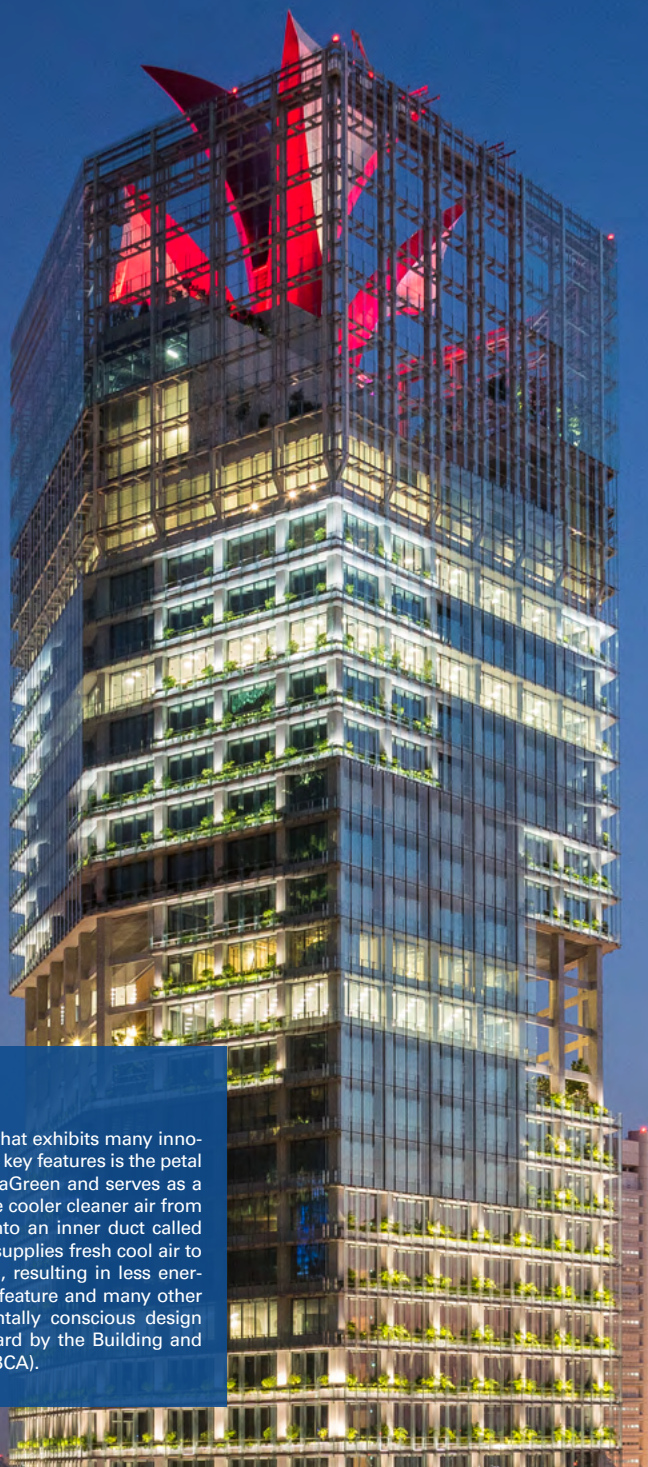




CAPITALAND
2030 SUSTAINABILITY
MASTER PLAN



CapitaGreen, Singapore

A high-rise office tower in Singapore that exhibits many innovative eco-friendly features. One of the key features is the petal structure that crowns the top of CapitaGreen and serves as a wind scoop. The structure draws in the cooler cleaner air from above the building and channels it into an inner duct called the "Cool Void". The "Cool Void" then supplies fresh cool air to the building's air conditioning system, resulting in less energy required to cool the building. This feature and many other aspects of the building's environmentally conscious design earned it a Green Mark Platinum Award by the Building and Construction Authority of Singapore (BCA).

The world is undergoing profound transformation at a scale and pace never seen before. The global pandemic of 2020 has shone a light on our interconnectedness and underscored the critical link between sustainability issues, the economy, and both human and planetary health.

As one of Asia's largest diversified real estate groups with a presence in more than 220 cities and over 30 countries, CapitaLand has been at the forefront of shaping the built environment, touching the lives of millions of people every day. We believe in creating a more sustainable world through our business.

At CapitaLand, we place sustainability at the core of everything we do. 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.

Since we started our sustainability journey in 2000, we have built a firm foundation that has made our business resilient to the sustainability and economic challenges faced by the real estate industry. We are also honoured that our sustainability performance has earned us major top sustainability accolades and listings on global sustainability indices and benchmarks.

With CapitaLand's growing global presence, we believe we can make a larger positive impact to the communities we operate in. With the foundation we have built in the past 20 years, we aim to elevate our environmental, social and governance (ESG) efforts in the decade ahead, anchored by our strong governance and sustainable financial performance.



CapitaLand's 2030 Sustainability Master Plan is a strategic blueprint which outlines our ambitious goals and directs our sustainability efforts towards a common purpose. CapitaLand aims to **build** a resilient and resource efficient real estate portfolio, **enable** thriving and future-adaptive communities, and **accelerate** sustainability innovation and collaboration.



We will also push the boundaries of change and we have set new science-based and other sustainability targets in our Master Plan. We will measure our success by quantifying our sustainability efforts with a new metric, **'Return on Sustainability'**.

We will crowd-source the world for the best sustainability innovations through our inaugural 'CapitaLand Sustainability X Challenge' and pilot new technologies and solutions at our properties. We will accelerate our efforts in augmenting sustainable finance from the capital markets and continue to advance the frontiers in achieving resource efficiencies and operational excellence.

This 2030 Sustainability Master Plan is just the beginning. We will stay nimble and review our sustainability goals and strategy every two years in line with shifts in the global landscape.

As we continue to create long-term economic value for our stakeholders, the Master Plan will guide us to grow in a responsible manner and contribute to the environmental and social well-being of our communities.

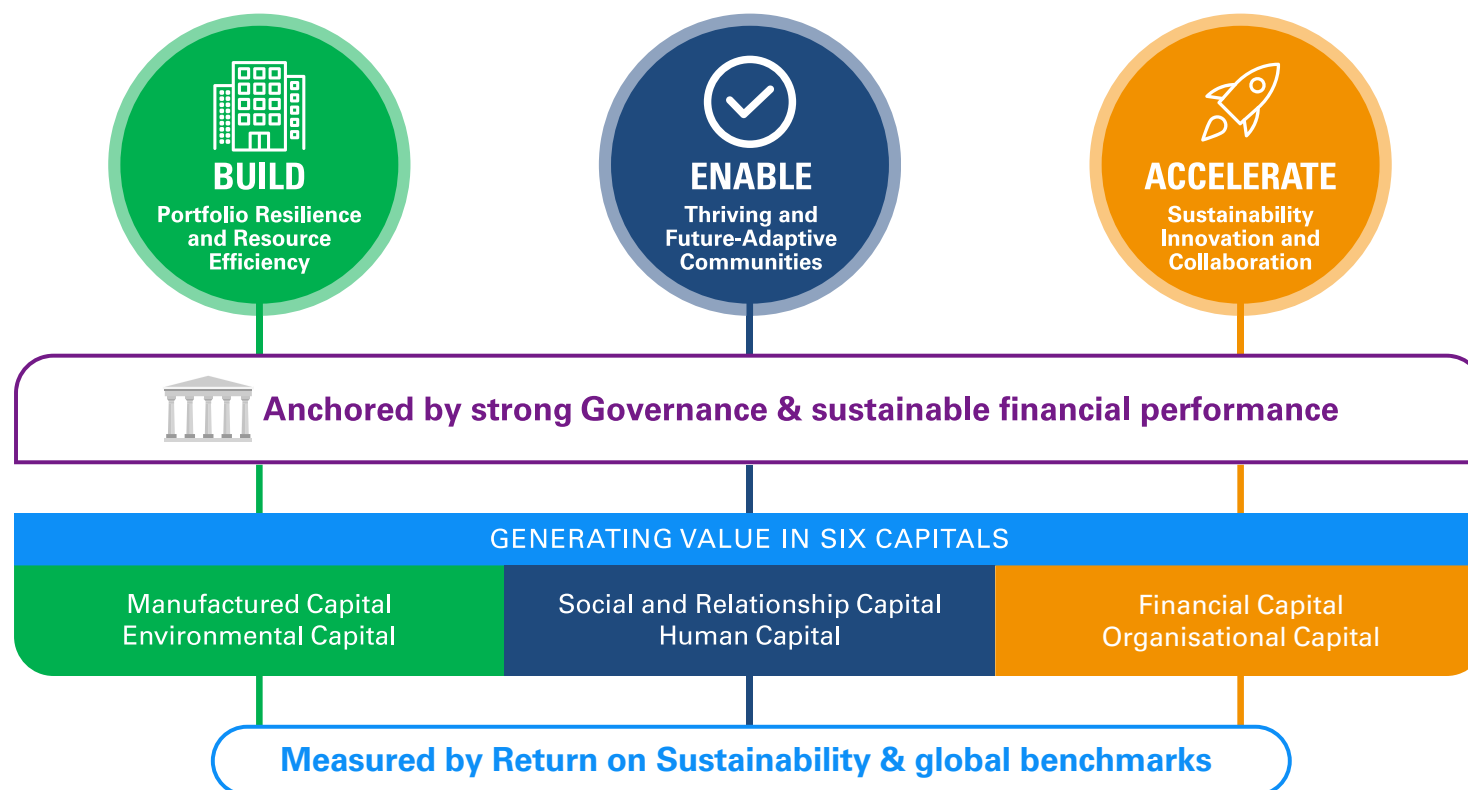
For more information on CapitaLand's sustainability journey, please refer to our annual Global Sustainability Reports on CapitaLand's website or [here](#).



Raffles City Chongqing, China

Raffles City Chongqing is CapitaLand's largest integrated development in China and the largest single investment by any Singapore firm in the country. To reduce its embodied carbon, 30% of building materials were regionally sourced and over 30% of materials used had recycled content during Raffles City Chongqing's construction. In addition, 75% of construction waste was recycled and diverted from landfill. This and its many other sustainable features have garnered the building a LEED Gold pre-certification.

CapitaLand 2030 Sustainability Master Plan Framework



Our sustainability framework centres around three key themes:

- **Build** portfolio resilience and resource efficiency
- **Enable** thriving and future-adaptive communities
- **Accelerate** sustainability innovation and collaboration

The three themes drive our sustainability efforts towards areas where CapitaLand can make positive material impact for the environment and society. We have set 2030 targets under these three themes.

The value we create will be based on the following six 'capitals' as defined by the

International Integrated Reporting Council¹:

- Manufactured Capital
- Environmental Capital
- Social and Relationship Capital
- Human Capital
- Financial Capital
- Organisational Capital

The multiple capitals approach provides a fuller picture of the ways CapitaLand creates value for multiple stakeholders. These 'capitals' will be quantified using a new metric we are developing: **Return on Sustainability (ROS)**. The metric allows us to quantify the value created through our sustainability efforts.

We believe in the power of global collective action. We have set targets that are aligned with the leading international standards and benchmarks, among them are the United Nations Sustainable Development Goals (UN SDGs).

The 17 UN SDGs are critical to achieving a sustainable future for all. CapitaLand will prioritise eight UN SDGs that are most aligned with our Master Plan targets, and where CapitaLand can achieve the greatest positive impact.

They are SDG 3, 7, 8, 9, 11, 12, 13 and 17.



¹ Adapted from the six capitals defined by the International Integrated Reporting Council (IIRC). Read more [here](#).

BUILD Portfolio Resilience & Resource Efficiency

We will build resilience throughout our operations and future-proof our real estate portfolio to guard against climate change risks and to avoid premature obsolescence.

As a responsible real estate company, we are also committed to reducing the use of energy and water as well as the generation of waste.

2021 - 2030 Focus Areas and Targets



Low Carbon Transition

We will transition to a low-carbon business and set science-based targets for a 'well-below 2°C' scenario. This is in line with the Paris Climate Agreement to keep global temperature rise well below 2°C in this century.

Targets

- Further reduce carbon emissions intensity² to 78%, from the previous target of 30%.
- Further reduce energy consumption intensity² to 35%, from the previous target of 30%, in our day-to-day operations.
- Increase the proportion of total electricity consumption from renewable sources to 35%.



Water Conservation and Resilience

We will implement innovative technologies and practices to reduce water consumption and use water efficiently. We will also proactively guard against flood risks by engaging in risk-informed planning and structural flood protection.

Target

- Further reduce water consumption intensity² to 45%, from the previous target of 30%, in our day-to-day operations.



Waste Management and Circular Economy

We will improve our resource use and reduce waste generated at all stages of property development and management, while striving to enable a circular economy.

Targets

- Achieve 25% recycling rate in our day-to-day operations.
- Divert 75% of construction waste from landfill.
- Work towards setting an embodied carbon target.

LogisTech, Singapore

First building in Singapore to receive the BCA Green Mark Platinum Super Low Energy Award

² Reduction targets are relative to 2008 baseline. The previous 2030 targets were set in 2016. As reported in our 2019 Sustainability Report, CapitaLand has seen a reduction of 29.4% in carbon emission intensity, 19.2% in operational energy consumption intensity and 22.4% in operational water consumption intensity since 2008. The full report is available [here](#).

ENABLE Thriving & Future-Adaptive Communities

We recognise our ability to influence and enable actions that can spur positive change. By supporting communities, we hope to inspire everyone in our value chain to rally together to solve common challenges.

2021 - 2030 Focus Areas and Targets



Dynamic Human Capital

We build and develop a dynamic workforce and talent pool who will enable the company to achieve its next phase of growth.

Targets

- Equip employees with future-ready skills under the [CapitaLand Building Capability Framework \(BCF\)](#).
- Diverse mix of employees in the Group.



Healthy and Safe Buildings

We adopt a zero-tolerance policy on practices that compromise on the safety and well-being of staff, residents, shoppers, tenants and the public at all CapitaLand properties. This extends to our construction sites and operational buildings where our contract workers are based.

Target

- Foster a positive and proactive 'safety culture' with zero fatality, permanent disability or major injury across CapitaLand Group and for main contractors where applicable.



Proactive Customer Relationship Management

We are committed to evolving our products and services to meet our customers' changing expectations and address their needs. We will work collaboratively with them to influence and support their sustainability goals.

Targets

- Strengthen customer relationships and attain consistently high levels of customer satisfaction.
- Implement green lease programme and work together with our tenants to improve their sustainability performance.



Robust Supply Chain Management

We are committed to educating and supporting our supply chain contractors, vendors and suppliers to improve their sustainability standards.

Target

- Build collaborative relationships and work closely with our supply chain to make a positive impact on their sustainability performance.



Funan, Singapore

An integrated development in Singapore, Funan boasts the largest area for urban agriculture in the city with a 12,000-sq-ft food garden and a 4,000-sq-ft urban farm offering the community a green oasis within the heart of the city. Climate-friendly refrigerant chilled-water system is installed at Funan, preventing about 5ktons of CO₂e being emitted – equivalent to the annual emissions of about 1,500 cars.

ACCELERATE Sustainability Innovation & Collaboration

We will push the boundaries of innovation to make quantum leaps in our sustainability performance by accelerating the adoption of sustainability solutions and strengthening our partnerships in the industry.

2021 - 2030 Focus Areas and Targets



Sustainable Operational Excellence

We strive to lead the real estate industry in best practices and innovations in environment, health and safety (EHS) solutions that improve the well-being and safety of our customers.

Targets

- Leverage technology and innovation to raise productivity, elevate service quality and improve the well-being and safety of our customers.
- Lead the real estate industry in best practices to ensure sustainable operations across our global portfolio.



Sustainable Finance

We will capitalise on emerging opportunities in sustainable finance to enable us to be a distinct leader in the industry. We will raise capital that rewards our ESG performance and adopt innovative solutions with financial incentives and benefits.

Target

- Lead the real estate industry in sustainable finance by tripling the amount of sustainable finance to S\$6 billion.³



Sustainability Innovation and Technology

Our business thrives on a strong culture built on innovation and purpose. Leveraging our global reach, we will find new ways to reduce our environmental footprint and strengthen our ability to make our communities thriving and future-adaptive.

Targets

- Host the 'CapitaLand Sustainability X Challenge', an innovation challenge where we source globally for cutting edge technologies and solutions to enable us to meet our 2030 targets.
- Establish a sustainability innovation budget to pilot new sustainability solutions and technologies.

³ Includes sustainability-linked loans/bonds, derivative products and green financing. CapitaLand, excluding its real estate investment trusts, has secured about S\$2 billion in sustainable financing as of 30 June 2020.



CapitaLand's Five Pathways to 2030

To achieve our ambitious 2030 targets under our three key pillars of 'Build, Enable and Accelerate', we have identified five pathways to get us there. We will adapt our strategies as technologies evolve and new scientific data become available.

1. Integrating sustainability in real estate life cycle

from the earliest stage of our investment process, to design, procurement, construction, operations and redevelopment or divestment. Sustainability targets will be embedded in policies, processes, best practices, and key performance indicators.

2. Strengthening innovation and collaboration to drive sustainability

by sourcing globally for new ideas and technologies to meet our bold sustainability ambitions and working with like-minded partners to create shared values.

3. Leveraging sustainability trends and data analytics

to track critical progress in water, waste, energy and carbon emissions. We believe these measurements, along with social indicators are key to driving performance improvement across our operating properties and development projects.

4. Monitoring and reporting to ensure transparency

on our sustainability progress. We will continue to validate our performance by external assurance and align our Global Sustainability Report to international standards.

5. Increasing stakeholder engagement and communication

with key stakeholder groups: employees, investors, customers, and communities to build awareness and collectively effect transformational change to achieve our 2030 targets.



An overview of CapitaLand's 2030 Sustainability Master Plan



BUILD

Portfolio Resilience
and Resource Efficiency

- ✓ Low Carbon Transition
- ✓ Water Conservation and Resilience
- ✓ Waste Management and Circular Economy



ENABLE

Thriving and Future-Adaptive
Communities

- ✓ Dynamic Human Capital
- ✓ Healthy and Safe Buildings
- ✓ Proactive Customer Relationship Management
- ✓ Robust Supply Chain Management



ACCELERATE

Sustainability Innovation
and Collaboration

- ✓ Sustainable Operational Excellence
- ✓ Sustainable Finance
- ✓ Sustainability Innovation and Technology



Anchored by strong Governance & sustainable financial performance

Generating six capitals, measured by Return on Sustainability & global benchmarks

CapitaLand's Five Pathways to 2030



Integrating
sustainability in
real estate life cycle



Strengthening innovation
and collaboration to drive
sustainability



Leveraging
sustainability trends
and data analytics



Monitoring and
reporting to ensure
transparency



Increasing stakeholder
engagement and
communication