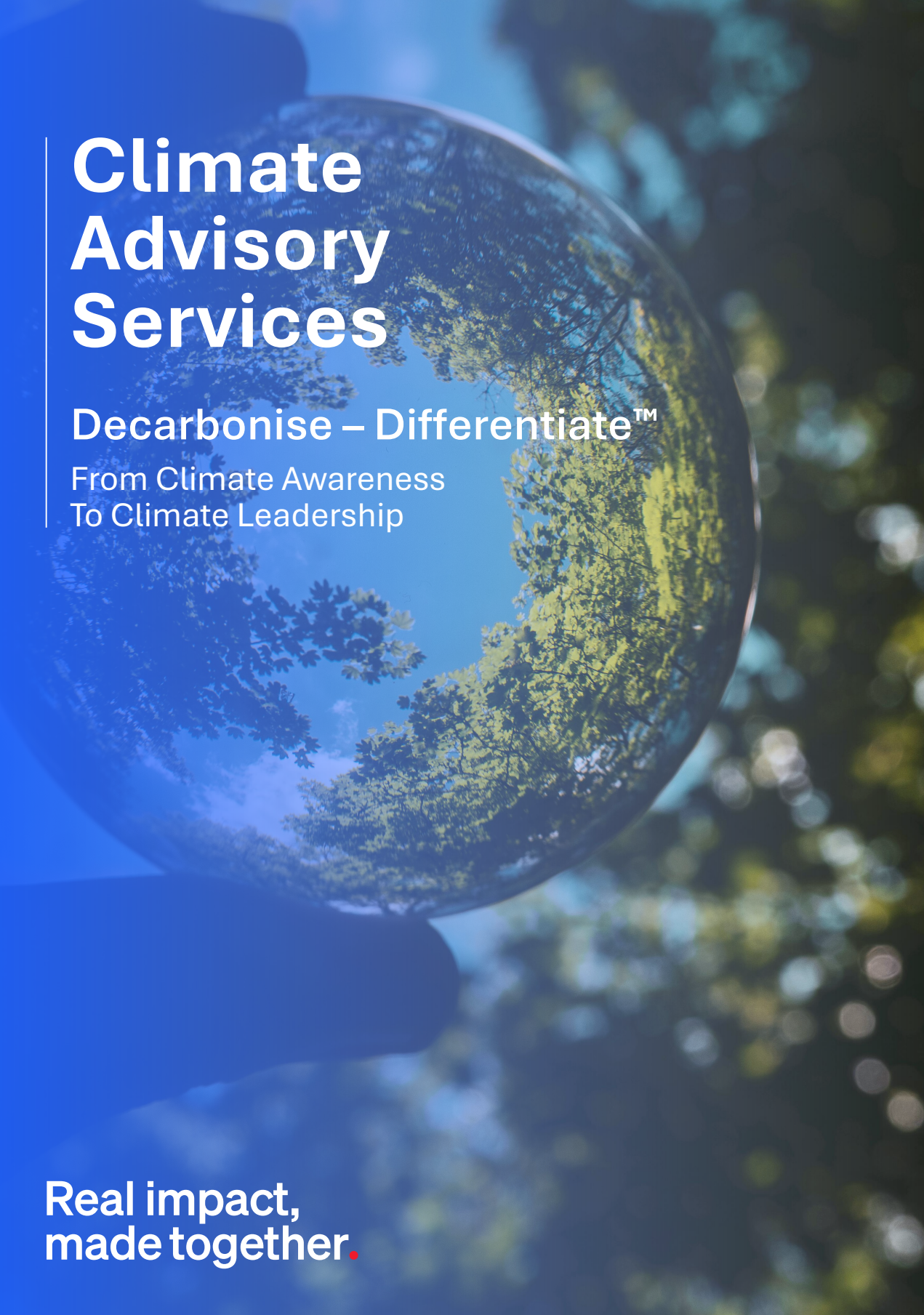


A hand is holding a crystal ball that reflects a lush green forest scene under a blue sky. The background of the entire slide is a blurred image of trees and foliage.

Climate Advisory Services

Decarbonise – Differentiate™

From Climate Awareness
To Climate Leadership

**Real impact,
made together.**

Surbana Jurong (SJ) Group Sustainability Mission **Transforming Climate Dynamics into Strategy**

The next decade will define the global investment landscape. Climate risk, resource scarcity, and shifting investor expectations are reshaping how cities, portfolios, and institutions must operate. Sustainability has become a driver of long-term value and resilience.

At SJ, sustainability isn't just a goal. It is a core part of how we create long-term value and resilience. With a clear vision to catalyse the transition to a regenerative future, we are taking action across six interconnected regenerative impact areas in our Sustainability Charter: Nature, Life, Society, Knowledge, Economy, and the Built Environment. Together, we are building a future that goes beyond sustainability - one that regenerates, innovates and creates lasting impact.

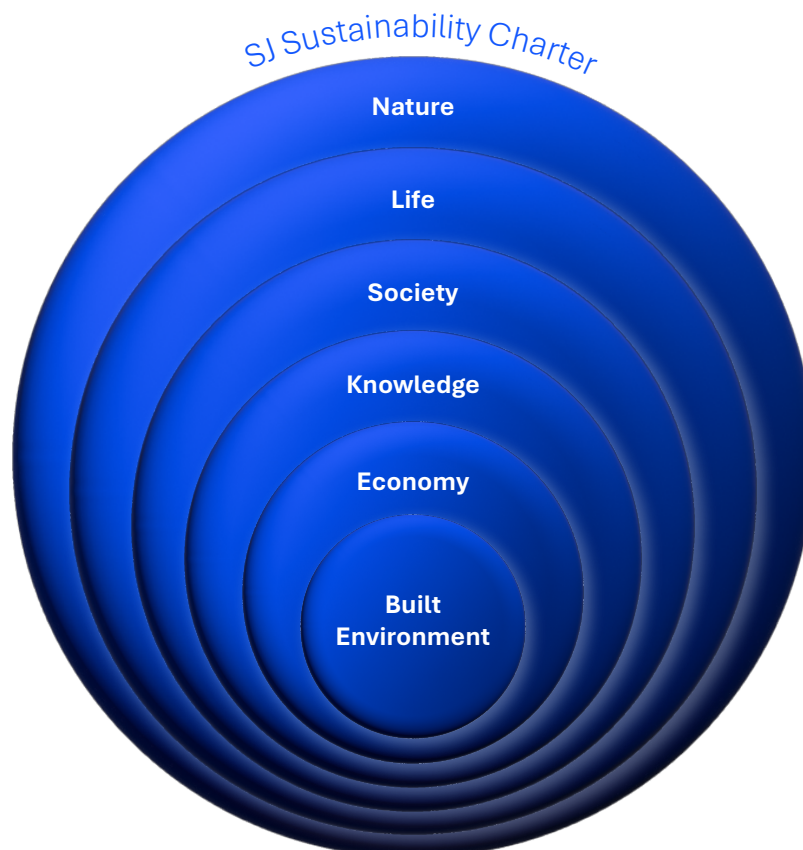
At SJ, climate sits at the centre of our strategy. Our purpose - *"to catalyse the transition to a regenerative future"* - guides how we help clients move beyond traditional sustainability and toward solutions that restore ecosystems, strengthen communities, and unlock long-term economic returns.

Through **SJ Climate Advisory Services**, we integrate deep sustainability expertise with **circular-economy**

insight and **cognitive-city intelligence** to deliver strategies that are measurable, investable and future-ready.

For investors, aspiration is not enough. Regeneration must be **quantifiable** - otherwise it cannot be operationalised, benchmarked or scaled. Without systematic assessment, capital cannot be deployed with confidence and impact cannot be verified.

That is why SJ's **Regenerative Futures Framework** is designed to translate ambition into investable action. We assess cities as **complex socio-ecological systems**, evaluating performance across six impact areas - each with defined action areas, delivery principles, and measurable outputs. This creates a clear pathway for investors to identify opportunities, assess risk, and allocate capital toward high-impact, high-integrity climate solutions.



Transformed Narrative

SJ Climate Nexus as a Strategic Engine

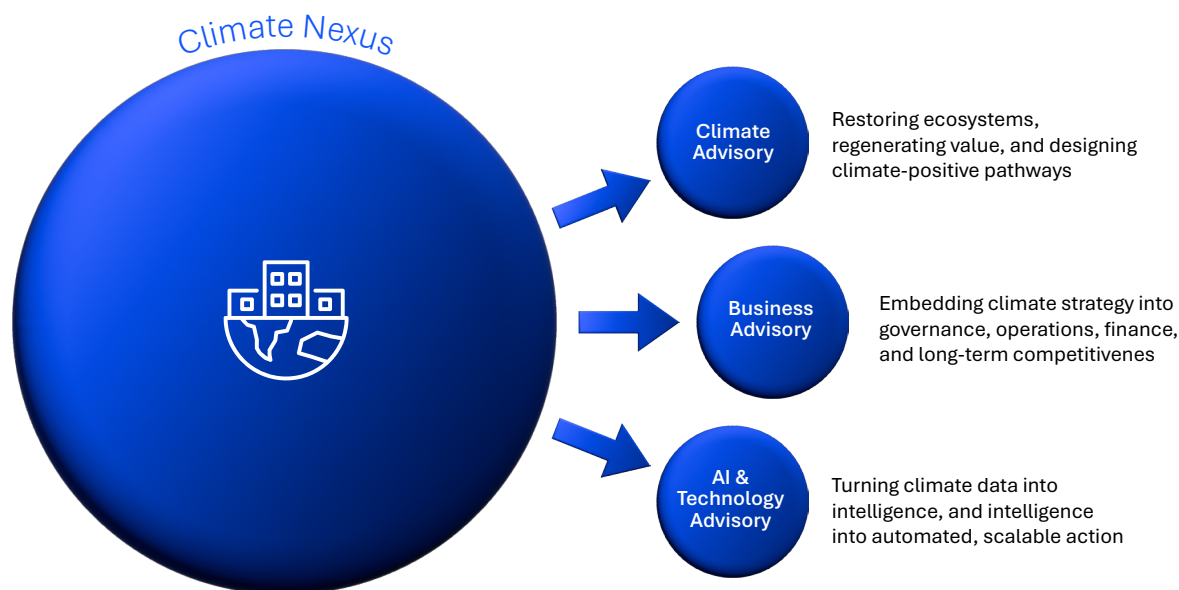
SJ Climate Advisory Services exist to turn the complexity of climate dynamics into **strategic advantage**. Everything we do leads to the **Climate Nexus** - the point where **climate intelligence becomes strategic action**.

Traditional sustainability services often focus on ratings, compliance and project-level optimisation. We at SJ operate upstream - at the level of:

- Portfolio and investment strategy
- City and regional planning
- Enterprise-wide decarbonisation and resilience
- Capital allocation and funding readiness
- Governance, disclosure and performance tracking

From this position, SJ Climate Advisory becomes the **enterprise integrator** - the function that unifies climate science, regulation, finance, design and delivery into one coherent, actionable system.

By aligning climate ambition with financial performance and delivery capability, we ensure that climate strategy is not only visionary, but also investable, implementable and measurable. The result is a seamless connection between **what governments aspire to achieve**, **where capital flows**, and **what gets built on the ground** - creating climate outcomes that scale, endure, and deliver real public value.



Climate Advisory

We work with clients to **co-create the future**, combining biodiversity leadership with advanced climate technologies to drive meaningful change.

Our services span **nature-based, environmental solutions**, climate biodiversity, risk and resilience; decarbonisation, ESG, circular economy integration and resource efficiency - unlocking climate innovation across entire portfolios.

AI & Technology Advisory

Our Cognitive City model integrates AI with live operational data to continuously optimise energy, mobility, water, waste, carbon and city operations. It turns static infrastructure into a **self-learning, self-improving systems**, and assets that perform better, adapt faster, and deliver **quantifiable resilience**. It is a new class of climate-smart infrastructure powered by **AI-driven optimisation**.

Business Advisory

Every client operates in a unique context, and every climate challenge is a chance to create new value. We develop **bespoke, high-fidelity strategies** that are actionable, future-shaping, and built for real-world complexity. We align climate ambition with economic and operational realities to unlock **enduring, transformative impact**.

SJ's 7 Climate Advisory Services

Climate Vision Becomes Scalable Impact

The SJ Climate Advisory Services form the implementation engine of the Climate Nexus - for transforming climate intelligence into strategic, scalable action.

With seven specialised services aligned around a single purpose, SJ helps governments and corporate sustainability leaders turn climate ambition into resilient infrastructure, future-ready economies, and lasting public value.

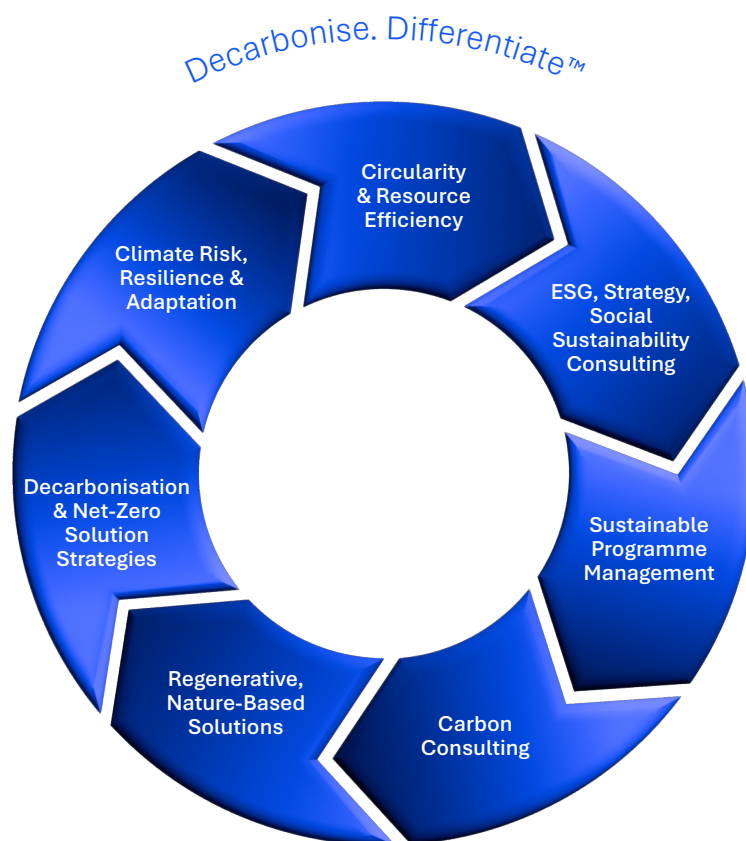
- Accelerate economic diversification
- Improve quality of life and environmental performance
- Integrate climate intelligence and nature-based solutions into every decision

What SJ Enables

Our approach empowers governments, cities, and organisations to:

- Deliver climate-aligned infrastructure and development
- Strengthen national and regional resilience

By combining deep expertise with advanced modelling and future-ready planning, SJ enables impact at the scale of cities, regions, and entire national portfolios. Together, the seven services create a clear pathway from policy vision to implementation - and from implementation to lasting public value.



Why It Works: Experience, Intelligence & Execution

We deliver tailored solutions. Every client is unique. Every climate challenge is different. We design bespoke strategies that are realistic, implementable and aligned with economic, social and operational realities. Our approach supports corporate sustainability leaders and governments in delivering **climate-aligned infrastructure**, strengthening national resilience, accelerating economic diversification and improving quality of life.

The SJ Cognitive City Tool™ Benchmarking Cities that Learn, Adapt & Regenerate

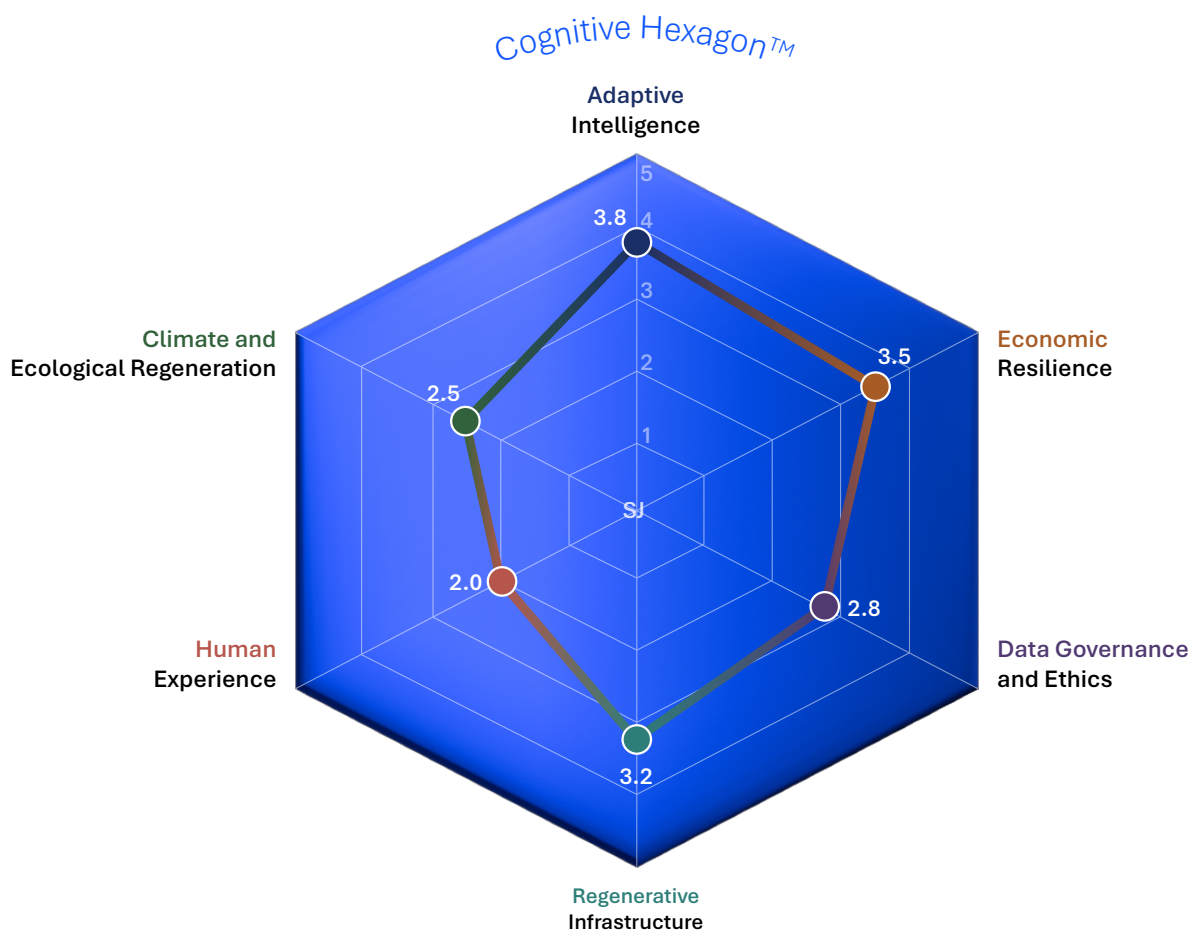
SJ Cognitive City Tool™ (AI + Sustainability) is a cognitive maturity framework to benchmark cities that learn, adapt & regenerate. It is a proprietary assessment framework developed by the SJ innovation team, to help city leaders evaluate, benchmark, and advance their city's cognitive maturity. It provides a structured, evidence-based diagnostic across six interconnected dimensions that no existing framework combines:

- Adaptive Intelligence
- Climate & Ecological Regeneration
- Human Experience Dividend
- Regenerative Infrastructure
- Data Governance & Ethics
- Economic Resilience

Where existing standards, like ISO 37120 and 37122, measure city services and digital infrastructure, the tool asks a more fundamental set of questions: Is the city learning and adapting? Is it regenerating its ecosystems? Is it giving measurable time back to its

people? These are the questions that define whether a city is genuinely intelligent-not merely instrumented.

The tool draws on SJ's extensive expertise in urban planning, infrastructure delivery, and Singapore's globally recognised Smart Nation leadership. It translates decades of conceptual, technical, and operational knowledge into a practical decision-support platform that helps cities plan, manage and evolve with confidence. It sits at the heart of SJ's emerging "Cognitive City" advisory offering, shaping how future cities think, respond and perform.



The tool assesses cities across six interconnected dimensions. Each dimension contains six sub-indicators mapped to international standards while introducing SJ proprietary metrics.

The SJ Regenerative City Tool™

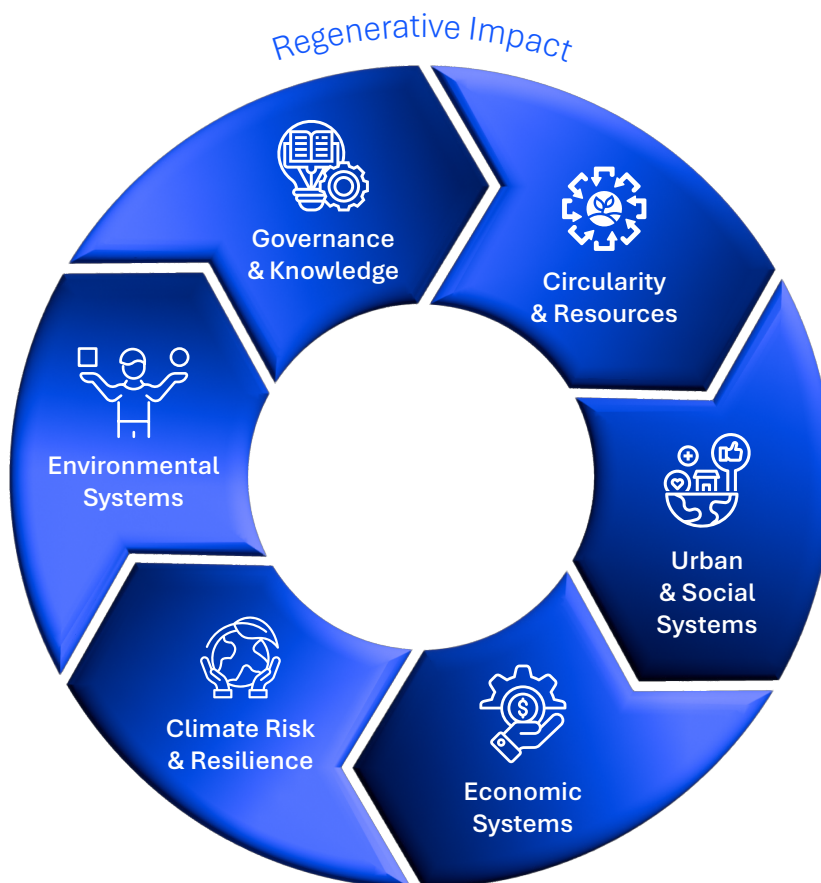
Measuring Urban Contribution, Not Just Compliance

The **SJ Regenerative City Tool™** defines what it truly means to create cities, communities, and projects that **restore more than they take**. It moves far beyond the conventional idea of “doing less harm” towards **net-positive environmental and social outcomes**. In a world built on resource-intensive systems, good intentions are no longer enough - we need **proof** that our urban environments can **restore ecosystems, replenish natural capital, and elevate human wellbeing**.

This evidence-based tool enables regenerative transformation at any scale, from individual buildings to entire cities. Grounded in the research and systems thinking behind the **SJ Regenerative Futures Project Framework**, the tool shifts organisations from a mindset of **compliance to contribution**. It empowers progress to deliver **net-positive value** across society, nature, knowledge, economy and life - while addressing the most urgent priorities of climate, people and biodiversity and guiding them through essential questions that define regenerative performance:

- What new value is being created?
- How does the project strengthen ecological and social systems?
- What long-term capability or wellbeing does it unlock?
- How can economic ecosystems and urban responsiveness be balanced?

The **SJ Regenerative City Tool™** pushes projects beyond incremental improvement and into the realm of **circular, living systems** - systems that adapt, evolve and thrive over time.



Sustainable Resilience

Built In, Not Bolted On - In All We Do

SJ Group is deeply embedded in Singapore's transformation into a sustainable, resilient, and nature-positive city, contributing across environmental design, climate resilience and low-carbon innovation. Our work positions Singapore as a global leader in sustainable urbanism, blending engineering, ecology and digital innovation to create a city that is low-carbon and energy-efficient and digitally enabled for lifecycle performance. We help define what sustainable resilience looks like in a modern city.



From advancing the City in Nature vision with nature-based solutions and coastal protection, to delivering Singapore's first net-energy and nature-positive buildings, SJ embeds sustainable resilience into every stage of planning, design, and delivery. Through partnerships that accelerate low-carbon technologies, and by operating SJ Campus as a living laboratory for green innovation, we help Singapore build infrastructure that is efficient, climate-ready, and future-proof. This integrated approach positions SJ Group as a key contributor to Singapore's global leadership in sustainable urban development.

