



ComfortDelGro Corporation Limited

Energy Policy & Management Plans

To establish a Group Energy Policy Statement and Energy Management Plan to monitor and manage the energy efficiency of buildings, infrastructure and operations.

Scope

This Policy statement shall be applied to all Business Units (BUs) within the ComfortDelGro ('CDG') Group. Any deviation from the policy must be highlighted to the Group Chief Sustainability Officer (GCSO) and submitted to MD/ Group CEO for approval.

Terms and Definitions

CDG refers to ComfortDelGro Corporation Limited.

ComfortDelGro's Business Units (BUs) comprise all subsidiaries fully or partly owned by ComfortDelGro that ComfortDelGro has operational control.

BCA Green Mark is a scheme launched in 2005 by the Building and Construction Authority (BCA) of Singapore to drive Singapore's construction industry towards more environmentally-friendly buildings. BCA Green Mark certification supports the green buildings movement by encouraging sustainable buildings in Singapore's built environment and legislation are also implemented to regulate commercial buildings.

Eco Office programme is a project developed by the Singapore Environment Council (SEC) to instill a green office culture where staff are conscious about their habits and their environmental impact. External audits are performed to validate and award the Eco Office label to offices that have displayed environmental consciousness in their operations.

Air conditioning load refers to both heating and cooling load of a facility. BUs are to measure the electricity consumption of the air conditioning and mechanical ventilation systems (ACMV).

Lighting load refers to energy used to power electric lights in a facility. BUs are to measure the electricity consumption of lighting.

Receptacle load refers to the amount of load produced by a device plugged into a receptacle (often referred to as plug loads). Receptacle loads typically produce heat and consume electricity. BUs are to measure the electricity consumption of equipment and devices.

kWh refers to kilowatt-hour and is a unit of energy equivalent to the energy transferred or expanded in an hour.

GFA refers to Gross Floor Area and is the total floor area inside the building envelope, including the external walls, and excluding the roof.

Solar photovoltaic (PV) output refers to electrical energy generated by solar panels when the panels convert sunlight into electricity.

Energy Policy Statement

The ComfortDelGro Group of Companies aims to minimise environmental impact from our energy use by adopting lower energy options whenever possible and aims to explore the use of renewable energy, such as solar PV output. The Group is also committed to complying with statutory and regulatory

requirements.

The Group shall gather and track our energy consumption patterns to verify our energy-saving installations, and identify opportunities for continuous improvement and preventive maintenance. We adopt a systems and life-cycle approach to the design of our premises, operations and procurement of equipment and devices.

We will progressively incorporate energy-saving designs and equipment into our premises and operations, based on the principles of balancing the reduction of waste, while adopting proven technologies that minimises energy usage and environment impact. The energy consumption and energy saving efforts will be communicated to the public through our Sustainability Reports.

Roles and Resources

The Group Sustainability Office is responsible for developing the targets/goals and plans together with the BUs for Energy Management.

CDG Group and its BUs shall adopt the Energy Policy and Plans to ensure consistent energy savings efforts are in place and on target to meet the Group's goals. BUs shall refer to the Group's Sustainability Report for the latest goals.

CDG Group and BUs shall strive to achieve national-level environmental certification for the premises, in order to benchmark the premises' environmental standards. In Singapore, national level entities certifying buildings' environmental standards include BCA's Green Mark and SEC's Eco Office programme.

Communications

All staff in the organisation shall be informed of the energy management initiatives and goals, and show support towards optimising the energy efficiency across the Group.

Performance Tracking and Analysis

For existing premises. All BUs will collate and monitor the energy consumption based on the requirements in ComfortDelGro's Turnkey User Manual. These required data shall be submitted onto Turnkey on a quarterly basis.

For newly acquired or constructed premises, BUs shall adopt one of the following procedures to establish its baseline:

- For newly acquired premises. When any unit acquires or moves into a different premise, it shall acquire data to establish a baseline for energy usage and set a benchmark for improvement plans. This can be achieved by collecting the past 12 months energy consumption data from the previous tenant or utility provider.
- For newly constructed premises. If the premise is newly constructed, data collection shall be done at a monthly basis for the first 12 months to identify consumption trends.

During data entry every quarter, BUs shall analyse the trends of their energy consumption and assess if there were any discrepancy. Factors that might cause discrepancy include, but not limited to, changes in working arrangement of staff (such as working from home), changes in the amount and nature of operations and/or installation or removal of systems that consume large amounts of energy.

If the discrepancy without an identified cause is more than 5%, the BU shall investigate the reason, in order to facilitate rectification.

Improvement Plans

BUs shall set annual environmental targets as part of its balanced scorecard (BSC). Environmental targets may include energy reduction target and efforts to integrate energy saving features and practices within the BU.

For CDG-owned premises with a rooftop, the BU shall explore the installation of solar PV panels on its rooftop, in order to generate solar PV output to supplement its energy usage. Measurable targets to install solar PV panels and increase solar PV output shall be counted towards environmental targets as part of a BU's BSC. BUs may consult Group Property Services and Group Sustainability Office for advice.

Technical Steps and Targets

The technical steps and targets to be taken by BUs are:

- Installation of private power meters, devices, equipment where applicable
- Monitoring of energy usage by the Maintenance/ Facilities/ Property team
- Sharing of data and actions on a quarterly basis, with data entered into ComfortDelGro's sustainability data collection system via Turnkey
- Tracking of maintenance of equipment

Staff Engagement

All staff in the organisation shall be involved in monitoring and reducing their energy use. To create greater awareness among staff, training or workshops shall be provided to ensure everyone knows their roles in energy use and how energy savings can be achieved in their daily routines.

To better engage and inform all staff on the usage of energy in their daily routines, a Green Building User Guide outlining the green building features shall be developed for each facility. BUs may refer to the "Green Building Guide for Head Office".

Procurement

For procurement of new equipment, energy consumption and efficiency must be one of the assessment criteria, based on the life-cycle costs of energy usage.

All BUs shall do their part to monitor evolving technology, products and cost-benefits, and adopt when return of investment (ROI) is positive.

Capacity Building

On-the-job learning, training, access to information and the transfer of successful practices, procedures and technologies are crucial to the essence of capability building and shall be provided to all for continuous improvements.

Review Action Plans

The action plans of the BUs shall be reviewed on a regular basis as follows:

- Quarterly engagement with the Group Sustainability Office
- Annual review as part of BSC scoring

Review Energy Policy and Management Plans

The Energy Policy and Management Plans shall be reviewed every three years.