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**WELCOME REMARKS  
BY GROUP CEO OF CAPITALAND GROUP, MR LEE CHEE KOON AT THE  
CAPITALAND SUSTAINABILITY X CHALLENGE GRAND FINALE  
ON FRIDAY, 11 JUNE 2021, 4PM**

1. Thank you everyone for joining us at the Grand Finale of the inaugural CapitaLand Sustainability X Challenge. Our deepest appreciation to Ms Grace Fu, Minister for Sustainability and the Environment, for being our Guest-of-Honour.
2. Ladies and gentlemen, we know our planet is not as well as before. We can already see and feel the evidence all around us: record-breaking heat waves across the world, natural disasters that are more and more aggressive, millions of different species being threatened with extinction, major ecosystems already disrupted. We know of the many health crises and pandemics, overpopulation, overcrowding, food security challenges...
3. We are here today for this event because you and I do not want to surrender our future. We believe in the sustainability agenda, that the efforts we make today will have profound and long-standing impact on the world that we live in.
4. At CapitaLand, we place sustainability at the core of everything we do. This is a journey that started more than 20 years ago, and we will continue to push even stronger. We are determined to grow in a responsible manner and create a positive impact on the environment and communities we operate in. Last year, we unveiled our 2030 Sustainability Master Plan, where we have set ambitious green targets for ourselves. Big challenges like this require us to take big bold actions. CapitaLand is no exception.
5. But based on the current technologies available in the market, we will not be able to achieve the ambitious 2030 targets that we have set for ourselves. That is why we have to invest in and look for new sustainability innovations in the real estate ecosystem in the following 3 ways.

6. First, we set up a **Smart Urban Co-Innovation Lab**. To bring together leaders in the 'Smart Cities' space to co-create and test solutions.
7. Second, we have set aside a **\$50-million CapitaLand Innovation Fund** to encourage more innovation and other high-tech projects within the company.
8. Third, this inaugural **CapitaLand Sustainability X Challenge** that we have launched on a global scale. If you have a promising innovative solution or new technologies that can help the real estate sector push the boundaries on sustainability issues, we want to hear from you, we want to work with you.
9. This is the first edition of the Sustainability X Challenge and we received over 270 entries across more than 25 countries. I am encouraged by your responses, and CapitaLand will organise future editions of this signature event.
10. To all our partners, thank you for your support. To the participants, thank you for all your submissions. You are already doing your part by thinking of ways to create a more sustainable planet. I would like to commend the team for their year-long efforts in reaching out and engaging with innovators across the world. And to the finalists of this Challenge: Congratulations! I look forward to the pilots at CapitaLand properties and seeing the impact of your innovations.
11. Ladies and gentlemen, this planet is our life-support system. As the world gradually reopens in the wake of the COVID-19 pandemic, we have a choice: We can choose to go back to 'business-as-usual', or we can choose to commit to more sustainable practices. Whether at the individual level, family level, or company-level, we must do the right thing, so that when we look into the eyes of our children, and those of their children, we can put our hands to our hearts that we have done our best to leave behind a safe and secure environment for them.
12. Thank you.

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