555 801 1457 929">The Perimeter Park in Raleigh, US features walking trails with lush landscaping that connect to the primary amenity collection at Perimeter Four. This includes a high-end communal fitness centre, conference centre, cafe, and outdoor lounge, as well as other amenities within the park.</p>
<div data-bbox="183 981 331 1131">  <p><b>12</b> RESPONSIBLE CONSUMPTION AND PRODUCTION</p> </div> <p data-bbox="363 1025 965 1086"><b>SDG 12 RESPONSIBLE CONSUMPTION &amp; PRODUCTION</b></p> <p data-bbox="183 1153 539 1276">SDG 12.5: By 2030, substantially reduce waste generation through prevention, reduction, recycling and reuse.</p>	<p data-bbox="555 1153 1457 1276">Mobilising effective and responsible waste management is a priority for CLAR. New research is an ongoing process that builds on successful outcomes such as the tenant waste digitalisation systems, reverse vending machines and e-waste recycling.</p> <p data-bbox="555 1310 1077 1339"><b>Example: CLAR's Singapore Waste Project</b></p> <p data-bbox="555 1339 1457 1556">CLAR installed a food waste digester at 2 Senoko South Road, Singapore (a food factory) under National Environment Agency (NEA) and CapitaLand Innovation Fund (CIF) grants since May 2023. Supporting Singapore's national waste management strategies to becoming a Zero Waste Nation, the food waste digester demonstrates CLAR's holistic approach to food waste management which leverages on onsite food waste treatment to reduce overall offsite waste disposal.</p>

Relevant SDG Target	CLAR's Contribution
<div data-bbox="150 349 304 501">  <p><b>13</b> CLIMATE ACTION</p> </div> <p><b>SDG 13 CLIMATE ACTION</b></p> <p>SDG 13.2: Integrate climate change measures into national policies, strategies and planning.</p> <p>SDG 13.3: Improve education, awareness-raising and human and institutional capacity on climate change mitigation, adaptation, impact reduction and early warning.</p>	<p>CLAR supports and contributes to the goals outlined in CLI 2030 SMP and takes necessary actions to reduce GHG emissions. Such efforts are in line with national sustainability initiatives such as the Singapore Green Plan 2030.</p> <p><b>Example: Let's Get Down To Earth 2023</b> Held in conjunction with Earth Day, CLI encouraged the community to embrace a sustainable lifestyle and reduce its carbon footprint. More than 1,000 participants joined the green activities such as Bring-your-own (BYO) campaign, Eco Marketplace, Make Your Own Terrarium and Plant-based Food Workshop.</p>
<div data-bbox="150 916 304 1068">  <p><b>17</b> PARTNERSHIPS FOR THE GOALS</p> </div> <p><b>SDG 17 PARTNERSHIP WITH GOALS</b></p> <p>SDG 17.7: Encourage and promote effective public, public-private and civil society partnerships, building on the experience and resourcing strategies of partnerships.</p>	<p>CLAR understands and prioritises the value of collective action, and often seeks collaborations with public and private organisations to create a positive impact. CLAR also involves tenants in various activities and programmes that benefit the community in general.</p> <p><b>Example: Collaboration with HPB</b> CLI collaborated with the Health Promotion Board (HPB) to curate a diverse range of activities centred around mental and physical wellness for tenants. Activities ranged from lunchtime workshops and weekly thematic workout sessions conducted within CLAR properties.</p>

# SUSTAINABILITY GOVERNANCE

## PROCESSES AND TEAMWORK

The CLI Board, senior management and staff, works within a robust framework that blends high-level oversight with grassroots involvement. The team is driven by its unwavering commitment to prioritising sustainability in shaping CLI Group’s strategy. The CLI Board engages regularly with the Strategy and Sustainability Committee (SSC) which is the main body tasked to keep CLI Board apprised of CLI’s sustainability performance, stakeholder concerns, and strategic responses.

A critical element of CLI’s sustainability governance is the SSC’s oversight of sustainability strategies and goals. This includes guiding the management and tracking progress towards these objectives. Regular meetings, supplemented by additional gatherings as needed, ensure steady and responsible leadership.

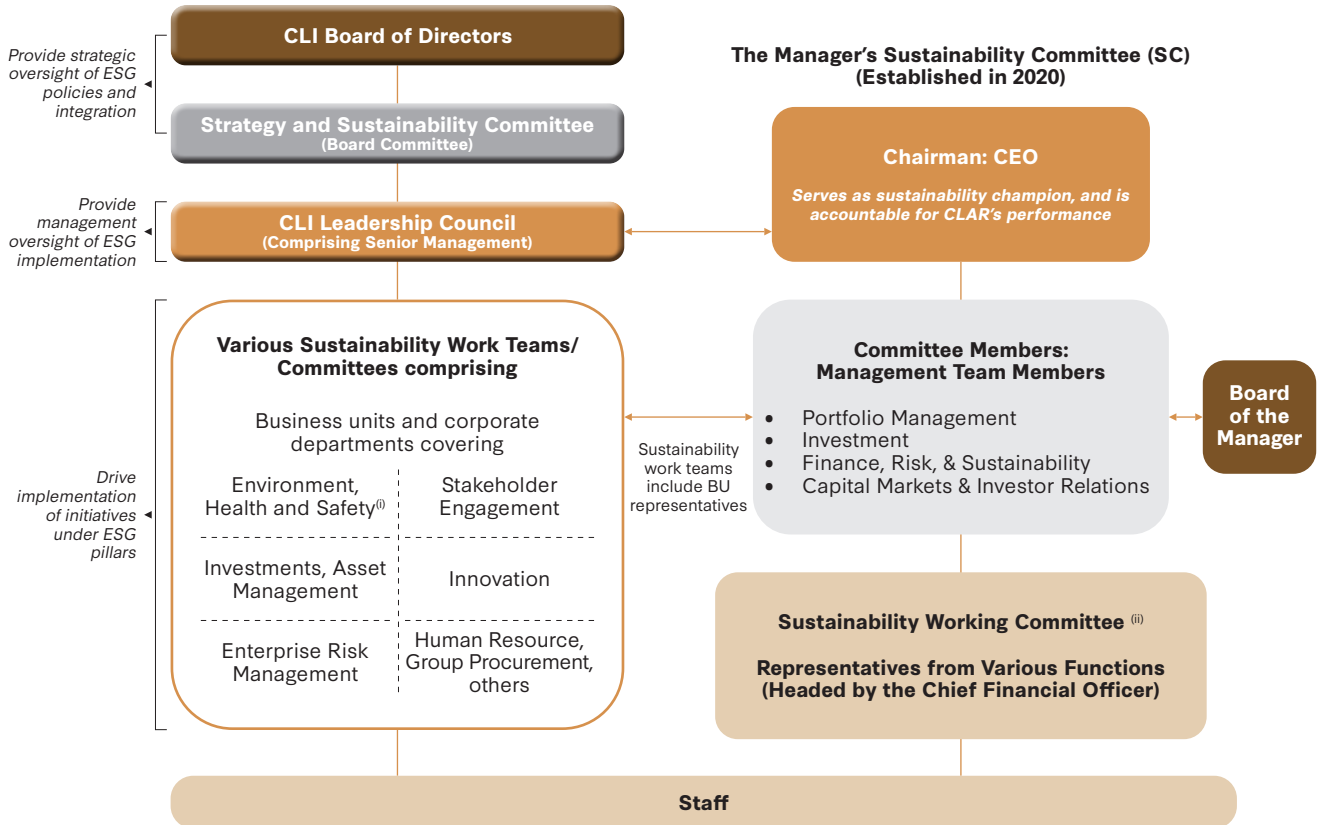
The CLI Board’s oversight extends to include the study of sustainability risks and performance metrics, ranging from carbon emissions to human capital development, under the vigilant eyes of the Risk Committee and Audit Committee. Through regular updates by these committees, the CLI Board is kept well-informed of

significant developments and incidents related to work safety, environmental concerns, or ethical conduct.

CLI’s approach to sustainability is deeply embedded in its operations, with each business unit having its own Environmental, Health and Safety (EHS) Committee. These EHS Committees, backed by various departments, drive sustainability initiatives across the countries where CLI operates.

The Board of the Manager, another key player, integrates sustainability into its strategic planning, scrutinises and confirms the material ESG factors listed by the Manager. Since FY2022, the Manager has taken significant steps to enhance the Board’s expertise in sustainability. All Directors are required to undergo mandated sustainability training according to the guidelines of the SGX-ST Listing Manual to ensure that a high level of proficiency in handling a variety of ESG issues is maintained.

The Sustainability Committee (SC), spearheaded by the CEO, involves Management in sustainability efforts at the business unit level. This committee works closely with Asset, Property, and Project Managers, aligning its efforts with CLI’s sustainability framework and policies.



Note:

- (i) Includes EHS Internal Audit Committee and Environment Tracking System (ETS) Committee
- (ii) Sustainability Working Committee (SWC) includes representatives from the Manager’s various departments, Singapore Property Manager, International Asset Managers and the Sponsor’s Group Sustainability.

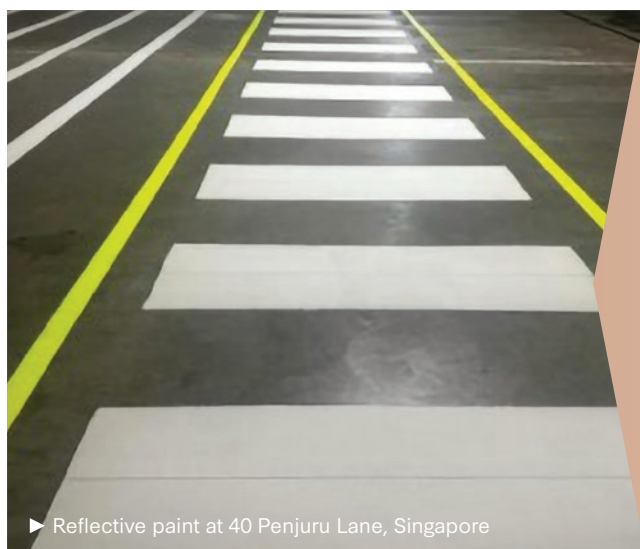
## SUSTAINABILITY HIGHLIGHTS

### Environmental

Assessments have been conducted to explore the installation of solar panels for the UK Logistics portfolio. It was successfully conducted through support from the management and the ground team. By empowering the ground team, CLAR harnessed its collective expertise to make the best decisions. The entire process was kept open and transparent which eased the evaluation process.



► Unit 14 Wellesbourne Distribution Park, UK



► Reflective paint at 40 Penjuru Lane, Singapore

### Social

CLI senior management and senior leaders of the Property Manager, conduct regular Gemba walks<sup>(7)</sup> (safety site walkabouts) to seek out safety improvement opportunities at the front lines. Through these Gemba walks, senior leadership members gained first hand safety insights with the ground teams. For example, at one of CLAR's properties, 40 Penjuru Lane, Singapore, the conversations helped enhanced safety through the implementation of additional fall prevention railings, the use of reflective paint on driveways, and signages.

### Governance

Following the unveiling of the CLI 2030 SMP in 2020, CLAR SC was established to map implementation of the goals. The SC is supported by a Sustainability Working Committee (SWC) with representatives that spanned across various functions within the Manager that provided vital insights and work plans to move agendas and achieve targets. In 2023, representatives from the country's asset management teams, as well as CLI Group Sustainability, were co-opted into the SWC.

The CLAR SC is a showcase of skills and knowledge covering the entire portfolio, managing the transition of CLAR into a low-carbon business.



► The Manager's SC Meeting

(7) Gemba Walk is derived from the Japanese word "Gemba" or "Gembutsu" which means "the real place", so it is often literally defined as the act of seeing where the actual work happens. A safety Gemba Walk emphasises on the continuous improvement of safety by watching the actions required to complete daily tasks and determine ways to make work safer.

# MATERIALITY ASSESSMENT AND ESG TOPICS

## ADDRESSING KEY ISSUES




CLAR’s materiality in sustainability is guided by CLI’s meticulous assessment process. Adopting a double materiality approach, issues pertinent to the ESG factors are assessed and prioritised based on either the impact perspective or financial perspective, or both.

Ensuring sustainability remains a fundamental aspect of CLI’s operational ethos, potential material ESG issues arising from activities across CLI’s value chain are identified through ongoing engagement with business units and external stakeholders.

The annual Group-wide Risk and Control Self-Assessment exercise facilitates the identification, assessment and documentation of material risks and the corresponding internal controls to manage the risks. These material risks are reported in its corporate risk register and include environmental (e.g., climate change), fraud and corruption, health and safety, and human capital risks which are ESG-relevant. For external stakeholders, priority is given to issues important to the community and applicable to CLI’s business.

The Manager reviewed and adopted CLI’s mapping of the materiality issues, by taking into consideration their relevance or impact to CLAR’s business model and key stakeholders.

## PRIORITISATION OF MATERIAL ESG ISSUES

 <p><b>Environment</b></p>	 <p><b>Social</b></p>	 <p><b>Governance</b></p>
<b>Critical</b>		
<ul style="list-style-type: none"> <li>• <b>Climate change and carbon emissions reduction</b></li> <li>• <b>Energy efficiency</b></li> <li>• <b>Water management</b></li> </ul>	<ul style="list-style-type: none"> <li>• <b>Occupational health and safety</b></li> <li>• <b>Human capital</b></li> <li>• <b>Stakeholder engagement<sup>(8)</sup></b></li> <li>• <b>Products and services<sup>(9)</sup></b></li> <li>• <b>Supply chain management</b></li> <li>• <b>Diversity (Board and staff)</b></li> </ul>	<ul style="list-style-type: none"> <li>• <b>Risk management<sup>(10)</sup></b></li> <li>• <b>Business ethics</b></li> </ul>
<b>Moderate and emerging</b>		
<ul style="list-style-type: none"> <li>• <b>Waste management</b></li> <li>• <b>Biodiversity</b></li> </ul>	<ul style="list-style-type: none"> <li>• <b>Human rights<sup>(11)</sup></b></li> </ul>	

(8) This includes green leases and tenant engagement on ESG matters.

(9) This includes products and services promoting customer health and safety, and green-certified buildings.

(10) This includes consideration of compliance, economic performance and cybersecurity.

(11) This relates to CLI’s zero tolerance stance towards child/forced labour.

# STAKEHOLDER ENGAGEMENT

## PROVIDING STRATEGIC AND CUSTOMISED RESPONSES


Stakeholder engagement is a critical, year-round activity led by the Manager, along with Asset, Property, and Project Managers. CLAR's goal is straightforward: to understand and respond to the diverse needs of those significantly impacted by CLAR's operations. This group of stakeholders is broad, including employees, regulators, current and potential customers, suppliers, contractors, the investment community, and local communities.


CLAR's engagement strategy is customised to the unique preferences of its stakeholders. The Manager, as well as the Asset, Property, and Project Managers, use a range of communication channels suited to each stakeholder group. While these channels vary, their purpose is the same: to provide stakeholders with a comfortable platform to articulate their views and concerns.

Through these varied channels of communication, the Manager and the Asset, Property and Project Managers ensure that stakeholder feedback is heard and addressed. This approach facilitates an environment where stakeholder needs, are not just heard, but are actively considered in CLAR's decision-making process.

Key Stakeholder Group	 <b>Investment Community</b>
<b>Objective</b>	Deliver sustainable distributions and achieve capital stability
<b>Key Concerns/Interests</b>	<ul style="list-style-type: none"> <li>• Growth strategy</li> <li>• Financial and operational performance</li> <li>• Business outlook</li> <li>• Corporate governance</li> <li>• Management of climate-related risks</li> </ul>
<b>Engagement Methods &amp; Frequency</b>	<ul style="list-style-type: none"> <li>• Annual General Meetings (AGMs), Extraordinary General Meetings (EGMs), investor luncheons, local/overseas roadshows and conferences, one-on-one / group meetings or conference calls</li> <li>• Media and analysts' briefings with live webcasts</li> <li>• Timely media releases, presentations and other announcements issued on SGXNet</li> <li>• Corporate website and email alert service</li> <li>• Property visits</li> </ul>
<b>Response</b>	<ul style="list-style-type: none"> <li>• Proactive communications, timely and transparent disclosures</li> <li>• Proactive portfolio and asset management</li> <li>• Proactive capital management</li> <li>• Disciplined approach to acquisitions and divestments for value creation</li> </ul>
<b>Outcome</b>	<ul style="list-style-type: none"> <li>• Positive feedback from investor conferences.               <ul style="list-style-type: none"> <li>- Investors recognise that CLAR's well-diversified portfolio of quality business space, life sciences, logistics, industrial and data centre properties in four developed markets have yielded a stable and resilient performance.</li> </ul> </li> <li>• Awards / achievements in the investment community.               <ul style="list-style-type: none"> <li>- CLAR was ranked 3rd out of 43 REITs and Business Trusts in the Singapore Governance and Transparency Index (SGTI) 2023.</li> <li>- At the Singapore Corporate Awards 2023, CLAR won the Best Annual Report - Gold award under the REITs &amp; Business Trusts category.</li> <li>- Received the Best Equity Deal Singapore - Highly Commended award for CLAR's S\$500 million private placement at the Finance Asia 2023 Achievement Awards.</li> </ul> </li> </ul>

# STAKEHOLDER ENGAGEMENT

<b>Key Stakeholder Group</b>	 <b>Employees</b>
<b>Objective</b>	Create a great work environment
<b>Key Concerns/Interests</b>	<ul style="list-style-type: none"> <li>• Career development and progression</li> <li>• Business and organisational updates</li> <li>• Health and well-being</li> </ul>
<b>Engagement Methods &amp; Frequency</b>	<ul style="list-style-type: none"> <li>• Employee engagement survey</li> <li>• Ongoing consultations and conferences through various feedback channels, annual performance assessments for employees to track performance and identify training and development goals</li> <li>• Engagement through one-on-one meetings and networking events</li> </ul>
<b>Response</b>	<ul style="list-style-type: none"> <li>• Continuing efforts in internal communications (e.g., staff communication sessions, employee engagement survey, Ambassador Programme)</li> <li>• Learning and Development programmes including digital initiatives</li> <li>• CapitaLand's Well-being Programme which includes on-site and virtual programmes (such as talks) to build a healthier workplace and a culture of holistic well-being</li> <li>• The Manager's recreational committee organises various events for employees</li> </ul>
<b>Outcome</b>	Employee Engagement Score for FY2023 has been reported at 84% at a CLI Group Level (increase from 83% in FY2022)

<b>Key Stakeholder Group</b>	 <b>Tenants and Potential Customers</b>
<b>Objective</b>	Deepen relationship through engagement and networking events and programmes
<b>Key Concerns/Interests</b>	<ul style="list-style-type: none"> <li>• Property management and service-related gaps, safe working environment, customer experience</li> </ul>
<b>Engagement Methods &amp; Frequency</b>	<ul style="list-style-type: none"> <li>• Tenant engagement surveys</li> <li>• Engagement programmes and activities</li> <li>• Monthly e-newsletter – 'your Workplace Community'</li> <li>• Social media platforms, digital screens and CapitaStar@Work mobile app</li> <li>• Post-event feedback</li> <li>• Bi-annual email message from the CEO, CLI Retail and Workspace</li> <li>• Tenant appreciation gifts and long tenure gifts where applicable</li> </ul>
<b>Response</b>	<ul style="list-style-type: none"> <li>• Use data analytics to identify and rectify issues promptly</li> <li>• Train employees on issue resolution and provide recognition for good service</li> <li>• Active portfolio management and commitment to maintain / increase green building certifications</li> </ul>
<b>Outcome</b>	<p>Tenant Satisfaction Surveys:</p> <ul style="list-style-type: none"> <li>• Singapore: 67% of CLAR's tenants are satisfied with the property they are in. Some areas of improvement that were highlighted included the cleanliness at common areas, health and safety, and public infrastructure. CLAR has responded by stepping up on the frequency of cleaning and safety inspections and providing feedback to relevant government agencies on public infrastructure.</li> <li>• US: Survey results ranged from 77-100% satisfaction for various markets (Portland, San Diego, Raleigh, San Francisco, Kansas City, Chicago). Most common improvements suggested included property management communication and improvements to existing or additional amenities (outdoor space, fitness centres, conference centres, etc.), which CLAR will strive to address progressively.</li> <li>• AU: 73% of Logistics tenant respondents rated CLAR properties as "Satisfied" or "Very Satisfied" and 71% of Business Space tenant respondents is satisfied with landlord. Some feedbacks received were pertaining to service request management and property facilities, which CLAR will strive to address and improve.</li> </ul>




**Key Stakeholder Group**  **Suppliers and Contractors**

<b>Objective</b>	Develop good partnerships
<b>Key Concerns/Interests</b>	<ul style="list-style-type: none"> <li>Fair competition and compliance to procurement policy</li> <li>Adherence to safety requirements</li> </ul>
<b>Engagement Methods &amp; Frequency</b>	<ul style="list-style-type: none"> <li>Sharing CLI's EHS policy, contractor management guidelines, house rules and Standard Operating Procedures (SOPs)</li> <li>Annual HOST<sup>(12)</sup> awards</li> <li>Feedback channels throughout the year</li> </ul>
<b>Response</b>	<ul style="list-style-type: none"> <li>Price quality method evaluation criteria</li> <li>Performance feedback</li> <li>Supplier performance evaluation</li> </ul>
<b>Outcome</b>	<ul style="list-style-type: none"> <li>100% compliance with CLI Supply Chain Code of Conduct.</li> </ul>

**Key Stakeholder Group**  **Community**

<b>Objective</b>	Establish strong relationships to collectively build a sustainable business environment and be a responsible corporate citizen
<b>Key Concerns/Interests</b>	<ul style="list-style-type: none"> <li>Best practice adoption</li> <li>Contribution to community</li> <li>Environmental, Social and Governance issues</li> </ul>
<b>Engagement Methods &amp; Frequency</b>	<ul style="list-style-type: none"> <li>Media releases / announcements throughout the year to update on key initiatives</li> <li>One-on-one meetings and dialogue with NGOs as necessary</li> <li>CLAR's Sustainability Corner</li> </ul>
<b>Response</b>	<ul style="list-style-type: none"> <li>Compliance monitoring</li> <li>Policies and practices review</li> <li>Public communications</li> <li>Three days of Volunteer Service Leave (VSL) for each employee per annum</li> <li>Employee participation in community engagement events</li> <li>Monitoring of environmental performance and commitment to maintain / increase green building certifications</li> <li>The CLAR Sustainability Corner is designed to raise awareness on climate change or sustainability issues with tenants and visitors</li> </ul>
<b>Outcome</b>	<ul style="list-style-type: none"> <li>CLAR supported CHF, the philanthropic arm of CapitaLand Group, with spaces at Aperia and Pacific Tech Centre for activities such as #LoveOurSeniors Essential Care Packs and Bright Horizons Fund Schoolbags Distribution, as well as CapitaLand Empowerment and Resilience Programme.</li> <li>Employees developing a greater desire to serve the community through CSR events, such as befriending and interacting with seniors from Fei Yue Active Ageing Centre. In 2023, employees contributed a total of 304 hours volunteering for various community activities.</li> </ul>

**Key Stakeholder Group**  **Regulators**

<b>Objective</b>	Maintain a solid relationship with regulators through strict adherence to compliance and sustainability-sensitive implementation
<b>Key Concerns/Interests</b>	<ul style="list-style-type: none"> <li>Compliance with laws and regulations.</li> <li>Transparency and accuracy in information presented.</li> <li>Increasingly seeing climate change risks as one that has to be addressed</li> </ul>
<b>Engagement Methods &amp; Frequency</b>	<ul style="list-style-type: none"> <li>Providing feedback via CLI and industry associations on public consultation papers</li> <li>Public-private partnerships between CapitaLand Group and agencies in establishing standards and guidelines for the industry</li> <li>On-site meetings and/or email correspondence</li> <li>Sustainability Reporting</li> </ul>
<b>Response</b>	<ul style="list-style-type: none"> <li>Public communications</li> <li>One-on-one meetings and dialogue with government, national agencies</li> <li>Full cooperation on the data / information sharing request</li> <li>Provide open and truthful feedback on discussion / consultation.</li> </ul>
<b>Outcome</b>	<ul style="list-style-type: none"> <li>Keeps CLAR abreast of regulatory requirements and facilitates compliance with relevant regulations</li> <li>Positive feedback from regulators, strengthening CLAR's reputation as a trustworthy organisation.</li> </ul>

(12) The HOST (Hassle-free; Operational excellence; Serve with passion; and Trustworthy) framework was developed by CapitaLand to create a service-oriented culture. The annual HOST awards aim to recognise service staff who have gone above and beyond the service excellence standards.



# ENVIRONMENTAL

Target	Performance
Power the common facilities' electricity usage with renewable energy for properties <sup>(13)</sup> located at Singapore Science Park 1 by 2025.	In addition to five properties (Galaxis, Neuros & Immunos, Nexus @one-north, LogisTech and Nucleos), the electricity usage for common facilities in Cintech I and Cintech II, Singapore are powered by renewable energy, contributing to 14.1% of renewable energy consumption.
Future Targets	
Green Certification for new acquisitions / developments to meet a minimum green rating target set <sup>(14)</sup>	
<ul style="list-style-type: none"> <li>• Singapore – Green Mark Gold<sup>PLUS</sup> certification or equivalent.</li> <li>• Overseas – certification by a green rating system administered by a national government ministry / agency or a World Green Building Council (WGBC) recognised Green Building Council<sup>(15)</sup>.</li> </ul>	
All existing properties <sup>(16)</sup> to achieve a minimum green rating by 2030.	
Achieve 45% of electricity consumption from renewable sources by 2030 for CLAR properties <sup>(16)</sup> .	
Power the common facilities' electricity usage with renewable energy for properties <sup>(13)</sup> located at Singapore Science Park 1 by 2025.	

## WHY THIS MATTERS

As an industry pioneer and leader, CLAR is acutely aware that the properties invested and managed are part of a larger ecosystem that CLAR is responsible for nurturing. Therefore, environmental stewardship stands as a key aspect of CLAR's sustainability agenda. With environmental considerations woven into every facet of its operations, CLAR aims to minimise carbon emissions and reduce impact on the environment.

## CLAR'S APPROACH

CLAR stands firmly with CLI's goal to reduce environmental footprint and drive positive outcomes. CLAR's environmental strategy aligns with its commitment to the planet and to delivering lasting value to its stakeholders. With sustainable practices embedded throughout real estate life cycle - from investment to operations, asset enhancements, developments, and redevelopment - CLAR ensures the resilience and attractiveness of the portfolio and merges economic growth with environmental care. The Singapore Property Manager adheres to the CLI Environmental, Health and Safety Management System (EHSMS) in managing CLAR's properties in Singapore, ensuring a consistent approach to environmental impact across its holdings. CLAR properties, enhanced with environmental-friendly features, promote energy efficiency and performance. Vigilant environmental monitoring underscores its proactive management of essential resources such as energy, water and waste.

As a whole, CLAR's approach ensures efficient operation with a vision for the future where its assets, and the well-being of the environment can grow hand in hand.

(13) Refers to owned and managed properties in Singapore Science Park 1.

(14) Refers to CLAR's owned and managed properties. If this is not achievable immediately, capital expenditure will be set aside to enhance the properties to attain green certifications in the future.

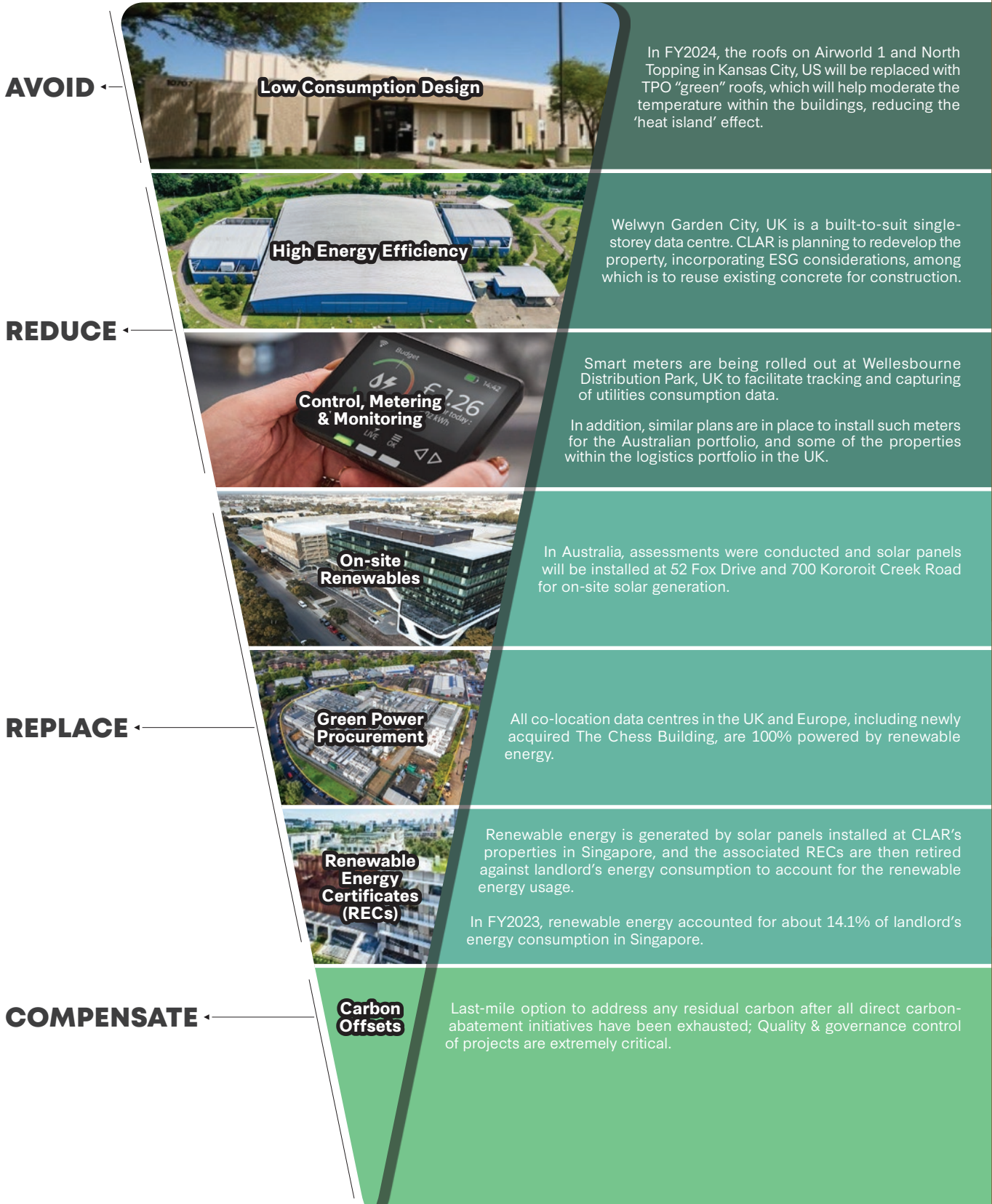
(15) Includes certifications for new building construction, core & shell, design and as-built etc.

(16) Refers to owned and managed properties.

**TAKING CLIMATE ACTION**

CLAR understands the profound impact the real estate sector has on the world and the spaces CLAR inhabits. CLAR’s commitment to climate action stands as a cornerstone in its sustainability agenda. This dedication to climate action is an ongoing endeavour. CLAR, guided by the Carbon Mitigation Strategy, actively seeks innovative ideas and technologies on a global scale to enhance energy efficiency, intensify its adoption of renewable energy, and reduce its overall environmental impact.

**CARBON MITIGATION STRATEGY**



Overview

Environmental

Social

Governance

Appendices

# ENVIRONMENTAL

## Journey Towards A Low Carbon Future

Building on carbon mitigation strategy, CLAR focuses on how its carbon mitigation efforts fit into the broader picture of a low carbon future for future generations. CLAR is fully committed to this transformative journey and aims to reduce its carbon footprint across all operations.



### 2050

- Support CLI's goal in achieving Net Zero emissions in Scope 1 and 2

### 2030

- Achieve green certification for all existing properties<sup>(19)</sup>
- Support CLI's goal in achieving CLI 2030 SMP

### 2025

- To power the common facilities' electricity usage for properties<sup>(19)</sup> located at Singapore Science Park 1, in addition to existing 7 properties<sup>(18)</sup>

### 2024

- Progressive upgrades of automatic meter upgrades for Australia and the UK/Europe properties

### 2022

- CLI 2030 SMP<sup>(17)</sup> targets were reviewed and revised

### 2020

- CLI 2030 SMP was launched
- Secured first green financing (\$\$100million Green Bond)

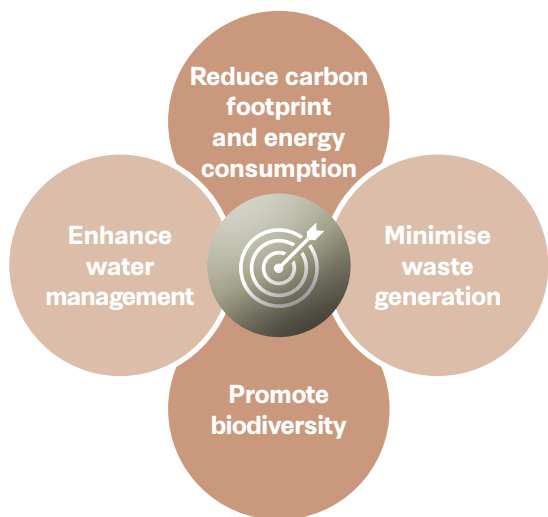
(17) Refers to CLI 2030 SMP for more details: [https://www.capitaland.com/content/dam/capitaland-sites/international/about-capitaland/sustainability/revisedsmp/SMP\\_FINAL.pdf](https://www.capitaland.com/content/dam/capitaland-sites/international/about-capitaland/sustainability/revisedsmp/SMP_FINAL.pdf)

(18) Refers to LogisTech, Neuros & Immunos, Nexus@one-north, Galaxis, Nucleos, Cintech I and Cintech II in Singapore.

(19) Refers to CLAR owned and managed properties.

### Managing Environmental Footprint

- Adopting A Risk Management Approach**  
 CLAR’s systematic approach to identify and manage significant potential environmental impacts on its business operations are guided by CLI EHSMS. Operational issues pertaining to climate change, energy and water are also identified and managed through the CLI EHSMS.
- Complying with international standards and established systems**
  - ISO 14001 Environmental Management System: Annual audits are conducted by internal EHSMS auditors and accredited third-party external auditors for Singapore-owned and managed properties to ensure conformance to ISO 14001. The CLI EHSMS serves to monitor transition risks relating to environmental regulations via EHS legal registers updates and regular stakeholder engagements. The Manager conducts an annual Risk and Control Self-Assessment (RCSA) to assess and document ESG-relevant material risks.
  - CLI Sustainable Building Guidelines (SBG): Through the implementation of SBG, which is an in-house guide, the risks and opportunities of climate change are identified right from the design stage and all EHS considerations are factored in at all stages of the projects. SBG sets guidelines for buildings with four main goals:



In addition, through the mandatory implementation of the Environmental Health and Safety Impact Assessment (EHSIA), before acquisition or development of all new investments, CLAR identifies environmental threats or opportunities related to project sites and surroundings. These are highlighted in the due diligence reports and plans and the aim is to integrate climate change resilience and adaptation considerations into the design, development, and management of its properties.

(20) Despite efforts to ensure compliance, the Singapore operations incurred six non-compliant incidents relating to environmental health and safety. Corrective actions were taken immediately to address the incidents.

### Environmental, Health and Safety Management System

Policy
<ul style="list-style-type: none"> <li>CLI Environmental, Health and Safety (EHS) Policy</li> <li>CLI Sustainable Building Guidelines (SBG)</li> </ul>
Accountability
<ul style="list-style-type: none"> <li>The CEO is accountable</li> <li>Setting performance targets linked to remuneration for employees</li> <li>Monitoring energy and water usage, waste generation and carbon emissions performance through the Environmental Tracking System (ETS).</li> <li>Use of the ISO 14001-certified CLI EHSMS ensures accountability of relevant managers and all employees</li> </ul>
Approach and Implementation
<ul style="list-style-type: none"> <li>Compliance with local environmental laws and regulations</li> <li>Identify significant environmental aspects and manage impact</li> <li>Adopt CLI SBG, an in-house guide that ensures holistic incorporation of environmental considerations throughout all stages of our properties’ life cycles</li> <li>Appointment of ISO 14001-certified main contractors or conduct CLI EHSMS legal compliance on site</li> </ul>

- Training and Awareness Programmes**  
 CLAR bears the responsibility to transit to a low-carbon business and build a resilient and resource-efficient portfolio. This requires effective implementation of CLI EHSMS for which the Asset & Property Management team undergo training and professional development.

CapitaLand Institute of Management & Business (CLIMB) organises sustainability-related training programmes for all employees and CLI staff to further build capacity with respect to climate-related risk and opportunity management. Training also includes seminars conducted by experts and senior business leaders on board practices as well as sustainability training courses prescribed by the SGX-ST.

- In FY2023, six cases<sup>(20)</sup> of non-compliance of local EHS laws and regulations were reported. Remedial actions have been taken immediately.

# ENVIRONMENTAL

## EMBRACING GREEN SOLUTIONS

### ► Green Financing

CLAR's Green Finance Framework (Framework) was developed to secure funding from like-minded investors and financial institutions. The Framework was prepared in line with the Green Bond Principles (2018) as well as the Green Loan Principles (2020). Proceeds from the green bonds or green loans are used to fund Green Projects covering the areas of green buildings, renewable energy, energy efficiency, waste management, sustainable water management and clean transportation.

- 2020**
  - secured a S\$100 million, ten-year green bond with another S\$300 million secured through green perpetual securities, which was a first for Asia.
- 2021**
  - secured three green loans amounting to US\$449 million, another A\$206 million green loan and entered into its inaugural US\$150 million green interest rate swap (IRS) with Scotiabank. The green IRS was used to hedge an existing US\$150 million green loan, also with Scotiabank.
- 2022**
  - issued a HK\$661 million 10-year HKD green bond, a S\$208 million 7-year SGD green bond and secured a total of S\$300 million in green loans.
- 2023**
  - CLAR increased its commitment to green financing by securing a S\$250 million green loan.

As of 31 December 2023, CLAR has S\$2.06 billion worth of green financing instruments comprising green bonds, green loans, and green perpetual securities. All proceeds from these green financing instruments have been fully allocated to partially refinance eligible properties that have been selected based on the Eligibility Criteria set out in the Framework.

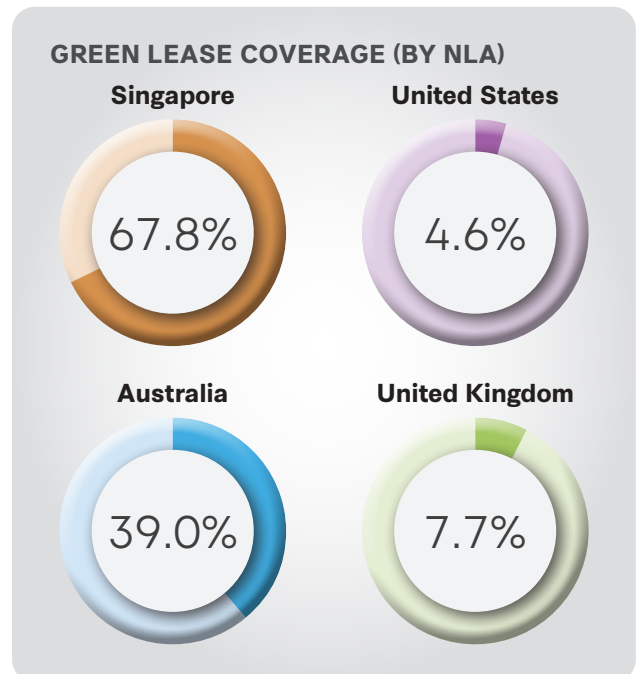
**S\$2.06**  
**BILLION WORTH OF**  
**GREEN FINANCING**

AS AT DECEMBER 2023

Please refer to Appendix D for details of eligible properties for green financing and Appendix E for details of green financing instruments and use of proceeds.

### ► Green Leases

A green lease is a lease agreement that incorporates clauses whereby the tenant and landlord undertake mutually agreed responsibilities or obligations with regards to sustainable operation or occupation of a property. It encourages collaborative efforts between the tenant and landlord such as the adoption of environmental-friendly fittings and design in the property space, as well as sharing of environmental data.



### ► Green Buildings

Green buildings play a transformative role in advancing carbon reduction worldwide. In Singapore, CLAR is guided by the goals set in Singapore's Green Building Masterplan and evidence of its commitment is in the green building ratings and certifications that provide the assurance of the quality of CLAR's portfolio. These ratings serve as an external validation that key environmental aspects have been considered in CLAR's operations and developments.

### TOTAL PROPERTIES

ABOUT  
**46%**

BY GFA ARE GREEN-CERTIFIED  
 AS AT DECEMBER 2023



### CASE STUDY: MQX4, NEW SOUTH WALES, AUSTRALIA



MQX4 is a new commercial office building in Macquarie Park in New South Wales, Australia. Every element of the building has been designed to exceed the compliance standards for sustainability and efficiency.

The building is targeting to achieve a 6-Star Green Star rating, which is delivered by the Green Building Council of Australia, as well as a 5.5 Star NABERS energy rating.



### CASE STUDY: THE SHUGART, SINGAPORE



The Shugart, a business park property that houses an integrated high-specification research and development facility. The property incorporates several technologies and features that promote sustainability and well-being of users, such as high efficiency pumps, energy-efficient air-conditioning systems, and high-performance facades.

Other green elements include a roof garden with extensive greenery, rainwater harvesting, carbon dioxide sensors, motion sensors, and solar panels, showcasing CLAR's commitment to environmentally conscious practices. Common areas that facilitate social interactions and work-life balance include a well-equipped gymnasium, a multi-purpose sports hall and outdoor barbecue areas.



### CASE STUDY: PERIMETER TWO, RALEIGH, NORTH CAROLINA, US



Perimeter Two is a 5-storey, Class-A office building located within Perimeter Park, a suburban office park in Raleigh, US. In FY2023, Perimeter Two was awarded Gold certification under the leading global green building rating system, Leadership in Energy and Environmental Design (LEED) for Operations and Maintenance (O+M)<sup>(21)</sup> for existing buildings, indicating that the building is among the most efficient buildings from a utility and performance standpoint.

Perimeter Two has several green features, including LED lighting in common areas and tenant spaces, low-flush toilets in restrooms, energy-efficient appliances, EV chargers, walking trails with lush landscaping that connect to the communal fitness centre across the street, and other amenities. CLAR owns five properties in Perimeter Park, of which Perimeter Two and Four are currently LEED (O+M) Gold certified.

(21) O+M: Building Operations & Maintenance

# ENVIRONMENTAL

## Reducing Carbon Emission and Energy Use

CLI Group has tracked and reduced the carbon emissions of its owned and managed properties, including those of CLAR, via its cloud-based ETS. Since 2010, CLI has been disclosing Scope 1, 2 and 3 GHG emissions of its global portfolio and the data has been externally assured. In November 2020, CLI Group had its carbon emissions reduction targets approved by the Science Based Targets initiative (SBTi) for a 'well-below 2°C scenario'. In May 2022, CLI elevated Scope 1 and 2 emissions reduction targets which were validated by SBTi to be in line with a 1.5°C trajectory.

CLAR constantly stays vigilant to opportunities to reduce carbon emissions and energy consumptions in order to meet its sustainability goals as it expands its global portfolio. CLAR aims to transit to a low-carbon business that is aligned with climate science.

The proportion of renewable energy usage for CLAR's portfolio in Singapore is 14.1%. To calculate its carbon emissions, CLAR takes guidance from the operational control approach as defined by the GHG Protocol Corporate Standard. It is also pertinent to point out that FY2023 is the first year for CLAR to disclose Scope 3 emissions, a vital part in CLAR's decarbonisation and sustainability journey. This year, CLAR started to report on the emissions associated with its tenant spaces and business travel by the Manager's employees. CLAR will

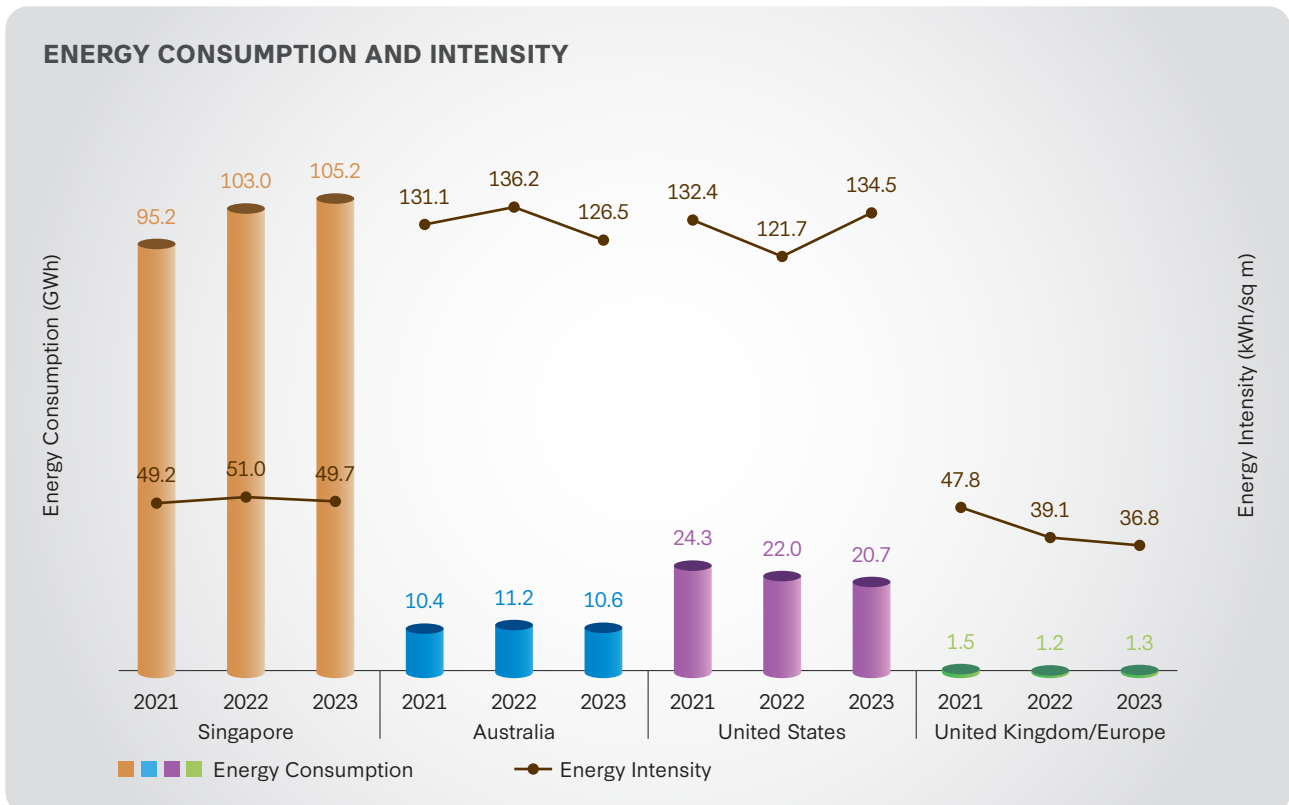
continue to evolve in its reporting as data across more tenant spaces is being collected, and looks forward to reporting on other relevant Scope 3 categories, where appropriate.

In FY2023, the total energy consumption (including electricity, district cooling, natural gas and diesel) increased by 0.3% to 105.2 GWh. This increase in consumption was due to new acquisitions and improved occupancy. However, the increase in consumption was offset by the increase in total floor area, resulting in a decrease in energy intensity of 2.8% to 57.7 kWh/sq m in FY2023.

FY2023 also recorded an increase in renewable energy consumption from 16.0 GWh (FY2022) to 17.7 GWh (FY2023). The increase in effective floor area supported a 2.5% decrease in Scope 1 & 2 emissions intensity. The overall emissions increased by 0.6% due to the slight increase in energy consumption.

## Singapore

The total energy consumption (including electricity and district cooling) increased by 2.2% to 105.2 GWh in FY2023, of which 14.1% of energy consumed are renewable energy. The acquisitions of 1 Buroh Lane and 622 Lorong 1 Toa Payoh increased total energy consumption as well as total GFA. The overall energy intensity fell by 2.4% to 49.7 kWh/sq m. One of the





initiatives which contributed to this improvement was the LED lighting upgrades at various properties. An example includes TechPlace I with 100 pieces of LED lightings replaced for all blocks, as well as The Galen, where toilet lightings were replaced with LED lightings.

Due to the increase in total energy consumption, the total Scope 1 & 2 emissions had increased by 5.7%, while carbon emissions intensity had increased by 1%.

**Australia**

In FY2023, total energy consumption (including electricity and natural gas) in Australia fell by 5.4% to 10.6 GWh. The new addition of MQX4, resulted in a slight increase in floor area, which supported a further 7.1% reduction in energy intensity to 126.5 kWh/sq m.

Renewable energy consumption increased from 3.6% of total consumption (FY2022) to 15.6% (FY2023), which reduces Scope 1 & 2 emissions by 19.9% and a reduction in carbon emissions intensity by 21.4%.

**United States**

In FY2023, total energy consumption (including electricity and natural gas) fell by 5.8%. Decreases in consumption were seen at several sites, including Perimeter Two, which saw the largest fall in total consumption, due to tenants vacating the space and

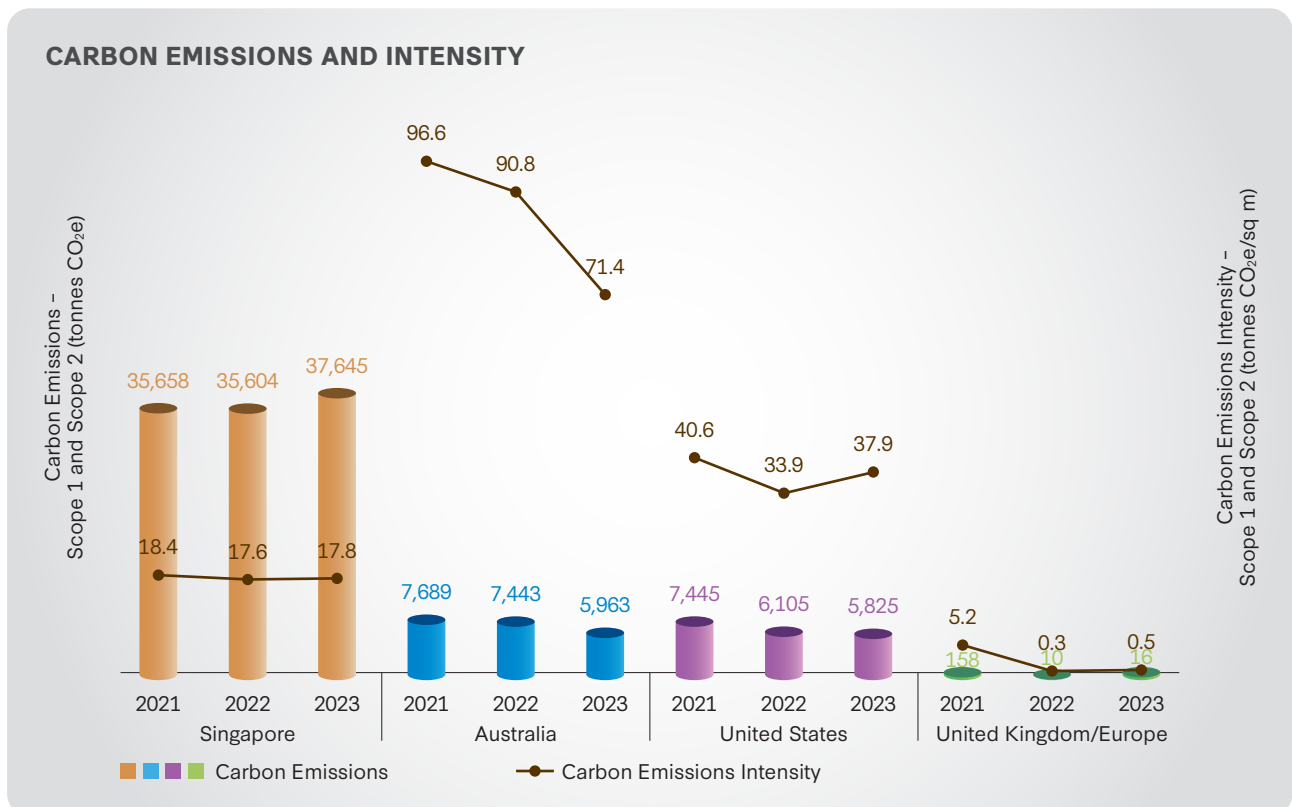
some tenants seeing a greater proportion of employees working remotely. Due to a lower occupancy in FY2023, the total energy intensity has increased by 10.5% to 134.5 kWh/sq m in 2023.

Total Scope 1 and 2 emissions fell by 4.6% but similar to the energy consumption, the fall in occupancy led to an increase in carbon emissions intensity by 11.9% to 37.9 tCO<sub>2</sub>e/sq m.

**United Kingdom & Europe**

Between FY2022 and FY2023 total energy consumption (including electricity, diesel and natural gas) increased by 5.7%. The main contribution to the increase was the addition of the newly acquired The Chess Building to the portfolio. Even though total energy consumption increased, the energy intensity of this region fell by 6% to 36.8 kWh/sq m. Alongside this reduction, all electricity across the region was procured from renewable sources for the third year in a row.

Due to an increase in diesel consumption in the region in FY2023 and low emissions in FY2022, the total carbon emissions and carbon intensity increased by approximately 6 tCO<sub>2</sub>e to 16 tCO<sub>2</sub>e and approximately 0.2 tCO<sub>2</sub>e/sq m to 0.5 tCO<sub>2</sub>e/sq m.



# ENVIRONMENTAL

## TASK FORCE ON CLIMATE-RELATED FINANCIAL DISCLOSURE (TCFD)

### Introduction

CLAR is making a 2023 progress update of its climate-related disclosure in line with the recommendations by the TCFD. CLAR's sponsor and substantial Unitholder, CLI, started to align its climate-related disclosures with TCFD recommendations in the four key areas of governance, strategy, risk management, and metric and targets in 2017; and further declared its support for TCFD and its recommendations in 2019. As such, CLAR is aligned to this.

### Disclaimer

The purpose of this section is to provide climate-related disclosures which contain information related to climate risks and opportunities, consistent with the TCFD recommendations. The information and opinions contained in this section are provided as of the date they are made and subject to change.

This section contains forward-looking statements and statements of opinion. All statements, other than statements of historical fact, including without limitation, statements regarding the plans, strategies and objectives of management in relation to climate and CLAR's future performance, are forward-looking statements. Forward-looking statements are predictive in character and involve subjective judgement, assumptions and analysis and can be subject to potentially significant risks, uncertainties and other factors, many of which are outside the control of, and are unknown to, CLAR. Other unpredictable or unknown factors not discussed in this section could also have material adverse effects on forward-looking statements. CLAR does not undertake any obligation to publicly release the result of any revisions to these forward-looking statements to reflect events or circumstances after the date hereof to reflect the occurrence of unanticipated events. Users of this report are cautioned not to place undue reliance on such statements, particularly in light of the long term horizon which this report discusses and the inherent uncertainty in possible policy, market and technological developments in the future. CLAR will continue to publish relevant climate-related disclosures in its future Sustainability Reports and users of this report are advised to check its website for and refer to the latest published report.

While CLAR has prepared the statements in good faith, there are also limitations with respect to climate scenario analysis which was derived from a third-party platform. The degree of potential risk identified in this platform does not consider mitigation or adaptation strategies that may be in place or are being implemented at the portfolio company or specific asset. It also does not consider planned mitigation or adaptation strategies at

the country level. This analysis was reviewed with and augmented by another third party consultant. Scenario analysis<sup>(22)</sup> is a process for identifying and assessing the potential implications of a range of plausible future states under conditions of uncertainty. Scenarios are hypothetical constructs and not designed to deliver precise outcomes or forecasts. Instead, scenarios provide a way for organisations to consider how the future might look if certain trends continue or certain conditions are met. In the case of climate change, for example, scenarios allow an organisation to explore and develop an understanding of how various combinations of climate-related risks, both transition and physical risks, may affect its businesses, strategies, and financial performance over time.

While every effort was made to provide accurate and complete information, CLAR does not represent or warrant that the information in this Statement is free from errors or omissions, is complete or is suitable for your intended use. In particular, no representation or warranty is given as to the accuracy, likelihood of achievement or reasonableness of any forward-looking statements contained in this Statement or the assumptions on which they are based. Climate scenarios may change and third-party platform output may improve over time. Such material is, by its nature, subject to significant uncertainties and contingencies outside of CLAR's control. Actual results, circumstances and developments may differ materially from those expressed or implied in this report.

### Governance

The Board considers sustainability issues as part of its strategy formulation, confirms the material ESG factors identified by the Manager, Asset Managers, and Property Managers and oversees the management and monitoring of the material ESG factors.

The Board also sets the Trust's risk appetite, which determines the nature and extent of material risks that CLAR is willing to take to achieve their strategic and business objectives. As part of the material risk issues being highlighted, climate change has been identified as critical. The Board regularly reviews climate change risks as part of its Enterprise Risk Management (ERM) Framework.

The Board is actively involved in discussions on climate-related initiatives and is regularly updated on relevant climate-related topics including the CLI 2030 SMP, green capital expenditure plan, performance metrics such as carbon emissions performance, progress on the reduction targets, green building certifications, renewable energy deployment and usage, as well as stakeholders' expectations on climate change. This is done during the annual Board strategy, business plan meetings and other scheduled Board meetings. Any

(22) Scenario Analysis as according to Section D - Scenario Analysis and Climate-Related Issues (page 25) of the Recommendations of the Task Force on Climate-related Financial Disclosures in June 2017.

environmental incidents, which may include climate-related damages or disruptions, are also reported to the Board. As EHS factors are considered as part of the asset investment evaluation process and strategy, they are presented to the Board where relevant. The Directors have also attended training on sustainability as required under SGX-ST's Listing Rules.

Within the Manager, there is a Sustainability Committee (SC), chaired by the CEO. The SC comprises members of the Management team and is tasked to develop, oversee and implement CLAR's sustainability objectives and strategies directly at the Trust level. The Manager works closely with the asset, property and project managers in carrying out strategies and relevant activities, and in doing so ensures these are aligned to CLI's sustainability framework and policies.

The SC periodically reviews the progress and effectiveness of these objectives and strategies. In alignment with CLI, the CEO of the Manager is responsible for CLAR's climate change-related targets. A key objective of CLAR is to transit to a low-carbon business and build a resilient and resource efficient portfolio. As part of these efforts, training programmes on sustainability-related topics are organised by the CLIMB periodically to further build capacity with respect to climate-related risk and opportunity management.

Some of the other duties of the SC include:

- the review and approval of sustainability targets,
- evaluation of projects according to the Eligibility Criteria highlighted in the Green Financing Framework, and
- review and approval of annual disclosures in the ISR and recommendation to the Board for approval.

The SC is supported by the Sustainability Working Committee (SWC), which is led by the Chief Financial Officer (CFO) and includes representatives from the Manager's various departments. In FY2023, representatives from the Singapore Property Manager, International Asset Managers and the Sponsor's Group Sustainability have joined in SWC to support SC.

The Singapore Property Manager under CLI has an EHS Committee led by the CEO of Retail and Workspace. The Singapore Property Manager also has an Engineering and Sustainability team, whose role includes integrating sustainability into operations.

CLI groupwide sustainability management comes under the purview of a CLI Board Committee, the Strategy and Sustainability Committee (SSC) and CLI Leadership Council. The CLI SSC, chaired by its Lead Independent Director, is responsible for overseeing sustainability strategies and goals including providing guidance to management and monitoring progress

against achieving the goals of any sustainability initiatives. They also approved the CLI 2030 SMP. They are supported by the CLI Group Sustainability Office and various work teams to drive continued progress and improvement in the areas of ESG. The work teams comprise representatives from CLI business units and corporate functions. A similar structure is being adopted by CLAR.

The CLI Board is updated at least twice a year on a quarterly or ad hoc basis - these Board meetings cover relevant climate-related topics including the CLI 2030 SMP and discussions on the green capital expenditure plan required to meet the SMP targets (which already includes decarbonisation targets). Performance against SMP targets and Balanced Scorecard targets, are also tracked and reported to CLI Management and CLI Board at least annually. The Manager's CEO sits on the CLI Leadership Council which looks at the decarbonisation activities and targets. Annually, the Board is updated on the plans and progress on ESG during the Board strategy meeting and business plan meeting. Performance against Balanced Scorecard targets are tracked and reported to the Board annually as well.

When it comes to building expertise and capacity on climate-related issues for the Board and senior management, the Board is continuously upskilling with respect to sustainability and climate-related issues. All directors of the Manager have also completed the sustainability training as prescribed by the SGX and existing Board members are regularly briefed on sustainability management, climate-related matters, including choice of climate scenarios and the decarbonisation journey, as well as the CLI 2030 SMP. Going forward, new Directors who are appointed to the Board would be required to have expertise in sustainability matters or will undergo further training required under Rule 720(7) of the Listing Manual 9. In terms of external policy engagement, on top of the CLI engagement with various real estate bodies, CLAR's non-executive and non-independent director sits on BCA Board. CLAR also participates in feedback on consultation papers by MAS or SGX as part of the CLI Group.

With respect to the decarbonisation initiatives and targets, there are various mechanisms applied to gaining feedback on these initiatives from various stakeholders. These include but are not limited to: annual general meetings, half yearly financial results announcements, media releases and interviews, annual reports and sustainability reports, CLAR website, regular analyst and investor meetings, participation in relevant focus groups/panel discussions, including regulator and responses to sustainability surveys via CLI.

For more details on CLAR's sustainability management structure, please refer to page 18 of this Report.

# ENVIRONMENTAL

## Strategy

As a CLI-sponsored REIT, CLAR's identified ESG issues are aligned and adapted from CLI. The selected ESG issues have been deemed to be material and applicable to CLAR's business, strategy, financial planning, business model and key stakeholders and will be guided by CLI and CLAR's regular review, assessment and feedback process in relation to ESG topics moving forward.

Climate change and emissions reduction are some of the key ESG material issues identified as relevant and critical for CLI and CLAR. Climate change risk has been identified as a key risk as part of the ERM Framework and includes both physical and transition risks. Physical risks are a result of climate change and can be acute (i.e. event driven risks, including increased severity of extreme weather events, such as cyclones, violent storms or flash floods) or chronic (i.e. longer-term shifts in climate patterns, such as rising sea levels or rising mean temperatures). Transition risks result from a transition to a lower-carbon economy, which could entail potentially more stringent regulations and increased expectations from stakeholders.

In line with CLI, CLAR's strategy to identify and address climate-related risks and opportunities spans all areas of its real estate life cycle, from the earliest stage of the investment process to design procurement, construction, operations and redevelopment or divestment.

- All new investments into operational assets and development projects undergo the EHSIA during due diligence to identify any environmental (including climate change) risks and opportunities related to the asset/project site and its surroundings. The assessment covers performance metrics such as energy efficiency, as well as transition and physical risks and opportunity considerations. Significant findings from the assessment would be incorporated in the investment paper submitted to the Board for approval.
- Through the implementation of CLI's SBG, the aim is to identify and address the risks and opportunities of climate change right from the design stage. The local context of each project will be studied in detail, and appropriate measures will be taken into consideration with regards to adaptation of climate change. CLI SBG also sets guidelines for buildings to be more energy efficient, e.g., setting green rating targets, specifying minimum equipment efficiency, and requiring the use of onsite renewable energy whenever possible.
- At the operational asset level, the CLI EHSMS, which is audited by a third-party accredited certification body to ISO 14001 standard, serves to monitor transition risks relating to climate regulations via EHS legal registers updates and regular stakeholder engagements. Operational issues pertaining to

climate change, energy and water are also identified and managed through the EHSMS to strengthen the climate resilience of the Trust's portfolio.

- The CLI 2030 SMP further outlines the targets and pathways for transition to a low-carbon business that is aligned with climate science. Energy use and carbon reduction targets, as well as green certification targets are set for its operational assets. Initiatives are put in place to improve the environmental performance, resilience and durability of its assets through system upgrades, system optimisation, effective maintenance and changes to user behaviour. The continued achievement of high green building ratings as well as energy and water efficiency measures put in place to achieve the reduction targets would help to mitigate the impact of changing weather conditions.
- CLAR's decarbonisation plan is also integrated throughout all stages of a project in line with CLI's SBGs - from feasibility, design, procurement, construction, operations to redevelopment. CLAR supports low-carbon investments and factors climate-related costs and opportunities into its evaluation of new investments or capital expenditure (CAPEX) through the incorporation of CLI internal carbon price implemented since 2021. This evaluation is part of CLI's overlay exercise to identify the amount of CAPEX required over the next few years to meet the 2030 SMP targets.
- As part of an annual review of its portfolio, CLAR strives to actively identify assets that are suitable for redevelopment and/or Asset Enhancement Initiatives (AEI), in order to deliver end-to-end premium quality real estate solutions for its customers. Where feasible, AEIs may be conducted for existing properties to promote sustainability features to improve customers' work experience and create live-work-learn-play environments. Notably, part of the AEI planning process will comprise the identification and evaluation of opportunities for climate-related risk mitigation and/or adaptation measures that includes seeking to obtain a green certification for existing properties and have the building's environmental impact and performance evaluated.
- Other related initiatives and plans that CLAR has implemented include investing in sustainable property, and developments that are earmarked for green certification. In addition, tenants are encouraged to adopt sustainable business practices as well.
- In addition to the abovementioned activities and existing measures, CLAR appreciates that data availability is one of the crucial elements and challenges of climate risk management. Hence, CLAR has augmented the implementation of green leases for new tenants across the Singapore and international portfolio since 2022. These green leases include clauses that cover data collection on environmental metrics from tenants. This

initiative has noted significant progress since its 2022 implementation. Furthermore, CLAR started exploring additional data collection software that could further enhance the process of data collection for the properties.

- CLAR is also continuing to explore new technologies, including solutions gathered from CapitaLand Sustainability X Challenge (CSXC) or the Smart Urban Co-Innovation Lab which are currently being tested in some CLAR properties. For example, Cool Paint technology (CSXC innovation), a multi-layer paint that is able to absorb sunlight and reflect them at higher frequencies is currently on trial at 80 Bendemeer Road, Singapore.

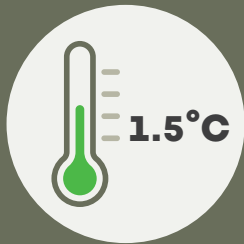

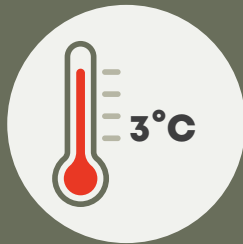
As part of CLAR’s value chain engagement and low carbon initiatives there are a few notable ones which have been further explored in pages 12 to 13 and 25 of this Report.

As part of the 2030 SMP implementation, CLAR generally considers short term to medium term time frames to be until 2030, and long term beyond 2030 in relation to the identification of climate-related risks and opportunities.

CLI and its REITs, including CLAR, commenced its climate scenario analysis in 2022 for its global portfolio to understand how the identified climate-related risks and opportunities could impact future operations. This analysis considers scenarios based on the latest global and scientific developments, and the scenarios from 1.5°C to 3°C scenarios for current to long-term time frames, to draw conclusions on the financially material physical and transition risks and validate its current strategy. CLI and CLAR will then review the mitigation and adaptation plans, and identify opportunities, in alignment with CLI 2030 SMP. The SMP was designed to build resilience throughout its operations and futureproof CLI Group’s real estate portfolio to guard against climate change risks and to avoid premature obsolescence and adopt available opportunities.

### Scenario analysis on future climate-related risks and opportunities

The climate scenario analysis for its global portfolio considered the parameters listed below:

	 1.5°C	 2°C	 3°C
<b>Physical risk scenarios</b>	NGFS <sup>(23)</sup>   1.5°C   Orderly, 2100	NGFS   2°C   Orderly, 2100	NGFS   3°C   Hot House World (NDC <sup>(24)</sup> ), 2100  Most severe physical risk impacts & costs at 3°C and in the longer term
<b>Transition risk scenarios</b>	CRREM <sup>(25)</sup>   1.5°C, 2050  Most severe transition risk impacts & costs at 1.5°C and in the shorter term	NGFS   2°C   Orderly, 2100 **	NGFS   3°C   SSP2 <sup>(26)</sup>   Hot House World, 2100
<b>Geographical coverage</b>	All assets* within operating regions, specific to CLAR - Australia (AU) - France (FR) - Netherlands (NL) - Singapore (SG) - Switzerland (CH) - United Kingdom (UK) - United States of America (US)		
* As of 31 December 2022.			
** The CRREM 2°C, 2050 transition risk scenario was chosen in the beginning of this climate scenario analysis. However, the platform updated its models and this option was removed during CLI’s analysis. The NGFS 2°C, 2100 Orderly scenario was then identified to replace the removed CRREM 2°C, 2050 scenario.			

(23) The Network of Central Banks and Supervisors for Greening the Financial System (NGFS)  
 (24) Nationally Determined Contributions (NDC)  
 (25) Carbon Risk Real Estate Monitor (CRREM)  
 (26) Shared Socioeconomic Pathways (SSP)

# ENVIRONMENTAL

The third scenario analysis was performed at the CLI Group level. The following heatmap on physical risk reflects the quantitative approach based on assessment performed by a third-party platform. The heatmap on transition risks includes the quantitative approach based on assessment performed by a third-party platform, augmented by additional qualitative research undertaken by an external consultant.

The quantitative analysis represents analysis with respect to the asset values of CLI's assets worldwide, which includes CLAR's assets and their respective exposure to climate related risk change. It is important to note that the risk level is based on the change of the risk in future scenarios – it is assumed that there is currently a certain level of risk exposure for each of the climate-related risks and the risk level reflects the magnitude of change. The colour-coded heatmap was derived based on thresholds of financial exposure, which have been grouped into the five major categories presented in the legend. The risk levels are relative to baseline exposure. These are the specific exposures for CLAR's portfolio.



Risk Type	Primary Risk Driver	Potential Impacts	Risk Level in 3 scenarios <sup>(27)</sup>			Mitigation Measures
			1.5°C (NGFS, 2100)	2°C (NGFS, 2100)	3°C (NGFS, 2100)	
<b>Physical Risk</b>						
<b>Extreme cold</b>	Cold days and extreme cold could become more common and/or severe	- Increase in heating demand leading to higher utility costs and potentially higher Scope 1, if fuel oil or natural gas boilers are used				<ul style="list-style-type: none"> <li>Ongoing maintenance to ensure that air heating systems and generators are in good working order and appropriate for both the local and changing climate conditions.</li> <li>Future retrofits and designs to consider welfare of employees, tenants, visitors, and customers in such environments.</li> </ul>
<b>Extreme heat</b>	Hot days and extreme heat could become more common and/or severe	- Increase in cooling demand leading to higher electricity costs				<ul style="list-style-type: none"> <li>Ongoing maintenance to ensure that air cooling systems and generators are in good working order and appropriate for both the local and changing climate conditions.</li> <li>Implement health and safety initiatives to protect people from extreme heat risk, including work restrictions during peak temperature hours, as required.</li> </ul>
<b>Fluvial flooding</b>	Damage to assets located in high flood risk zones	<ul style="list-style-type: none"> <li>Increase in assets exposed to growing severity of river floods</li> <li>Increase in operating costs (e.g. repair costs, business interruption)</li> </ul>				<ul style="list-style-type: none"> <li>Develop flood control features / measures including flood gates and drainage infrastructure where appropriate. Platform level to be checked against flood maps for new design or redevelopment.</li> <li>Ensure flood emergency response plans are implemented.</li> </ul>

(27) Risk level reflects CLAR's risk level.

Risk level by third party platform



Risk Type	Primary Risk Driver	Potential Impacts	Risk Level in 3 scenarios <sup>(27)</sup>			Mitigation Measures
			1.5°C (NGFS, 2100)	2°C (NGFS, 2100)	3°C (NGFS, 2100)	
<b>Coastal flooding</b>	Properties in coastal areas may be exposed to steady and continuous sea level rise	<ul style="list-style-type: none"> <li>- Increase in assets exposed to coastal flooding</li> <li>- Increase in capital expenditures to construct flood control infrastructure</li> </ul>				<ul style="list-style-type: none"> <li>• Monitor national-level initiatives to mitigate coastal flooding risk.</li> <li>• Develop flood control features / measures where appropriate.</li> <li>• Ensure flood emergency response plans are implemented.</li> </ul> <p><i>(Note: The risk delta from 1.5°C to 3°C scenarios for the moderate risk level are approximate 32%)</i></p>
<b>Tropical Cyclones</b>	Properties may face more frequent and severe tropical cyclone	<ul style="list-style-type: none"> <li>- Higher chance of damage to specific asset locations that are tropical cyclone-prone</li> <li>- Increase in operating costs (e.g. business interruption)</li> </ul>				<ul style="list-style-type: none"> <li>• Check and ensure structures are sufficient to withstand increased windspeed.</li> <li>• Improvements to roofs and site drainage systems including reinforcement / improvement where appropriate.</li> <li>• Increased operational management, including regular inspections of back-up generation facilities.</li> <li>• Ensure business continuity plans and emergency response plans for severe storms are implemented, including plans for power supply cuts or system failures.</li> </ul>
<b>Wildfires</b>	Risk of wildfires could increase in extremely dry conditions, such as drought, and during high winds	<ul style="list-style-type: none"> <li>- Increase in assets exposed to wildfires</li> <li>- Increase in operating costs (e.g. business interruption)</li> </ul>				<ul style="list-style-type: none"> <li>• Design and monitor landscaping to prevent vegetation encroachment to structures.</li> <li>• Inclusion of fire breaks (e.g., service roads) between outside vegetation and structures.</li> <li>• Distribution of escape plans to employees / occupants.</li> <li>• Ensure business continuity plans and emergency response plans for wildfires are implemented (distribution of escape plans to staff and occupants).</li> </ul>

# ENVIRONMENTAL



Risk Type	Primary Risk Driver	Potential Impacts	Risk Level in 3 scenarios <sup>(28)</sup>			Mitigation Measures
			1.5°C (CRREM, 2050)	2°C (NGFS, 2100)	3°C (NGFS, 2100)	
<b>Transition Risk</b>						
<b>Carbon price shifts</b>	Carbon emissions priced through taxation or emissions trading schemes	- Increase in operational costs associated with carbon pricing	Significant	Moderate	Negligible	<ul style="list-style-type: none"> <li>At CLI Group level, CLI implemented an internal carbon price to inform decision making for long term decisions before policies are implemented. This is adopted by CLAR.</li> <li>CLAR has a decarbonisation plan / strategy in place to ensure the adoption of strategies to minimise emissions and reduce CLAR's exposure to carbon price shifts.</li> </ul>

From the risk assessment performed by a third-party platform, CLI further explored additional transition risks and opportunities in a qualitative manner as a start. Some of these risks are also seen as 'indirect' climate-related risks to CLI and its operations so evaluating them and keeping them in view is of importance to CLI's climate transition journey. The perceived risk level is based on the market trends, current developments and CLI's experience and expertise in the real estate market. The perceived risk level is seen through three scenarios - a 3°C scenario which is assumed to be a 'business-as-usual' scenario where there is not sufficient action taken by economies and businesses to transition to a lower carbon economy and a 1.5°C and 2°C scenarios, where there are differing levels of potential action taken to tackle some of the risks of transitioning to a lower carbon economy. On opportunities, these were only reviewed as potential actions which CLI and CLAR can reference to inform strategy and these have not been evaluated using the risk level heatmapping criteria or reviewed by scenario (these opportunities would be relevant in all scenarios). The following risks and opportunities are explored on a global portfolio level. The legend for risk levels for the following risks and opportunities is built upon the same financial exposure thresholds as the risk assessment performed by a third-party platform, but based on both qualitative as well and quantitative criteria that correspond to each risk level. CLI and CLAR will continue to monitor these short term and medium term risks.

(28) Risk level reflects CLAR's risk level.





Risk Type	Primary Risk Driver	Potential Impacts	Risk Level in 3 scenarios <sup>(28)</sup>			Mitigation Measures
			1.5°C	2°C	3°C	
<b>Transition Risk</b>						
<b>Regulator expectation changes</b>	Regulators with more stringent polices and regulations around climate change for the buildings / real estate sector	- More comprehensive disclosures expected on climate change actions and metrics	Significant	Moderate	Moderate	<ul style="list-style-type: none"> <li>• CLI's group level carbon emissions targets are validated by the Science Based Targets Initiative (SBTi).</li> <li>• At CLI Group level, CLI's carbon emissions has been externally audited since FY2010.</li> <li>• CLAR's climate-related disclosures are aligned to international standards, and CLI makes on-going efforts to follow the latest developments around climate and emissions reporting standards. CLAR will encompass such developments into its disclosure, to stay aligned with best practice disclosure standards on climate risk (e.g. exploring ISSB reporting recommendations and incorporating them into its disclosure).</li> </ul>
<b>Customer expectation changes</b>	Consumer preferences could shift towards greener buildings	- Increased number of tenants seeking for assets with high-performing green credentials	Significant	Moderate	Moderate	<ul style="list-style-type: none"> <li>• At Group level CLI has green building certification and green lease target for its portfolio as part of the CLI 2030 SMP.</li> <li>• CLAR's green building certification target align with CLI. CLAR does a continuous assessment of the green building certification for its properties and will implement necessary asset enhancements to align with relevant / latest certification levels.</li> <li>• CLAR will continue to extend green lease options to CLAR tenants, with green building requirements and expectations.</li> </ul>
<b>Electricity price shifts</b>	Growing adoption of renewable energy could drive changes in electricity costs	- Increase in capital investment in renewable energy - Fluctuations in operating costs from electricity price variability	Significant	Moderate	Moderate	<ul style="list-style-type: none"> <li>• At CLI Group level, CLI has a renewable energy target, and a carbon emissions target which is validated by SBTi, for its portfolio.</li> <li>• At CLI Group level, CLI continues to implement energy efficiency improvement initiatives at its properties, where feasible.</li> </ul>

# ENVIRONMENTAL

Opportunity	Primary Driver	Potential impacts	Approach
Use of new technologies including Proptech (property technology) to manage emissions	Investment in technologies for improving energy and water	Reduced exposure to regulations, carbon price, electricity price and water price increases  Reduction in operating costs	CLAR continues to pilot new technologies in existing buildings and deploy sustainability innovations in its global portfolio via the CapitalLand Innovation Fund.
Increased demand for green products and services	Shift in consumer preferences and development of low emissions goods and services	Increase in revenue by tapping on the green rental premium created by increased demand for sustainable buildings  Increase in asset value for low carbon buildings	Ongoing discussions with tenants to identify opportunities to support their carbon reduction commitments.  Continuous assessment of the green building certification for CLAR's properties and adopting the necessary asset enhancements to align with the relevant/latest certification levels.

As an ongoing process, CLI and CLAR will review and update, if appropriate, the processes associated with risk management in order to account for the material environmental and climate-related risks identified.

## Risk Management

The Manager conducts an annual Risk and Control Self-Assessment (RCSA) exercise to identify, assess and document material risk which includes ESG relevant risks, along with their key controls and mitigating measures. Material risks and their associated controls are consolidated and reviewed by Management before they are presented to the Audit and Risk Committee (ARC) and the Board. This exercise is based on CLI's annual Group-wide RCSA exercise, review of the Risk Appetite Statement and Key Risk Indicators on Climate Change and Environmental Risk. Such climate-related risks and opportunities are identified and mitigated through CLI's ERM framework, and its externally certified ISO 14001 Environmental Management System (EMS).

Before the RCSA, the Manager conducted a risk workshop to identify key risks for the Trust. During this annual risk workshop, Risk Owners and Risk Champions consider key objectives and operating environment to identify and assess key risks relevant to CLAR. In the 2023 risk workshop, Climate Change and Environmental Risk were identified as some of the key risks for CLAR.

CLAR's risk management process to address its key risks and uncertainties, including climate change, is discussed further in its Annual Report 2023, Enterprise Risk Management section on pages 135 to 140.

Climate-related risks and opportunities are identified and mitigated through CLI's ERM Framework. The Trust prioritises material ESG issues based on the likelihood and potential impact of the issues affecting business continuity and development. Notably, CLAR is cognisant of the risk posed by existing and emerging regulatory requirements with relation to climate change. Some of these risks include:

Type of transition risk	Country	Country-specific developments
Regulatory or compliance risk, prompted by certain regulations in the countries of operation	Singapore	<ul style="list-style-type: none"> <li>• In 2020, the Monetary Authority of Singapore (MAS) introduced the Environmental Risk Management Guidelines which require financial institutions and Asset Managers to place greater emphasis on both physical and transition environmental risks.</li> <li>• In December 2021, the Singapore Exchange (SGX) introduced a mandate that require all issuers to provide climate reporting that is aligned to the recommendations of the TCFD in their sustainability reports from the financial year commencing 2024 for the materials and buildings industry. For now, this requirement is on a ‘comply or explain’ basis for CLI and CLAR.</li> </ul> <p>In 2023, the Accounting and Corporate Regulatory Authority (ACRA) and SGX also launched public consultation on the recommendations by the Sustainability Reporting Advisory Committee (SRAC). The recommendations aim to further advance climate reporting in Singapore. These recommendations resulted in the mandatory climate reporting details for listed and large non-listed companies being confirmed by the ACRA and the Singapore Exchange Regulation (SGX RegCo) on 28 February 2024. These include:</p> <ul style="list-style-type: none"> <li>○ From FY2025, all listed issuers will be required to report and file annual climate-related disclosures (CRD), using requirements aligned with the International Sustainability Standards Board (ISSB) standards.</li> <li>○ From FY2027, large non-listed companies (defined as those with annual revenue of at least S\$1 billion and total assets of at least S\$500 million) will be required to do the same.</li> <li>○ Scope 3 climate-related disclosures will become mandatory for listed issuers in FY2026 and no earlier than FY2029 for large non-listed companies.</li> <li>○ External limited assurance on Scope 1 and 2 GHG emissions will become mandatory for listed issuers in FY2027 and FY2029 for non-listed companies.</li> </ul> <ul style="list-style-type: none"> <li>• Other developments, such as Singapore’s Green Plan 2030 that charts ambitious and concrete targets that will strengthen Singapore’s commitments under the United Nations 2030 Sustainable Development Agenda and Paris Agreement, and position Singapore to achieve its long-term net zero emissions aspiration by 2050, are also monitored by CLAR as they affect the day-to-day operations and practices of the Trust.</li> <li>• In 2022, Singapore also announced that to achieve the nation’s climate ambitions, the carbon tax will be raised to \$25/tCO<sub>2</sub>e in 2024 and 2025, and \$45/tCO<sub>2</sub>e in 2026 and 2027, with a view to reaching \$50-80/tCO<sub>2</sub>e by 2030. This will provide a strong price signal for businesses and individuals to reduce their carbon footprint in line with national climate goals.</li> </ul>

# ENVIRONMENTAL

Type of transition risk	Country	Country-specific developments
Regulatory or compliance risk, prompted by certain regulations in the countries of operation	<b>Australia</b>	<ul style="list-style-type: none"> <li>In 2019, Australia introduced a national plan “The Trajectory” that aims to achieve zero energy and carbon-ready commercial (including offices and industrial premises) and residential buildings. This is also a key initiative to address Australia’s 40% energy productivity improvement target by 2030 under the National Energy Productivity Plan. Australia has committed to achieve net zero emissions by 2050.</li> <li>As of late 2023, the Australia Treasury released a proposal to set out the climate-reporting rules for companies. Under this proposal, companies will need to disclose climate-related information as part of their general financial reporting, starting as early as July 2024 for some companies. As of January 2024, there is a draft legislation that amends the Australian Securities and Investment Commission Act 2001 and the Corporations Act 2001 to introduce standardised, internationally-aligned reporting requirements for businesses, to ensure they are making high quality climate-related financial disclosures.</li> </ul>
	<b>The United States</b>	<ul style="list-style-type: none"> <li>In March 2021, the United States introduced the CLEAN Future Act with an aim to achieve net zero emissions by 2050 with an interim target of at least 50% reduction by 2030 from 2005. There is also a push for stronger building energy codes that aim for all new buildings built by 2029 to use 50% less energy as compared to existing buildings built under current codes. The new energy codes will ensure that all new buildings built in and after 2030 should be “zero energy ready”. This means that they are highly efficient and can meet their energy needs onsite or from nearby zero-emission energy sources.</li> <li>On 6 March 2024, the US Securities and Exchange Commission (SEC) adopted rules to enhance and standardise climate-related disclosures by public companies and in public offerings. These rules are aimed at providing investors with more consistent, comparable and reliable information about the financial effects of climate-related risks on a registrant’s operations and how it manages those risks while balancing concerns about mitigating the associated costs of the rules. The final rules will become effective 60 days following publication of the adopting release in the Federal Register, and compliance dates for the rules will be phased in for all registrants, with the compliance date dependent on the registrant’s filer status.</li> </ul>
	<b>The United Kingdom</b>	<ul style="list-style-type: none"> <li>In the United Kingdom, a Net Zero Strategy sets out policies and proposals for decarbonising all sectors in the UK economy to meet net zero target by 2050.</li> <li>As of 2023, the UK has been working on developing the UK Sustainability Disclosure Standards (SDS) which aims to set out corporate disclosures on the sustainability-related risks and opportunities that companies face. Published by the Department for Business and Trade (DBT), UK SDS will be based on the IFRS Sustainability Disclosure Standards issued by the ISSB. The Secretary of State for Business and Trade will consider the endorsement of the IFRS Sustainability Disclosure Standards, to create UK SDS by July 2024. Following endorsement, UK SDS may be referenced in any legal or regulatory requirements for UK entities.</li> </ul>

Type of transition risk	Country	Country-specific developments
Regulatory or compliance risk, prompted by certain regulations in the countries of operation	Europe	<ul style="list-style-type: none"> <li>European Union (EU) has set its plan to reduce GHG by at least 55% by 2030 and achieve climate neutrality by 2050. Targets are currently being drafted to revise and expand the EU Emission Trading System, adapting the Effort Sharing Regulation and the framework for land use emissions, reinforcing energy efficiency and renewable energy policies.</li> <li>Furthermore, since January 2023, the Corporate Sustainability Reporting Directive (CSRD) entered into force in Europe. This new directive strengthens the rules concerning social and environmental information that should be reported by companies. Companies subject to CSRD will have to report according to the European Sustainability Reporting Standards (ESRS).</li> </ul>
Market risks including shifts in carbon and electricity prices, or customer expectations	Global level	<ul style="list-style-type: none"> <li>These developments are prompted by various country-specific or global platforms, including The Conference of Parties (COP) 28 in November and December 2023, where the key takeaway was that progress on climate action was too slow across all areas such as reduction of greenhouse gas emissions and strengthening resilience to changing climate. The main decision was to accelerate action across all areas by 2030, including to speed up the transition away from fossil fuels to renewables such as wind and solar power in their next round of climate commitments. It was recognised that urgent action is needed to combat global warming, and this can only be done through global action from governments and businesses.</li> </ul>

CLAR will continue to monitor any developments in local regulatory reporting as well as other jurisdictions' sustainability reporting standards and regulations.

Physical risks are observed through the regular monitoring of floods across the portfolio. In 2020, CLI had conducted a global portfolio baseline study (including CLAR's properties) to better understand its portfolio's physical climate risk in relation to floods. This included insights into whether properties were located in low lying plains, encountered flooding in previous years, had equipment located in the basement, and had exposure to other flood risks. Globally, most of CLAR's properties already have flood control features/ measures in place, such as flood barriers, sensors, water level pumps and flood emergency response plans. Climate-related physical risks occurring as extreme weather events, for example cases of floods, and changing climate patterns are regularly monitored across the portfolio.

An EHSIA is carried out during the feasibility study of CLI investment in all new operational assets as part of its due diligence. This covers all owned and managed properties. The assessment includes transition and physical risk and opportunity considerations, as well as the application of an internal carbon price. This assessment would guide CLAR to consider EHS risks and opportunities upfront and identify mitigation measures earlier. The significant findings of the EHSIA and their cost implications are incorporated in the investment paper submitted to the Board for approval,

to provide a more holistic perspective of the investment and ensure necessary CAPEX has been set aside for the investment to meet CLI 2030 SMP targets. Through CLI's ERM Framework and the EHSIA, certain physical risks are prioritised e.g., floods are highlighted in the due diligence reports and plans to integrate climate change resilience and adaptation considerations into the design, development and management of its properties. To further strengthen climate resilience to flood risk, CLAR, through CLI regularly engages its operation teams to ensure flood emergency response plans are implemented across its portfolio.

**Metrics & Targets**

CLI has tracked and reduced the carbon emissions of its managed and owned operational properties, including those of CLAR, via its cloud-based ETS. All related metrics have been regularly disclosed in CLAR's integrated sustainability reports and CLI's annual Global Sustainability Report. Since 2010, CapitaLand has been disclosing Scope 1, 2 and 3 GHG emissions of its global portfolio and the data has been externally assured.

Furthermore, in 2022, the CLI Group had their carbon emissions reduction targets approved by the Science Based Targets initiative (SBTi) for a 1.5 °C scenario. This target is in line with the goals of the Paris Agreement to keep global temperature rise to 1.5 °C in this century. CLI has also committed to Net Zero by 2050 for its Scope 1 and 2 emissions, which includes the CLAR's assets. Please refer to the CLI Global Sustainability Report 2022, page 16-18 for more information.

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Further, CLAR-level targets that are relevant for the climate and decarbonisation journey have been included in the Environmental performance section.

The Scope 1 and 2 emissions for FY2023, including the carbon intensity has been presented on pages 30 to 31. To calculate its carbon emissions, CLAR takes guidance from the operational control approach as defined by the GHG Protocol Corporate Standard. For more information, please refer to Appendix A: Environmental Data Quantification Methodology on pages 72 to 73. A focus area at CLI Group level is the tracking and disclosure of material Scope 3 categories in the next few years, especially supply chain emissions. Furthermore, CLI is also reviewing a carbon offsets strategy at the CLI Group level. The planned use of offsets would be aligned to the current SBTi requirements, i.e. offsets will only be used in the last-mile for emissions reductions beyond CLI's science-based reduction targets and decarbonisation strategies (i.e. residual emissions) to reach net zero; and will be sourced from high quality reputable carbon credit projects that undergo the

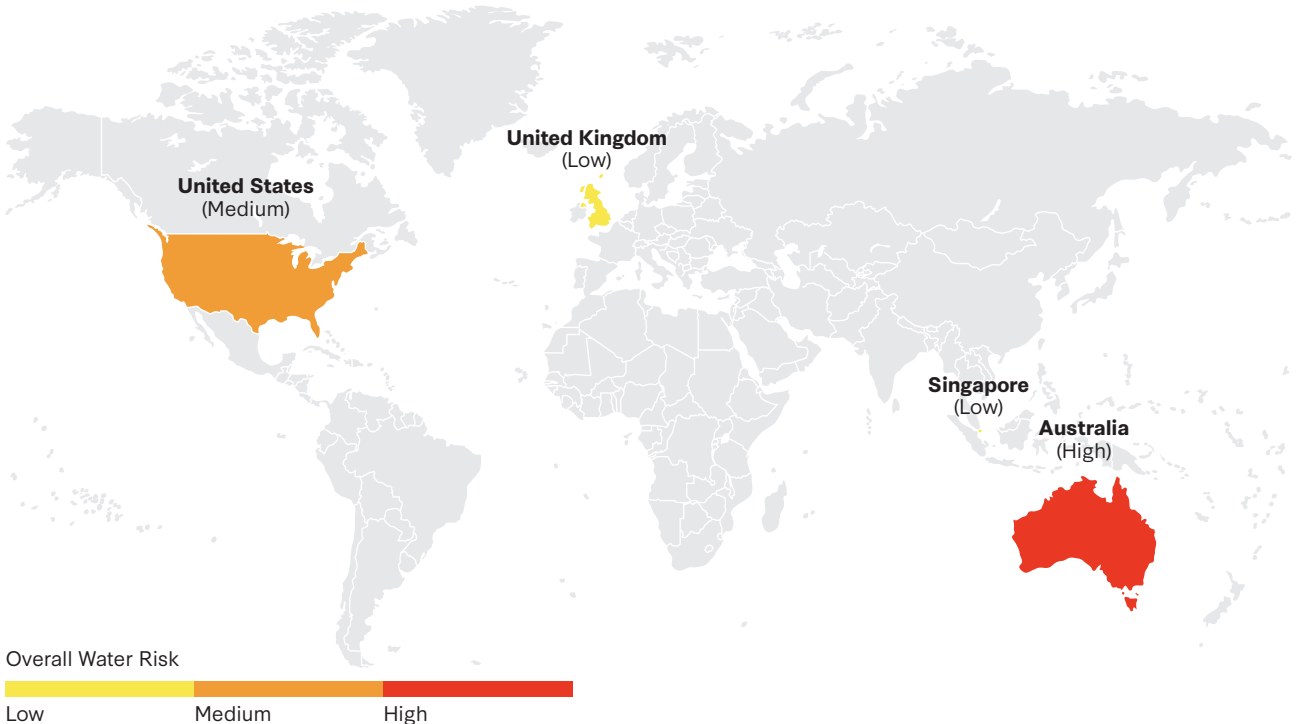
necessary verification and certification processes, aligned to international standards. In this regard, CLI is aiming to ensure the credibility and integrity of the offsets that its plans to procure. CLAR is also working on measuring its Scope 3 carbon emissions inventory and has started disclosing Scope 3 this year.

Aligned with CLI, CLAR has set sustainability and climate-related performance metrics and targets that are linked to the remuneration policies for members of senior management, such as the Balance Scorecard (BSC) framework for FY2023 which had included both quantitative and qualitative targets relating to climate change. These sustainability and climate-related performance metrics and targets are cascaded down to the operational teams, which includes Portfolio Managers, Asset Managers, Property Managers and the Manager's Sustainability team.

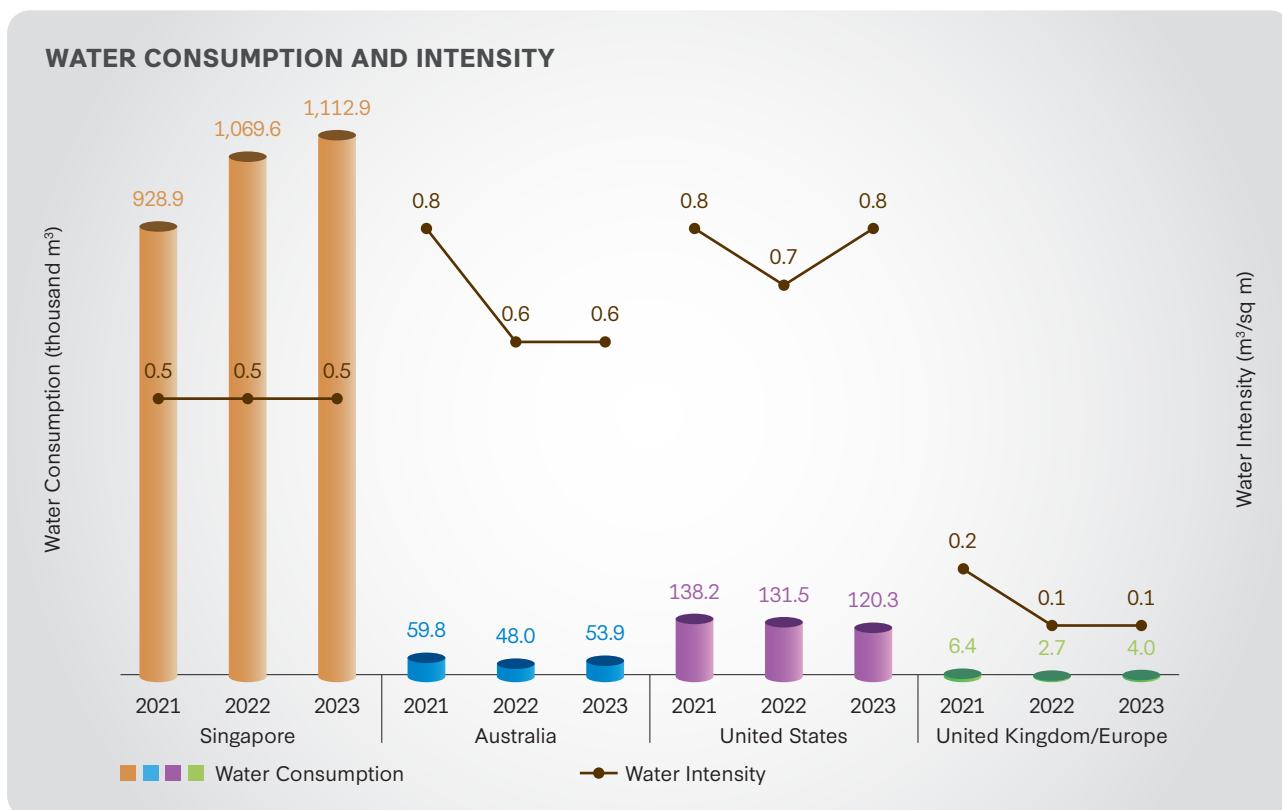
CLI will continue to explore new metrics to measure climate-related risks and opportunities which CLAR will assess and adopt where relevant for its portfolio.

## MANAGING WATER RESOURCES

Most of CLAR's properties are located in water stressed areas where growing pressures of climate change continue to pose greater threats to society. Water stress refers to the ratio of water demand to renewable supply. As such, CLAR adopts a strategic approach to water management and quality to enhance the efficiency, resilience, and long-term value of its portfolio. CLAR is committed to reducing total water consumption, reusing, and recycling water where possible as well as preventing water pollution. Over the years, numerous water-saving initiatives have been introduced to reduce overall water intensity with an aim to achieve cost savings as well. Water withdrawal from all of CLAR's properties is derived from municipal supplies, and all wastewater is responsibly disposed of via municipal facilities.



Source: World Resources Institute (WRI) Aqueduct Water Risk Atlas (wri.org)



Total water consumption across all regions increased by 3.1% to 1.3 million m<sup>3</sup>. Due to the increase in total floor area, there was no change in water intensity. Thanks to efforts to reduce the portfolio water consumption, water from recycled sources made up over 13.2% of total consumption.

#### Singapore

Water consumption in Singapore rose slightly compared to FY2022, from 1,069,587m<sup>3</sup> to 1,112,891m<sup>3</sup> in FY2023. This is mainly attributed to the increase in the number of assets under management. Another contributing factor to the increase is the implementation of on-site projects and initiatives, including pipe replacement works.

One of the initiatives that was piloted at one of CLAR’s properties was the **Irrigation Stick**. It is an innovation that reduces the amount of water consumption by drawing in moisture from the air into the ground. This innovation was selected from the 2021 CSXC. The pilot was concluded with 33% reduction in irrigation frequency. However, it was not extended to other properties due to the low volume of water used for irrigation, resulting in significantly prolonged payback periods.

#### Australia

The year-on-year water consumption increased in FY2023 from 48,041m<sup>3</sup> to 53,857m<sup>3</sup>, an increase of

12.1%. One contributing factor to this was the installation of a new irrigation system at Thomas Holt Drive, which led to an increase in water consumption. In addition, due to higher occupancy rate across the portfolio, the overall water intensity increased by 10% to 0.6m<sup>3</sup>/sq m.

#### United States

Continuing the trend of water consumption reduction in FY2021 to FY2022, total consumption fell by 8.5% in FY2023 compared to FY2022, to 120,342m<sup>3</sup>. Due to lower occupancy in FY2023, the water intensity increased by 7.3% to 0.8m<sup>3</sup>/sq m. In FY2023, 11.9% of the total water consumption was from recycled sources. This was attributable to efforts at the four sites located at Avenue of Science, San Diego.

#### United Kingdom & Europe

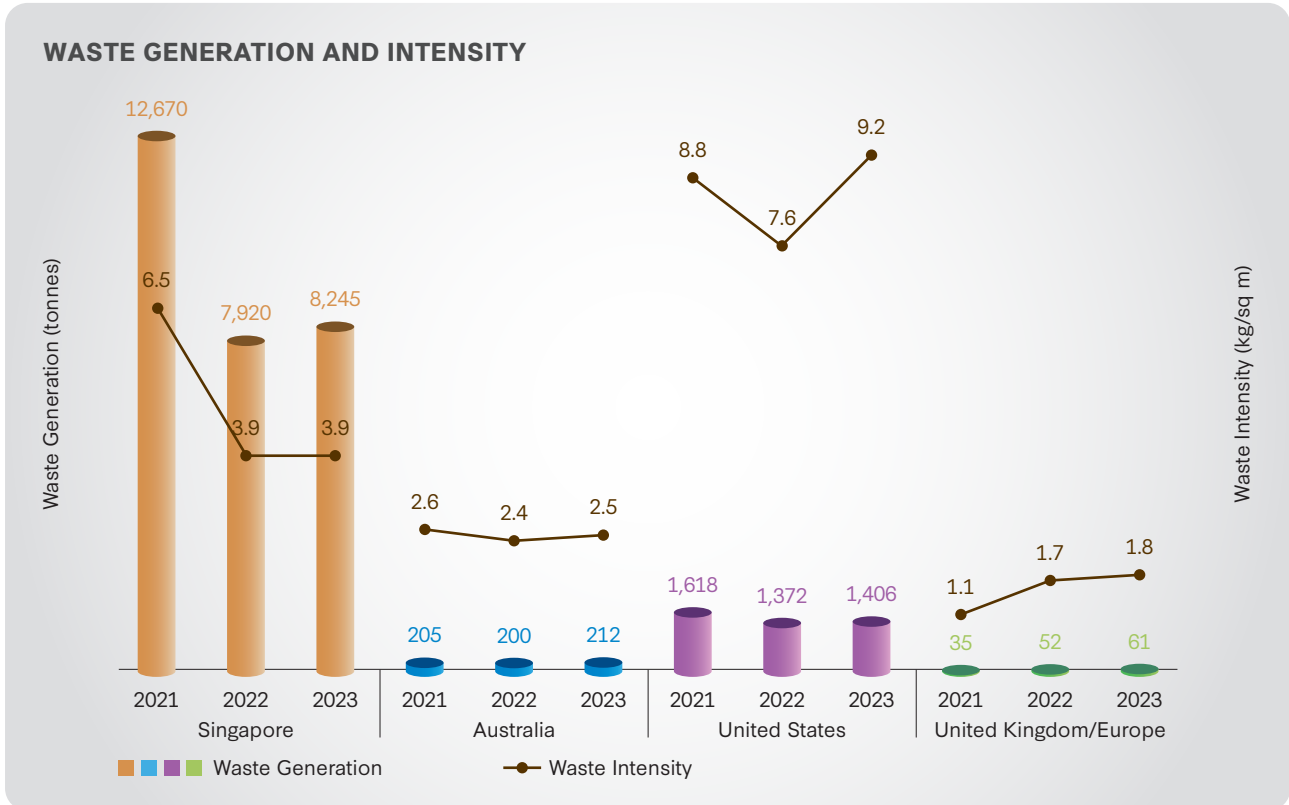
Following a significant drop in water consumption between FY2021 and FY2022, water consumption rebounded closer to FY2021 levels in FY2023, showing an 46.5% increase in total water consumption from FY2022. There were several contributing factors to this increase in consumption, including the addition of The Chess Building in 2023, which made up 30% of total portfolio water consumption. Alongside this, a large increase in consumption was seen at Cressex due to the installation of a temporary chiller to support the existing chiller prior to its replacement.

# ENVIRONMENTAL

## Waste Management Progress

Mobilising effective and responsible waste management is a priority for CLAR as part of its contribution to achieving a global net zero carbon emissions future. CLAR embraces the 3R concept of Reduce, Reuse, Recycle, to manage waste across its portfolio which includes use of landfills or recycling facilities. In Singapore, waste is sent to waste-to-energy incineration plants instead of landfills and, in Australia, composting programmes are available for waste disposal.

CLAR aims to manage waste responsibly by engaging with our stakeholders to reduce and recycle. CLAR continues to implement new waste management initiatives which could help to enable a circular economy.



In 2023, total waste increased by 4.0% to 9,924 tonnes and the overall waste intensity increased by 0.8% to 4.2kg/sq m. There was an increase in waste generated across the entire portfolio, with largest increases being seen in Australia. Waste diversion from landfill remained high but slightly reduced from 88.1% (FY2022) to 87.4% (FY2023).

### Singapore

Total waste generated in FY2023 increased compared to FY2022 by 4.1% while the total waste intensity decreased by 0.6%. This increase was mainly attributed to the new Singapore properties acquired in 2023. 100% of waste in Singapore was diverted from landfill, of which 96% was sent to waste to energy plants managed and run by the government, and the remaining 4% was recycled.

In Singapore, a number of waste management initiatives by CLAR, are explorations of how waste can be repurposed or collected and processed in environmentally friendly ways. CLAR has continued the implementation of SGRecycle for paper recycling at Aperia and Galaxis, as well as the reverse vending machines for bottles and cans recycling at 4 properties. Under the social recycling initiative, SGRecycle, a paper recycling station was implemented in 2022 in Aperia and Galaxis. The aim was to reduce recycling contamination, increase paper and overall recycling rates.

CLAR has also continued its e-waste recycling programme begun in 2022, with e-waste recycling bins provided at 15 properties. CLAR’s partnership with e-waste collection vendor, TEE Environmental provided quarterly collection directly from tenants as well as private and confidential documents shredding service for 66 CLAR properties.



Supporting Singapore’s national waste management strategies to becoming a Zero Waste Nation, a pioneering food waste digester pilot project was initiated at 2 Senoko South (a food factory) in FY2023. This approach aims to address the growing issue of food waste by leveraging advanced digestion technology to convert food scraps into useful byproducts such as compost.

The tenant waste digitalisation system is a pilot endeavour that leverages smart technology to weigh and track both non-recyclable and recyclable waste. This will enable greater visibility of waste generation trends, which can then drive more targeted recycling efforts. There are other ongoing pilots that look at waste management from different angles, such as reverse vending machines for bottles and cans.

**Australia**

In FY2023, waste generation increased by 5.9% from 200 tonnes (FY2022) to 212 tonnes (FY2023). While the total recycling figure increased, the total proportion of waste recycled fell from 28.6% to 21.1%. Waste performance continues to be reviewed and opportunities to be identified to reduce overall generation and increase recycling.

**United States**

Compared to FY2022, the waste intensity in the US increased 20.2% to 9.2kg/sq m, while total waste generation in the US increased by 2.5% to 1,406 tonnes. Recycling fell from 28.1% of total waste to 26.1% in 2023.

**United Kingdom & Europe**

In FY2023, total waste generation increased in the region by 18.4%. Waste management initiatives are predominately tenant led but property managers continue to engage with tenants to promote best practice around waste reduction. With partial credit to this engagement, recycling rates within the region increased from 29.2% to 33.3%.

**Focus on Biodiversity Sustainability**

The real estate sector shares a symbiotic relationship with biodiversity and ecosystem services such as clean air and water, moderation of urban heat, the formation of microclimates, and resilience against natural disasters. Despite this, real estate often drives the key threats to biodiversity through overexploitation of resources, habitat loss, climate change, invasive species and pollution.

CLAR manages and monitors each stage of a project to sustainably manage the natural resources fundamental to sustainable development. CLAR recognises the importance of maintaining core ecological functions of habitats, including forests, and the biodiversity they support.

CLAR is committed to managing biodiversity sustainability by tracking its environmental performance against the material issues of climate change, energy, water and waste. CLAR does this by creating, enhancing and conserving habitats for flora and fauna, on-site as well as the immediate surroundings of the development projects.





# SOCIAL

## 2023 Target

95% of vendors with Level 3 in bizSAFE and above.

## Performance

>95% of vendors with bizSAFE Level 3 certification or higher.

## Perpetual Target

- Zero incidents resulting in staff permanent disability or fatality.
- To achieve zero cases of validated discrimination.
- To ensure that at least 95% of vendors<sup>(29)</sup> attain a Level 3 in bizSAFE and above.

## WHY THIS MATTERS

The spaces CLAR creates are the backdrops to daily life, contributing to people's productivity, comfort and safety. They are designed to cultivate communities rich in diversity, inclusivity, and well-being. From conceptualisation to completion, each stage of the work is guided by these principles. It is a dedication that aligns with the values of CLAR's customers and investors, strengthens its relationships within the communities served, and allows CLAR to stay ahead of the curve in regulatory standards. By laying these foundations for resilient communities, CLAR ensures that its progressive spirit and relevance stand strong in service to all its stakeholders.

## CLAR'S APPROACH

CLAR's approach is rooted in the belief that efforts and initiatives carried out by CLAR should serve the community's needs, ensuring that these contributions lead to sustainable growth and improved quality of life. This perspective drives CLAR to create spaces where people feel valued and connected, reflecting dedication to making positive and lasting impact. Going beyond legal compliance, CLAR focuses on thoughtful, meaningful and responsible action. The health, safety and well-being of key stakeholders – employees, tenants, supply chain partners and visitors at the properties are fundamental. CLAR consistently strives to collaborate with tenants to foster sustainability-centric practices. This joint effort aligns with CLI Group's wider sustainability objectives and guides towards shared milestones in the sustainability journey.

(29) Refers to vendors appointed for CLAR's property management services in Singapore.

## OCCUPATIONAL HEALTH AND SAFETY (OHS)

CLAR is intrinsically linked to its stakeholders, whether it is employees, supply chain partners, tenants or visitors to CLAR properties. Their health and safety is important to CLAR. CLAR’s comprehensive approach to OHS has been a key driver of operational excellence and a positive work environment, achievements central to its end-goal of achieving sustainable business success.

### Occupational Health and Safety Initiatives

#### Occupational Health and Safety Management System

CLAR’s takes a systematic approach to safety, shaped by the adoption of ISO 45001 Occupational Health and Safety Management System (OHSMS), as part of CLI’s broader Environmental Health and Safety Management System (EHSMS). This OHSMS framework enables CLAR to manage risks and improve OHS performance more holistically.

As part of CLI’s EHSMS, annual audits are conducted by internal EHSMS auditors and accredited third-party external auditors for Singapore-owned and managed properties to ensure conformance to the ISO 45001 standard.

#### Design For Safety (DfS)

Design for Safety is a crucial aspect of every development project or AEI. CLAR prioritises the identification and mitigation of health and safety risks from the very beginning. CLI SBG is followed to ensure that health and safety considerations are integrated into all project stages, including feasibility studies, design, procurement, construction, and operations.

By adopting DfS principles, CLAR is able to identify and address safety risks early on during the building design or AEI, ensuring a safer working and living environment for all.

#### CLI Global Safety Guidelines (GSG)

CLAR adopts CLI’s Global Safety Guidelines (GSG) to assure a consistent standard of safety practice. The GSG provides clarity to CLAR’s property management teams with regards to CLAR’s safety requirements. This is especially crucial as safety practices and requirements vary from country to country. The GSG sets the base, and CLAR properties conform to the GSG even if local country regulations do not require them. CLAR Property Managers’ staff and workers receive training on OHS, like “Safety Fundamentals” and “Risk Assessment Essentials”, to better equip them to implement the GSG.

#### Environment Health and Safety Impact Assessment (EHSIA)

Occupational Health and Safety risks are also evaluated under the EHSIA during the feasibility study and due diligence stage for new acquisitions. Significant findings and their cost implications are incorporated in the investment paper submitted for approval.

By conducting EHSIA upfront, CLAR can identify safety risks and address them in the early stages of building acquisition.

#### Hazard Identification and Risk Assessments (HIRA)

Hazard identification is a leading indicator that supports CLAR’s preventive efforts in managing risks effectively. Integrating HIRA into CLAR’s business practices reflects the proactive mindset to address risks and in seeking opportunities to improve safety. This is CLAR’s commitment to the prevention and mitigation of OHS impacts linked to responsible and ethical business practices.

#### iSafe Digital App

To enable worker participation in safety improvement opportunities, CLAR leverages CLI’s in-house digital solution, iSafe. This app is enabled for all CLAR Singapore properties and will be progressively rolled out globally. The iSafe app also extends CLAR’s reach as all CLI staff worldwide is empowered to “snap and submit” safety improvement reports.



# SOCIAL

CLI Staff Recognition – Safety Warrior. Celebrating an achievement by CLAR’s Property Management staff Ms. Yeo Si Jue, Senior Executive – Property Management at Business Park - West Cluster (Singapore), for submitting CLI’s 1,000<sup>th</sup> iSafe safety finding.

Si Jue shares her thoughts on this milestone: “You and I can make a difference!” Si Jue underscores the dedication and hard work that collectively assure safety at CLAR properties.

CLI staff worldwide are empowered to “snap and submit” safety improvement reports at CLAR properties.



## Senior Leadership Gemba Walks

Management and key managers from the Property Manager commit time for regular Gemba walks (safety site inspections). These Gemba walks actively seek out safety improvement opportunities at CLAR properties. In addition, CLI’s Leadership Council conduct similar Gemba walks to gain first-hand safety insights of CLAR properties.

The Manager’s CEO also participates in CLI’s cross Business Unit Gemba walks, as such Gemba walks also facilitate cross-pollination of best practices across Business Units. Demonstrating leadership by example, the CEO “lent his fresh eyes” to one of CLI’s Business Units by leading a Gemba walk at a CLI retail property.

## Adoption of local safety programmes

CLAR supported its Property Manager to adopt the Singapore Workplace Safety and Health Council’s bizSAFE Partner programme for its Singapore portfolio. A bizSAFE Partner is recognised as an organisation that has strong influence in its business value chain to guide existing and potential supply chain stakeholders to elevate their safety practices. CLAR believes that contractors / vendors with higher safety standards can better contribute to safety of CLAR properties.

## Contributing back to communities where CLAR operates

CLAR, through CLI, actively participates in national OHS efforts. In Singapore, where CLAR has a major presence, CLI participates as members of the Singapore Workplace Safety and Health (WSH) Council (Construction and Landscape) Committee, WSH Council (Facilities Management) Committee, and the Tripartite Oversight Committee on Workplace Safety and Health. CLI also provides leadership and Co-Chairs the Singapore WSH Council (Industry Capability Building) Committee. This committee guides WSH capability development in Singapore.

## HUMAN CAPITAL MANAGEMENT

CLAR places high importance on cultivating relationships with various stakeholders, including employees, tenants, vendors, contractors, and the communities where CLAR operates. These relationships are overseen with professionalism, accountability, elevated level of diligence, necessitating adept management across numerous points of contact.

The Manager recognises that employees are the most valuable assets who contribute their skills, experience and dedication to the growth and enduring success of CLAR. Adopting the integrated human capital strategy from CLI, the Manager looks to recruit, nurture and continuously motivate employees.

Key Performance Indicators (KPI) were developed both for business and people development. This is to ensure that employee performance goals align with CLAR’s business objectives as well as with the frameworks and standards practised globally. Employees are provided with appropriate development opportunities that help them flourish in their jobs and unlock their full potential.

The workplace culture at CLI is characterised by the spirit of collaboration and innovation, harmoniously balanced with the relentless pursuit of excellence. To effectively foster this culture, CLI places high priority on the development and engagement of its people.

### Employee Engagement

Employees are actively engaged through various channels and platforms to ensure effective communication of information and alignment of business goals. These consist of:



- **Continuous Feedback and Communication**

- An open-door policy is practised allowing all employees to obtain a fair review and a prompt response to problems or concerns relating to employment.



- **CapitaLand Employee Engagement Survey**

- This survey is conducted to measure employees’ engagement. It provides a channel for employees to share feedback, provide suggestions and for management to formulate action plans to work on areas for improvements.



- **Professional Development and Growth Opportunities**

- Performance and career development reviews are conducted regularly for all employees where performance, developmental needs, career plans and areas for improvement are discussed.



- **Inclusive Workplace Culture and Well-being**

- CLAR cultivates an inclusive workplace culture where the well-being of employees is prioritised through wellness programmes and flexible work arrangements to support their total well-being and promote work-life balance.

# SOCIAL

In 2022, the CLI Well-being Programme was revamped to address employee well-being in a more comprehensive manner. The new well-being framework identifies six overlapping facets, addressed through engagement measures that raise employees' quality of life, and consequently strengthen their performance at work.

Under the CLI Well-being Programme, 20 programmes and initiatives were undertaken covering Mental Health, Physical Fitness, Career Wellness, Social Wellness and Financial Wellness.

The well-being programmes were successful with 686 attendees from various businesses and job levels. Participation included CLI staff from 18 countries, including Singapore, Malaysia, Vietnam, China and India, among others.

CLI's flexible medical and benefits plan covers both full-time and part-time staff. It includes:

- Core Insurance and Medical Plans: Outpatient Medical, Group Hospitalisation & Surgical, Group Term Life and Group Personal Accident Insurances
- Permanent employees may choose to cover their eligible dependents under the core insurance plans
- Other insurance and health options include Dental Care, Annual Preventive Health Screening, Group Critical Illness, Group Long Term Disability Income
- Holiday reimbursement and fitness allowance for permanent employees

Various flexible work arrangements pertaining to work hours, working from home or part-time work arrangements are practised keeping work-life balance for employees.

CLAR's pro-family arrangements include:

- Parental leave to all eligible employees. In Singapore, working fathers are entitled to shared Parental Leave (up to four weeks of their wives' 16 weeks of government-paid Maternity Leave), on top of the two weeks of paid Paternity Leave.
- Eat with Your Family Day initiative, launched in 2003 by the Centre for Fathering (CFF). Employees are allowed to leave early to spend time with their families. Staff on shift-work are also granted off-in-lieu.

CLI advocates staff volunteerism as an integral part of building a caring and inclusive community. It grants employees up to three days of Volunteer Service Leave (VSL) per calendar year and employees are encouraged to contribute their time and talent for approved charitable causes with CHF or on their own. Staff who utilise all three days of VSL are eligible to nominate a registered charity to receive a donation from CHF, as

## Fostering Employee and Worker's Well-being



part of its recognition and appreciation for volunteers.

**IN FY2023**

**80% OF EMPLOYEES VOLUNTEERED** and have contributed a **TOTAL OF 304 HOURS VOLUNTEERING** for various community activities.

### Key Initiatives & Measures

The initiatives undertaken to engage with employees are measured through their participation. Here are some of the recent activities and outcomes:

- **CapitaLand Employee Pulse Survey 2023**  
Conducted from October 2023 to November 2023, the survey was administered by an independent third-party vendor to assess the five drivers that impact engagement – Senior Leadership, Core Values, Immediate Manager, Well-being and Culture. The open-ended questions allowed employees to share their feedback on organisational culture, as well as areas for improvement and suggestions. At CLI Group level:
  - Employee participation was 93% compared to 91% in FY2022
  - Employment engagement score was 84% compared to 83% in FY2022
- **Staff Communication Sessions**  
Regular staff communication sessions were organised to update CLI staff on the CLI Group's latest developments, future plans, business targets as well as key events or initiatives. During one such session, details regarding the renovation plan for the new headquarters office were presented and feedback from staff was gathered.

### Promoting Social Wellness

Social wellness encompasses building healthy, nurturing, and supportive relationships, along with fostering a genuine connection with people who work together. CLAR actively promotes social events and team building activities to establish a conducive working environment.

#### The Manager's Recreational Committee



Created in FY2023, the Recreational Committee promotes employees' well-being, strengthens interpersonal relationships and fosters a positive and inclusive workplace culture within the Manager. The activities encompassed social interaction, team building, and physical activities to promote well-being and boost morale.



The activities included a lunch time talk on team engagement through language of appreciation, team bonding events and quarterly birthday parties. The team also seeks to inspire change, showcase integrity and accountability to the community. CSR activities with Fei Yue Community Services, a collaboration with CHF, was organised to motivate employees to contribute to the betterment of society.

#### Appreciation Tea

The Manager organised the event involving the Leasing and Asset Management teams of the Singapore Property Manager, and the Manager's Portfolio Management and Business Development teams, to express appreciation for their support and contribution to CLAR.

#### The Manager's Townhall

The annual meeting was conducted to share the journey of the company and its future direction.

**> 80% of employees had joined in-person.**



# SOCIAL

Employees of the Manager also participated in a number of events as listed below:

- The inaugural CapitaLand Group Sports Day 2023, which was an action-packed day with around 1,400 participants competing in Basketball, Captain’s Ball, Futsal, Table Tennis and Team Relay. CL Group management team joined the Senior Management Telematch, proving that leadership is about being part of a dynamic team.



- A total of 1,701 staff across the CL Group attended the Staff Appreciation Night 2023. The annual dinner and dance was held to celebrate the achievements and show appreciation to CL Group staff.

STAFF APPRECIATION NIGHT 2023

**1,701**  
STAFF ACROSS  
CAPITALAND GROUP ATTENDED



Scan the QR Code to view:  
The video of CL Group Staff Appreciation Night

- CLI Employee Experience (EX) Committee is a staff volunteer initiative to drive key experience building programmes for CLI. It was launched in 2023 to organise group level events and foster bonds across various business units.
- As part of Singapore Science Park (SSP)’s 40<sup>th</sup> anniversary celebration, CapitaLand Development launched Art Jam Science Park, a community art programme aimed at fostering inclusivity and community engagement. The SSP community came together to adopt and paint 40 benches featuring artwork by persons with disabilities.

The Manager also supported this initiative, with 21 employees participating in the bench painting event. Together with matching donations from CHF, the community contributed over S\$270,000 collectively to benefit the five charity organisations, in support of skills development initiatives for youths with special needs. The 40 completed benches were also showcased at an unveiling event, and later brought across SSP for various activations.





- **The Thinking Cap Team (TTCT)**  
CLI believes that nurturing a strong sense of community and teamwork is crucial to drive towards greater heights. The Thinking Cap Team (TTCT) was set up in 2022 for fellow colleagues to engage, synergise and strengthen the Listed Funds business. TTCT had introduced initiatives and programmes to forge better work relationships, have a better understanding of CLI ecosystem, as well as promote employee well-being.



- The Ambassador programme was introduced in 2022 and continued to remain relevant in 2023 in providing a channel for employees to give feedback and suggestions to the management of the respective REITs. The designated ambassadors use this platform to engage fellow colleagues actively, providing moral support and a listening ear to their colleagues, when necessary.

- The CLI Listed Funds Cross-REIT Sharing & Team Bonding Session provided a platform for cross-sharing of ideas and discussion on specific topics of interest across the various Listed Funds. A panel discussion was also held to discuss the challenges and potential business opportunities ahead for the various real estate sectors and geographies. Following the sharing session, a team building event that involved the building of refurbished bicycles for charitable causes was organised in the afternoon.

The Manager contributed one bicycle for this session, utilising the one previously featured in the Sustainability Corner competition to reduce wastage and promote recycling.

..... **TOTAL** .....

**119** CLI STAFF JOINED THIS MEANINGFUL EVENT      **AND**      **12** BICYCLES WERE BUILT FOR DONATION



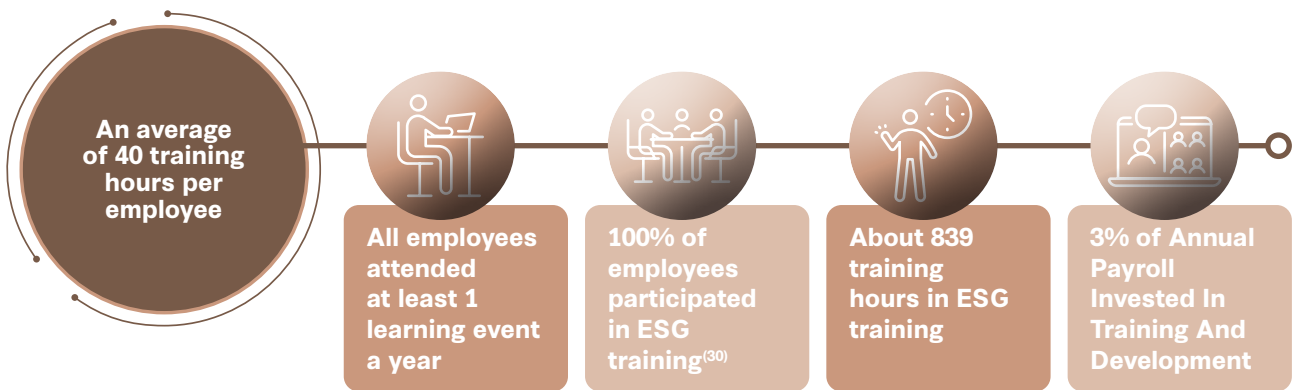
# SOCIAL

## EMPLOYEE EMPOWERMENT

The Manager considers empowerment of employees as a strategic investment that yields numerous benefits. Training is provided to improve knowledge and expertise that contribute meaningfully and effectively to CLAR’s performance. CapitalLand has an in-house training hub, CLIMB, which supports the training and development needs of employees.

The Building Capabilities Framework (BCF) was developed and implemented to create a future-ready workforce for the organisation to remain competitive in a fast-expanding digitally transforming landscape. BCF was rolled out globally in FY2020. Employee competencies were categorised according to different skillsets: Core, Functional, Adaptive, and Digital skills. Three levels of mastery: Aware, Apply, Ace were also identified.

The annual training roadmap covers a range of essential topics that allows employees to reach their full potential. The employees participated in:



In compliance with Monetary Authority of Singapore (MAS) regulations to continuously update their knowledge and skills and keep abreast of developments within the REIT management industry, Capital Markets Services (CMS) Licensed Representatives also attend relevant courses organised by The REIT Association of Singapore (REITAS), such as rules and ethics, contributing to Continuing Professional Development (CPD) training hours.

In 2023, CLI Group Sustainability hosted the Sustainability 101 Roadshow for CLI staff (which includes the Manager’s employees). It is a specially-curated interactive programme to help staff understand the basic concepts of sustainability and climate change, key principles of ESG, CLI Group’s sustainability strategy, and how employees can integrate it into their work. Four sessions were held, with a total of 500 staff from 18 countries attending virtually and in-person, clocking in 1,500 training hours with an 87% satisfaction rating on content and discussions.



### SUSTAINABILITY 101 ROADSHOW

**87%**  
SATISFACTION RATING ON  
CONTENT AND DISCUSSIONS



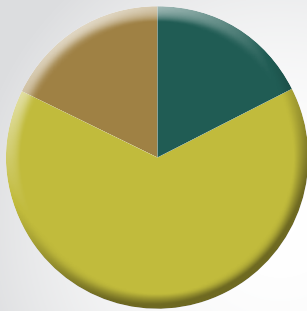
(30) ESG training includes courses on environmental sustainability, diversity, equity and inclusion (DEI), cybersecurity, data protection, anti-money laundering and managing fraud, bribery and corruption, among others.

### Employee Profile

The Manager's collective strength, as of 31 December 2023, stands at a total of 51 full-time and part-time employees in Singapore, comprising 18 males and 33 females.

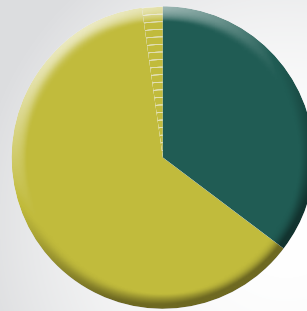
19 employees are employed at executive level, of which 3 are males and 16 are females, while the remaining 32 employees are at managerial level, of which 15 are males and 17 are females. More than half of the workforce are aged above 30 years old.

#### EMPLOYEE PROFILE BY AGE



■ Aged above 50	9 employees (2 males and 7 females)	17.6%
■ Aged 30-50	33 employees (15 males and 18 females)	64.7%
■ Aged below 30	9 employees (1 male and 8 females)	17.6%

#### EMPLOYEE PROFILE BY GENDER



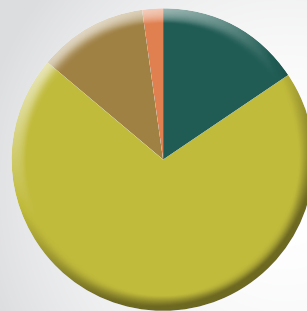
■ Male	full-time employees	18
■ Female	full-time employees	32
■ Female	part-time employees	1

#### EMPLOYEE PROFILE BY SENIORITY



■ Executive level	19 (3 males and 16 females)
■ Managerial level	32 (15 males and 17 females)

#### EMPLOYEE PROFILE BY EDUCATIONAL QUALIFICATIONS



■ Masters'/ Post-Graduate Degrees	8
■ Bachelor's Degrees	36
■ Diploma / GCE A Level	6
■ GCE O level / Industrial Certificate	1

# SOCIAL

## Building a Culture of Inclusion

CLI celebrates diversity and inclusivity, recognising the merits in enriching its organisational culture and in fostering innovation and creativity. Regardless of gender, race, nationality or family status, CLI believes all employees make significant contributions based on their diverse talents, expertise, and experiences. CLAR is also proud to have been ranked fourth in Singapore in Equireap's Gender Equality Report and Ranking 2024.

CLI has also launched a three-part e-learning series on Fundamentals of Diversity, Equity and Inclusion (DEI) that focused on gaining awareness and knowledge on working and leading diverse teams at the workplace, and all CLI staff were encouraged to participate.

As a signatory of the Employers Pledge with the Tripartite Alliance for Fair and Progressive Employment Practices (TAFEP), CapitaLand Group is fully committed to uphold the five key principles of fair employment. These are:

- Recruit based on merit: Prioritise skills, experience or ability to perform the job, regardless of age, race, gender, religion, marital status, family responsibilities, or disability
- Respect employees: Fair treatment and implementation of progressive human resource management systems
- Provide fair opportunities: Provide training and development based on employee strengths and needs to help them achieve their full potential
- Reward fairly: Employees' ability, performance, contribution and experience provide criteria for awards
- Comply with labour laws: Compliance to labour laws and adoption of TAFEP guidelines

CLAR ensures leadership succession by identifying and developing talent from within the organisation as well as from external sources. CLI keeps a lookout for young talent through its network of local and foreign universities.

At the same time, CLI continues to employ experienced, mid-career professionals and industry veterans to strengthen organisational performance.

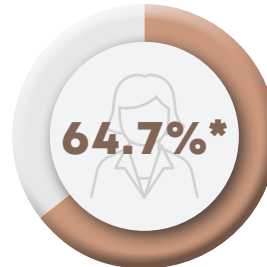
CLI re-employment policy extends employment to employees who have reached the minimum retirement age but are still able and willing to continue contributing to the organisation. There are programmes in place to facilitate continued employability which includes:

- Pre-retirement planning for intended retirees
- Re-training for those intending to continue working
- Employment assistance
- Job placement services
- Training and counselling on transitioning to a non-working life

CLI believes in fair remuneration that attracts and helps to retain the right talent. To achieve this, the following are in place:

- Balanced Scorecard (BSC) framework that incorporates both quantitative and qualitative targets relating to ESG which applies to all employees, including management
- Benchmarking against various market data, including salary surveys conducted by external consultants, to ensure competitive total remuneration packages are aligned with market standards

## Diversity Commitment in Numbers

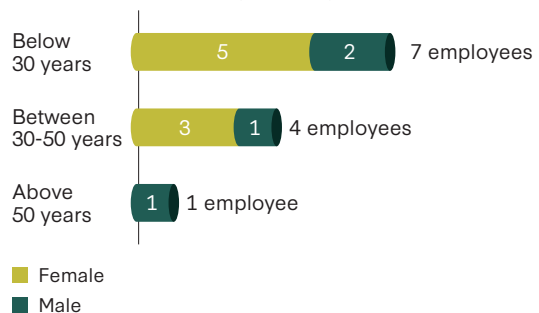


\* Women holding leadership positions at Executive and Managerial level

### Ratio of basic salary and remuneration of women to men

- E Grade<sup>(31)</sup>: 70% in favour of men
- M Grade<sup>(32)</sup> and above: 12% in favour of men

## Turnover rate by age and gender



(31) Refers to Executive grade employees.

(32) Refers to Managerial grade and above employees

## COMMITMENT TO HUMAN RIGHTS

Being a people-centric organisation, CLI places the preservation of human dignity, and self-respect of every individual, at the centre of human capital management. CLI considers this as essential for the well-being of key stakeholders, from employees to tenants, as well as the broader community. This covers every aspect of human rights from child labour, forced labour, human trafficking, code of conduct, diversity and inclusion to ensuring a healthy work-life balance.

### Social Charter

CLI's Social Charter upholds and respects the fundamental principles set out in the Universal Declaration of Human Rights, the International Labour Organisation (ILO) Declaration on Fundamental Principles and Rights at Work, United Nations Global Compact's principles on Human Rights and Singapore government's legal frameworks and legislation to protect individual rights, i.e. Employment Act, Tripartite Alliance for Fair Employment Practices (TAFEP) and National Wages Council Guideline. This is published on both CLI website and also on the intranet to raise awareness.

The Manager adopts the Social Charter and ensures that a supportive and respectful environment is provided for all employees.

### Grievance handling

CLI's commitment to upholding human rights includes how grievances are handled.

The policy ensures a fair, safe and productive work environment where grievances are dealt with sensitively and expeditiously. CLI has established a set of procedures for handling grievances and provide means by which employee complaints concerning work-related problems can be addressed.

A grievance is described as any type of concern or complaint related to work or the work environment (consisting of, but not limited to):

- Workplace harassment
- Health and safety
- Supervisor behaviour
- Adverse changes in employment conditions.

The aggrieved employee may choose from several options for the next course of action.

### Workplace harassment

CLI recognises that harassment on the basis of gender, race, and religion is a violation of local law. CLI provides all employees with a work environment that is free from harassment and any harassment on employee, supervisor or manager will not be tolerated.

This policy identifies unlawful harassment as consisting of, but not limited to:

- (a) Verbal conduct, such as derogatory comments, slurs, unwanted sexual invitations or advances;
- (b) Physical conduct, such as unwarranted or offensive touching, impeding or blocking an employee's movement, or assault;
- (c) Visual conduct, such as derogatory or offensive photographs, posters, cards, cartoons, graffiti, drawings or gestures;
- (d) Threats and demands that an employee submit to sexual requests in order to keep his or her job, or to avoid some other loss, as well as offers of job benefits in return for sexual favours; and
- (e) Retaliatory actions taken against an employee for reporting or threatening to report harassment.

The harassment policy provides guidelines for employees on how to report any incidents without fear of reprisal and outlines a series of disciplinary actions that will be instituted against the wrong-doer after investigations are made.

### Anti-Child Labour and Anti-Forced Labour

CLI continuously strives to be a workplace of choice for employees. As a signatory of the United Nations Global Compact, CLI is committed to the 10 principles in the areas of human rights, labour, environment, and anti-corruption. CLI stands firmly against any form of coerced labour and discrimination, and adheres to international human rights principles, including the Universal Declaration of Human Rights and the ILO Conventions.

### Freedom of Association and Collective Bargaining

CLI respects the freedom of association and being members of trade unions. In Singapore, CLI is guided by the Industrial Relations Act that allows employees to be represented by trade unions for collective bargaining. This allows an avenue for staff to seek redress in cases of industrial disputes.



- Number of grievances recorded and resolved
- Number of cases of workplace harassment reported and resolved
- Number of cases of discrimination, child labour or forced labour recorded and resolved



- Human rights training and awareness range from workshops to e-Learning series and talks, such as DEI training.
- Impact assessments and studies

# SOCIAL

## SUPPLY CHAIN MANAGEMENT

CLAR considers not just its internal circle of operations but also widens that circle to include persons and processes in the value chain that contribute to CLAR's product or service, as they constitute an integral part of CLAR's business. For example, CLI screens all of their contractors and suppliers to ensure sustainability practices are embedded throughout its supply chain. CLI knows from experience that effective supply chain management enhances business resilience and builds trust with its stakeholders.

### Code of Conduct Builds Supply Chain Resilience

CLI adopts CapitaLand Group's Supply Chain Code of Conduct to guide all external stakeholders. Contractors undergo a thorough vetting process to meet the selection criteria. Ultimately, all contractors and suppliers who work with CLAR are committed to high-quality EHS standards. CLI is satisfied with their competencies and ability to operate responsibly.

### Stringent criteria for selection

In Singapore, suppliers are required to meet sustainability standards such as ISO 9001, ISO 14001, bizSAFE Level 3 and the NEA Clean Mark Silver. Certain suppliers also need to meet specific requirements such as licenses issued by the Police Licensing and Regulatory Department (for security service providers) and adoption of Progressive Wage Model for cleaning, security, landscape, waste management and lift & escalator sectors as required by the Ministry of Manpower, Singapore. The landscape service providers are also encouraged to be registered under the National Parks Board (NParks) Landscape Company Register.

### Checks and balances

For all CLI owned and CLI managed properties, a copy of CLI's EHS policy is sent to all vendors who must ensure that their employees have received sufficient training or are briefed on EHS measures. In cases where activities rendered may affect occupational health and safety, vendors are required to submit a copy of their risk assessments. Contractors carrying out construction work must adhere to requirements, such as deploying personal protective equipment, reporting safety incidents, and ensuring proper disposal of debris and toxic waste. Tenders valued above S\$200,000 are required to undergo CapitaLand Group's comprehensive financial check to ensure fiscal sustainability.

All term contractors / ad-hoc contractors are also required to provide safety-related documents such as Method Statement, Risk Assessment, Safe Work Procedures, training competencies of staff in accordance with applicable WSH Legislations under Ministry of Manpower (MOM) prior to commencing work on CLAR properties.

### Suppliers Performance

ACHIEVED

**100%**

COMPLIANCE BY SUPPLIERS TO CLI SUPPLY CHAIN CODE OF CONDUCT

ACHIEVED FY2023 TARGET

**OVER 95%**

CLAR VENDORS WHO ARE EITHER AT LEVEL 3 IN BIZSAFE CATEGORY AND ABOVE

## Digitalisation of Systems and Processes

Digitalisation of procurement using Zycus enables better performance tracking and evaluation. Zycus is an online Procure-to-Pay platform that allows documents to be submitted virtually for approval online and is used for all competitive tender submissions.

Moving forward, CLI Group Procurement will subscribe to a third-party ESG rating platform for ESG assessment. The ESG assessment is a complex process that entails scoring of ESG Risk and Resilience.

A new platform is being introduced that will have greater ESG focus. Vendors will be required to submit their ESG rating when they register themselves via the cloud-based solution that allows buyers and suppliers to connect on a single platform. ESG rating is one of the pre-qualification assessment criteria for vendors invited to tender.

CLAR plans to digitalise all contracts in softcopy, which includes the safekeeping of:

- Tender documentations
- Tender submissions
- Contract documents
- Insurance
- Performance bond (scanned copy from original which will be filed)

Part of sustainability commitment, CLAR actively engages in knowledge-sharing initiatives by offering comprehensive training and workshops to suppliers. Some of these trainings include:

- CLI Safety conducted term contractor safety briefing focused on Risk Management requirements, types of safety-related documents for hazardous works, as well as related accident case studies from WSH Council.
- CLI Inaugural Supply Chain CEO Safety Luncheon where participating suppliers / contractors' CEOs were briefed on the new Code of Practice on Chief Executives' and Board of Directors' WSH Duties.



- CLI Safety conducted training for CLI Retail and Workspace team, which includes the Asset Manager and Property Manager on Core Safety Module such as Safety Fundamentals and Risk Assessment essentials.

## QUALITY PRODUCTS AND SERVICES DELIVERY

CLAR's goal has always been to create a vibrant workplace and enhance tenant experience in all of their properties. Each year, CLAR strives to make things better by implementing new ideas and introducing meaningful events. This requires effective management of products and services that deliver exceptional outcomes.

### Creating Quality Spaces

CLAR's approach to creating and managing meaningful spaces is multi-fold, among which property management is a priority focus. CLAR uses the following methods to continuously upgrade its capabilities:

- Proactive marketing and leasing of spaces to achieve a healthy occupancy
- Acquisition of good quality, incoming-producing properties with established customers and/or asset enhancement potential
- Improvement of operational efficiency and optimisation of operation costs through asset enhancement initiatives
- Built-to-suit development or convert-to-suit projects to cater to prospective customers' operational requirements and specifications

### Asset Enhancement Initiatives (AEI)

Asset enhancements and redevelopments are continuously undertaken to deliver end-to-end premium quality real estate solutions for tenants. These projects often include providing community spaces as public gathering points, ensuring accessibility in the built environment to those of different age groups and varying mobility, promoting sustainability features to improve customers' work experience, and creating live-work and learn-play environments.

Examples of initiatives:

- **Enhancements to Perimeter Four in Raleigh, North Carolina, US**  
In FY2023, the installation of a brand new outdoor amenity outside of Perimeter Four was completed. This includes both informal and formal seating arrangements, providing tenants and visitors with the opportunity to enjoy a meal or collaborate in a relaxed setting. Additional furniture and verdant landscaping will be implemented in 2024.

In November 2023, a broker event was organised to highlight the new amenities, with similar events planned for 2024 to sustain the leasing momentum at the campus.

- **New amenity centre at Heartwood (formerly known as The Atrium) in Portland, US**

A new amenity centre is being constructed at Heartwood which includes a fitness centre, conference / training room, bike room, and a new speculative suite to benefit all tenants in the Cornell Oaks campus. The effort was a component of a broader rebranding initiative, which also included renaming the asset to "Heartwood" from "The Atrium" and new campus signage to raise product competitiveness to attract new and retain existing tenants. The project is expected to be completed in 2024.

### Tenant Experience

CLAR constantly seeks to create value for tenants whose evolving needs require close interaction and understanding. Guided by tenants' feedback, CLAR works to deliver exceptional tenant experiences through:

- **Tenant engagement**  
Tenant engagement programmes are conducted based on their priorities. These include:
  - Well-being initiatives, where CLAR upgrades amenities, designs events, and improves services to produce a healthy and positive workplace experience.
  - Social media campaigns where CLI conducts online contests throughout the year on its platforms, partnering with tenants such as Diamond Kitchen, bamboo bowls and Luckin Coffee.
- **Tenant feedback and surveys**  
CLAR actively seeks tenant feedback to understand their evolving needs and preferences. Decision-makers of tenant companies were interviewed and post-event surveys were conducted to obtain valuable insights that shape CLAR's responses.
- **Regular and responsive communication channels**  
CLAR is committed to fostering an open and collaborative relationship with tenants by providing regular updates and accessible communication platforms.

The C-Suites / Decision-makers of tenants are kept updated on community engagement programmes via electronic direct messages sent bi-annually. This serves as a vital touchpoint to keep these C-Suites / Decision Makers informed on CapitalLand's ongoing efforts to keep their staff engaged and a preview on upcoming initiatives.

# SOCIAL

## Workplace Community Engagement Activities

- **Let's Get Down To Earth 2023**

Held in conjunction with Earth Day, CLI encourages its community to embrace a sustainable lifestyle and reduce carbon footprint. More than 1,400 participants joined the diverse mix of green activities and events such as Bring-Your-Own (BYO) campaign, Eco Marketplace, 'Make Your Own Terrarium' and Plant-based Food workshops. The event achieved an overall satisfaction rating of 4.7 out of 5.



- **Live It Up!**

This second-edition of Live It Up!, CapitaLand's Wellness and Community festival was a huge success with an increase of 230% participation from the first edition in 2022.

Designed to guide the community in prioritising their well-being, the festival saw more than 2,322 participants in 84 sessions, held across 20 CapitaLand properties, including five CLAR properties. As a part of the Singapore Tourism Board's Wellness Festival Singapore, Live It Up! featured curated nature-based activities, set against the backdrop of selected biophilic buildings within the CapitaLand Group. Physical and mental activities such as Puppy Yoga, Healthy Tea workshop and Trampoline workouts were well-received by the community.

The event achieved an average rating of 4.7 out of 5 from the post-event survey completed by 201 attendees where over 50% strongly agreed that the variety and duration of events were good and well organised. Most participants said they felt refreshed and learnt something new.



- **Oktoberfest @ Changi Business Park (CBP)**

After its inaugural success in 2022, Oktoberfest made its return to Plaza 8 @ Changi Business Park where participants from CBP enjoyed an evening of food and festivities. As part of CapitaLand Group's sustainability efforts to minimise the use of disposables, individuals who made a commitment and brought their own mugs were rewarded with an additional pint of beer.

The event achieved a 4.7 out of 5-star rating with 338 attendees and over 33% of individuals brought their own mugs.



### TENANTS TREATS

**9,410**  
POPSICLES DISTRIBUTED  
ACROSS 17 CLAR PROPERTIES.

- **Tenants Treats**

In May 2023, tenants were empowered with the opportunity to personalise their "your Workplace Community" (yWC) tote bags with enamel pins, marking the first instance where non-food items were distributed as treats. As part of sustainability efforts to encourage tenants in reducing usage of plastic bags, a total of 11,710 tote bags and 35,130 enamel pins were distributed across 17 CLAR properties. In October 2023, tenants were treated to a delightful dessert of popsicles, with a total of 9,410 popsicles distributed across 17 CLAR properties.

The overwhelmingly positive response from tenants has not only left a lasting impression but has also translated into significant success with over 3,000 new subscribers on CapitaLand's yWC Telegram channel.



- **Aqua Yoga Qigong**

This session was conducted in collaboration with lyf one-north, a property under CapitaLand Ascott Trust. Tenants participated in this movement and mindfulness practice session, aimed at enhancing physical, mental, and emotional well-being.



- **The Workshop**

The Workshop is a community-based collaborative workplace for modern professionals where member engagement events and activities were held at all locations around Singapore. The Workshop activities are initiated and managed by the Manager’s Workshop team. Throughout 2023, members forged connections through a diverse array of activities, encompassing hands-on workshops covering the creation and customisation of lip balms and essential oils, as well as educational webinars focused on harnessing the potential of social media and mastering effective storytelling techniques.

A Christmas party was held at the end of the year at the various Workshop locations, bringing members together for a celebration to have fun, laughter, and a chance to bring home early Christmas prizes.



- **Healthy Workplace Ecosystem**

Collaboration with the Health Promotion Board (HPB) enabled CLI to curate a diverse range of activities centered around mental and physical wellness for tenants. Activities ranging from lunchtime workshops, weekly workouts to thematic workout sessions conducted within workspaces were held.

- **Tenant Engagement - Raleigh, North Carolina, USA**

Trinity Partners, CLAR’s property manager in Raleigh, US, runs a comprehensive tenant engagement programme known as Bloom which aims to foster a vibrant and inclusive community within Perimeter Park. Several events are organised each month, which includes heart health initiatives, such as the Heart Walk, creative projects, such as Make & Take Bouquets, SkillPop classes, an annual holiday event, and the March Madness Snack Bracket. Additionally, social and environmental causes are prioritised with fundraisers like the annual March of Dimes Walk and periodic greenway trail cleanups.

# SOCIAL

## COMMUNITY ENGAGEMENT

CLAR actively participates in community initiatives that are thoughtfully curated to align with the values and interests of its tenants, fostering a sense of connection, social responsibility, and shared engagement with the broader community.

### CapitaLand Hope Foundation (CHF)

CLAR supports and actively participates in CHF initiatives. CHF recently conducted a strategic review to ensure its community initiatives are continuously aligned with the needs of the community, maximising the positive impact it can deliver. It is currently focused on building resilience of the local communities, prioritising areas such as education, health and well-being targeted at children, youth and seniors. CLAR is aligned with CHF's goals, to build resilience in communities where CLAR operates.

CLAR extended support by providing spaces at Aperia and Pacific Tech Centre for activities such as #LoveOurSeniors Essential Care Packs and Bright Horizons Fund School Essentials Packing, as well as the CapitaLand Empowerment and Resilience Programme - Camp Cacti, a programme that helps children to build their social-emotional resilience through several afternoon camps. The activities were part of CapitaLand Group's annual #GivingAsOne global campaign, which was held from September to October 2023. The activities were for employees, business partners and customers to drive collective social impact by uplifting the lives of vulnerable groups in communities where CapitaLand Group operates. Over 1,300 volunteers contributed more than 9,800 volunteer hours, benefitting over 7,300 beneficiaries globally.

- *#LoveOurSeniors initiative*

CHF has been instrumental in supporting the seniors as they age. The #LoveOurSeniors initiative seeks to improve the seniors' quality of life, by providing them with better nutrition, enhanced well-being and improved living conditions.

CLI worked with its community partners to provide essential care packs, specially curated meals and nutritious bread to help supplement the seniors' essential and dietary needs. Employee and tenant volunteers also contributed their time to deliver the items. Over 500 CLI staff and 241 participants from 23 tenant companies made this a collective success, which saw over 3,100 seniors benefiting from this initiative in FY2023.

**"It has always been Gebrüder Weiss Singapore's initiative to give back to the society. We are working with CapitaLand who is more experienced, hence, it is easier for us to reach out to the right audiences."**

- Alson Lai, Country Manager for Gebrüder Weiss Singapore  
[#LoveOurSeniors Essential Care Packs]



**#LOVEOURSENIORS INITIATIVE**

**OVER  
3,100**

**SENIORS BENEFITING FROM  
THIS INITIATIVE IN FY2023**

- **Empathy Training and CSR Activity with Fei Yue Community Services (Fei Yue)**

As part of CapitalLand's #GivingAsOne, CLAR partnered with CHF and Fei Yue in October 2023, to hold a workshop for more than 40 employees. The intention was to develop empathetic skills that shape an inclusive workplace culture. The employees were able to put their new skills to good use by engaging with seniors at Fei Yue Active Ageing Centres through a series of games and activities. Participants reminisced about their old school games such as five stones, snakes and ladders, among others. The activities also introduced jigsaw puzzles featuring heritage places with participants exchanging stories about Singapore's past.



Scan the QR Code to view:  
The video of activity at Fei Yue Active Ageing Centre and Essential Care Pack activity



**THE EVENT INVOLVED**

**40 & 35**  
EMPLOYEE VOLUNTEERS      SENIORS

Through the common platform that CapitalLand Group built to leverage resources and networks, CLAR galvanised its employees and tenant companies to do good together, amplifying the direct impact of contributions to the communities.



## Singapore Management University (SMU) Study Trip to Australia

The Manager facilitated a visit by a student delegation led by one of the lecturers from SMU to CLI's office in Sydney, Australia. They were hosted by the management team from CLI International Australia (CLI Australia), who provided an overview about CLI's portfolio in Australia, which includes CLAR's assets, and strategies employed within the region.

**"We had the privilege to visit CLI Australia and learn about their presence and strategies employed within the region. It was a fruitful session to understand the different types of investments within the industry and we hope to apply the lessons learnt into our prospective careers ahead. Thank you for hosting us!"**

- Year 5 Student of Lee Kong Chian School of Business



## CLAR Study Awards

Since 2013, the CLAR Study Award has supported financially needy undergraduates from various universities in Singapore and it was extended to The University of Melbourne, Australia (Unimelb), the University of California San Diego, US (UCSD), and The University of Manchester, UK (UoM) in FY2022, in conjunction with CLAR's 20th anniversary. In total, over S\$2.5 million was pledged by the Manager since the inception of the study awards in 2013. This has broadened CLAR's community outreach and repositioned CLAR as a global REIT.

As of December 2023, the inaugural overseas study awards were presented to one student from Unimelb, two from UCSD, and five students from UoM.

**"My aspirations are driven by a desire to make a positive impact on my community and society at large. With the support of this scholarship, I am confident that I will be better equipped to achieve career goals and contribute meaningfully to the betterment of society. I would like to express my deepest appreciation to the generous donors for believing in my potential and investing in my future."**

- CLAR Study Award Recipient from The University of Melbourne, Australia

## CapitaLand 5v5 Futsal Challenge 2023

The Futsal Challenge, organised exclusively for CapitaLand's Workspace community, received an over 200% increase in signups from tenant companies. Spanning over three qualifying matches and finals in August 2023, the competition featured prizes worth more than S\$5,000. It attracted over 220 participants, of which 156 were CLAR's tenants from across Singapore, all vying for the Championship. Grab, CLAR's tenant at one-north, emerged as the first runner-up, while the best cheerleading team went to Team Audi. The competition provided an excellent opportunity for participating tenants to network and forge closer connections with their colleagues and encouraged them to get to know others from CLAR's tenant community.

### FEATURED PRIZES

**MORE THAN  
S\$5,000**

### PARTICIPANTS

**OVER  
220**

**OF WHICH 156 WERE CLAR'S TENANTS  
FROM ACROSS SINGAPORE**

### Sustainability Corner

Following the conclusion of the Sustainability Corner Competition in 2022 held by CLAR, prototypes of the winning designs were exhibited in several CapitaLand properties, including Plaza 8, 31 International Business Park, and Lot One in Singapore. This exhibition aimed to showcase the designs and solicit feedback from tenants and members of the public before the actual implementation across CLAR's properties in Singapore.

Adopting the key elements of the designs, CLAR implemented the Sustainability Corner in high traffic locations to raise awareness on climate change or sustainability issues, actions and solutions, among tenants and visitors across 10 properties in Singapore in FY2023. In addition to providing options and ideas for tenants and visitors to kick-start their sustainability journey, the Sustainability Corner also aims to provide a channel for tenants and/or businesses to share their sustainable solutions.



(from left to right, top to bottom)  
 CLAR properties with Sustainability Corner installations: 40 Penjuru Lane, 622 Toa Payoh Lorong 1, Aperia, Corporation Place, Galaxis, LogisTech, Pioneer Hub, Plaza 8, TechPlace II and The Alpha.



# GOVERNANCE

Board Diversity Target	Achievement
<b>[Gender]</b> To have at least 25% female Directors on the Board during the period leading up to 2025.	<b>Achieved.</b> As at the end of FY2023, 2 out of 8 Directors are female. This represents 25% of the Board in line with Council for Board Diversity's target of 25% by 2025.
<b>[Age]</b> To ensure that the Board comprises Directors across diverse age groups <sup>(33)</sup> and to maintain such level of age diversity during the period leading up to 2025.	<b>Achieved.</b> As at the end of FY2023, the Board comprises Directors across all 3 age groups. In particular: (a) 50 & below – 1 Director (b) 51 to 60 – 3 Directors (c) 61 & above – 4 Directors at the end of FY2023.
<b>[Tenure]</b> To ensure that the Board comprises Directors across the following tenure groups <sup>(34)</sup> and to maintain such level of tenure diversity during the period leading up to 2025.	<b>Achieved.</b> As at the end of FY2023, the Board comprises Directors across all 3 tenure groups. In particular: (a) less than 3 years – 2 Directors (b) 3 to 6 years – 5 Directors (c) more than 6 years – 1 Director
<b>[Skills / Experience]</b> To ensure that the Directors, as a group, possess: (a) a variety of skill sets, including in core competencies, domain knowledge and other fields of expertise, such as finance, banking, real estate and investment management; and (b) a mix of industry experience, management experience and listed company board experience, by 2025, or (if applicable) to maintain such level of diversity in skill sets and experience during the period leading up to 2025.	<b>Achieved / Achieving Target.</b> As at the end of FY2023, the Board comprises Directors who, as a group, possess a significant majority of the identified core skills and experience.  In terms of experience, the Board comprises Directors who are corporate and business leaders and who collectively have experience in general business management, have served on public listed company boards, have international or regional experience and have exposure in various industry sectors and markets.
<b>Perpetual Target</b>	
<ul style="list-style-type: none"> <li>• To achieve zero lapses in corporate governance, corruption / employee misconduct.</li> <li>• To train all licensed employees on compliance with relevant governance policies.</li> <li>• To achieve full compliance with Personal Data Protection Act (PDPA) requirements.</li> </ul>	

## WHY THIS MATTERS

Corporate governance is the compass that guides CLAR's strategies and operations towards sustainability, ensuring that CLAR balances its economic ambitions with environmental and social responsibilities, and driven by strong leadership oversight. Beyond providing structure, processes, and policies, a robust governance framework helps to embed a culture of transparency, integrity and accountability. CLAR believes in strong governance to provide the foundation for responsible business practices and enduring growth, in turn, earning the trust of stakeholders.

## CLAR'S APPROACH

CLAR has established a clear governance framework designed to delineate roles and responsibilities and decision-making processes ensuring that everyone involved with sustainability governance is aligned and accountable. This comprehensive framework spans every segment of the business — from setting strategic direction and providing oversight, to managing risk, allocating resources, engaging stakeholders, and maintaining transparency and accountability. CLAR adheres to the highest standards of compliance and ethics while nurturing a corporate culture that upholds CLAR's core values and fosters innovation, adaptability and long-term thinking – all elements that have contributed to the success in building trust and reputation.

(33) Diverse age group refers to (a) 50 & below, (b) 51 to 60, and (c) 61 & above.

(34) Tenure group refers to (a) less than 3 years, (b) 3 to 6 years, and (c) more than 6 years.



## LATEST ACHIEVEMENTS

### Ratings

- ▶ 4-star rating (Score: 83) in the 2023 GRESB Real Estate Assessment (2022 Score: 74, 3-star rating)
- ▶ 'A' for GRESB 2023 public disclosure
- ▶ Sustainalytics ESG Risk Rating: 13.2 (Low Risk)
- ▶ MSCI ESG Rating: Upgraded to "AA" rating in 2023
- ▶ Ranked 3<sup>rd</sup> in REITs and Business Trusts category Singapore Governance and Transparency Index 2023
- ▶ CDP Climate Change 2023 - 'B' Score

### Certifications

- ▶ Achieved ISO 27001: Information Security, Cybersecurity and Privacy Protection certification for co-location data centres in Cressex and Croydon, UK
- ▶ Achieved ISO 9001: Quality Management System certification for all co-location data centres in UK/EU excluding the newly acquired The Chess Building at Watford, UK.

## RISK MANAGEMENT

To achieve effective corporate governance, CLAR relies on the identification and sound management of risks, especially those related to environmental and social issues. CLAR proactively addresses these risks in order to avoid or mitigate the negative impacts on the environment and society, and thereby, ensure a more sustainable future. Risk management is among key factors integrated into the CLAR sustainability governance framework.

### Enterprise Risk Management (ERM) Framework

The ERM framework is adapted from the ISO 31000: International Risk Management Standards and benchmarked against other relevant best practices and guidelines. Reviewed annually to ensure relevance and practicality, it sets out the required environmental and organisational components needed to identify, assess, respond, monitor, and report material risks in an integrated, systematic, and consistent manner. Sustainability risks and opportunities are integrated into the ERM framework, which ensures a holistic approach to managing ESG considerations.

*Please find more details on risk management process within Enterprise Risk Management section in pages 135 to 140 of CLAR's Annual Report 2023.*

### Risk and Control Self-Assessment (RCSA) Exercise

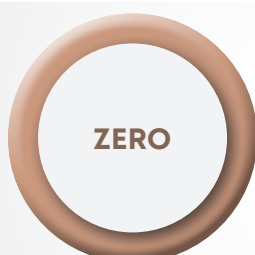
The RCSA Exercise is conducted annually to identify material risks, including new and emerging risks, the mitigating measures, and the opportunities that CLAR faces in delivering its strategic objectives. The adequacy and effectiveness of the systems of risk management and internal controls are reviewed at least annually by the Management, the ARC and the Board, taking into account the Listing Manual and the best practices and guidance in the Risk Governance Guidance for Listed Boards issued by the Corporate Governance Council.

*Please find more details of CLAR's Material Risks and Key Mitigating Actions within Enterprise Risk Management section in pages 135 to 140 of CLAR's Annual Report 2023.*

### Fraud, Bribery and Corruption (FBC) Risk Management Framework

CLAR's FBC Risk Management Framework is guided by CLI's FBC Risk Management Policy whose key objectives are to:

- avoid or mitigate costs associated with FBC
- enhance reputation
- facilitate compliance with the applicable laws and regulations



**Zero case of material non-compliance with applicable laws and regulations in the countries where CLAR operates in.**

**Zero incident of PDPA breaches detected.**

# GOVERNANCE

## Business Continuity

Business Continuity Management (BCM) programme has been put in place for the prevention, detection, response, and business recovery and resumption to minimise the impact of adverse business interruptions or unforeseen events.

CLAR's Business Continuity Plan (BCP) involves periodic desktop exercises and drills carried out to stress-test the effectiveness and processes,

procedures and escalation protocols by simulating different scenarios. This holistic approach under the BCP serves to ensure organisational and employee preparedness to deal with adverse business disruptions such as acts of terrorism, cyber-attacks, data breaches and epidemics. It aims to minimise financial loss to CLAR and mitigate any negative effects that the disruptions could have on the Manager's reputation, operations, and ability to remain in compliance with relevant laws and regulations.

Risk management initiatives during the year include:

- The risk and compliance community across the CapitaLand Group gathered at the inaugural Risk and Compliance Forum held in July 2023. Themed "Embrace Changing Risk Environment" and attended by more than 500 CapitaLand Group staff globally, both virtually and in-person, pressing topics like geopolitical uncertainty, sanctions, climate change and cybersecurity were covered. Insights and perspectives were shared by internal and external speakers on how CapitaLand Group can navigate the challenging environment and become more resilient amidst the uncertainty. The event also provided opportunities for all CapitaLand Group staff who are involved in risk management and compliance roles to network and learn from one another.



- Participation in CLI Internal Audit Symposium on Human-centric Risk Assurance in the Digital Era where CLAR's CFO, Ms Koo Lee Sze was a panelist in the discussion on Combined Assurance - The Pragmatic Approach to Risk Management.



- Phishing Campaigns – a periodic simulation to enhance awareness of cybersecurity to reduce related risks.
- Professional development training for employees on relevant and important topics such as data protection, anti-money laundering, managing fraud, bribery, and corruption, among others.



## BUSINESS ETHICS

Corporate governance mechanisms ensure transparency and accountability. CLAR achieves this through regular reporting on sustainability performance, ensuring adherence to ethical standards, and being answerable for sustainability outcomes. Aligned with core values of CLI, CLAR’s governance framework ensures compliance with laws and regulations, including those related to environmental protection and social responsibility, promote ethical behaviour. With ethical conduct as the foundation of its sustainable business practices, CLAR cultivates trust and integrity amongst stakeholders and sets a benchmark for excellence in the industry.

### Ethics and Code of Conduct Policy

Business ethics is guided by CLI’s Ethics and Code of Conduct Policy. Clearly documented policies and work procedures incorporate internal controls which ensure that adequate checks and balances are in place.

The policy helps to deal with issues such as confidentiality, conduct and work discipline, corporate gifts and concessionary offers. CLAR’s zero-tolerance policy against FBC extends to business dealings with third-party service providers and vendors. CLI has in place policies and procedures including, but not limited to, Group Procurement, Anti-Money Laundering and Countering Terrorism Financing, Supply Chain Code of Conduct, Vendor Control List. These are bolstered by Financial Authority Limits and policies on Corporate Gifts and Concessionary Offers. Together with CLI’s FBC Risk Management Policy, these frameworks are implemented to strengthen defences against unethical practices. Periodic audits are also conducted to evaluate the efficacy of these internal controls.

### Whistle-Blowing Policy

Whistle-blowing policies provide a channel for early detection of misconduct, fraud, and compliance violations, allowing the Manager to take corrective action promptly. CLAR provides employees and parties with well-defined, accessible, and trusted channels to report suspected fraud, corruption, dishonest practices or other improprieties in the workplace.

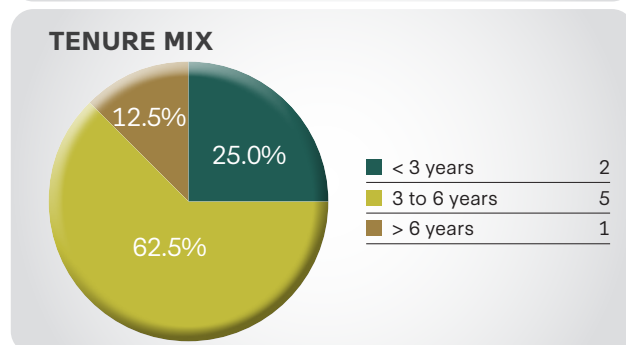
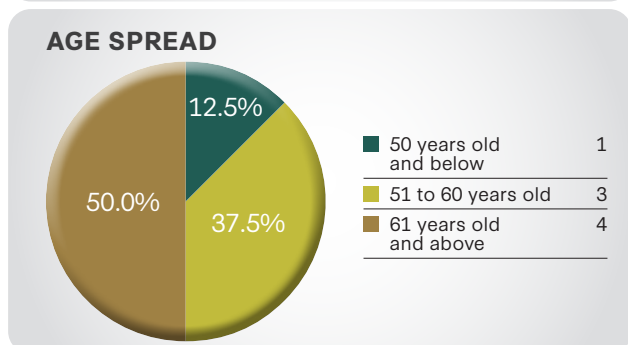
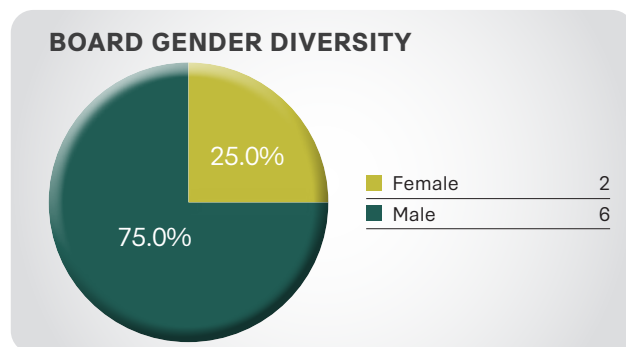
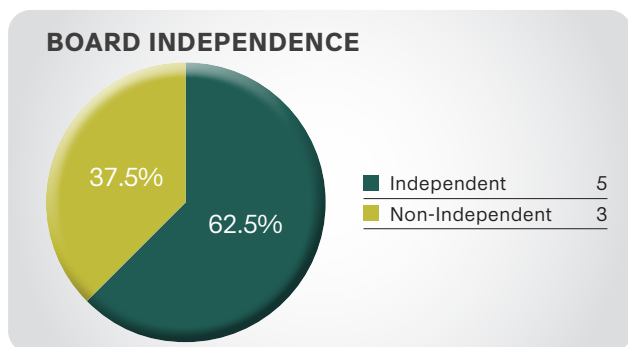
The systems enable independent investigation of any reported incidents and appropriate follow-up action, ensuring that the identity of the whistle-blower is kept confidential.

The ARC is responsible for oversight and monitoring of investigations of whistle-blowing reports made in good faith, and reviews all whistle-blowing complaints.

Please find full details of Whistle-Blowing Policy at <https://www.capitaland-ascendasreit.com/en/the-manager/corporate-governance/whistleblowing-policy.html>

### Board Diversity Policy

CLAR has adopted a Board Diversity Policy that combines diversity with competence, allowing for a rich mix of perspectives and experiences while maintaining a high standard of governance and decision-making capability. The Board is a tapestry of diverse and accomplished Directors, each bringing a unique blend of expertise and insight. CLAR’s collective composition reflects a broad spectrum of skills, experiences, and backgrounds, as well as age, gender, geography, and nationality. This richness of diversity has given CLAR a distinctive advantage in improved decision-making, innovation, market understanding, and overall organisational performance. It reflects CLAR’s commitment to fairness, inclusivity, and adaptability in an ever-evolving global business landscape.



# APPENDIX A: ENVIRONMENTAL DATA

## QUANTIFICATION METHODOLOGY

This section explains the calculation boundaries, methodologies and assumptions used in the computation of CLAR's energy, greenhouse gas (GHG) emissions, water, and waste.

### Reporting Scope and Period

CLAR adopts the operational control approach, as outlined in the GHG Protocol Corporate Standard, which is used to determine organisational boundaries. This attributes accountability for 100% of the GHG emissions from operations over which the organisation has control. There were 65 properties under Singapore portfolio, six properties within the Australia portfolio, 19 properties within the United States (US) portfolio, and five within the United Kingdom (UK) / Europe (EU) portfolio under CLAR's operational control.

Data for energy and water consumption, waste management, and GHG emissions from the following reporting periods have been included in the Integrated Sustainability Report 2023:

- 2023: 1 January 2023 to 31 December 2023
- 2022: 1 January 2022 to 31 December 2022
- 2021: 1 January 2021 to 31 December 2021

### Energy Consumption within the Organisation

Energy consumption is consumed from purchased and renewable electricity, as well as diesel and natural gas in Singapore, Australia, US and the UK / EU. District cooling is also consumed in Singapore. The total energy consumption is expressed in kilowatt hours (kWh). Where district cooling is utilised on site via landlord, a multiplication factor of 0.21 has been applied to this consumption for the purposes of landlord reporting. This is to account for the split in tenant and landlord floor area and district cooling on site. The remaining 0.79 has been applied to tenant consumption. For tenant consumption reporting, if 12 months data have yet to be provided by tenant by the reporting date, consumption will be prorated if 9 months or more data has been provided. If the tenant has provided less than 9 months data, it will not be included in the reported figures.

### Energy and Carbon Intensity

Landlord energy consumption and carbon emissions is calculated for the common areas (chillers, corridors, perimeter lightings and centralised building facilities under CLAR's direct control). Intensity metrics are calculated relative to effective Gross Floor Area (GFA) in Singapore, Australia, US and UK / EU, expressed as kWh/sq m. Effective GFA is calculated considering total GFA and occupancy rate. Effective GFA has been selected as the metric for intensity ratios as a large proportion of energy consumed is attributed to shared services such as the building's chiller system.

Tenant energy consumption and carbon emissions are calculated for the tenant areas where the tenant has operational control.

### GHG Emissions

Scope 1 emissions are calculated from the consumption of natural gas and diesel in Singapore, Australia, the US, and UK / EU, expressed in tonnes of CO<sub>2</sub>e.

Scope 2 emissions are calculated from the consumption of grid electricity or district cooling in Singapore, Australia and the US expressed in tonnes of CO<sub>2</sub>e. There are no scope 2 emissions in the UK / EU as the five properties are 100% powered by renewable electricity.

Scope 3 emissions include those emissions generated by tenants falling within the downstream leased assets category and from business travel. Downstream leased asset emissions are calculated from the consumption of electricity, natural gas, district cooling and diesel from tenants. Business travel emissions are calculated from the emissions of the flights paid for by CLAR within the reporting year.

## Emission Factors

Scope 1: Emission factors for diesel consumption in all regions are taken from the emissions factors for the UK, which were published by the UK government's department of Business, Energy, and Industrial Strategy, in 2023 (2.541 kgCO<sub>2</sub>/litre for diesel). Emissions factors for natural gas were taken from local sources where possible. For Australia, figures were published in the National Greenhouse Accounts Factors 2023 (0.1855 kgCO<sub>2</sub>e/kWh for natural gas). Emissions factors in the US for natural gas (0.1812 kgCO<sub>2</sub>e/kWh) for 2023 were published by the Energy Information Administration. For the UK / EU, emissions factors were utilised from the published data by the UK government's department of Business, Energy, and Industrial Strategy, in 2023 (0.2027 kgCO<sub>2</sub>e/kWh).

Scope 2: Emission factors for the calculation of electricity consumption are taken from the Singapore Energy Statistics 2023 published by the Energy Market Authority in Singapore (0.4168 kgCO<sub>2</sub>e/kWh); the National Greenhouse Accounts Factors 2023 for New South Wales (0.68 kgCO<sub>2</sub>e/kWh), Victoria (0.79 kgCO<sub>2</sub>e/kWh), South Australia (0.25 kgCO<sub>2</sub>e/kWh), Western Australia (0.53 kgCO<sub>2</sub>e/kWh), and Queensland (0.73 kgCO<sub>2</sub>e/kWh); the Emission Factors for Greenhouse Gas Inventories published by the US Environmental Protection Agency (EPA) in 2023 for Raleigh and San Diego (0.2917 kgCO<sub>2</sub>e/kWh), Illinois (0.4775 kgCO<sub>2</sub>e/kWh), California (0.2421 kgCO<sub>2</sub>e/kWh), Kansas City (0.7052 kgCO<sub>2</sub>e/kWh) and Portland (0.2896 kgCO<sub>2</sub>e/kWh).

Scope 3: Emissions factors for downstream leased assets are based on the same methodology and figures from Scope 1 and 2 above. For business travel, the emissions factors are based on those found in the International Civil Aviation Organisation (ICAO) database.

## Water Consumption

Sources of water withdrawn by CLAR properties include municipal water utilities across Singapore, Australia, the US and UK / EU. In Singapore, NEWater, which is high-grade reclaimed water from treated used water supplied by Singapore's national water agency is also used across selected properties. Any wastewater is also discharged responsibly through municipal water utilities.

## Water Intensity

Water intensity ratio is calculated by the total volume of water consumed, relative to effective GFA, expressed as m<sup>3</sup>/sq m.

## Waste Management

Only non-hazardous waste is disposed by CLAR. Third-party certified waste contractors are engaged across Singapore, Australia, and the US. In Singapore, waste is disposed via recycling and incineration. In Australia, waste is disposed via recycling, composting (for grease traps) and sent to landfills. In the US and UK / EU, waste is disposed via recycling and sent to landfills.

To calculate total waste generation figures, some assumption had to be made where waste figures were only reported by number of bins collected. It was therefore assumed that all bins were 100% full at the time of collection. Total weight of waste was then calculated based on assumed densities of waste multiplied by number of collections throughout the year.

## Waste Intensity

Waste intensity ratio is calculated by the total waste generation, relative to effective GFA, expressed as kg/sq m.

## APPENDIX B: ENVIRONMENTAL DATA

Indicator	Unit of Measure		Singapore			2021
			2021	2022	2023	
<b>Coverage Area</b>	sq m	Landlord	1,937,171	2,019,927	2,115,033	79,560*
<b>Energy Consumption</b>	kWh	Landlord	95,217,073	102,929,627*	105,167,399	10,429,034*
<b>Energy Intensity</b>	kWh/sq m	Landlord	49.15	50.96*	49.72	131.08*
<b>Renewable Energy</b>	kWh	Landlord	7,341,455	14,453,694*	14,826,811	302,850
<b>Number of Properties Covered</b>	Count	Tenant			63	
<b>Energy Consumption</b>	kWh	Tenant			334,940,336	
<b>Renewable Energy</b>	kWh	Tenant			259,644	
<b>Water Withdrawal</b>	m <sup>3</sup>	Landlord	928,936	1,069,587	1,112,891	59,765*
<b>Water Intensity</b>	m <sup>3</sup> /sq m	Landlord	0.48	0.53	0.53	0.75*
<b>Scope 1 &amp; 2 Carbon Emissions</b>	tonnes CO <sub>2</sub> e	Scope 1	16	12	13	134
		Scope 2	35,641	35,592	37,632	7,555
		Scope 1 and 2	35,658	35,604	37,645	7,689
<b>Scope 3 Carbon Emissions</b>	tonnes CO <sub>2</sub> e	Downstream Leased Assets			139,603	
		Business Travel			31	
		Scope 3 Total			140,760	
<b>Carbon Emissions Intensity</b>	kgCO <sub>2</sub> e/sq m	Scope 1 & 2	18.4	17.6*	17.8	96.6
<b>Waste Generation</b>	tonnes	Landlord	12,670	7,920	8,245	205
<b>Recycled Waste</b>	tonnes	Landlord	158	226	305	57
<b>Waste Disposed</b>	tonnes	Landlord	0	0	0	148
<b>Waste to Energy</b>	tonnes	Landlord	12,512*	7,694*	7,940	0

Note:

\* Restatement of data - Due to updates in reported figures in previous years, some historic data has been updated and varies from the figures reported in previous versions of the sustainability reports. The reasons for this include:

Singapore

- A correction of renewable energy consumed in Singapore in 2022, leading to an increase in renewable and total energy consumption of 2,067,449kWh. This also led to a restatement of carbon emissions.
- Where waste data was shown to be going to landfill in Singapore, in 2021 & 2022, this has been corrected to show that all waste that is not recycled is sent to waste to energy facilities in Singapore.

Australia

This is due to reallocation of energy and water consumption and waste generation data at 1, 3 and 5 Thomas Holt Drive. As part of this property, 5 Thomas Holt Drive is tenant controlled. All landlord data reported in 2021 and 2022 for 5 Thomas Holt Drive has been removed from landlord reporting.

US

These were due to reallocation of energy and water consumption and waste generation at 5005 & 5010 Wateridge and 15445 Innovation Drive, San Diego and 5200 East Paramount Parkway, Raleigh. All landlord data reported in 2021 and 2022 for these buildings have been removed from landlord consumption.

Australia		United States			Europe		
2022	2023	2021	2022	2023	2021	2022	2023
81,989*	83,539	183,586*	180,250*	153,647	30,528	30,529	34,333
11,163,093*	10,564,987	24,315,974*	21,932,228*	20,657,238	1,459,196	1,194,178	1,261,880
136.15*	126.47	132.45*	121.68*	134.45	47.80	39.12	36.75
407,210	1,649,268	0	0	0	868,926	1,148,740	1,190,159
	12			12			5
	8,379,349			22,111,833			61,966,867
	0			0			61,966,867
48,041*	53,857	138,249*	131,532*	120,342	6,375	2,741	4,015
0.59*	0.64	0.75*	0.73*	0.78	0.21	0.09	0.12
156	167	264	312	310	158	10	16
7,286	5,796	7,180	5,793	5,515	0	0	0
7,443	5,963	7,445	6,105	5,825	158	10	16
	5,674			5,760			12,880
	0			0			0
	5,674			5,760			12,880
90.8	71.4	40.6	33.9	37.9	5.2	0.3	0.5
200	212	1,618*	1,372*	1,406	35	52	61
57	45	384*	415*	367	8	15	20
143	167	1,234*	957*	1,039	27	36	41
0	0	0	0	0	0	0	0

# APPENDIX C: KEY ESG DATA SUMMARY

## ENVIRONMENTAL DATA

Metric	Unit	2021	2022	2023
<b>Landlord Greenhouse Gas Emissions</b>				
Scope 1	tonnes CO <sub>2</sub> e	573	491	507
Scope 2	tonnes CO <sub>2</sub> e	50,377	48,671	48,943
Emission intensity, Scope 1, and Scope 2	kgCO <sub>2</sub> e/sq m	22.8	21.3	20.7
<b>Scope 3 Greenhouse Gas Emissions</b>				
Downstream Leased Assets	tonnes CO <sub>2</sub> e			163,917
Business Travel	tonnes CO <sub>2</sub> e			31

Metric	Unit	2021	2022	2023
<b>Landlord Energy Consumption</b>				
Total Energy Consumption	kWh	131,421	137,219	137,652
Direct fuel combustion	kWh	2,705	2,086	2,733
Natural gas	% of Total Energy	1.6%	1.5%	1.9%
Diesel fuel	% of Total Energy	0.5%	0.0%	0.1%
Purchased energy	kWh	128,717	134,098	134,918
Electricity	% of Total Energy	93.5%	93.6%	94.2%
Heat / steam / chilled water	% of Total Energy	4.5%	4.2%	3.8%
Renewable Energy	% of Total Energy	6.5%	11.7%	12.8%
Energy consumption intensity	kWh/sq m	58.91	59.33	57.68

Metric	Unit	2021	2022	2023
<b>Water Consumption</b>				
Total water consumption	m <sup>3</sup>	1,133,325	1,251,901	1,291,105
Municipal water supply	%	100.0%	99.9%	86.8%
Recycled water	%	0.0%	0.0%	13.2%
Harvested rainwater	%	0.0%	0.1%	0.0%
Groundwater	%	0.0%	0.0%	0.0%
Water consumption intensity	m <sup>3</sup> /sq m	0.51	0.54	0.54

Metric	Unit	2021	2022	2023
<b>Waste and Recycling</b>				
Total waste generated	tonnes	14,527	9,544	9,924
Waste directed to disposal	tonnes	1,408	1,137	1,247
Recycling	tonnes	608	713	737
Waste to energy	tonnes	12,512	7,694	7,940
Waste diversion from disposal	%	90.3%	88.1%	87.4%
Waste intensity	kg/sq m	6.51	4.13	4.16

### Tenant Energy Consumption

Metric	Unit	2023
Number of Buildings Covered	Count	92
Total Energy Consumption	MWh	427,398
Direct fuel combustion	MWh	5,491
Natural gas	% of Total Energy	1.3%
Diesel fuel	% of Total Energy	0.0%
Purchased energy	MWh	421,908
Electricity	% of Total Energy	81.2%
Heat / steam / chilled water	% of Total Energy	17.6%
Renewable electricity	% of Total Energy	4.1%

# APPENDIX C: KEY ESG DATA SUMMARY

## SOCIAL DATA

Metric	Unit	2021	2022	2023
<b>Current Employees</b>				
Male		18 (40%)	22 (42%)	18 (35%)
Female		27 (60%)	30 (58%)	33 (65%)
<30 years old	Number, %	6 (13%)	7 (13%)	9 (18%)
>30 - 50 years old		31 (69%)	35 (67%)	33 (65%)
>50 years old		8 (18%)	10 (19%)	9 (18%)
<b>New hires (gender and age)</b>				
Male		4 (29%)	6 (46%)	1 (10%)
Female		10 (71%)	7 (54%)	9 (90%)
<30 years old	Number, %	6 (43%)	6 (46%)	6 (60%)
>30 - 50 years old		8 (57%)	7 (54%)	2 (20%)
>50 years old		0 (0%)	0 (0%)	2 (20%)
<b>Turnover (gender and age)</b>				
Male		7 (39%)	3 (14%)	4 (22%)
Female		4 (15%)	8 (27%)	8 (24%)
<30 years old	Number, %	1 (17%)	6 (86%)	7 (78%)
>30 - 50 years old		10 (32%)	5 (14%)	4 (12%)
>50 years old		0 (0%)	0 (0%)	1 (11%)
Metric	Unit	2021	2022	2023
<b>Employment</b>				
Total number of employees	Number	45	52	51
Total turnover	%	24	21	24
Metric	Unit	2021	2022	2023
<b>Average training hours per employee</b>				
Average training hours per employee	Hours/employee	21.8	17.6	40.2
<b>Average training hours per employee by gender</b>				
Male	Hours/employee	18.4	16.7	44.9
Female	Hours/employee	24.0	19.0	37.6



Metric	Unit	2021	2022	2023
<b>Occupational Health and Safety (Employee)</b>				
Fatalities				
High-consequence injuries (Injuries resulting in permanent disability)				
Recordable injuries	Number of cases	0 for all years / categories		
Recordable work-related ill health cases (Occupational disease)				
Recordable Injury Rate				
Lost Day Rate				
Absentee Rate	% of total workdays scheduled	0.3%	1.5%	1.4%

## GOVERNANCE DATA

Metric	Unit	2021	2022	2023
<b>Board Composition</b>				
Board independence	%	62.5%	62.5%	62.5%
Women on the board		12.5%	25.0%	25.0%
<b>Management Diversity</b>				
Women in the management team	%	51.5%	51.4%	53.1%

## APPENDIX D: ELIGIBLE PROPERTIES FOR GREEN FINANCING

No.	Property	Country	Asset Class	Eligibility Criteria	Valuation S\$ million (as of 31 December 2023)
1	Galaxis	Singapore	Business Space and Life Sciences	BCA Green Mark Platinum	774.7
2	Nexus@one-north	Singapore	Business Space and Life Sciences	BCA Green Mark Platinum	204.8
3	The Galen	Singapore	Business Space and Life Sciences	BCA Green Mark Platinum	150.3
4	Aperia	Singapore	Industrial and Data Centres	BCA Green Mark Platinum	637.3
5	Corporation Place	Singapore	Industrial and Data Centres	BCA Green Mark Platinum	130.1
6	LogisTech	Singapore	Logistics	BCA Green Mark Platinum	67.8
7	17 Changi Business Park Central 1	Singapore	Business Space and Life Sciences	BCA Green Mark Gold <sup>PLUS</sup>	62.0
8	Cintech I	Singapore	Business Space and Life Sciences	BCA Green Mark Gold <sup>PLUS</sup>	61.0
9	Cintech II	Singapore	Business Space and Life Sciences	BCA Green Mark Gold <sup>PLUS</sup>	54.6
10	Cintech III & IV	Singapore	Business Space and Life Sciences	BCA Green Mark Gold <sup>PLUS</sup> (Cintech III) BCA Green Mark Gold <sup>PLUS</sup> (Cintech IV)	124.5
11	Nordic European Centre	Singapore	Business Space and Life Sciences	BCA Green Mark Gold <sup>PLUS</sup>	122.1
12	Nucleos	Singapore	Business Space and Life Sciences	BCA Green Mark Gold <sup>PLUS</sup>	365.0
13	The Capricorn	Singapore	Business Space and Life Sciences	BCA Green Mark Gold <sup>PLUS</sup>	124.0
14	ONE@Changi City	Singapore	Business Space and Life Sciences	BCA Green Mark Gold <sup>PLUS</sup>	505.8

No.	Property	Country	Asset Class	Eligibility Criteria	Valuation S\$ million (as of 31 December 2023)
15	The Alpha	Singapore	Business Space and Life Sciences	BCA Green Mark Gold <sup>PLUS</sup>	104.3
16	Siemens Centre	Singapore	Industrial and Data Centres	BCA Green Mark Gold <sup>PLUS</sup>	109.4
17	Techlink	Singapore	Industrial and Data Centres	BCA Green Mark Gold <sup>PLUS</sup>	136.5
18	Techpoint	Singapore	Industrial and Data Centres	BCA Green Mark Gold <sup>PLUS</sup>	151.0
19	Techview	Singapore	Industrial and Data Centres	BCA Green Mark Gold <sup>PLUS</sup>	173.7
20	UBIX	Singapore	Industrial and Data Centres	BCA Green Mark Gold <sup>PLUS</sup>	66.8
21	622 Toa Payoh Lorong 1	Singapore	Industrial and Data Centres	BCA Green Mark Gold <sup>PLUS</sup>	112.4
22	1 Thomas Holt Drive	Australia	Business Space	5.5 Stars NABERS Energy Rating	81.6
23	108 Wickham Street	Australia	Business Space	5.5 Stars NABERS Energy Rating	61.6
24	197-201 Coward Street	Australia	Business Space	5 Stars NABERS Energy Rating	154.3
25	254 Wellington Road	Australia	Business Space	5 Stars Green Star Design & As-Built	78.5
26	505 Brannan Street	US	Business Space	LEED Platinum (BD+C) <sup>(35)</sup>	205.3
27	510 Townsend	US	Business Space	LEED Platinum (BD+C) <sup>(35)</sup>	361.9
28	Perimeter Four	US	Business Space	LEED Gold (O+M) <sup>(36)</sup> v4.1	41.6
29	Perimeter Two	US	Business Space	LEED Gold (O+M) <sup>(36)</sup> v4.1	54.7
30	Unit 2, Wellesbourne Distribution Park	UK	Logistics	BREEAM <sup>(37)</sup> New Construction Excellent	25.8
31	Unit 4, Wellesbourne Distribution Park	UK	Logistics	BREEAM <sup>(37)</sup> New Construction Excellent	10.4
<b>Total Valuation</b>					<b>5,313.8</b>

(35) BD+C: Building Design &amp; Construction

(36) O+M: Building Operations &amp; Maintenance

(37) BREEAM, which stands for Building Research Environmental Assessment Method, is a widely used sustainability assessment method for buildings in areas of sustainable construction, operation, and design. BREEAM scores are categorised across six ratings: Unclassified; Pass; Good; Very Good; Excellent and Outstanding.

## APPENDIX E: GREEN FINANCING INSTRUMENTS AND USE OF PROCEEDS

Green Financing Instrument	Maturity Date	Amount of Proceeds	Amount Allocated	Project Category	Description of Project	% of Green Building Portfolio Refinanced
S\$100m 2.65% Fixed Rate 10-Year Senior Notes due 2030	26-Aug-30	S\$100.0 million	S\$100.0 million	Green Buildings	Refinancing of Singapore green building portfolio	1.88%
S\$300m 3.00% Fixed Rate Subordinated Green Perpetual Securities	Perpetual	S\$300.0 million	S\$300.0 million	Green Building	Refinancing of Singapore green building portfolio	5.65%
HK\$661m 3.08% Fixed Rate 10-Year Senior Notes due 2032 (HK\$661m swapped to S\$115m)	17-Feb-32	S\$115.0 million	S\$115.0 million	Green Building	Refinancing of Singapore green building portfolio	2.16%
S\$208m 3.47% Fixed Rate 7-Year Senior Notes due 2029	19-Apr-29	S\$208.0 million	S\$208.0 million	Green Building	Refinancing of Singapore green building portfolio	3.91%
Green Loan	22-Dec-27	S\$200.0 million	S\$200.0 million	Green Building	Refinancing of Singapore green building portfolio	3.76%
Green Loan	22-Jun-28	S\$100.0 million	S\$100.0 million	Green Building	Refinancing of Singapore green building portfolio	1.88%
Green Loan	21-Jan-29	S\$250.0 million	S\$250.0 million	Green Building	Refinancing of Singapore green building portfolio	4.70%
Green Loan	30-Jan-27	A\$205.5 million (S\$185.4 million)	A\$205.5 million (S\$185.4 million)	Green Building	Refinancing of Australia green building portfolio	3.49%
Green Loan	26-Mar-26	US\$148.6 million (S\$200.7 million)	US\$148.6 million (S\$200.7 million)	Green Building	Refinancing of United States green building portfolio	3.78%
Green Loan	26-Mar-26	US\$150.0 million (S\$202.6 million)	US\$150.0 million (S\$202.6 million)	Green Building	Refinancing of United States green building portfolio	3.81%
Green Loan	26-Mar-27	US\$150.0 million (S\$202.6 million)	US\$150.0 million (S\$202.6 million)	Green Building	Refinancing of United States green building portfolio	3.81%
<b>Total</b>		<b>S\$2,064.2 million</b>	<b>S\$2,064.2 million</b>			<b>38.85%</b>

# APPENDIX F: GREEN BUILDING CERTIFICATIONS

No.	Property Name	Name of Certification	Certification Level	Gross Floor Area (sqm)	Asset Class Segment
<b>Singapore</b>					
1	Aperia	BCA Green Mark	Platinum	86,696	Industrial
2	Corporation Place	BCA Green Mark	Platinum	76,185	Industrial
3	DBS Asia Hub^	BCA Green Mark	Platinum	45,857	Business Space and Life Sciences
4	Galaxis	BCA Green Mark	Platinum	68,835	Business Space and Life Sciences
5	Infineon Building^	BCA Green Mark	Platinum	27,278	Industrial
6	LogisTech	BCA Green Mark	Platinum	39,078	Logistics
7	Nexus @one-north	BCA Green Mark	Platinum	25,511	Business Space and Life Sciences
8	Schneider Electric Building^	BCA Green Mark	Platinum	18,970	Industrial
9	The Galen	BCA Green Mark	Platinum	30,632	Business Space and Life Sciences
10	12, 14 & 16 Science Park Drive^	BCA Green Mark	Platinum (16 Science Park Drive only)	9,855	Business Space and Life Sciences
11	38A Kim Chuan Road^	BCA Green Mark	Platinum	33,745	Data Centres
12	1, 3 & 5 Changi Business Park Crescent	BCA Green Mark	Gold (No. 1 Changi Business Park Crescent)	32,504	Business Space and Life Sciences
			Platinum (No. 3 Changi Business Park Crescent)^	21,167	Business Space and Life Sciences
			Gold (No. 5 Changi Business Park Crescent)^	20,989	Business Space and Life Sciences
13	17 Changi Business Park Central 1 (formerly Honeywell Building)	BCA Green Mark	Gold <sup>PLUS</sup>	18,123	Business Space and Life Sciences
14	622 Toa Payoh Lorong 1	BCA Green Mark	Gold <sup>PLUS</sup>	37,980	Industrial
15	Cintech I	BCA Green Mark	Gold <sup>PLUS</sup>	14,943	Business Space and Life Sciences
16	Cintech II	BCA Green Mark	Gold <sup>PLUS</sup>	13,436	Business Space and Life Sciences
17	Cintech III and IV	BCA Green Mark	Gold <sup>PLUS</sup>	13,385	Business Space and Life Sciences
			Gold <sup>PLUS</sup>	12,237	Business Space and Life Sciences
18	Grab Headquarters^	BCA Green Mark	Gold <sup>PLUS</sup>	42,290	Business Space and Life Sciences
19	Nordic European Centre	BCA Green Mark	Gold <sup>PLUS</sup>	28,378	Business Space and Life Sciences
20	Nucleos	BCA Green Mark	Gold <sup>PLUS</sup>	46,174	Business Space and Life Sciences
21	ONE@Changi City	BCA Green Mark	Gold <sup>PLUS</sup>	71,158	Business Space and Life Sciences

## APPENDIX F: GREEN BUILDING CERTIFICATIONS

No.	Property Name	Name of Certification	Certification Level	Gross Floor Area (sqm)	Asset Class Segment
22	Siemens Centre	BCA Green Mark	Gold <sup>PLUS</sup>	36,529	Industrial
23	Techlink	BCA Green Mark	Gold <sup>PLUS</sup>	49,837	Industrial
24	Techpoint	BCA Green Mark	Gold <sup>PLUS</sup>	56,107	Industrial
25	Techview	BCA Green Mark	Gold <sup>PLUS</sup>	51,103	Industrial
26	The Alpha	BCA Green Mark	Gold <sup>PLUS</sup>	29,126	Business Space and Life Sciences
27	The Capricorn	BCA Green Mark	Gold <sup>PLUS</sup>	28,602	Business Space and Life Sciences
28	UBIX	BCA Green Mark	Gold <sup>PLUS</sup>	17,097	Industrial
29	FoodAxis @ Senoko	BCA Green Mark	Gold	43,362	Industrial
30	Neuros & Immunos	BCA Green Mark	Gold	36,931	Business Space and Life Sciences
31	The Aries, Sparkle & Gemini	BCA Green Mark	Gold (Aries)	14,695	Business Space and Life Sciences
			Gold (Gemini)	33,013	Business Space and Life Sciences
32	Xilin Districentre D	BCA Green Mark	Gold	18,619	Logistics
33	3 Changi Business Park Vista	BCA Green Mark	Gold	19,225	Business Space and Life Sciences
34	9 Changi South Street 3	BCA Green Mark	Gold	28,648	Logistics
35	21 Changi South Avenue 2	BCA Green Mark	Gold	13,120	Logistics
36	37A Tampines Street 92	BCA Green Mark	Gold	9,593	Industrial
37	80 Bendemeer Road	BCA Green Mark	Gold	43,435	Industrial
38	138 Depot Road	BCA Green Mark	Gold	29,626	Industrial
39	Hansapoint	BCA Green Mark	Certified	19,448	Business Space and Life Sciences
40	KA Centre	BCA Green Mark	Certified	19,638	Industrial
41	Pacific Tech Centre	BCA Green Mark	Certified	25,718	Industrial
42	Pioneer Hub	BCA Green Mark	Certified	91,048	Logistics
43	TechPlace I	BCA Green Mark	Certified	81,981	Industrial
44	TechPlace II	BCA Green Mark	Certified	115,162	Industrial
45	The Kendall	BCA Green Mark	Certified	20,190	Business Space and Life Sciences
46	The Rutherford & Oasis	BCA Green Mark	Certified	27,217	Business Space and Life Sciences
47	Ubi Biz-Hub	BCA Green Mark	Certified	12,978	Industrial
48	Xilin Districentre A&B	BCA Green Mark	Certified	24,113	Logistics
49	Xilin Districentre C	BCA Green Mark	Certified	18,708	Logistics
50	1 Changi Business Park Avenue 1	BCA Green Mark	Certified	11,555	Business Space and Life Sciences
51	1 Jalan Kilang	BCA Green Mark	Certified	7,158	Industrial
52	2 Senoko South Road	BCA Green Mark	Certified	23,457	Industrial
53	4 Changi South Lane	BCA Green Mark	Certified	18,794	Logistics
54	18 Woodlands Loop	BCA Green Mark	Certified	18,422	Industrial
55	20 Tuas Avenue 1	BCA Green Mark	Certified	44,449	Logistics
56	40 Penjuru Lane	BCA Green Mark	Certified	160,939	Logistics

No.	Property Name	Name of Certification	Certification Level	Gross Floor Area (sqm)	Asset Class Segment
57	52 Serangoon North Avenue 4	BCA Green Mark	Certified	14,767	Industrial
58	53 Serangoon North Avenue 4	BCA Green Mark	Certified	12,358	Industrial
59	Tampines Biz-Hub	EDGE	Certified	18,086	Industrial
60	1 Changi South Lane	EDGE	Certified	25,768	Logistics
61	5 Tai Seng Drive	EDGE	Certified	12,930	Industrial
<b>Australia</b>					
62	1-5 Thomas Holt Drive	NABERS	5.5 Star NABERS Energy Rating (No. 1 Thomas Holt Drive)	13,375	Business Space
			4.0 Star NABERS Energy Rating (No. 3 Thomas Holt Drive)	13,389	
63	108 Wickham Street	NABERS	5.5 Star NABERS Energy Rating	11,839	Business Space
64	197-201 Coward Street	NABERS	5.0 Star NABERS Energy Rating	22,563	Business Space
65	100 Wickham Street	NABERS	3.0 Star NABERS Energy Rating	12,968	Business Space
66	254 Wellington Road	Green Star	5 Star Design & As-Built Rating	17,818	Business Space
67	1-7 Wayne Goss Drive <sup>^</sup>	Green Star	3 Star Performance	179,907	Logistics
68	52 Fox Drive <sup>^</sup>	Green Star	3 Star Performance	18,041	Logistics
<b>United States</b>					
69	510 Townsend Street <sup>^</sup>	LEED	Platinum (BD+C)*	27,437	Business Space
70	505 Brannan Street <sup>^</sup>	LEED	Platinum (BD+C)*	13,935	Business Space
71	Perimeter Two	LEED	Gold (O+M) <sup>''</sup>	23,959	Business Space
72	Perimeter Four	LEED	Gold (O+M) <sup>''</sup>	18,569	Business Space
73	15333 Avenue of Science	LEED	Gold (O+M) <sup>''</sup>	6,977	Business Space
74	15435 & 15445 Innovation Drive	LEED	Gold (O+M) <sup>''</sup> (15445 Innovation Drive only)	4,785	Business Space
75	5005 & 5010 Wateridge <sup>^</sup>	LEED	Gold (O+M) <sup>''</sup> (5005 Wateridge only)	5,710	Business Space
<b>United Kingdom</b>					
76	Unit 2, Wellesbourne Distribution Park <sup>^</sup>	BREEAM	Excellent	12,282	Logistics
77	Unit 4, Wellesbourne Distribution Park <sup>^</sup>	BREEAM	Excellent	4,774	Logistics
78	Units 1a, 1b, 2 & 3, Upwell Street <sup>^</sup>	BREEAM	Very Good	14,065	Logistics

<sup>^</sup> Non-CLAR managed property.

\* BD+C: Building Design & Construction.

<sup>''</sup> O+M: Building Operations & Maintenance.

# APPENDIX G: GRI CONTENT INDEX

GRI Statement of Use:

CapitaLand Ascendas REIT has reported in accordance with the GRI Standards for the period 1 January 2023 to 31 December 2023

GRI 1 Used: GRI 1: Foundation 2021

Applicable GRI Sector Standard(s): None

GRI Standards	Disclosure Number	Disclosure Title	Section of Report	Page Reference
<b>GRI 2: General Disclosure 2021</b>	<b>The Organisation and its Reporting Practices</b>			
	2-1	Organisational details	At A Glance	Page 4
	2-2	Entities included in the organisation's sustainability reporting	About This Report	Page 1
	2-3	Reporting period, frequency and contact point	About This Report	Page 1
	2-4	Restatements of information	Appendix B	Page 74-75
	2-5	External assurance	About This Report	Page 1
	<b>Activities and workers</b>			
	2-6	Activities, value chain, and other business relations	Value Creation Model Annual Report - Business Model	Page 12-13 Page 12-14
	2-7	Employees	Human Capital Management	Page 51
	2-8	Workers who are not employees	Singapore Asset and Property Managers - 109 workers	
	2-9	Governance structure and composition	Sustainability Governance Annual Report - Corporate Governance Report	Page 18 to 19 Page 98
	2-10	Nomination and selection of the highest governance body	Annual Report - Corporate Governance Report, Board Membership	Page 109
	2-11	Chair of the highest governance body	Annual Report - Corporate Governance Report	Page 98
	2-12	Role of the highest governance body in overseeing the management of impacts	Sustainability Governance	Page 18 to 19
	2-13	Delegation of responsibility for managing impacts	Sustainability Governance	Page 18 to 19
	2-14	Role of the highest governance body in sustainability reporting	Sustainability Governance	Page 18 to 19
	2-15	Conflicts of interest	Annual Report - Corporate Governance, Board Matters	Page 130
	2-16	Communication of critical concerns	Annual Report - Corporate Governance, Board Matters	Page 130
2-17	Collective knowledge of the highest governance body	Sustainability Governance	Page 18 to 19	
2-18	Evaluation of the performance of the highest governance body	Annual Report - Corporate Governance Report, Board Performance	Page 112	



GRI Standards	Disclosure Number	Disclosure Title	Section of Report	Page Reference	
<b>GRI 2: General Disclosure 2021</b>	2-19	Remuneration policies	Annual Report - Corporate Governance Report, Remuneration Matters	Page 113	
	2-20	Process to determine remuneration	Annual Report - Corporate Governance Report, Remuneration Matters	Page 113	
	2-21	Annual total compensation ratio	Not disclosing due to confidentiality constraints		
	<b>Reporting Practice</b>				
	2-22	Statement on sustainable development strategy	Board Statement	Page 6	
	2-23	Policy commitments	Environment, Social, Governance	Page 24, 48, 68	
	2-24	Embedding policy commitments	Environment, Social, Governance	Page 24, 48, 68	
	2-25	Processes to remediate negative impacts	Environment, Social, Governance	Page 24, 48, 68	
	2-26	Mechanisms for seeking advice and raising concerns	Stakeholder Engagement Grievance Handling	Page 21 to 23 Page 59	
	2-27	Compliance with laws and regulations	No significant incidents of non-compliance with laws and regulations during the reporting period		
	2-28	Membership associations	Institute of Policy Studies, REITAS (REIT Association of Singapore)		
2-29	Approach to stakeholder engagement	Stakeholder Engagement	Page 21 to 23		
2-30	Collective bargaining agreements	Freedom of Association and Collective Bargaining	Page 59		
<b>Material Topics</b>					
<b>GRI 3: Material Topics 2021</b>	3-1	Process to determine material topics	Materiality Assessment and ESG Topics	Page 20	
	3-2	List of material topics	Materiality Assessment and ESG Topics	Page 20	
<b>Economic Benefits To Stakeholders</b>					
<b>GRI 3: Material Topics 2021</b>	3-3	Management of material topics	Financial Capital	Page 12	
<b>GRI 201: Economic Performance 2016</b>	201-1	Direct economic value generated and distributed	Financial Capital	Page 12	
	201-2	Financial implications and other risks and opportunities due to climate change	Task Force on Climate-Related Financial Disclosure	Page 32	
<b>GRI 202: Market Presence 2016</b>	202-2	Proportion of senior management hired from the local community	100%		

# APPENDIX G: GRI CONTENT INDEX

GRI Standards	Disclosure Number	Disclosure Title	Section of Report	Page Reference
<b>GRI 203: Indirect Economic Impacts 2016</b>	203-1	Infrastructure investments and services supported	Contributions to UN SDGs	Page 14
<b>Business Ethics</b>				
<b>GRI 3: Material Topics 2021</b>	3-3	Management of material topics	Business Ethics	Page 71
<b>GRI 205: Anti-corruption 2016</b>	205-1	Operations assessed for risks related to corruption	Business Ethics	Page 71
	205-2	Communication and training about anti-corruption policies and procedures	Business Ethics	Page 71
	205-3	Confirmed incidents of corruption and actions taken	There were no substantiated complaints concerning incidents of corruption	
<b>Energy Efficiency</b>				
<b>GRI 3: Material Topics 2021</b>	3-3	Management of material topics	Reducing Carbon Emission and Energy Use	Page 30 to 31
<b>GRI 302: Energy 2016</b>	302-1	Energy consumption within the organisation	Reducing Carbon Emission and Energy Use	Page 30 to 31
	302-3	Energy Intensity	Reducing Carbon Emission and Energy Use	Page 30 to 31
	302-4	Reduction of energy consumption	Reducing Carbon Emission and Energy Use	Page 30 to 31
	302-5	Reduction in energy requirements of products and services	Reducing Carbon Emission and Energy Use	Page 30 to 31
<b>Water Management</b>				
<b>GRI 3: Material Topics 2021</b>	3-3	Management of material topics	Managing Water Resources	Page 44 to 45
<b>GRI 303: Water and Effluents 2018</b>	303-1	Management Approach: Interactions with water as a shared resource	Managing Water Resources	Page 44 to 45
	303-2	Management Approach: Management of water discharge-related impacts	Managing Water Resources	Page 44 to 45
	303-3	Water withdrawal	Managing Water Resources	Page 44 to 45
	303-4	Water discharge	Managing Water Resources	Page 44 to 45
	303-5	Water consumption	Managing Water Resources	Page 44 to 45

GRI Standards	Disclosure Number	Disclosure Title	Section of Report	Page Reference
<b>Biodiversity</b>				
<b>GRI 3: Material Topics 2021</b>	3-3	Management of material topics	Focus on Biodiversity Sustainability	Page 47
<b>GRI 304: Biodiversity 2016</b>	304-1	Operational sites in or adjacent to protected areas or areas of high biodiversity value	Focus on Biodiversity Sustainability	Page 47
<b>Climate Change and Carbon Reduction</b>				
<b>GRI 3: Material Topics 2021</b>	3-3	Management of material topics	Reducing Carbon Emissions and Energy Use	Page 30 to 31
	305-1	Direct (Scope 1) GHG Emissions	Reducing Carbon Emissions and Energy Use	Page 30 to 31
	305-2	Energy indirect (Scope 2) GHG Emissions	Reducing Carbon Emissions and Energy Use	Page 30 to 31
	305-3	Other indirect (Scope 3) GHG emissions	Reducing Carbon Emissions and Energy Use	Page 30 to 31
	305-4	GHG Emissions Intensity	Reducing Carbon Emissions and Energy Use	Page 30 to 31
	305-5	Reduction of GHG emissions	Reducing Carbon Emissions and Energy Use	Page 30 to 31
<b>Waste Management</b>				
<b>GRI 3: Material Topics 2021</b>	3-3	Management of material topics	Waste Management Process	Page 46 to 47
<b>GRI 306: Waste 2020</b>	306-1	Waste generation and significant waste-related impacts	Waste Management Process	Page 46 to 47
	306-2	Management of significant waste-related impacts	Waste Management Process	Page 46 to 47
	306-3	Waste generated	Waste Management Process	Page 46 to 47
	306-4	Waste diverted from disposal	Waste Management Process	Page 46 to 47
	306-5	Waste directed to disposal	Waste Management Process	Page 46 to 47

# APPENDIX G: GRI CONTENT INDEX

GRI Standards	Disclosure Number	Disclosure Title	Section of Report	Page Reference
<b>Human Capital</b>				
<b>GRI 3: Material Topics 2021</b>	3-3	Management of material topics	Human Capital Management	Page 51
<b>GRI 401: Employment 2016</b>	401-1	New hires and employee turnover	Appendix C: Key ESG Data Summary (Social Data)	Page 78
			Diversity commitment in numbers	Page 58
<b>GRI 404: Training and Education 2016</b>	401-3	Parental leave	Human Capital Management	Page 52
	404-1	Average hours of training per year per employee	Value Creation Model	Page 12 to 13
	404-2	Programs for upgrading employee skills and transition assistance programs	Employee Empowerment	Page 56
	404-3	Percentage of employees receiving regular performance and career development reviews	Employee Engagement	Page 51
<b>Occupational Health and Safety</b>				
<b>GRI 3: Material Topics 2021</b>	3-3	Management of material topics	Occupational Health and Safety	Page 49
<b>GRI 403: Occupational Health and Safety 2018</b>	403-1	Management Approach: Occupational health and safety management system	Occupational Health and Safety	Page 49
	403-2	Management Approach: Hazard identification, risk assessment, and incident investigation	Occupational Health and Safety	Page 49
	403-3	Management Approach: Occupational health services	Occupational Health and Safety	Page 49
	403-4	Management Approach: Worker participation, consultation, and communication on occupational health and safety	Occupational Health and Safety	Page 49
	403-5	Management Approach: Worker training on occupational health and safety	Occupational Health and Safety	Page 49
	403-6	Management Approach: Promotion of worker health	Fostering Employee and Worker's Well-Being	Page 51
	403-7	Management Approach: Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Occupational Health and Safety	Page 49

GRI Standards	Disclosure Number	Disclosure Title	Section of Report	Page Reference
<b>GRI 403: Occupational Health and Safety 2018</b>	403-8	Workers covered by an occupational health and safety management system	Occupational Health and Safety	Page 49
	403-9	Work-related injuries	Occupational Health and Safety	Page 49
	403-10	Work-related ill health	Fostering Employee and Worker's Well-Being	Page 52
<b>Stakeholder Engagement</b>				
<b>GRI 3: Material Topics 2021</b>	3-3	Management of material topics	Stakeholder Engagement	Page 21 to 23
<b>GRI 413: Local Communities</b>	413-1	Operations with local community engagement, impact assessments and development programmes	Community Engagement	Page 64 to 67
<b>Supply Chain Management</b>				
<b>GRI 3: Material Topics 2021</b>	3-3	Management of material topics	Supply Chain Management	Page 60
<b>GRI 308: GRI Environmental Assessment 2016</b>	308-1	New suppliers that were screened using environmental criteria	Supply Chain Management	Page 60
<b>GRI 414: Supplier Social Assessment 2016</b>	414-1	New suppliers that were screened using social criteria	Supply Chain Management	Page 60
<b>Diversity</b>				
<b>GRI 3: Material Topics 2021</b>	3-3	Management of material topics	Building A Culture of Inclusion	Page 58
<b>GRI 405: Diversity and Equal Opportunity 2016</b>	405-1	Diversity of governance bodies and employees	Board Diversity Policy	Page 71
	405-2	Ratio of basic salary and remuneration of women to men	Building A Culture of Inclusion	Page 58

## APPENDIX G: GRI CONTENT INDEX

GRI Standards	Disclosure Number	Disclosure Title	Section of Report	Page Reference
<b>Human Rights</b>				
<b>GRI 3: Material Topics 2021</b>	3-3	Management of material topics	Commitment to Human Rights	Page 59
<b>GRI 406: Non-discrimination 2016</b>	406-1	Incidents of discrimination and corrective action taken	Commitment to Human Rights	Page 59
<b>GRI 408: Child Labour 2016</b>	408-1	Operations and suppliers at significant risk for incidents of child labour and measures taken to the effective abolition of child labour	Commitment to Human Rights	Page 59
<b>GRI 409: Child or Compulsory Labour 2016</b>	409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labour, and measures taken to eliminate it	Commitment to Human Rights	Page 59
<b>Products and Services</b>				
<b>GRI 3: Material Topics 2021</b>	3-3	Management of material topics	Quality Products and Services Delivery	Page 61
<b>GRI 416: Customer Health and Safety 2016</b>	416-1	Assessment of the health and safety impacts of product and service categories	Quality Products and Services Delivery	Page 61
	416-2	Non-compliance regarding health and safety of products and services	Quality Products and Services Delivery	Page 61
<b>Risk Management</b>				
<b>GRI 3: Material Topics 2021</b>	3-3	Management of material topics	Governance	Page 68
<b>GRI 418: Customer Privacy 2019</b>	418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	There were no substantiated complaints concerning breaches of customer privacy and losses of customer data.	

# APPENDIX H: 10 PRINCIPLES OF UNITED NATIONS GLOBAL COMPACT

Principles		Page Reference
<b>Human Rights</b>		
<b>Principle 1</b>	Businesses should support and respect the protection of internationally proclaimed human rights	Commitment to Human Rights, Page 59
<b>Principle 2</b>	Make sure that they are not complicit in human rights abuses	Commitment to Human Rights, Page 59
<b>Labour</b>		
<b>Principle 3</b>	Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining	Commitment to Human Rights, Page 59
<b>Principle 4</b>	The elimination of all forms of forced and compulsory labour	Commitment to Human Rights, Page 59
<b>Principle 5</b>	The effective abolition of child labour	Commitment to Human Rights, Page 59
<b>Principle 6</b>	The elimination of discrimination in respect of employment and occupation	Commitment to Human Rights, Page 59
<b>Environment</b>		
<b>Principle 7</b>	Businesses should support a precautionary approach to environmental challenges	Environment, Page 24 to 47
<b>Principle 8</b>	Undertake initiatives to promote greater environmental responsibility	Environmental, Page 24 to 31 and Page 44 to 47
<b>Principle 9</b>	Encourage the development and diffusion of environmentally friendly technologies	Environmental, Page 24 to 25
<b>Anti-corruption</b>		
<b>Principle 10</b>	Businesses should work against corruption in all its forms, including extortion and bribery	Business Ethics, Page 71

# APPENDIX I: SGX LIST OF CORE ESG METRICS

## Environmental

Topic	Metric	Unit	Remarks
<b>Greenhouse Gas Emissions ("GHG")</b>	Absolute emissions by: (a) Total; (b) Scope 1, Scope 2; and (c) Scope 3, if appropriate	kgCO <sub>2</sub> e	Reducing Carbon Emissions and Energy Use, Page 30 to 31  Scope 1 is considered to be negligible. It is disclosed in Appendix B. Carbon emissions are computed referencing operational control approach as defined by the GHG Protocol Corporate Standard.
	Emission intensities by: (a) Total; (b) Scope 1, Scope 2; and (c) Scope 3, if appropriate	kgCO <sub>2</sub> e/sq m	Reducing Carbon Emissions and Energy Use, Page 30 to 31
<b>Energy Consumption</b>	Total energy consumption	kWh	Reducing Carbon Emissions and Energy Use, Page 30 to 31
	Energy consumption intensity	kWh/sq m	Reducing Carbon Emissions and Energy Use, Page 30 to 31
<b>Water Consumption</b>	Total water consumption	m <sup>3</sup>	Managing Water Resources, Page 44 to 45
	Water consumption intensity	m <sup>3</sup> /sq m	Managing Water Resources, Page 44 to 45
<b>Waste Generated</b>	Total waste generated	kg or tonnes	Waste Management Process, Page 46 to 47

## Social

Topic	Metric	Unit	Remarks
<b>Gender Diversity</b>	Current employees by gender		Employee Profile, Page 57
	New hires and turnover by gender	%	Building A Culture of Inclusion, Page 58
<b>Age-Based Diversity</b>	Current employees by age groups		Employee Empowerment, Page 57
	New hires and turnover by age groups	%	Building A Culture of Inclusion, Page 58
<b>Employment</b>	Total turnover	%	Building A Culture of Inclusion, Page 58
	Total number of employees	Number	Employee Profile, Page 57
<b>Development &amp; Training</b>	Average training hours per employee	Hours/employee	Value Creation Model, Page 12 to 13
	Average training hours per employee by gender		Appendix C, Page 78
<b>Occupational Health &amp; Safety</b>	Fatalities		Appendix C, Page 79
	High-consequence injuries	Number of cases	Appendix C, Page 79
	Recordable injuries		Appendix C, Page 79
	Recordable work-related ill health cases		Appendix C, Page 79



## Governance

Topic	Metric	Unit	Remarks
<b>Board Composition</b>	Board independence	%	Board Diversity Policy, Page 71
	Women on the board		Board Diversity Policy, Page 71
<b>Management Diversity</b>	Women in the management team	%	Appendix C, Page 79
<b>Ethical Behaviour</b>	Anti-corruption disclosures	Discussion and number of standards	Business Ethics, Page 71
	Anti-corruption training for employees	Number and Percentage (%)	Business Ethics, Page 71
<b>Certifications</b>	List of relevant certifications	List	ISO 14001, ISO 31000 and ISO 45001, ISO 27001, ISO 9001 certification as well as green building certifications
<b>Alignment With Frameworks</b>	Alignment with frameworks and disclosure practices	GRI / TCFD / SASB / SDGs / others	About This Report, Page 1
<b>Assurance</b>	Assurance of sustainability report	Internal / External / None	About This Report, Page 1

# APPENDIX J: SASB CONTENT INDEX

Disclosure Topics	Disclosure Number	Region	Detail	Metric	CLAR Information / Page Reference													
Energy Management	IF-RE-130a.1	All	Landlord energy consumption data coverage as a percentage of total floor area, by property sector	% by floor area	100% coverage of CLAR owned and operationally-managed properties, as aligned to CLAR ISR reporting scope.													
			Total energy consumed by portfolio area with data coverage, by property sector	Gigawatt hours (GWh)	Total energy consumed by CLAR's global portfolio was 137.7 GWh in 2023, of which business space and life sciences accounted for the most consumption.													
			<table border="1"> <thead> <tr> <th>Asset Type</th> <th>Data Coverage (% of total)</th> <th>Total Consumption</th> </tr> </thead> <tbody> <tr> <td>Business Space and Life Sciences</td> <td>100%</td> <td>84.0</td> </tr> <tr> <td>Industrial and Data Centres</td> <td>100%</td> <td>44.3</td> </tr> <tr> <td>Logistics</td> <td>100%</td> <td>9.3</td> </tr> <tr> <td><b>Grand Total</b></td> <td><b>100%</b></td> <td><b>137.7</b></td> </tr> </tbody> </table>			Asset Type	Data Coverage (% of total)	Total Consumption	Business Space and Life Sciences	100%	84.0	Industrial and Data Centres	100%	44.3	Logistics	100%	9.3	<b>Grand Total</b>
	Asset Type	Data Coverage (% of total)	Total Consumption															
	Business Space and Life Sciences	100%	84.0															
	Industrial and Data Centres	100%	44.3															
Logistics	100%	9.3																
<b>Grand Total</b>	<b>100%</b>	<b>137.7</b>																
IF-RE-130a.2	All	Total energy consumed by percentage non renewable grid electricity, by property sector	%	Total energy consumed by percentage non renewable grid electricity was 81%, of which Industrial and Data Centres accounted for most of the energy consumed.														
		<table border="1"> <thead> <tr> <th>Asset Type</th> <th>Grid Electricity (% of total)</th> </tr> </thead> <tbody> <tr> <td>Business Space and Life Sciences</td> <td>74.2%</td> </tr> <tr> <td>Industrial and Data Centres</td> <td>97.1%</td> </tr> <tr> <td>Logistics</td> <td>72.1%</td> </tr> <tr> <td><b>Grand Total</b></td> <td><b>81.4%</b></td> </tr> </tbody> </table>			Asset Type	Grid Electricity (% of total)	Business Space and Life Sciences	74.2%	Industrial and Data Centres	97.1%	Logistics	72.1%	<b>Grand Total</b>	<b>81.4%</b>				
		Asset Type	Grid Electricity (% of total)															
Business Space and Life Sciences	74.2%																	
Industrial and Data Centres	97.1%																	
Logistics	72.1%																	
<b>Grand Total</b>	<b>81.4%</b>																	
Total energy consumed by percentage renewable grid electricity, by property sector	%	Total energy consumed by percentage renewable grid electricity was 12.8%, of which business space and life sciences accounted for most of the energy consumed.																
<table border="1"> <thead> <tr> <th>Asset Type</th> <th>Renewable Electricity (% of total)</th> </tr> </thead> <tbody> <tr> <td>Business Space and Life Sciences</td> <td>16.5%</td> </tr> <tr> <td>Industrial and Data Centres</td> <td>2.7%</td> </tr> <tr> <td>Logistics</td> <td>27.8%</td> </tr> <tr> <td><b>Grand Total</b></td> <td><b>12.8%</b></td> </tr> </tbody> </table>			Asset Type	Renewable Electricity (% of total)	Business Space and Life Sciences	16.5%	Industrial and Data Centres	2.7%	Logistics	27.8%	<b>Grand Total</b>	<b>12.8%</b>						
Asset Type	Renewable Electricity (% of total)																	
Business Space and Life Sciences	16.5%																	
Industrial and Data Centres	2.7%																	
Logistics	27.8%																	
<b>Grand Total</b>	<b>12.8%</b>																	

Disclosure Topics	Disclosure Number	Region	Detail	Metric	CLAR Information / Page Reference															
<b>Energy Management</b>	IF-RE-130a.3	All	Like-for-like percentage change in energy consumption for the portfolio area with data coverage, by property sector	% by floor area	<p>In 2023, the total energy consumption, including electricity, district cooling, natural gas and diesel, increased by 0.3% to 137.6 GWh. This increase in consumption was due to new acquisitions and improved occupancy. (Page 30)</p> <table border="1"> <thead> <tr> <th>Asset Type</th> <th>Data Coverage (% of total)</th> <th>Like for Like Change (%)</th> </tr> </thead> <tbody> <tr> <td>Business Space and Life Sciences</td> <td>100%</td> <td>-3.2%</td> </tr> <tr> <td>Industrial and Data Centres</td> <td>100%</td> <td>7.2%</td> </tr> <tr> <td>Logistics</td> <td>100%</td> <td>3.0%</td> </tr> <tr> <td><b>Grand Total</b></td> <td><b>100%</b></td> <td><b>0.3%</b></td> </tr> </tbody> </table>	Asset Type	Data Coverage (% of total)	Like for Like Change (%)	Business Space and Life Sciences	100%	-3.2%	Industrial and Data Centres	100%	7.2%	Logistics	100%	3.0%	<b>Grand Total</b>	<b>100%</b>	<b>0.3%</b>
	Asset Type	Data Coverage (% of total)	Like for Like Change (%)																	
	Business Space and Life Sciences	100%	-3.2%																	
Industrial and Data Centres	100%	7.2%																		
Logistics	100%	3.0%																		
<b>Grand Total</b>	<b>100%</b>	<b>0.3%</b>																		
IF-RE-130a.5	All	Description of how building energy management considerations are integrated into property investment analysis and operational strategy	-	CLAR integrates energy management considerations in all stages of the real estate lifecycle, from investment to operations, asset enhancements, developments and redevelopments.																
<b>Water management</b>	IF-RE-140a.1	All	Water withdrawal data coverage as a percentage of total floor area, by property sector	% by floor area	<p>100% coverage of CLAR owned and operationally-managed properties as aligned to CLAR ISR reporting scope.</p> <table border="1"> <thead> <tr> <th>Asset Type</th> <th>Data Coverage (% of total)</th> </tr> </thead> <tbody> <tr> <td>Business Space and Life Sciences</td> <td>100%</td> </tr> <tr> <td>Industrial and Data Centres</td> <td>100%</td> </tr> <tr> <td>Logistics</td> <td>100%</td> </tr> <tr> <td><b>Grand Total</b></td> <td><b>100%</b></td> </tr> </tbody> </table>	Asset Type	Data Coverage (% of total)	Business Space and Life Sciences	100%	Industrial and Data Centres	100%	Logistics	100%	<b>Grand Total</b>	<b>100%</b>					
	Asset Type	Data Coverage (% of total)																		
	Business Space and Life Sciences	100%																		
Industrial and Data Centres	100%																			
Logistics	100%																			
<b>Grand Total</b>	<b>100%</b>																			
IF-RE-140a.2	All	Total water withdrawn by portfolio area with data coverage, by property sector	m <sup>3</sup>	<p>Total water withdrawn by CLAR's global portfolio was 1,291,105 m<sup>3</sup> in 2023, of which industrials accounted for the most consumption.</p> <table border="1"> <thead> <tr> <th>Asset Type</th> <th>Data Coverage (% of total)</th> <th>Total Consumption</th> </tr> </thead> <tbody> <tr> <td>Business Space and Life Sciences</td> <td>100%</td> <td>662,078</td> </tr> <tr> <td>Industrial and Data Centres</td> <td>100%</td> <td>521,305</td> </tr> <tr> <td>Logistics</td> <td>100%</td> <td>107,722</td> </tr> <tr> <td><b>Grand Total</b></td> <td><b>100%</b></td> <td><b>1,291,105</b></td> </tr> </tbody> </table>	Asset Type	Data Coverage (% of total)	Total Consumption	Business Space and Life Sciences	100%	662,078	Industrial and Data Centres	100%	521,305	Logistics	100%	107,722	<b>Grand Total</b>	<b>100%</b>	<b>1,291,105</b>	
Asset Type	Data Coverage (% of total)	Total Consumption																		
Business Space and Life Sciences	100%	662,078																		
Industrial and Data Centres	100%	521,305																		
Logistics	100%	107,722																		
<b>Grand Total</b>	<b>100%</b>	<b>1,291,105</b>																		

# APPENDIX J: SASB CONTENT INDEX

Disclosure Topics	Disclosure Number	Region	Detail	Metric	CLAR Information / Page Reference																				
<b>Water management</b>	IF-RE-140a.3	All	Like-for-like percentage change in water withdrawn for portfolio area with data coverage, by property sector	%	<p>Total water consumption across all regions increased by 3.1% to 1.3 million m<sup>3</sup>. Due to the increase in total floor area, there was no change in water intensity. (Page 45)</p> <table border="1"> <thead> <tr> <th>Asset Type</th> <th>Data Coverage (% of total)</th> <th>Total Consumption</th> <th>Like for Like Change (%)</th> </tr> </thead> <tbody> <tr> <td>Business Space and Life Sciences</td> <td>100%</td> <td>662,078</td> <td>6.9%</td> </tr> <tr> <td>Industrial and Data Centres</td> <td>100%</td> <td>521,305</td> <td>-6.4%</td> </tr> <tr> <td>Logistics</td> <td>100%</td> <td>107,722</td> <td>42.3%</td> </tr> <tr> <td><b>Grand Total</b></td> <td><b>100%</b></td> <td><b>1,291,105</b></td> <td><b>3.1%</b></td> </tr> </tbody> </table>	Asset Type	Data Coverage (% of total)	Total Consumption	Like for Like Change (%)	Business Space and Life Sciences	100%	662,078	6.9%	Industrial and Data Centres	100%	521,305	-6.4%	Logistics	100%	107,722	42.3%	<b>Grand Total</b>	<b>100%</b>	<b>1,291,105</b>	<b>3.1%</b>
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Logistics	100%	107,722	42.3%																						
<b>Grand Total</b>	<b>100%</b>	<b>1,291,105</b>	<b>3.1%</b>																						
IF-RE-140a.4	All	Description of water management risks and discussion of strategies and practices to mitigate those risks	-	CLAR takes a strategic approach to water management to enhance the efficiency, resilience and long-term value of CLAR's portfolio. (Page 44 to 45)																					
<b>Management of Tenant Sustainability Impacts</b>	IF-RE-410a.3	All	Discussion of approach to measuring, incentivising and improving sustainability impacts of tenants	-	CLAR consistently strives to collaborate with tenants to foster sustainability-centric practices. This joint effort aligns with CLI Group wider sustainability objectives and guides towards shared milestones in the sustainability journey. Some examples include the implementation of Sustainability Corner in high traffic locations. (Page 22, 48 and 67)																				
<b>Climate Change Adaptation</b>	IF-RE-450a.1	All	Area of properties located in 100-year flood zones, by property sector	sq m	CLI commenced on a climate scenario analysis in 2022 for its global portfolio, which assessed asset-level exposure to fluvial and coastal flooding as part of its physical risk analysis. This analysis considered 1.5°C to 3°C scenarios for current to long term time frames. CLI and CLAR will review the current and planned flood risk mitigation and adaptation measures to understand the severity of risk impacts across time horizons.																				

Disclosure Topics	Disclosure Number	Region	Detail	Metric	CLAR Information / Page Reference
<b>Climate Change Adaptation</b>	IF-RE-450a.2	All	Description of climate change risk exposure analysis, degree of systematic portfolio exposure, and strategies for mitigating risks	-	CLAR is making a 2023 progress update of its climate-related disclosure in line with the TCFD recommendations. CLAR’s sponsor and substantial Unitholder, CLI, started to align its climate-related disclosures with TCFD recommendations in the four key areas of governance, strategy, risk management, and metrics and targets in 2017 and further declared its support for TCFD and its recommendations in 2019. As such, CLAR is aligned to CLI’s reporting where applicable and is committed to continue alignment with TCFD recommendations. (Page 32 to 44)



**CAPITALAND ASCENDAS REIT**

CapitaLand Ascendas REIT Management Limited

Company Registration Number: 200201987K

168 Robinson Road

#30-01 Capital Tower

Singapore 068912

Tel: +65 6713 2888

Email: [clar@capitaland.com](mailto:clar@capitaland.com)

[www.capitaland-ascendasreit.com](http://www.capitaland-ascendasreit.com)