



**SUSTAINABILITY:
ADDING VALUE TO BUSINESS
CDL's Ideas, Initiatives & Impacts**

**CDL Sustainability Showcase:
W Singapore – Sentosa Cove**

2 October 2012



CITY DEVELOPMENTS LIMITED

AGENDA

- **Sustainability:
A Global Business Trend**
- **A Business Case:
CDL's Ideas, Initiatives &
Impacts that Add Business
Value**
- **Ideals:
Firm Commitment for Long-
Term Sustainability**



The Residences at W Singapore Sentosa Cove
BCA Green Mark Platinum Award

SUSTAINABILITY

A Global Business Trend



One Shenton

SUSTAINABILITY FOR BUSINESS LEADERSHIP

A GLOBAL BUSINESS MEGATREND

“In our interdependent world, business leadership cannot be sustained without showing leadership on environmental, social and governance issues.”

***H.E. UN Secretary-General Ban Ki-Moon
(2007)***



MULTIPLE DRIVERS OF SUSTAINABILITY TODAY

Investor Activism

886 SRI Funds managing
€84 billion in Europe (June 2011)

Carbon Disclosure Project
Over 3,000 companies; 655 investors
Managing a combined assets of
US\$78 trillion (2012)

Licence to Operate

Energy Conservation Act

From May 2012: impacts S'pore corps
that use **15 GWh of energy a year**

Building Control Act (Amendment Bill)

From 2013:, existing buildings to
submit energy audit & energy
consumption data once every 3 years

Min. Green Building Standard

Since 15 April 2008: min. Green Mark
Certified Level for all new & existing
buildings that undergo major
retrofitting



Talent Attraction

Values and ethics, transparency and accountability to society, arguments, all of them operating in key attraction of "talent".
- PricewaterhouseCoopers

Singaporean employees are **most motivated by work-life balance**
- nearly **60% of workers** polled in an Ernst & Young survey agreed that it is a key factor

Community Welfare

"Prosperous companies can only exist in a stable prosperous world."

- Minister Vivian Balakrishnan,
Asian Forum on CSR, November 2008

Growing influence of **various social media platforms & NGOs**



SUSTAINABILITY IN SINGAPORE

A STRATEGIC BUSINESS ISSUE

REDEFINING THE ROLE OF BOARD OF DIRECTORS – SUSTAINABILITY TO BE CONSIDERED AS PART OF CORPORATE GOVERNANCE

“... consider sustainability issues, e.g. environmental and social factors, as part of its strategic formulation.”

*Monetary Authority of Singapore
Revised Code of Corporate Governance (2 May 2012)*

INCLUSION OF ENVIRONMENTAL & SOCIAL DATA AS PART OF REGULATORY DISCLOSURE

“(I)ssuers should assess and disclose the environmental and social aspects of their organisational performance, in addition to the financial and governance aspects that are already part of the customary and regulatory disclosure practiced.”

*Singapore Exchange
Policy Statement on Sustainability Reporting (June 2011)*



SUSTAINABILITY: A BUSINESS CASE FOR DEVELOPERS

INCREASE IN CAPITAL VALUE

- Retrofitting commercial buildings could reap an **increase in capital value of about 2%**

AVERAGE EXPECTED SAVINGS

- **10% in operating expenses & 17% in energy consumption** resulting from the retrofitting

INVESTMENT

- The effort to achieve Green Mark certification need not be costly. If the retrofit cost is expressed as a percentage of the current market value of property, it is **0.5% for retail and 1% for offices**

PAYBACK

- Upfront cost of retrofitting energy inefficient buildings can be **recovered in about 4 to 7 years**

Source: Joint study by the Building and Construction Authority (BCA) & the Department of Real Estate, National University of Singapore (NUS) in collaboration with the top six real estate consultancy firms (CB Richard Ellis, Chesterton Suntec, Colliers International, DTZ Tie Leung, Jones Lang LaSalle and Knight Frank) (September 2011)



A photograph of a modern resort building with a curved glass facade and a swimming pool. The building has a curved glass facade and is surrounded by lush greenery. A swimming pool is in the foreground, reflecting the sky and the building. The pool is bordered by a grey stone edge and white pebbles. The sky is blue with some clouds. The overall scene is bright and sunny.

IDEAS: Strategies for Long-Term Sustainability



OUR GREEN VISION SINCE MID-1990S

“Companies with sustainability in their DNA are more resilient and make a better business model for success and long term growth.

In the mid-1990s, building sector was seen as ‘destroying before constructing’, CDL as a pioneering developer was determined to change this perception and committed to transforming our business strategy to one that **‘conserves as we construct’** for long term sustainability.

From design, construction, procurement, maintenance and even user engagement, the entire cycle has been aligned with environmental sustainability in mind.”

Kwek Leng Joo
Managing Director



SUSTAINABILITY IN A HOLISTIC FRAMEWORK

ALIGNING BUSINESS PRACTICES WITH ISO 26000

Vision & Mission

Corporate Vision

To maintain industry leadership in innovation, product quality, service standards, profitability and Corporate Social Responsibility

CSR Mission

To be a responsible corporate citizen who is committed to creating value for stakeholders, conducting sustainable business practices, caring for the community and protecting the environment

Framework

Aligned with ISO26000

- Corporate Governance & Risk Management
- The Environment
- Fair Operating Practices
- Consumer Issues
- Human Rights
- Labour Practices
- Community Involvement & Development

Operationalisation

Embedded throughout the organisation

- Corporate Culture
- Policies & Practices
- Product Innovation
- Stakeholder relations
- Supply Chain
- Community Outreach



KEY GREEN MILESTONES

2001

Launched **CDL 5-Star EHS Assessment System** at all worksites

2002

Launched **Singapore's First Eco-Condo**, Savannah CondoPark; & **Project: Eco-Office**; Listed on **FTSE4Good** Index Series

2003

Established **Corporate EHS Policy**, achieved **ISO 14001 & OHSAS 18001** for property development & project management

2007

BCA Green Mark Champion Award; 1st Private Developer to achieve **Green Mark Platinum** (for City Square Mall & The Oceanfront @ Sentosa Cove)

2008

Publication of **1st dedicated Sustainability Report**; Formation of **CSR Committee**; **ISO 14001** for Corporate Management & Operations

2009

Inaugural recipient of **BCA Built Environment Leadership Platinum Award**

2010

Launch of **First CarbonNeutral[®] development in Singapore & Asia Pacific** – 11 Tampines Concourse

Listed on **Global 100 Most Sustainable Corporations in the World**

2011

Listed on **Dow Jones Sustainability Indexes** – World & Asia Pacific; Inaugural recipient of **BCA Green Mark Platinum Champion Award**

2012

1st Listed Co & Developer in Singapore to publish **GRI Checked Level A+ Sustainability Report**

62 BCA Green Mark developments – the most by a private developer; with 21 of the Platinum tier

Launch of **1st BCA Green Mark Platinum Landed Housing Estate in Singapore** – HAUS@SERANGOON GARDEN



INITIATIVES:

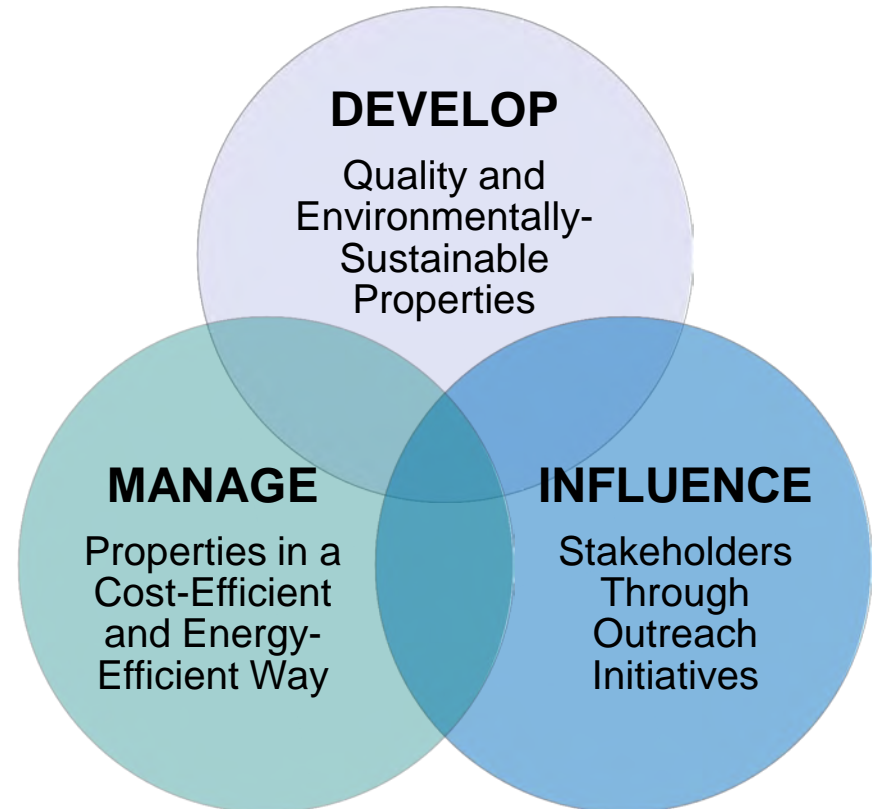
A Holistic Life-cycle
Approach that Complements
Core Business



HOLISTIC, LIFE-CYCLE APPROACH

OUR THREE-PRONGED STRATEGY FOR A CLOSED LOOP

- **Championing green building** development through innovation since the 1990s
- Adoption of a **triple bottom line model** to develop properties that are sustainable, functional and financially marketable



CDL's Three-Pronged Strategy





DEVELOP

INTERNALISING “SAFE & GREEN” CORPORATE PHILOSOPHY

- **5-Star EHS Assessment** to raise builders’ EHS standards since 2001
- Independently appraised & graded quarterly by independent auditors engaged by CDL
- **Environmental, Health and Safety (EHS) policy** since 2003
Align vision with operations for supply chain & staff to mitigate impact on environment
- **Invest 2% to 5%** of each new project’s construction cost on green design/features
- Achieve a **minimum BCA Green Mark Gold^{Plus} Rating** for all new developments
- **Green Procurement Guidelines** to influence our vendors and suppliers since 2008



DEVELOP

LEADING THE WAY THROUGH GREEN INNOVATION

11 TAMPINES CONCOURSE



- First CarbonNeutral® development in Singapore & Asia Pacific
- First building in Singapore constructed with extensive use of recycled materials for structural building components – Green Concrete

7 & 9 TAMPINES GRANDE



- First development to achieve LEED (Leadership in Energy & Environmental Design Rating Design) Gold Certification under Core & Shell category in Singapore
- Features one of the largest and most extensive use of solar technology in a commercial property in Singapore



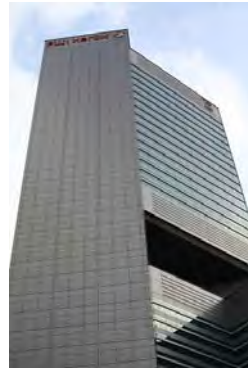


BUILDING A SUSTAINABLE FUTURE THROUGH INNOVATION

- 62 BCA Green Mark Awards accorded developments, highest amongst private developers
- 21 are of Green Mark Platinum tier – the highest rating for green developments in Singapore



City Square Mall



Fuji Xerox Towers



Tampines Grande



Quayside Isle



The Oceanfront@ Sentosa Cove



Tree House



H2O Residences



The Glyndebourne





MANAGE

OPTIMISING WATER & ENERGY EFFICIENCY

- **Improve energy efficiency**
 - Commercial buildings consumes 30% of total energy in Singapore.
 - Air conditioning takes up 65% within commercial buildings.*

- **Regular energy audits in particular on air-con plants**
 - 1) Preliminary site study & collection of data to understand the air-con chiller plant performance & building load profile
 - 2) Detailed audit
 - 3) Financial study for Return on Investment (ROI)

- **Regular training on energy efficiency** for Operation & Management staff
 - To be certified as Green Mark Managers, Green Mark Facility Managers & Certified Energy Managers

** Other areas of energy consumption include: Lights 21%, Lift/Escalator 9%, Misc 5%*



INFLUENCE

DRIVING AWARENESS AMONGST STAKEHOLDERS & SUPPLY CHAIN

Contractors & Suppliers

CDL 5-Star EHS Assessment System



Review and Peer learning

CDL EHS Assessment Award

Tenants & Business Community



1°C Up! Campaign

Recycling initiative

Customers (Residential)



T.O.P. Fairs

Employees

Let's Work Green! Campaign

Achieve ISO 14001 Targets

Community-at-Large

CDL E-Generation Challenge

CDL-Singapore Compact Young CSR Leaders Award

BCA-CDL Green Sparks Competition

Investors

Sustainability Reports for all stakeholders

Disclosure Surveys & Listings

Emails, Newsletters, Website etc.

Programmes highlighted in the chart are only key initiatives and are by no means exhaustive.



SUSTAINABILITY REPORTING

A GLOBAL TREND FOR TRANSPARENCY & BETTER COMMUNICATION

Updates from the Rio+20 Corporate Sustainability Forum on 21 June 2012:

- **First global call** by stock exchanges for **sustainability disclosure and performance by listed companies**: commitment by **five stock exchanges** (collectively listing **over 4,600 companies**) to promote sustainable investment.
- A call by investors for **integrating sustainability issues within annual reports** of all listed and large private companies.
- Growing consensus that **Responsible Investment and Sustainable Finance represent investors' contribution** to overall global sustainable development.

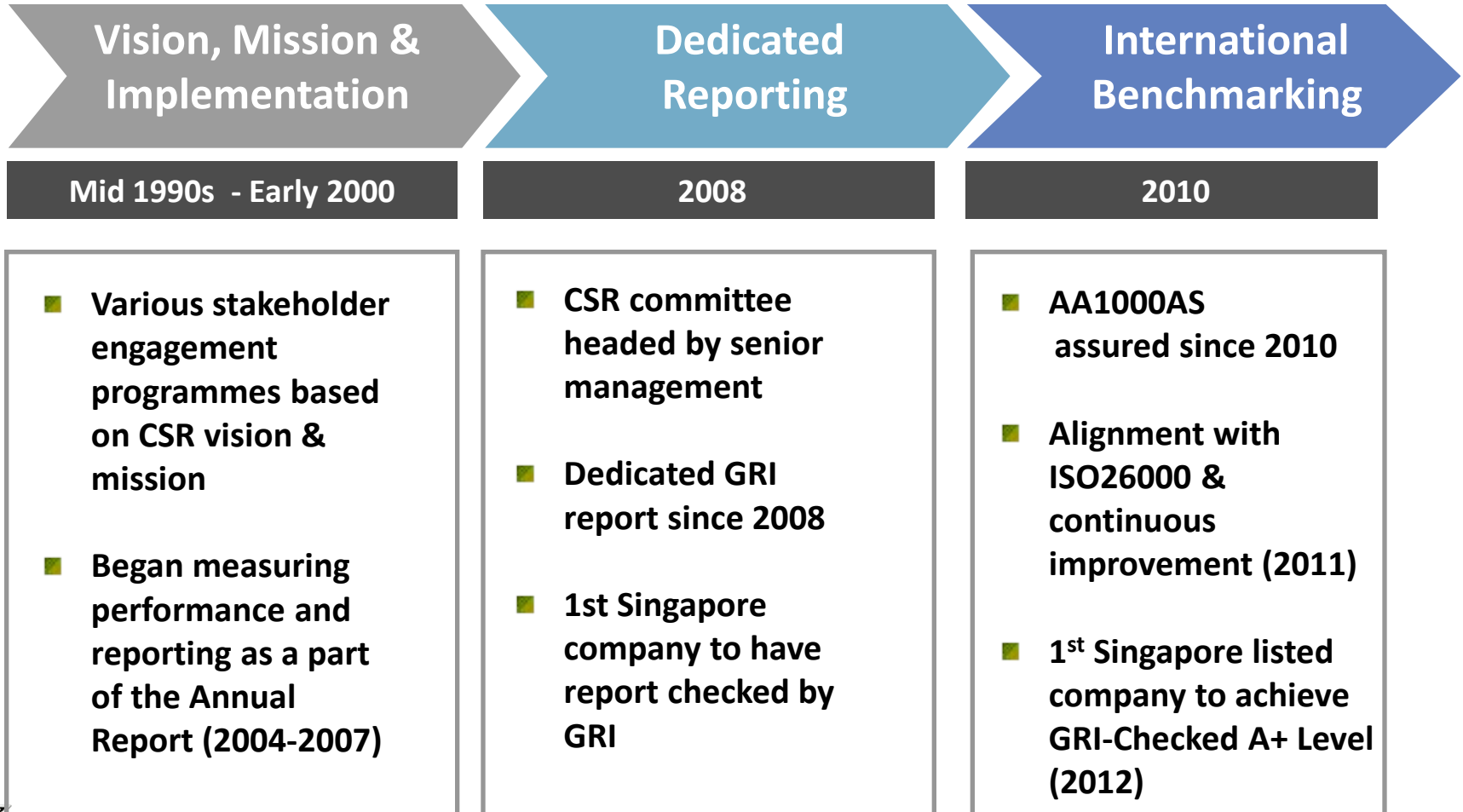
Sustainability Reporting*	Singapore	Australia	UK
2010	11	103	71
2011	21	110	80
2012	49 (to date)	N/A	N/A

**Based on GRI database search (only reports who have submitted to GRI)*



SUSTAINABILITY REPORTING

WHAT GETS MEASURED GETS MANAGED



DEDICATED GRI-CHECKED SUSTAINABILITY REPORT SINCE 2008

2008



- 1st GRI-checked report published by a S'pore corporation (GRI Level C)
- GRI G3 Guidelines

2009



- 1st GRI Level B+ checked report by a S'pore developer
- Report audited by independent 3rd party
- GRI G3 Guidelines

2010



- 1st S'pore corporation to achieve International AA1000 Assurance Standard for Sustainability Reporting
- GRI G3 Guidelines

2011



- 1st S'pore report to address ISO 26000: Guidance on social responsibility principles
- GRI G3.1 Guidelines

2012



- 1st S'pore listed co & developer to achieve GRI-Checked Level A+ report
- GRI G3.1 Guidelines with Construction & Real Estate Sector Supplement



WHAT WE REPORT

DATA DISCLOSURE ALIGNED WITH 7 CORE AREAS OF ISO 26000

ORGANISATIONAL GOVERNANCE

Established processes, systems and structures to implement socially responsible behaviour

THE ENVIRONMENT	HUMAN RIGHTS	LABOUR PRACTICES	CONSUMER ISSUES	FAIR OPERATING PRACTICES
<ul style="list-style-type: none"> • GHG emissions • Water consumption • Energy consumption • Efforts to reduce Water & Energy Usage • Waste management 	<ul style="list-style-type: none"> • Incidents of discrimination & actions taken • Effective grievance mechanism 	<ul style="list-style-type: none"> • Work-related injury & fatality rates • Absenteeism • Gender diversity & Equal opportunity • Employee Turnover 	<ul style="list-style-type: none"> • Health and safety impacts of products and services • Practices related to customer satisfaction (e.g. survey results, feedback channels) • Fair marketing practices 	<ul style="list-style-type: none"> • Adherence to laws, standards, and voluntary codes • Respect for property rights • Safeguards for fair competition & transparency
COMMUNITY INVOLVEMENT & DEVELOPMENT				
<ul style="list-style-type: none"> • Local engagement & impact assessments • Employee volunteer man-hours per year • Employee volunteer participation rate 				



IMPACTS:

Enhancing Business Competitiveness



KEY SUSTAINABILITY HIGHLIGHTS IN 2011

FINANCIAL

- Approximated some **S\$19.7m in annual energy savings** from CDL's 37 Green Mark awarded buildings (2008 - 2011)

ENVIRONMENTAL

- CDL produced less carbon per leased square metre of area. Our total **carbon intensity emissions has been reduced by 7%** to 31,589 tonnes CO₂/m² from baseline year 2007.
- **Energy reduction of 22%** has been achieved at CDL's Corporate Office since 2006.

SOCIAL

- **Employee volunteer participation rate of 71%** with total of **2,838 employee volunteer manhours** achieved.



Data published in CDL's Sustainability Report 2012

www.cdl.com.sg/sustainabilityreport2012



OPERATIONAL BENEFITS

IMPROVED OPERATIONAL EFFICIENCY & SAVINGS DERIVED FROM GREEN BUILDINGS

Estimated S\$19.7m in annual energy savings from CDL's 37 Green Mark awarded buildings (2008-2011)

- **Harnessing renewable energy** – CDL buildings generated a total of 198,935 kWh of renewable energy.
- **Energy reduction** – By 2011, achieved 22% energy reduction at CDL's Corporate Office since 2006.
- **Water efficiency** – In 2011, CDL conserved 99,237 m³ of potable water (equivalent to almost 40 Olympic-sized swimming pools)* at all our worksites.

** Based on volume stated on Wikipedia
http://en.wikipedia.org/wiki/Olympic-sized_pools*



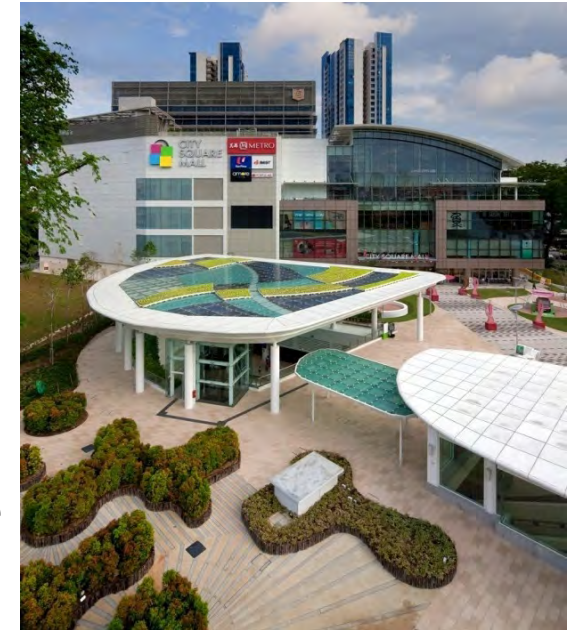
OPERATIONAL BENEFITS

IMPROVED OPERATIONAL EFFICIENCY & SAVINGS DERIVED FROM GREEN BUILDINGS

CITY SQUARE MALL

- Investment of **4.85% of construction cost** on green & energy efficient technologies
- Annual energy savings of **14.9 million kWh** or over **S\$4 million** in 2011
- **Payback** of green investment within **2.5 years**
- Cost of water efficiency design S\$262,600 (one time) - **potential savings per year \$47,600**
- **40%** less total water consumption beyond code compliance

Key Features at City Square Mall	Annual Water Savings (m ³)	Equivalent Olympic Size Swimming Pool (50m x 25m x 1.6 m)
Water Efficiency Label Scheme Fittings	10,653	5.3
Waterless Urinal	1,205	0.6
Water Efficient Irrigation for Landscaping	4,243	2.1
Recycled condensation water from PAU	4,332	2.2
Total	20,433m³/yr	10.2



Singapore's First Eco-mall & BCA Green Mark Platinum Award building

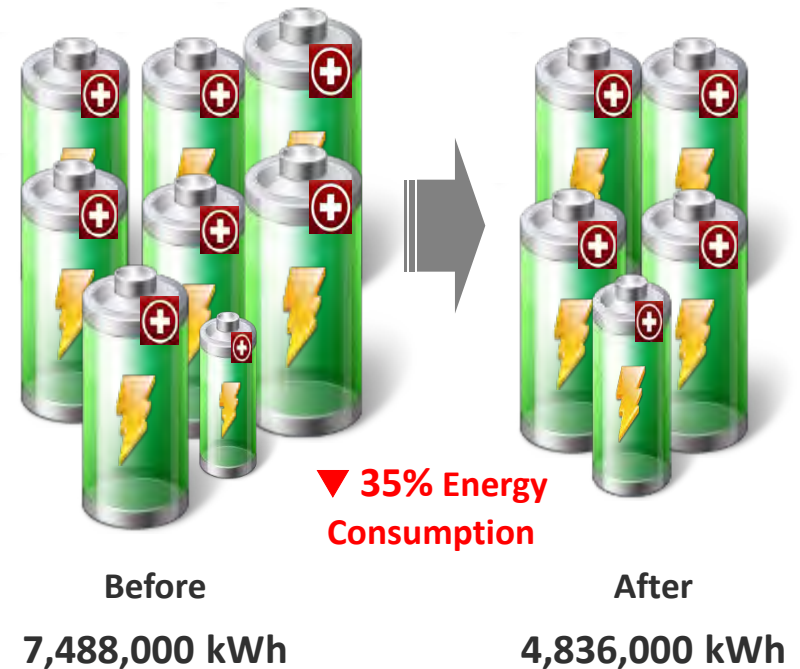


OPERATIONAL BENEFITS

RETURN ON INVESTMENTS FOR RETROFITTED BUILDINGS

FUJI XEROX TOWERS CHILLER SYSTEM UPGRADING

- Energy consumption on air conditioning: fall from 70% to 51% of total energy
- Drop in landlord's overall electricity consumption: by 35% per year
- Air conditioning plant's energy efficiency improved by 54%
- Saving calculation based on average tariff rates over the last year (2011) approx. S\$700,000 annual savings



BENEFITS FOR END-USER

SAVINGS FOR HOME BUYERS

RESIDENTIAL PROPERTIES

- **The Oceanfront @ Sentosa Cove**
 - First private residential development awarded **BCA Green Mark Platinum Award** in 2007, demonstrating **30% energy and water savings**. Residents can enjoy energy savings of up to **S\$1,000** per year on average from energy efficient air-conditioners in their apartments
- **HAUS@SERANGOON GARDEN**
 - First **BCA Green Mark Platinum** landed housing estate can achieve approx **40% utilities savings** for each typical terrace house



LICENCE TO OPERATE

READY FOR REGULATORY CHANGES AND REDUCED RISKS

- **Regulatory readiness** to the Singapore Government's commitment to manage carbon emissions (16% below Business-as-usual levels by 2020*)

Minimum Green Building Standard

Since 15 April 2008, a **minimum** environmental sustainability standard equivalent to the **Green Mark Certified Level** is required for new buildings and existing buildings that undergo major retrofitting.

Energy Conservation Act (since May 2012)

Companies with 15 GWh of annual energy consumption to appoint an energy manager report energy use and submit plans to improve energy efficiency.

- **Reduced infrastructural and financial risks** arising from climate change in the long run
- **Lower Environment, Health & Safety (EHS) related and operating risks**
- **Revised Corporate Governance Code** (wef Nov 2012) with key changes including board's role to include CSR

** Subject to legally binding global deal that obliges all countries to cut emissions, and if other countries offer significant pledges*



EMPLOYEE ENGAGEMENT

RETENTION & SATISFACTION

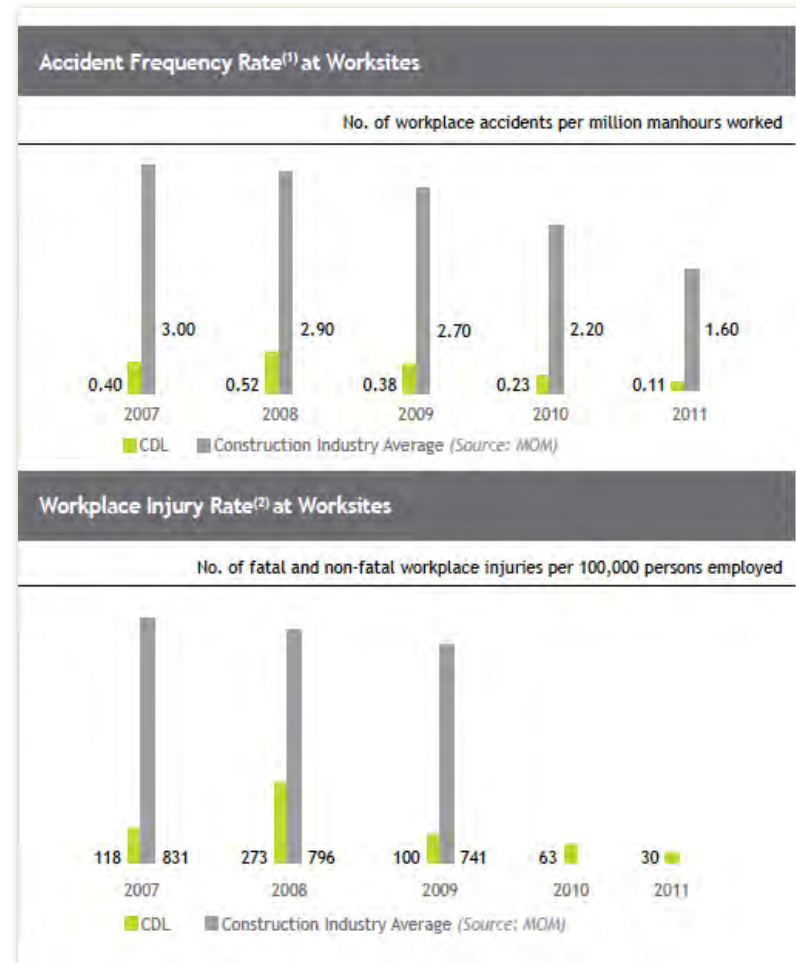
- **Low employee turnover of 14.4%**, as compared to national average (2011: 32.4%) – reduced business cost in rehiring and training new employees
- Achieved a score of **69% for level of Employee Effectiveness Index**, higher than Singapore country norm
- Garnered **two accolades at the Singapore Human Resource institute Awards 2011** - Leading HR Practices in Corporate Social Responsibility Award and Leading HR Practices in Quality Work-Life, Physical & Mental Well-Being Award
- 71% of employees participated in community activities clocking **2,838 volunteer hours** in 2011



SUPPLY CHAIN ENGAGEMENT

BUILDING CAPACITY IN GREEN BUILDING, EHS EXCELLENCE & PRODUCTIVITY

- Annual **CDL 5-Star EHS Excellence Awards** and quarterly **CDL 5-Star EHS Assessment audits** at all worksites
- **CDL EHS Excellence – CEO Pledge for Zero** (2010) endorsed by builders and consultants go commit to raising EHS standards at all CDL worksites
- **Low Accident Frequency Rate (AFR) and Workplace Injury Rate** at CDL Worksites – below the construction industry’s average value as a result of CDL’s EHS initiatives
- **Green Procurement Policy** (since 2008) to influence vendors and suppliers at CDL’s Corporate Office to adopt green procurement practices



Data published in CDL's Sustainability Report 2012

www.cdl.com.sg/sustainabilityreport2012



POSITIVE REPUTATIONAL IMPACT

STRONG PRESENCE & REPUTATION IN INTERNATIONAL ARENA

Sustainability Rankings & Benchmarks

- **FTSE4Good Index Series** (since 2002)
- **Global 100 Most Sustainable Corporations in the World** (since 2010)
- **Dow Jones Sustainability Indexes – World & Asia Pacific** (since 2011)
- **Asian Sustainability Rating** (since 2010)
Ranked top (1/60) in Singapore and amongst listed developers (1/62) in 2011
- **UN Global Compact** – Signatory since 2005 & only Spore co in Advanced Level (2012)
- **Carbon Disclosure Project** (participated since 2007)



POSITIVE REPUTATIONAL IMPACT

Regional/Local

- CNA Green Luminary Award (2012)
- Inaugural BCA Green Mark Platinum Champion (2011)
- SBF Outstanding Sustainability Award (2010)
- Most BCA Green Mark Awards (2005 - 2012)
- BCA Built Environment Leadership Platinum Award (2009)
- BCA Green Mark Champion (2008)
- President's Award for the Environment (2007)
- ASEAN Business Awards – “Most Admired ASEAN Enterprises” in CSR (Large Company) (2011)
- NYAA Distinguished Partner Award (2012)
- Distinguished Patron of the Arts (2011 & 2012) and Friend of the Arts Award (since 1997)
- President's Social Service Award (2007)
- Singapore Quality Class (2009 - current)



SETTING BENCHMARKS IN SINGAPORE

- First Singapore listed company & property developer to successfully publish a **GRI Level A+ Sustainability Report**
- First and only Singapore corporation to be listed on all three of the world's top sustainability benchmarks; **FTSE4Good Index Series** (since 2002); **The Global 100 Most Sustainable Corporations in the World** (for 3 consecutive years since 2010), and the **Dow Jones Sustainability Indexes – World & Asia Pacific** (since 2011).
- First property developer accorded **BCA Green Mark Platinum Champion** and has the highest number of **Green Mark Awards** since its launch in 2005
- Only Singapore company listed on **UN Global Compact Advanced Level** corporation (2012)





**IDEALS:
Our Firm Commitment
For Long-Term Sustainability**



Artist's Impression of HAUS@SERANGOON GARDEN

CLIMATE CHANGE COMMITMENT

A LONG-TERM VISION

Targets in Carbon Reduction:

2020: 22% reduction vs baseline year 2007

2030: 25% reduction



**Minimum BCA Green Mark
Gold^{Plus} rating for all new
developments**

Since 2010: Voluntary reduction of annual carbon emissions (corporate office operations & data centre)



OUR SUSTAINABILITY PLEDGES

ONGOING PLEDGES & CERTIFICATIONS – ENVIRONMENTAL, SOCIAL & GOVERNANCE (ESG)

- **ISO 14001** (Property Development and Project Management – since 2003)
- **OHSAS 18001** (Property Development and Project Management – since 2003)
- **UN Global Compact** (Signatory since 2005)
- **ISO 9001** (15 CDL Buildings – since 2007)
- **ISO 14001** (Corporate Management and Operations – since 2008)
- **Caring for Climate Statement** (Signatory since 2008)
- **Employers' Pledge for Fair Employment** (Signatory since 2008)
- **Anti-Corruption & Compliance Declaration** (Signatory since 2009)
- **SIAS Corporate Governance Statement of Support** (Signatory since 2010)
- **WSH Pledge for Zero – A CEO Commitment Charter** (Signatory since 2010)
- **OHSAS 18001** (Property Management – since 2011)



PIPELINE COMMUNITY INITIATIVES

ENGAGING THE YOUNG & ENHANCING ENVIRONMENTAL AWARENESS



Artist's Impressions of "My Tree House"

"My Tree House"

– World's 1st Green Library for Kids by CDL & NLB

Targeted for completion in mid-2013, the green library will encourage children to explore, discover and challenge their curiosity in learning and caring for the environment.



PIPELINE COMMUNITY INITIATIVES

ENGAGING THE YOUNG & ENHANCING ENVIRONMENTAL AWARENESS

BCA-CDL Green Sparks Competition 2012

A collaborative initiative with the Building and Construction Authority (BCA) to promote green building design and application amongst tertiary students in the built environment – Singapore's future architects, designers, engineers and environmentalists.

The theme for the 2nd competition is for students to conceptualise a new generation green show suite, for possible implementation in one of CDL's upcoming residential development at Buangkok Drive / Sengkang Central.

The final competition will be held in March 2013.



Building and Construction Authority
City Developments Limited
Conserving the Environment • Caring for the Community

The BCA-CDL
GreenSparks
Competition 2012

**Share Your Vision For Green Buildings.
Conceptualise A Revolutionary Green Show Suite.**

Attention all budding green builders, if you have innovative green ideas to bring to life, here's a great opportunity to unleash your creativity and talent. Simply form a team of 4-6 and submit a proposal to conceptualise a green show suite with various cost effective and innovative green design features. Some of these green ideas should be applicable to homes as well. Aim to achieve minimal energy and minimal water consumption to create an exemplary and ground-breaking green show suite. Shortlisted entries will be invited to present their proposal during the Competition's Finals.

Do You Have What It Takes To Make A Creative Green Statement?

COMPETITION BRIEFING
Date : **Tuesday, 4 Sep 2012**
Time : **2pm**
Venue : **The Rainforest Sales Gallery**
(Beside Choa Chu Kang MRT Station)

CLOSING DATE FOR ENTRIES:
31 Oct 2012

TEAM PRIZES:

1st	\$ 10,000	CASH + PLAQUE
2nd	\$ 7,000	CASH + PLAQUE
3rd	\$ 5,000	CASH + PLAQUE

*Merit Prizes of \$1,000 each

For more enquiries and registration for competition details, please contact:
Star Horizon Learning Pte Ltd
Mr Bennett Lim (Tel: 6864-9550 / Email: greensparks@star-horizon.com)





For more information on CDL's
Sustainability Efforts, visit

www.cdl.com.sg/csr



The Oceanfront @ Sentosa Cove