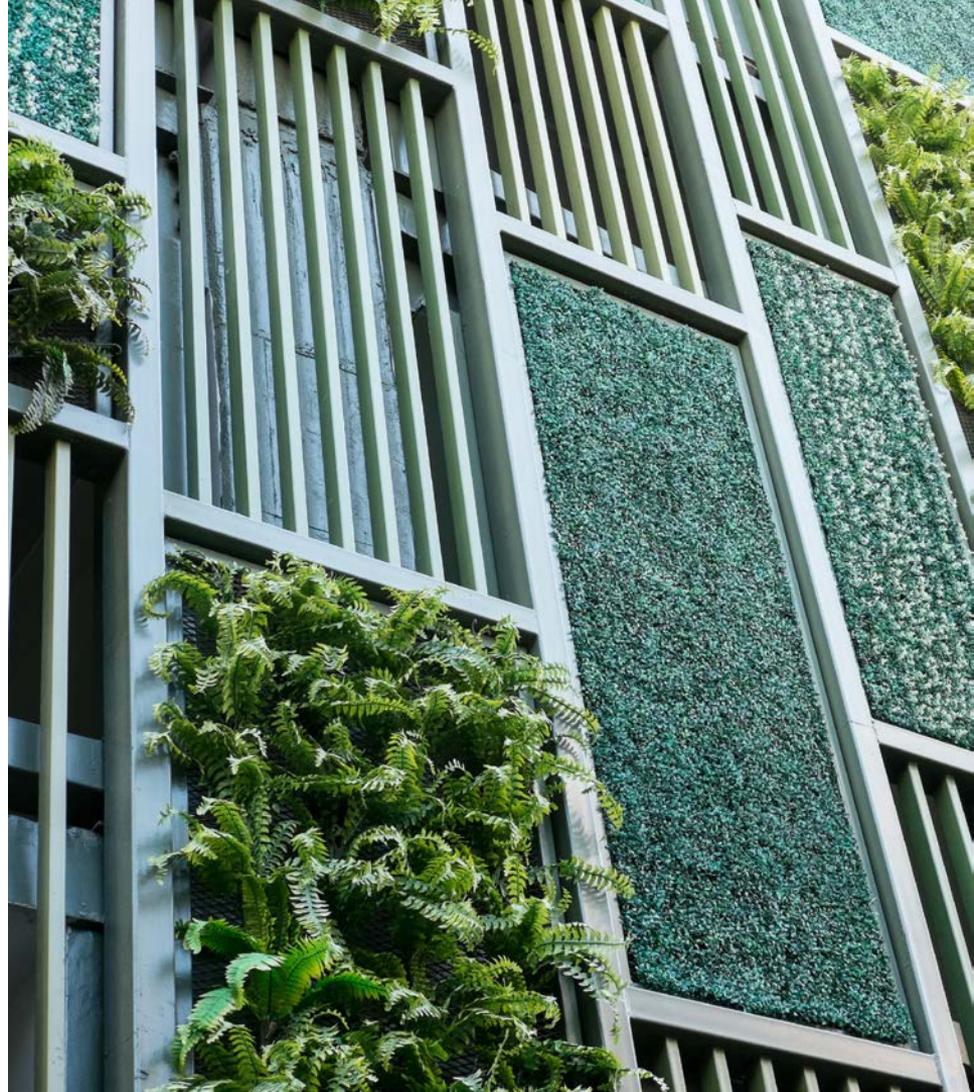


Nareit[®] ESG forum

Integrating ESG into the Supply Chain

Jill Ziegler
Forest City Realty Trust
January 24, 2018

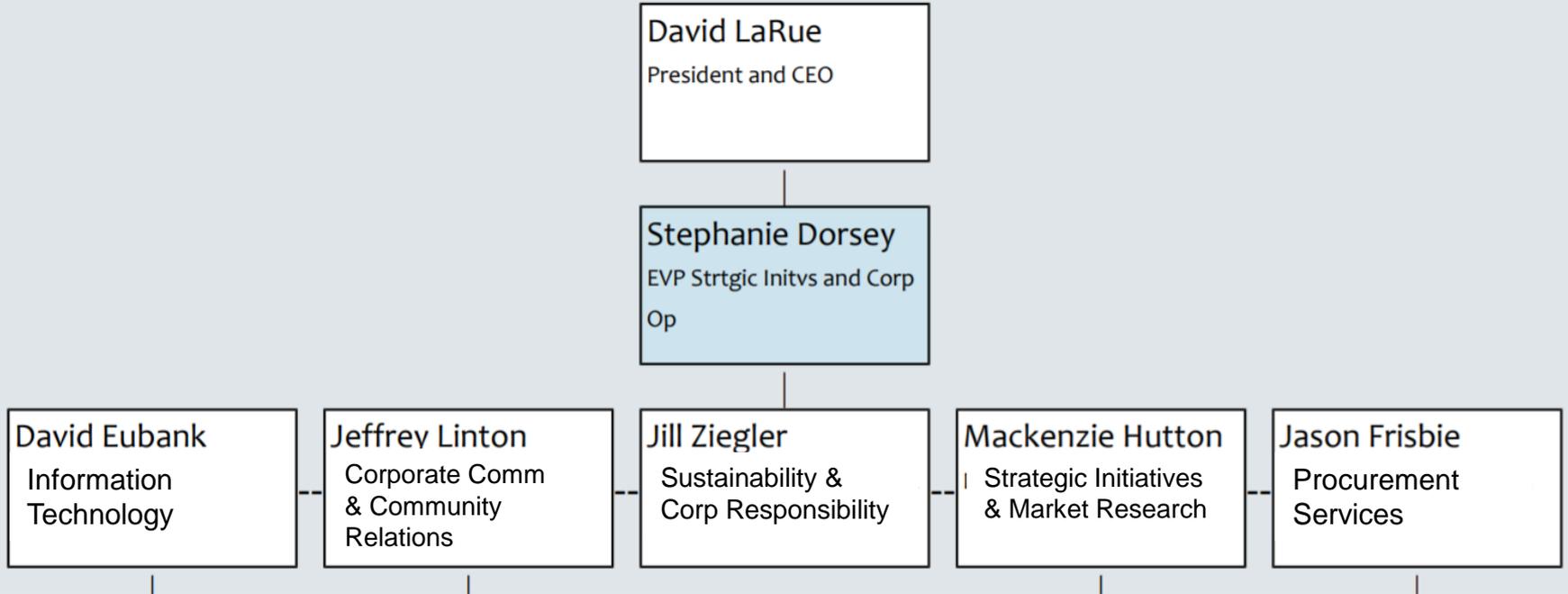


Overview

- Procurement Services at Forest City
- Value Proposition: Why incorporate ESG into the supply chain?
- Forest City's Approach
 - Development
 - Operations
- Getting Started
- Best Practices
- Measurement/KPIs



Org Chart



Supplier Relationship Management

- Offers streamlined corporate support to the business as a single source of contact for all preferred supplier business needs
- Drives supplier performance to include innovation, continuous improvement and performance to contractual terms (price, quality & delivery)

Accounts Payable & Technology

- Ensures efficient and quality transactional processes and services to the Enterprise to include Supplier Setup and Data Management, Invoice Processing, Payment Processing, Utility Payments, Corporate Cards, Development Draw and Purchase Process, Coupa and Concur Administration

Strategic Sourcing

- Leads large procurement events that usually include multiple properties and complex/various requirements

Program Management

- Actively manages and provides customer service to the Enterprise centralized programs such as Energy & Sustainability, Supplier Diversity, Fleet, Business Solutions and Travel

Procurement

Integrating ESG into the Supply Chain: The Business Case

Leader in industry

Companies that embrace diversity continue to lead the market in revenue generation. A sustainable Supplier Diversity Program is an important part of this.

Aligns with strategic drivers & core value

Supplier Diversity aligns with FC's strategic plan to drive operational excellence as well as our core value of Diversity and Inclusion. A inclusive supply chain demonstrates to our internal and external stakeholders.

Preparation for shifts in demographic

According to the Census Bureau, by the year 2050, minorities will be the majority of the US population. Women currently represent over half of our population. Our supply chain should mirror the communities where we do business, creating brand and customer loyalty.

Cost savings/higher quality

Implementing a sustainable Supplier Diversity Program increases competition in the market which ultimately leads to better service, increased innovation and lower cost.

Foster economic development

Communities realize increased capital investment and employment where corporations are successfully implementing Supplier Diversity Programs, thus reducing the need for public assistance/social welfare and increasing the tax base.

Integrating ESG into Procurement

Forest City's Areas of Focus

- **Development**
 - Design Standards for New Construction
 - Public-Private Partnership Requirements
- **Operations**
 - National vendor contracts
 - Supply chain audits
 - Supplier diversity





Development

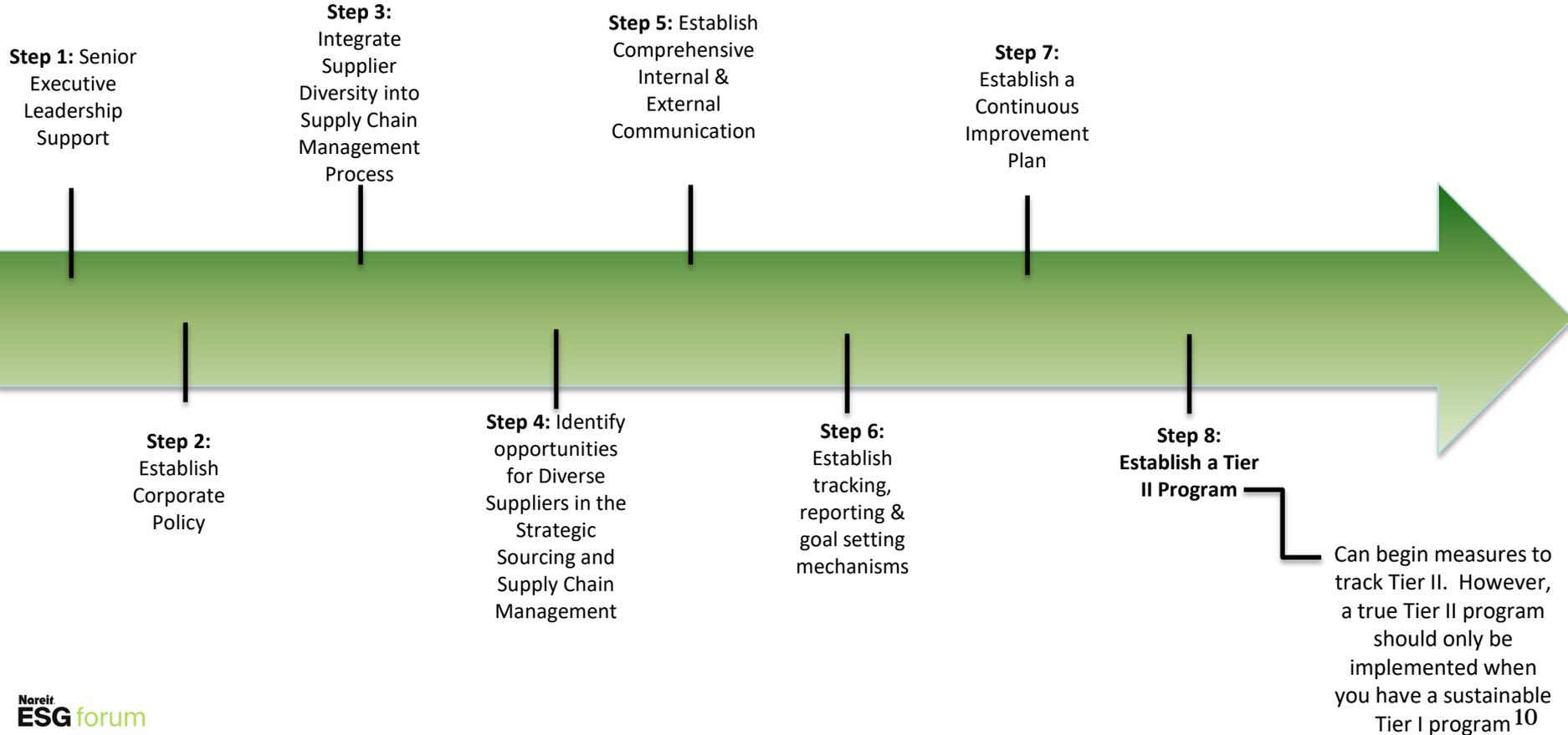
Development: Supplier Diversity & Social Inclusion

Case Study: The Yards DC

- Contractor Goals: DC requirement that 35% of the contracts go to certified business enterprises
 - Instituted voluntary mentor/protégé program, large prime contractors encouraged to subcontract to small or disadvantaged local builders and trades
 - Results: Forest City has met or exceeded its contractor goals, with 35%-57% of the work going to CBEs.
- Workforce Intermediary: First developer in Washington to launch its own organization that acts as a broker to pair businesses with local residents seeking work
 - Work with local businesses, labor unions, educational institutions, social services agencies and faith-based and community groups to recruit, train, place and retain local residents for positions at Harris Teeter
 - Results: Harris Teeter and local restaurants at The Yards hired approx. 300 local residents, represents a 1% reduction in DC's unemployment rate. 82% of those hired at the Harris Teeter store have stayed on the job for six months or longer.

Operations

Evolution of a Sustainable Supplier Diversity Program



Measuring Results

% of Diversity Spend

of Diverse Suppliers

of RFPs that Included Diverse Suppliers

of New Diverse Suppliers

of retained Diverse Suppliers with \$\$

#!/\$ of Contracts awarded to diverse suppliers

Forest City's 2018 Supplier Diversity Goals

1. 9% enterprise-wide, Procurement-directed diversity spending
2. Include at least one diverse contractor in the bidding process for all projects over \$25,000



Getting Started

- In-depth review of current suppliers
 - Look for diverse suppliers
 - Identify non-certified suppliers that can become certified
- Identify the top diverse spend opportunities in pipeline
 - Review contracts and look for expiring contracts
 - Anticipated purchases
- Mandate 100% inclusion when competitive diverse suppliers exist
 - A diverse supplier should be included in every bid opportunity/RFP to the maximum extent possible
- Include Supplier Diversity language in Contracts, RFPs and Training Manuals
 - Clear language in process documentation, contracts and trainings assist with fostering maximum results

Ongoing Best Practices

- Vendor Code of Conduct that incorporates ESG
 - Environmental
 - Human rights
 - Working conditions
 - Occupational health & safety
 - Business ethics
- Leverage national vendor relationships to identify ESG opportunities
 - Example: Lighting vendor identifies LED retrofit opportunities
- Engage vendors on ESG
 - Include supplier diversity and sustainability goals/language in RFPs
 - Recommend they certify as minority/women/veteran-owned business
 - Join local/national supplier diversity organizations
- Development Design Standards
 - Prioritize LEED credits that include supplier diversity and sustainability
 - Require GCs to use national vendors (who have already been screened for ESG)
 - Work with cities to identify local priorities

If you have any questions, please contact Jill Ziegler

Jill Ziegler, LEED AP BD+C

Director of Sustainability and Corporate Responsibility

Forest City Realty Trust, Inc.

direct: 216 592-1310

mobile: 216 702-8381

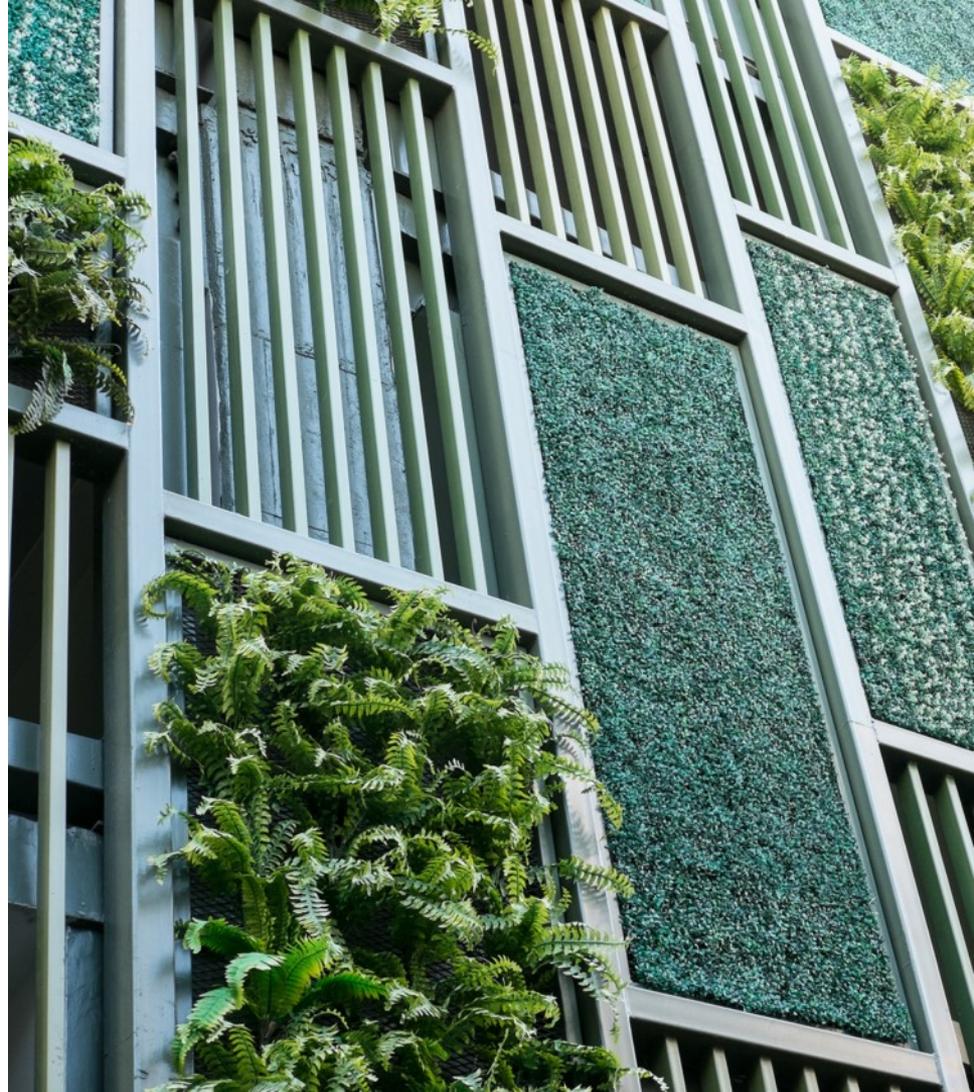
jillziegler@forestcity.net

Nareit[®] ESG forum

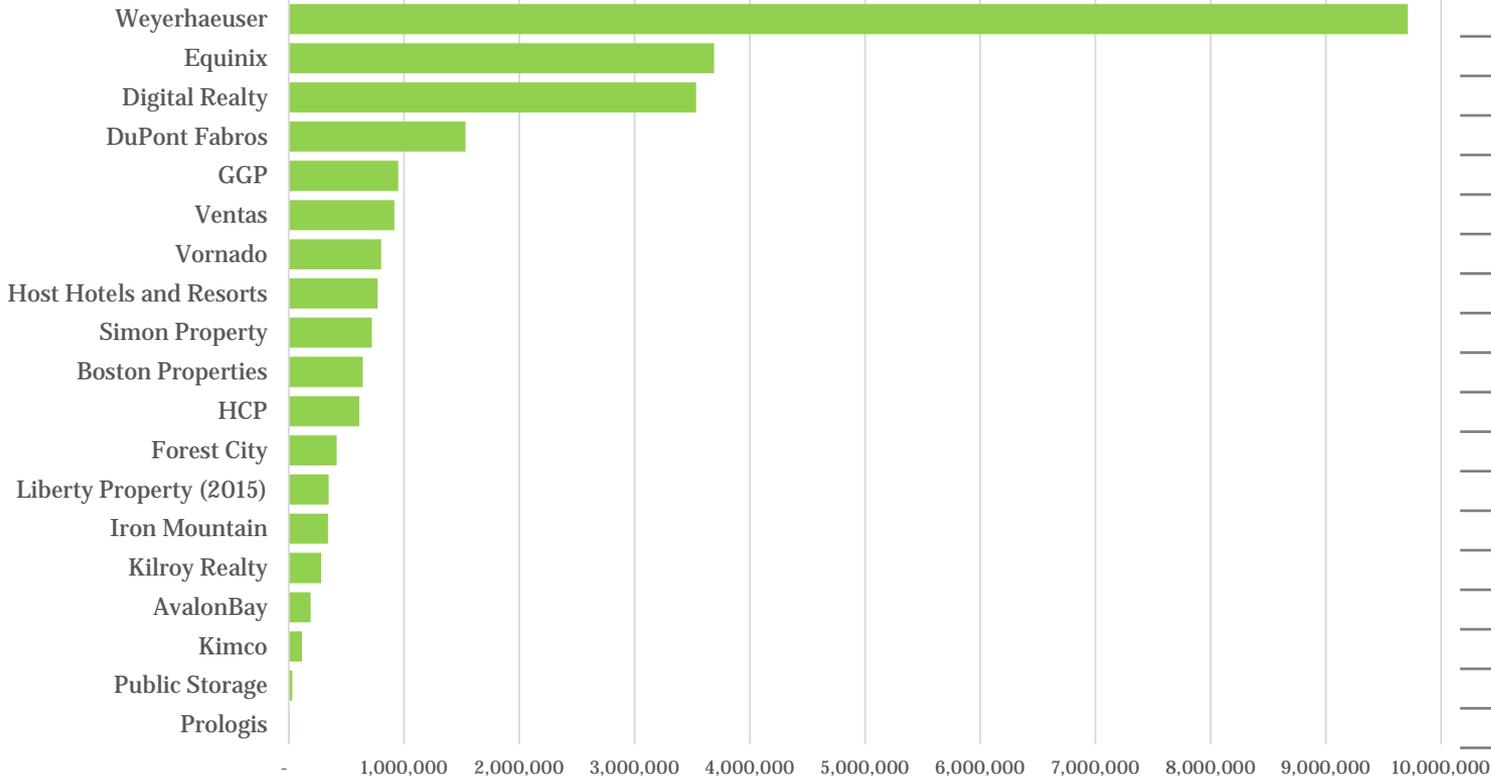
Options for offsite renewable energy contracts

Kevin Hagen, Iron Mountain
Aaron Binkley, Digital Realty

January 2018



REIT Electricity Use (MWh)¹



MW of Rooftop Solar Panels Needed to Produce this Amount of Electricity ²	Square Feet of Solar Panels Needed to Produce this Amount of Electricity ²
7,616	951,972,000
2,895	361,926,000
2,771	346,352,000
1,203	150,330,000
745	93,147,000
718	89,763,000
629	78,564,000
603	75,428,000
566	70,700,000
504	63,058,000
478	59,804,000
326	40,704,000
270	33,799,000
267	33,315,000
221	27,615,000
148	18,516,000
90	11,215,000
23	2,844,000
6	710,000

Avenues for Sourcing Renewable Electricity

	Utility Green Energy Programs	Commodity Electricity Supplier Offerings	Off-site utility-scale Generation	Behind-the-Meter Solutions	Aggregated Off-Site Projects	Commodity RECs
Common Name	Green Tariff	Commodity Block, Power Hedge	Virtual PPA, Contract for Differences	PPAs, REIT-owned projects	Community Solar	National RECs, Unbundled RECs
Locations	Regulated electricity markets	De-regulated electricity markets	National, but top grid regions include: ERCOT, MISO, PJM	Property-specific	Massachusetts, Minnesota	National
Scale	Individual meter(s): Usually enroll based on 50% or 100% of meter	Individual meter(s): Can be tailored up to 100% of block, limited by % of site's load that is hedged	Portfolio-scale: Entire portfolio or multiple buildings	Individual meter(s): Fraction of building's load, may also be capped by net metering regs	Individual meter(s): Program-specific caps apply, up to perhaps ~5 MW	Unlimited flexibility on scale, no min or max procurement
Key Risks	No control over utility programs; Utilities may stagnate in increasing renewable energy in fuel mix; sites become less attractive to "green-preferred" clients	Needs to be replaced with more impactful projects to meet client demand and NGO expectations	Long term energy purchase contracts (7-15 yr); End of Production Tax Credit may raise prices; Need to be able to aggregate client demand at sites	Reduction of Investment Tax Credit (30% → 10%) and declining rebates may raise costs	Reduction of Investment Tax Credit (30% → 10%) and declining rebates may raise costs	Long term investment of capital; Requires tax credit appetite; Reduction of Investment Tax Credit (30% → 10%) and declining rebates may raise costs
Environmental Claims	Varies based on utility program, adequate for Scope 2 CO2 emissions reporting	Varies based on block structure, adequate for Scope 2 CO2 emissions reporting	Strong, adequate for Scope 2 CO2 emissions reporting	If you get a utility subsidy you may not be able to count it toward Scope 2 CO2 reductions	If program gets utility subsidies you may not be able to count it toward Scope 2 CO2 reductions	Claim adequate for Scope 2 CO2 emissions reporting

What is a Virtual PPA

Commonly names: Virtual PPA, Contract for Differences, Fixed-for-Floating Swap

Definition: A virtual PPA is a form of price hedge. A company (e.g., a “Buyer”) enters into a contract to pay a wind/solar project (Seller) on an agreed fixed PPA price. The Seller sells the generated power into the local wholesale market on a merchant basis as it is produced.

Financial Settlement: The solar/wind project pays the company if the electricity is sold into the market above the agreed contract price, and the company pays the project the difference if the electricity falls below the agreed price.

Environmental Attributes: The Buyer receives the RECs produced by the project.

Benefits: Buyer claims environmental attributes from large-scale renewable project. Long term, fixed price electricity price hedge that is not property or suppliers-specific. Ability to secure renewable claims for projects that cannot self-generate large amounts of renewable electricity.

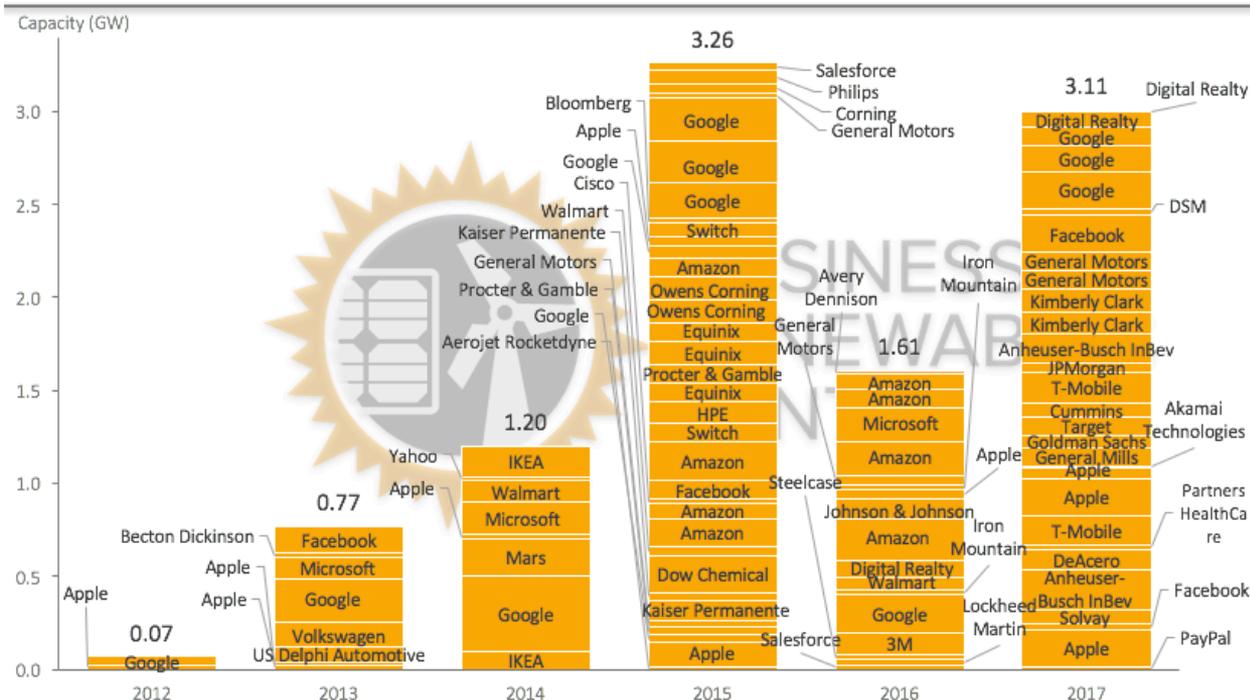
Key Risk: “CFO Test” – *“Will I ever have to explain why we missed earnings because of this deal?”*
Translation - Power sold in the wholesale market at a price below the PPA rate and Buyer pays the difference.

Corporate Renewable Deals



Corporate Renewable Deals

2012 – 2017



Publicly announced contracted capacity of corporate Power Purchase Agreements, Green Power Purchases, Green Tariffs, and Outright Project Ownership in the US and Mexico, 2012-2017. Excludes on-site generation (e.g., rooftop solar PV) and deals with operating plants. Last updated: January 5, 2018.

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For more information, please visit <http://www.businessrenewables.org/> or contact: BRCC@RMI.org

Common Considerations

- What is your ‘mandate’ to act on renewables?
- Do you have a renewable energy goal, a carbon goal, or something else?
- How much of your load do you want to address?
 - What amount of energy can you can hedge?
- How important is “Farm to Table” for you and your stakeholders?
 - Do renewables need to be sourced locally/regionally?

The Real Deal

- **Have a Cattle Prod (or two)**
 - Customer demand: “One of the four key location criteria for us is access to renewable energy.”
 - Greenpeace gave us an “F” in 2014 for lack of renewable energy sourcing
- **Get (Free) Help**
 - We worked with a buyer’s agent, (i.e., a broker) to identify promising renewable energy projects
 - Broker’s fee (typ. ~1.5-2%) is paid by Project Developer on a “success fee” basis
 - The success fee model gets you a lot of no-obligation expertise while you figure things out
- **Trust but Verify (and Verify, And Verify Again)**
 - Our RFP identified ~100 projects throughout the PJM grid region
 - We shortlisted on price, location, commercial operations date (COD), and fewest contingencies
 - We conducted in-person interviews of the top projects, and we found that:
 - Projects with no contingencies can have contingencies
 - Prices and terms are *highly* negotiable
 - Project developer demeanor matters
- **Zombies – Your New Best Friend**
 - Projects that weren’t on the shortlist got re-priced by the developer a month or two after the RFP process moved forward and became attractive

The Real Deal

- **Politics – Your New Source for Grey Hair**
 - Solar Int'l Trade Case, Federal Tax Reform result in CPs (Conditions Precedent) and provide an excuse for developers to re-price deals and delay CODs
- **Get Ready for a Re-Trade**
 - Developers may “re-trade” the project offered during the RFP process
- **Have Friends in High Places**
 - Expect your Executive team to have strong philosophical feelings about “hedges”
 - Due to nominal contract values and long tenures you may end up in front of your Board of Directors
- **Have Even More Friends Low Places (joking!)**
 - Accounting: There will be questions, and they can be addressed (accrual vs derivative accounting)
 - Legal: Plan to hire outside counsel with vPPA expertise, at \$20-50k
 - Tax: They will be fine, but they'll need to make sure you're not going to tank REIT status
 - Finance/Treasury: Guidance on issuing a parent guaranty or posting a letter of credit
- **Recognize Your Limits**
 - Performance of long term power market hedges are built on assumption after assumption after
 - Don't lose the forest for the trees
- **Gossip**
 - Talk to others who have done a deal!



DIGITAL REALTY



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Kevin Hagen
Director Corporate Responsibility

@KevinHagen





OUR PURPOSE

To be the trusted guardian of the assets most important to our customers, securing their past, current and future value.

Our Services

- **Information Management**
- **Secure Storage**
 - Documents, Tapes
 - Assets, Art, Film, Music
- **Digital Transformation**
 - Data Centers & Cloud Services
- **Secure Destruction**
 - Shredding, IT Assets





+ \$3.8B Sales

+ 25,000 employees

+ 1400 Secure Facilities

+ 50 Countries

+ 85 Million Sq ft

+ 220,000 customers

Serving 94% of FORTUNE 500

S&P 500 REIT (NYSE: IRM)





Sustainable Business Strategy is about using Environment, Social, Governance (ESG) impacts as a driver to inspire new thinking about what we do and how we do it.



We're building a metrics driven process based on global frameworks, stakeholder engagement and transparent public reporting that is delivering better outcomes for our business, our customers, our communities and the planet.

MEMBER OF
**Dow Jones
Sustainability Indices**
In Collaboration with RobecoSAM



Energy Strategy

**How much
we use**



Use less = Pay less

**When
we use it**



Avoid peak time
Reduce peak kW

**The rate
we pay**



Stabilize long
term costs

**The
Source**

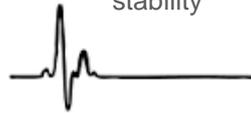


Increase percentage of
Green Power

Reduce Energy
use at existing
bldgs by 50% or
more

Complete control
when we use power
and how much is
pulled from the grid

Complete rate
certainty &
stability



100%
Renewable



Renewable Energy Progress

- Achieved +40% renewable electricity in 2017 (up from <1% in 2015)
- 100% renewable for Data Center operations
- Chart is prior to IO Data Center acquisition (Jan 2018)



On-Site Solar

- We currently have 5.6MW installed at 14 sites
- Active pipeline of over 10MW of new projects



Livermore, CA
369 kW



Freehold, NJ 1990 kW



Sacramento, CA
213 kW

Off-site Projects

- Virtual Power Purchase Agreements (vPPA)
 - 2 Wind Deals @ 25MW each
- Direct Green Power Purchasing
 - 4 wind & solar purchase deals over 8MWavg



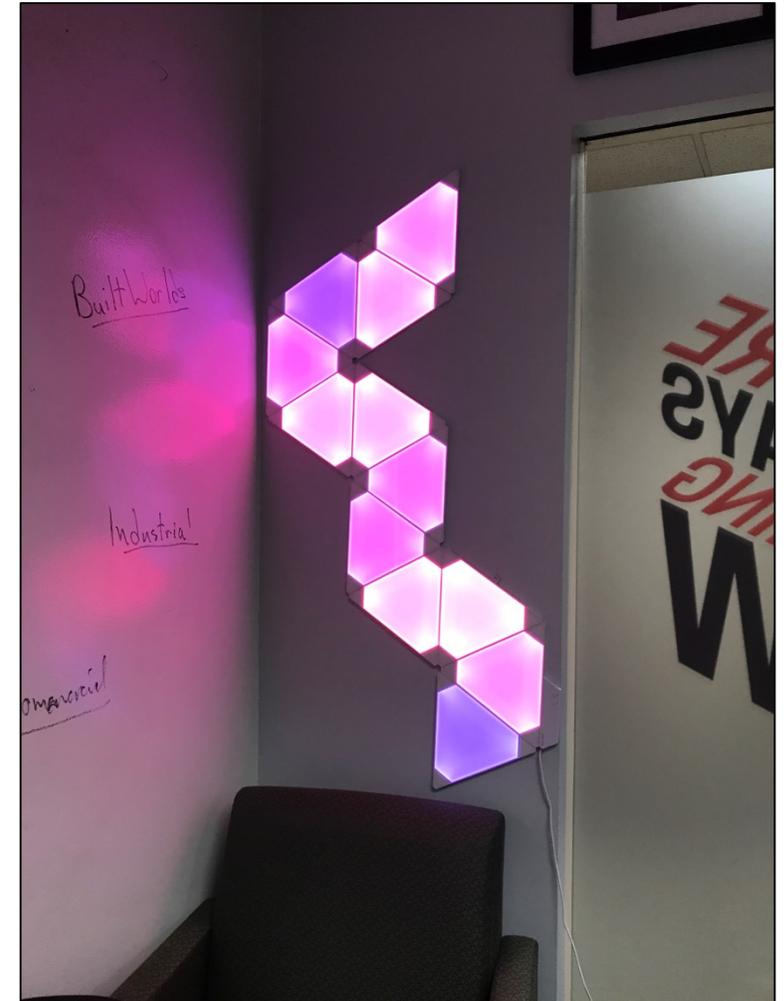
Sustainability is a Team Sport

**CORPORATE RENEWABLE ENERGY
BUYERS' PRINCIPLES: INCREASING
ACCESS TO RENEWABLE ENERGY**



Innovation Labs

Inspiration



Kilroy Innovation Lab

At Kilroy Realty Corporation we are actively seeking emerging technologies and ideas that measurably improve the environmental performance of our real estate assets. The Kilroy Innovation Lab will pilot these innovations in order to improve our portfolio's performance and rapidly transform the larger commercial real estate market.

BACKGROUND

Kilroy Realty Corporation has been on the forefront of sustainability in commercial real estate for over seven decades, and has been recognized as the North American Leader on sustainability in the office sector for the last four straight years by GRESB. We are one of only three American real estate companies to be listed on the Dow Jones Sustainability World Index. One of the major drivers of our continued sustainability performance is our willingness to embrace emerging technologies that improve the environmental performance of our existing and new assets. Launched in 2017, the Kilroy Innovation lab formalizes the process for the implementation of sustainability pilots to provide credibility for successful technologies.





333 Brannan // Past Pilot: Biomimicry Based Materials



2211 Michelson // Past Pilot: Phase Change

AREAS OF INTEREST

Kilroy Innovation Labs is particularly interested in the following types of projects:

- a. **Energy** // Reducing our energy consumption is the primary objective of our existing building environmental programs, and we design our new development projects with energy efficiency as a primary goal. We are focused on emerging technologies whose primary impact is on the base building and whose efficacy is not dependent on tenant behavior change. Lighting, window film, HVAC upgrades, and controls have all been areas in which we have previously piloted new solutions and in which we expect to pilot more.
- b. **Water** // Water is another main focus of our sustainability programs, especially in California, which has experienced severe droughts in recent years. We have implemented and are interested in additional domestic water projects, typically via extremely low flow and flush plumbing fixtures. Reducing exterior water use, often through smart irrigation controllers, drip irrigation and high efficiency nozzles, is also an area in which we have done several pilots. We also have interest in cooling tower projects.
- c. **Waste** // Reducing the amount of waste we send to landfills is another important component of our programs. We have aggressively rolled out composting programs in over 60% of our portfolio, and have piloted recycling other waste streams. We are interested in projects that allow us to reduce our waste to landfill performance that do not burden our tenants or janitors.
- d. **Health** // We have placed an increasing importance on health because we believe that the wellbeing of the people that interact with our buildings is critical, and that our buildings have the ability to either promote or diminish human health and productivity. In 2017, we received both WELL and Fitwel certifications, and are interested in technologies to help us monitor the health performance of our assets. We are particularly interested in technologies that have a positive impact on both health and energy.
- e. **Biodiversity** // Recognizing increased external interest in biodiversity, we launched our biodiversity programs in 2016. All new landscapes in both the existing and development portfolios are required to include at least two plant types, which otherwise meet our reduced water requirements, that are considered pollinators by The Pollinator Partnership (www.pollinator.org). Also, any beehives discovered in undesirable locations are to be relocated either on or offsite in partnership with local beekeeping organizations rather than destroyed. Finally, we have begun installing beehives on the roofs of our buildings. We are interested in ideas to boost and measure the biodiversity impact of our properties.
- f. **Financial Structures** // Sometimes, the barrier to adoption of an efficiency technology in the commercial real estate industry is not the technology. Therefore, we have piloted unique financial structures to make the implementation of certain technologies more attractive. For example, we are one of the first Real Estate Investment Trusts (REITs) to use an innovative financial structure for solar and battery installations and hope that our structure will serve as a model for other REITs to follow to spur solar and battery adoption in our industry. Please note that this area does not extend to financing structures.
- g. **Sustainability Reporting** // In 2017, we became the first publicly traded company to align our 10-K with SASB and we are always interested in learning additional best practices regarding sustainability disclosure.
- h. **Supply Chain** // We launched our Supply Chain program in 2017 with the implementation of a code of conduct that extends to vendors and other third parties, and an analysis of our critical vendors. We are interested in learning about best practices related to ensuring environmental stewardship in our supply chain.

REPRESENTATIVE PAST PROJECTS



ENERGY

- AspenAir
- Blue Box
- Carbon Lighthouse
- Cypress EnviroSystems
- Enovity Retrocommissioning
- Gridium
- IceCold
- LOBOS
- MACH
- Permafrost
- ProtecAll
- Rainforest Automation Eagle
- SmartCool Controls
- BuildingIQ



WATER

- 1.1 gpf toilets
- GoMeter
- Hybrid waterless urinals
- ZeroBleed



HEALTH

- Fitwel
- Green Janitor Education Program
- WELL



BIODIVERSITY

- Beehive Installation



FINANCIAL REPORTING

- SASB

MEASUREMENT & VERIFICATION

For projects whose purpose is generating financial savings, the Kilroy Innovation Lab places a strong emphasis on a robust Measurement & Verification process to confirm that savings have been realized. While we prefer a full IPMVP Option C protocol be implemented, we are also comfortable with trending consumption patterns via data loggers for 30 days prior to an Intervention, 30 days during an Intervention, and 30 days after an Intervention. We can also use our load profile analytics to do Measurement & Verification work depending on the project.

PARTNERS



We partner with organizations that also want to accelerate the adoption of clean technology in the built environment.

The Kilroy Innovation Lab is excited that the Los Angeles Cleantech Incubator

(LACI) has come onboard as our first partner. LACI will be identifying efficiency projects in its pipeline that are appropriate for our asset types, and we will be working together to ensure smooth deployments and verifiable results. This will allow for rapid scale both in the Kilroy Realty Corporation portfolio and the larger commercial real estate community.

UTILITY COLLABORATION

We have a long history of collaborating with our utilities on emerging technology pilots. Technologies that are appropriate for our asset type (office, life science and multifamily) that are part of a utility emerging technology program are particularly welcome. We are also favorable towards technologies that have been vetted by our utilities and, for example, receive rebates for their implementation.

FUTURE ENGAGEMENT

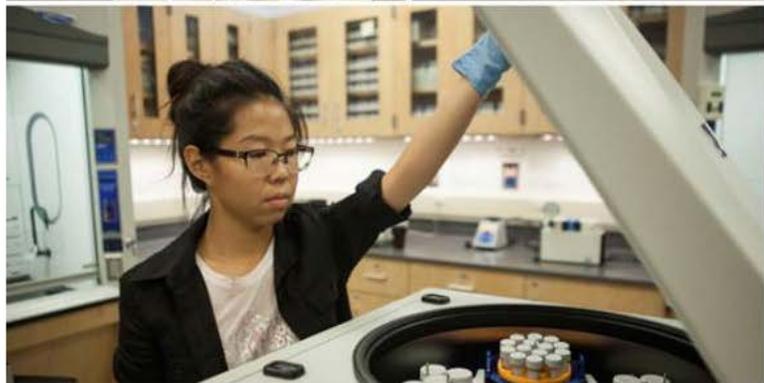
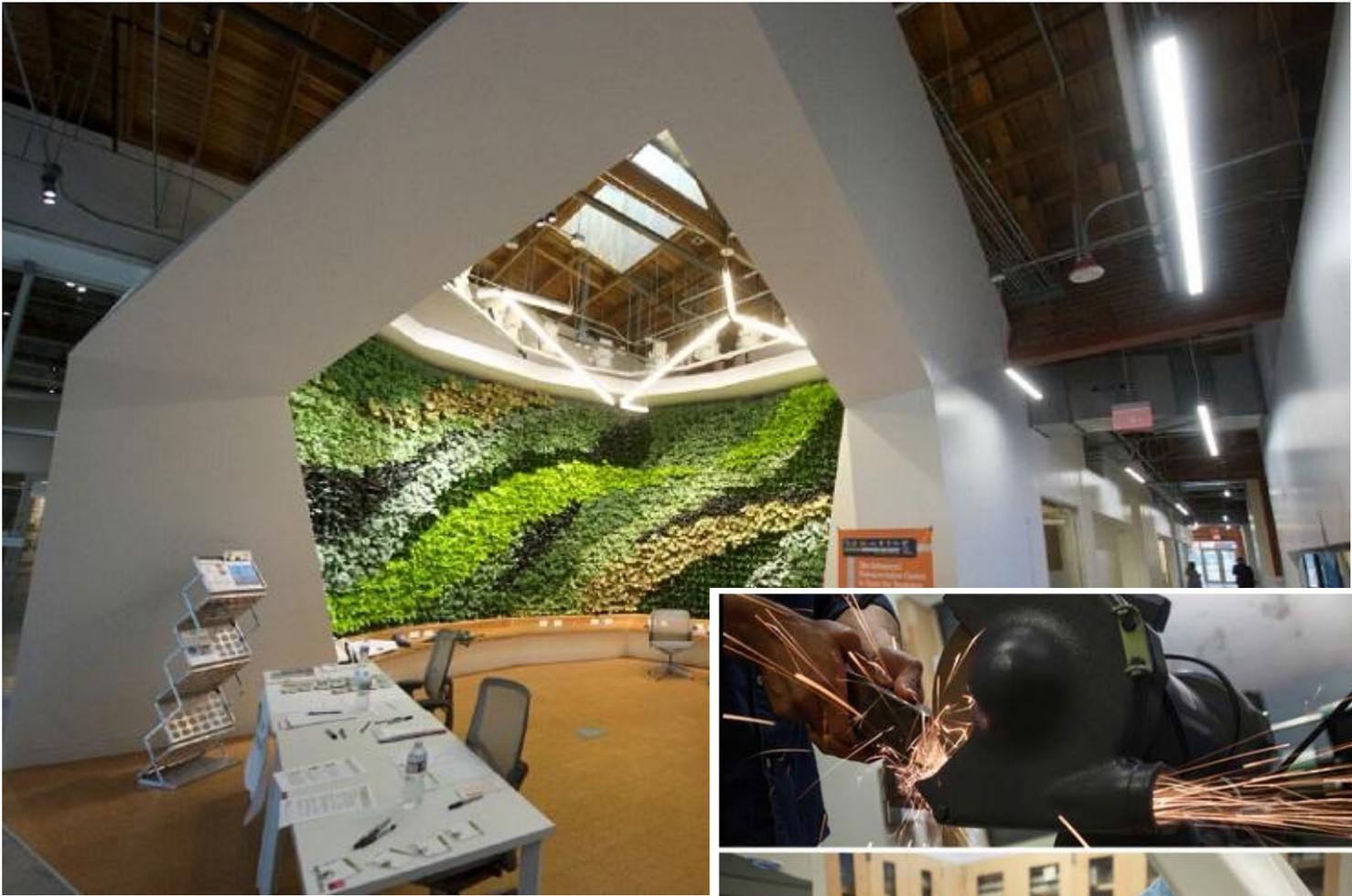
We recognize that our square footage has been and will continue to be fertile ground for testing out the technologies that have the potential to transform commercial real estate. The Kilroy Innovation Lab is always looking for new emerging technologies to pilot.

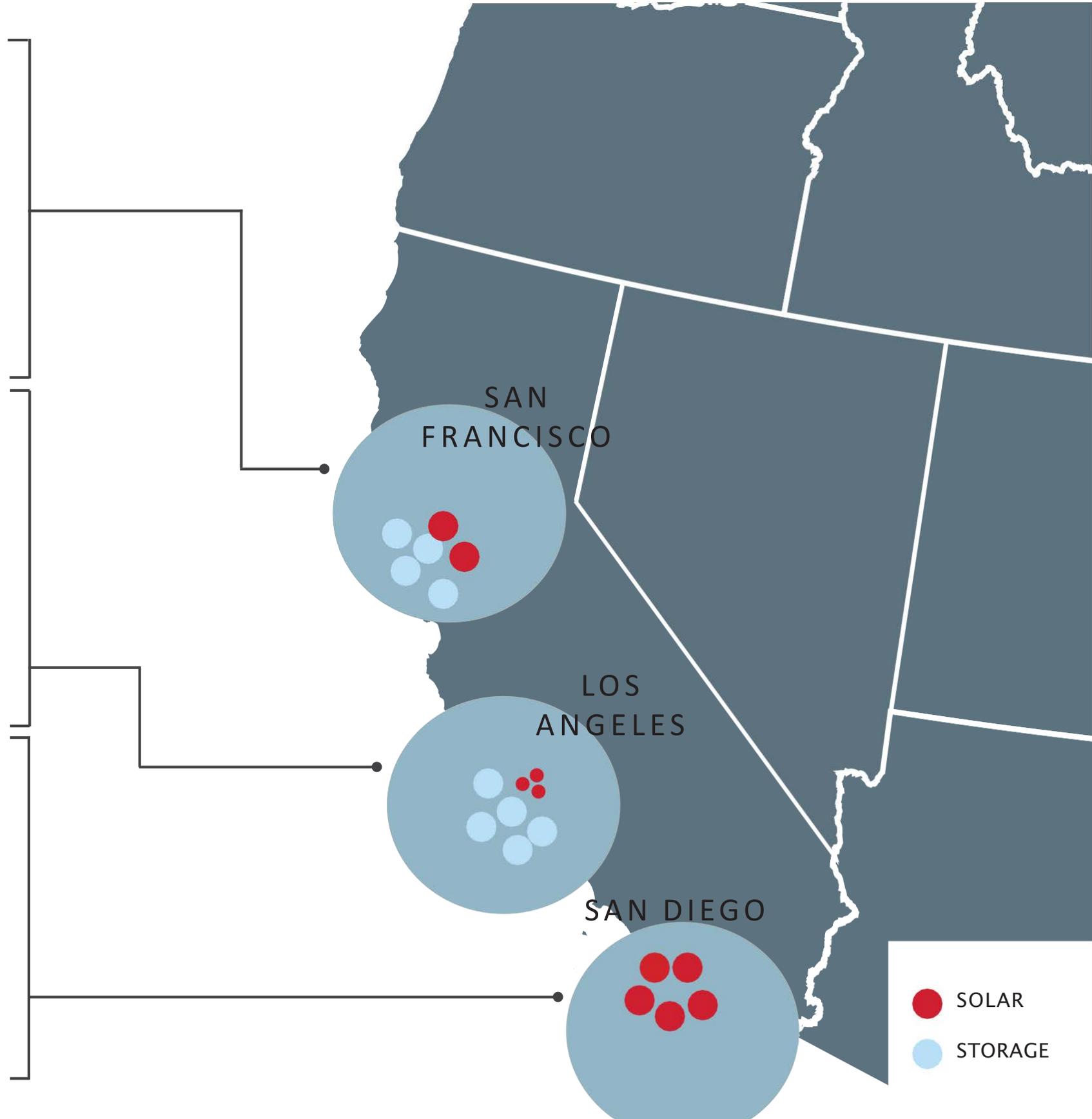
Our ideal pilots have the following features:

1. No upfront cost
 2. Minimally invasive
 3. Meets our insurance requirements
 4. UL listed if a hardware component is involved
 5. Robust Measurement & Verification process
 6. Primarily within a base building scope
 7. Simple payback of 3 years or less for projects that generate savings
- B. Focused on one of the following areas:
- | | |
|-----------------|-------------------|
| a. Energy | f. Financial |
| b. Water | Structures |
| c. Waste | g. Sustainability |
| d. Health | Reporting |
| e. Biodiversity | h. Supply Chain |

CONTACT

Companies interested in partnering on a Kilroy Innovation Lab pilot should contact Sara Neff (sneff@kilroyrealty.com) with a description of how their technology meets the criteria outlined here.





Energy Sourcing



B BUSINESS
R RENEWABLES
C CENTERS

WHAT OTHER SOLUTIONS CAN WE FIND?

PROACTIVE

MEASURING METRICS

OFFSITE RENEWABLE ENERGY CONTRACTS

00000

COMMODITY PURCHASE/RECS

LONG-TERM STRATEGY

INCUBATING TECH

REDUCING CARBON FOOTPRINT MEANS FINDING CREATIVE RENEWABLE SOLUTIONS

WHICH VENDOR

SUPPLIER DIVERSITY

COMPETITIVE PRICING

CURRENT SUPPLIERS

VPPAs

AGGREGATED OFF SITES

FINDING WORK FOR

SPOT SPEND OPPORTUNITIES

CHEAPER AND GREENER

VIRTUAL UTILITY

UTILITY GREEN ENERGY PROGRAMS

OFF-SITE UTILITY-SCALE GENERATION

BEHIND THE METER

VS. STORAGE

VALUABLE STORY, DON'T WANT TO EXPLAIN ON A QUARTERLY CALL

RFP LANGUAGE

INCENTIVES!

LOCALS

SPACE IS A CHALLENGE

TRUST & VERIFY

PRICING DIFFERENTIALS AGAINST THE MARKET

COMMODITY ELECTRICITY SUPPLIER

NEGOTIATE

LLL
LLL
LLL
LLL
4H

CORPORATE LARGER BUYER THAN UTILITIES

engage & VENDORS

EDUCATE TOO!

ENCOURAGE DIALOGUE & OUTREACH

POWER PRICES 5 YEARS



IF YOU'RE SAVING ANY MONEY, THEY'LL LOVE YOU!

ASSUMPTION ASSUMPTION ASSUMPTION

DON'T GET WORRIED, GET HELP

LEVERAGE NATIONAL RELATIONSHIPS

BATTERY SIZE IS A PROBLEM

LOCAL CONSTRAINTS

DESIGN STANDARDS

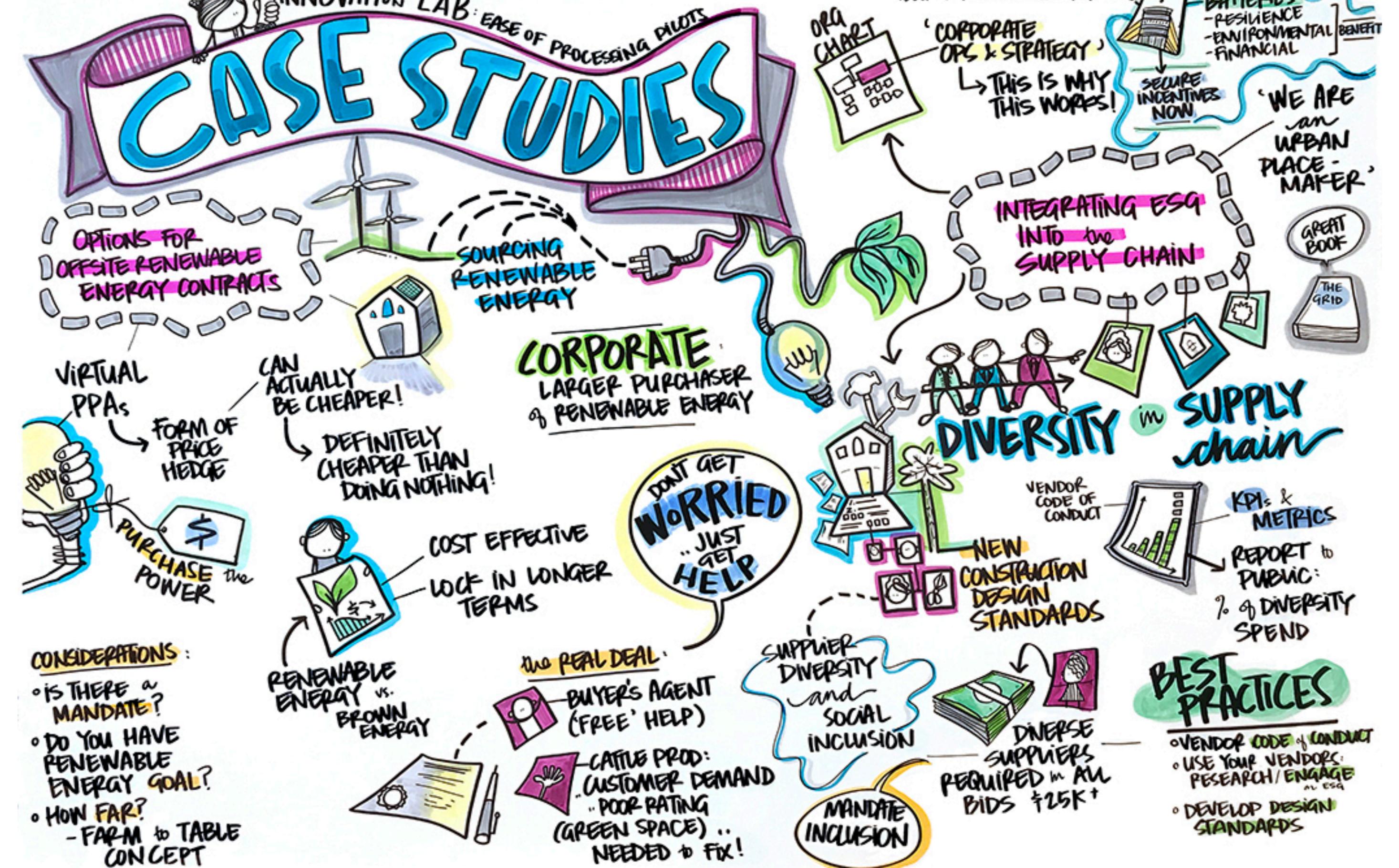
THEY WANT YOUR INPUT

PEAKTEAMS

INNOVATION LABS

CASE STUDIES

INNOVATION LAB: EASE OF PROCESSING PILOTS



OPTIONS FOR OFFSITE RENEWABLE ENERGY CONTRACTS

SOURCING RENEWABLE ENERGY

CORPORATE
LARGER PURCHASER
OF RENEWABLE ENERGY

'CORPORATE OPS & STRATEGY'
↳ THIS IS WHY THIS WORKS!

INTEGRATING ESG INTO THE SUPPLY CHAIN

DIVERSITY IN SUPPLY CHAIN

DON'T GET WORRIED
JUST GET HELP

CAN ACTUALLY BE CHEAPER!
DEFINITELY CHEAPER THAN DOING NOTHING!

COST EFFECTIVE
LOCK IN LONGER TERMS

RENEWABLE ENERGY vs. BROWN ENERGY

NO REAL DEAL
BUYER'S AGENT (FREE HELP)

CATFIS PROD: CUSTOMER DEMAND
"POOR RATING (GREEN SPACE)" .. NEEDED TO FIX!

SUPPLIER DIVERSITY and SOCIAL INCLUSION

MANDATE INCLUSION

DIVERSE SUPPLIERS REQUIRED IN ALL BIDS \$25K+

BEST PRACTICES

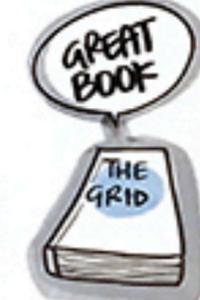
- VENDOR CODE OF CONDUCT
- USE YOUR VENDORS: RESEARCH/ENGAGE as ESG
- DEVELOP DESIGN STANDARDS

VIRTUAL PPAs
FORM OF PRICE HEDGE
PURCHASE the POWER

- CONSIDERATIONS:**
- IS THERE a MANDATE?
 - DO YOU HAVE RENEWABLE ENERGY GOAL?
 - HOW FAR?
- FARM to TABLE CONCEPT

BATTERIES:
- RESILIENCE
- ENVIRONMENTAL BENEFIT
- FINANCIAL

'WE ARE an URBAN PLACE-MAKER'



KPIs & METRICS
REPORT TO PUBLIC:
% OF DIVERSITY SPEND

VENDOR CODE OF CONDUCT

NEW CONSTRUCTION DESIGN STANDARDS



TESLA · PANASONIC · SAMSUNG