SL GREEN REALTY CORP.

TASK FORCE ON CLIMATE-RELATED FINANCIAL DISCLOSURES (TCFD)

2023 REPORT

Revised 6/10/2024

TABLE OF CONTENTS

A FOREWORD FROM OUR CFO

Over the past decade, ESG has emerged at the forefront of the values held by our stakeholders and investors. SL Green provides sustainable office buildings for over 100,000 tenant employees, and as Manhattan's largest office landlord, we recognize that the performance of our portfolio has a significant influence on the low-carbon future of New York City. Our purpose is to create safe, healthy, and sustainable spaces that enable companies to build human connections, fostering creativity, ingenuity, and productivity, and ESG is an important component of fulfilling this purpose. We are privileged to be in a position to lead the transition towards efficient, climate resilient buildings in Manhattan, and our early focus on environmental stewardship has continually advanced the sustainability of our company each year. This has not only benefited SL Green directly, but also our partners, tenants, and the greater community.

Our longstanding commitment to sustainability has now paved the way to our second dedicated Task Force on Climate-Related Financial Disclosures (TCFD) report. We view the publication of this report as another critical step in our sustainability journey, which increasingly emphasizes transparency and clear management of climate-related issues that are becoming more and more important to our investors. For this second report, we have taken the following actions to improve upon our first report, including:

- Expanding our list of climate-related physical and transition risks and opportunities through engagement with departmental leadership throughout SL Green;
- Updating our physical risk scenario analysis using the latest methodologies;
- Updating our carbon pricing scenario analysis based on the latest New York City and New York State climate regulations and the projected energy consumption of our current portfolio;
- Aligning the disclosures in this report with our other ESG-related disclosures, particularly CDP; and
- Performing a supplier climate maturity analysis to assess broader climate risks associated with our suppliers.

With this second report we are also pleased to announce that we have set science-based emission reduction targets in line with a 1.5° C climate scenario that has been approved by the Science Based Targets initiative (further details on this target can be found in the Strategy Resilience and Metrics and Targets sections of the report).

It is clear that we are now in another moment of significant change as businesses rethink their office needs and cities around the world grapple with how the pandemic has changed central business districts in a way no one could have predicted. Climate-related risks and opportunities are dynamic and evolving, and as part of our ESG program, we intend to continue to advance our TCFD disclosure, ensuring that our targets and commitments are in accordance with the highest level of ambition and our stakeholders' expectations.

Sincerely,

Matthew J. DiLiberto
Chief Financial Officer

OUR TCFD OVERVIEW

SL Green has demonstrated commitment to transparency on climate issues by adhering to best practice frameworks, including GRI (Global Reporting Initiative), GRESB (Global Real Estate Benchmark), SASB (Sustainability Accounting Standards Board), and CDP. These frameworks were selected based on their relevance to the real estate industry or their broader adoption across many industries and companies, as well as their linkages to the TCFD's disclosure recommendations.

The TCFD recommendations were released in 2017, providing a framework for organizations to evaluate and report climate-related risks, opportunities, and governance and management practices. In 2018, the recommendations were incorporated into CDP's Climate Change Questionnaire. We have responded to CDP since 2018, and the S&P 500 scores us within the top 15% of our industry. We released our first TCFD report in 2021, detailing our responses towards the TCFD's 11 core recommendations. We are now pleased to present our progress on our TCFD disclosure through the publication of this second report.

Our reporting process involved engagement with key internal roles across SL Green's business segments to identify new and existing risks and opportunities. This consisted of conducting detailed climate-related physical and transition scenario analysis across our portfolio and operations based on the latest methodologies and NYC and NYS climate regulations, and aligning the content of this report with our existing disclosures for other ESG frameworks, particularly CDP.

Our report is structured in accordance with the 11 TCFD recommendations covering our climate governance, strategy, management, and metrics and targets. Climate-related risks and opportunities are dynamic and evolving, and as part of our ESG program, we intend to continue advancing and updating our targets and commitments in accordance with the highest level of ambition and stakeholders expectations.

TCFD CLIMATE-RELATED DISCLOSURES

GOVERNANCE

Board Oversight of Risks and Opportunities

SL Green's Board of Director's Nominating and Corporate Governance Committee (NCGC) directly oversees our ESG program, which includes assessing climate-related issues such as physical risks, transition risks, and associated opportunities. The Board has executive-level participation, and a dedicated team is responsible for implementing the ESG program. Sustainability is a company-wide priority supported by executive-level participation on our ESG Team, and we have integrated ESG considerations across all areas of our business. A sustained focus on ESG issues has led to effective risk-management practices that influence strategic decisions at the highest levels. SL Green's NCGC reviews scheduled agenda items annually and receives recurring ESG updates. Our Executive Team also receives ongoing updates throughout the year. *Figure 1* shows the responsibilities for managing climate-related issues at various levels of the organization.

Figure 1: Management Structure for Climate-Related Risks and Opportunities

One of the Board's essential functions relates to its role in formulating and overseeing the execution of our overall business strategy, which includes ESG topics and overseeing the company's risk management process. In 2023, the Board specifically designated the oversight of ESG matters to the NCGC. This is reflective of the program's importance to our near and long-term strategic plan. The committee is tasked with considering the potential risks associated with ESG matters. This entails assessing climate-related issues such as physical risk, transition risk, and associated opportunities. The Board also regularly receives updates from Management regarding internal progress toward strategic goals and external strategic opportunities and challenges, which the Board and Management use to respond accordingly and refine our business strategy.

Updates are provided to investors on SL Green's sustainability initiatives at our Annual Institutional Investor Conference, through the publication of the ESG Report and the Annual Report, formalized stockholder engagement, and quarterly meetings. SL Green's Chairman & CEO also receives ongoing updates from SL Green's dedicated ESG Team and is committed to consistently delivering superior performance to conserve finite resources, incorporate citywide initiatives, and uphold the Company's responsibility to the community.

We are committed to differentiating abstract objectives from tangible solutions. At SL Green, we measure everything – quantifying our portfolio's environmental impact is essential to understanding how it correlates with our organizational objectives and our role as New York City's largest commercial real estate owner. This approach is critical for SL Green's Chairman & CEO to understand and manage climate-related issues.

Recent actions include implementing a proactive supply chain monitoring process. Among other initiatives, this process evaluates climate change risks in our supply chain and gathers ESG-related information from our suppliers that is used to evaluate SL Green's GHG emissions more specifically and assess potential supply chain risks related to the climate maturity of SL Green's key suppliers. We have also expanded our GRI disclosures from the Core to Comprehensive level and have enhanced our SASB disclosures to provide detailed insights on our reporting. In 2021, our Board and CEO made the decision to strengthen our climate disclosures by becoming a signatory of TCFD and publishing our first stand-alone TCFD report.

The NCGC and Executive Team collaborate with business leaders across the organization and actively oversee climate related functions, integrating ESG throughout the business. *Table 1* provides an overview of the essential governance mechanisms employed by our NCGC and Executive Team to effectively monitor and enhance SL Green's ESG program. These mechanisms also enable us to oversee both the risks and opportunities associated with climate-related matters.

Table 1: Climate-Related Governance Mechanisms

SL Green's Climate-Related Governance Mechanisms

GUIDE STRATEGY
REVIEW MAJOR PLANS OF ACTION AND BUSINESS PLANS
OVERSEE RISK MANAGEMENT POLICIES & PROCEDURES
ANALYZE ANNUAL OPERATING AND CAPITAL BUDGETS
ESTABLISH PERFORMANCE OBJECTIVES
MONITOR IMPLEMENTATION AND PERFORMANCE OF OBJECTIVES
MANAGE MAJOR CAPITAL EXPENDITURES, ACQUISITION, AND DIVESTITURES
TRACK PROGRESS AGAINST GOALS & TARGETS

Role of Management in Assessing And Managing Risks and Opportunities

SL Green's Executive and department-level leadership are responsible for managing ESG governance and the ESG team is responsible for incorporating practices into operations. This group also serves as conduit to the NCGC's oversight of ESG topics and the ESG team's program implementation, ensuring a coordinated response to ESG issues across the organization with input from key internal stakeholders. The ESG team is overseen by SL Green's COO, who leads over 1,000 employees and is responsible for managing building operations, construction, technology, people experience, and sustainability. The COO is the highest-level position with direct responsibility for climate-related issues, overseeing the majority of functions with the potential to have the largest impact on mitigating climate-related risks. In addition, our CFO oversees the company's finances and investor relations and provides updates to shareholders on climate-related risks and opportunities.

The ESG team consists of four employees, including a senior level SVP, Sustainability & Hospitality and VP, Director of Sustainability, with reporting through the COO. These individuals provide quarterly updates on sustainability strategy, performance, and progress, while working collaboratively with business units. Progress reports for ESG are formally presented and reviewed annually, and individual initiatives are presented and reviewed on an ongoing basis. The ESG Team is responsible for managing the initiatives and coalescing the relevant parties to assist in implementation, but everyone at SL Green has an obligation to achieve ESG objectives and participate in operationalizing sustainability throughout the organization.

The ESG Team is responsible for the ongoing monitoring of climate-related issues through adherence to our Corporate Sustainability Policies and Environmental Management System (EMS). The EMS is aligned with the ISO 14001 Standard and follows a "Plan-Do-Check-Act" process. During the initial "Plan" stage, we develop strategies and processes to optimize environmental performance. We then implement environmental policies across all properties, so each building is run efficiently and sustainably. The initiatives are tracked and evaluated using market studies and gap analyses. The ESG team works collaboratively to plan and set future goals based on stakeholder engagement, governmental regulations, and sustainability trends in the real estate market.

The achievement of sustainability objectives has an impact on the annual compensation for members of SL Green's portfolio teams, who receive monetary incentives for annual performance-based goals focused on sustainability achievements including green building certifications. SL Green's Local 32BJ night supervisors also receive monetary incentives for zero incidents of non-compliance with NYC's recycling laws as outlined in the Rules of the City of New York (RCNY) Title 16. Additionally, SL Green holds an annual award ceremony for its Chief Engineers to recognize the buildings that achieve meaningful carbon reductions and ENERGY STAR labels.

TCFD CLIMATE-RELATED DISCLOSURES

STRATEGY

Overview of Risks and Opportunities

SL Green is committed to enhancing the resilience of our properties and we have established comprehensive procedures to effectively manage and respond to climate-related risks. Our procedures encompass a range of potential impacts, including those stemming from natural disasters such as storms, heatwaves, hurricanes, flooding, and other severe weather. We recognize that the intensity of weather events and the rise in sea levels have the potential to impact our properties, operations, and overall business. Since Hurricane Sandy in 2012, New York City has experienced several severe storms that have had significant impacts on the area, and we are actively tracking the risks these storms pose to the city's real estate market and physical landscape. Over time, and in an extreme scenario, these conditions could potentially result in declining demand for office space, specifically in coastal areas of New York City, or potentially an inability to fully operate buildings. Climate change may also have indirect effects on our business by increasing the cost of property insurance on terms we find acceptable or causing a lack of availability of sufficient insurance. There could also be increases in the cost of energy and other natural resources at our properties as we seek to repair and protect our properties against climate risks. To assess these risks, SL Green proactively reviews every building through both a financial and environmental lens to ensure that building systems and operations align with our climate-related risk assessments.

When assessing climate-related risks, SL Green defines a substantive financial impact as any consequence in excess of $50,000. To avoid such substantive financial climate-related impacts, SL Green evaluates its properties every six months to identify these specific risks. Additional assessments are completed for our upstream activities through our vendor code of conduct, and our third-party supplier assessment completed annually (for more information see *Figure 3: Risk Management Processes* in the "Risk Management" section of this report).

As part of our TCFD reporting process under strategy-related recommendations, we reviewed and consolidated the climate-related risks and opportunities deemed most relevant to the organization across short-, medium-, and long-term time horizons as shown in *Table 2*. These new time-frames were selected to better align with the timelines for capital investments for the real estate market.

Table 2: Climate-Related Risks and Opportunities Time-frames

Time Horizon	Range Considered	End Year
Short-Term	0-3 Years	2026
Medium-Term	3-15 Years	2038
Long-Term	15-27 Years	2050

Physical and Transition Risks Overview

With our business centralized in New York, we are at the center of one of the world's most ambitious climate legislative environments. Under the NYS Climate Leadership and Community Protection Act (CLCPA), the state is mandated to adopt a net zero carbon economy statewide by 2050, with a zero-carbon electricity grid by 2040. In NYC, the Climate Mobilization Act (Local Law 97/LL97) sets carbon caps for large buildings starting in 2024 as part of a broader commitment to reduce greenhouse gas emissions by 40% by 2030, and by 80% by 2050. Based on current emissions data, SL Green's portfolio is expected to be compliant through 2024, with no material financial impact to our properties. As the largest office landlord in Manhattan, these policies represent the most relevant source of transition risks in our business.

As part of this management process, and to support the implementation of the TCFD recommendations, we have conducted and updated climate-related scenario analyses of physical and transition risks to assess our exposure to chronic and acute physical climate hazards, as well as our exposure to the impacts of future carbon mitigation policies such as carbon pricing. To manage the risks associated with climate-related weather events, our team allocates funds for resiliency and energy efficiency projects, purchases insurance plans, installs generators, and trains building management and security staff on emergency protocols. We also proactively monitor our projected building emissions and relevant emission reduction initiatives to understand our potential exposure to carbon pricing costs associated with LL97 and other NYC climate regulations.

An overview of the most relevant climate-related physical and transition risks and their potential impacts are detailed in *Tables 3 and 4*. These lists were updated for this year's report based on engagement with heads of various SL Green departments noted previously in this report, who are responsible for managing and responding to climate-related risks and the results of our physical and transition risk scenario analysis.

Effective assessment, management, and mitigation of these risks further allows SL Green to maximize the value of our portfolio for our stakeholders, including our building tenants, JV partners, and investors. Further details on the methodology used for the physical scenario analysis are in the "Physical and Transition Scenario Analysis" section where we discuss strategic actions that allow us to capitalize on climate-related opportunities.

Table 3: Physical Climate Risks and Possible Impacts

Physical Risks

This table shows the six physical hazards assessed across our portfolio under the worst-case RCP 8.5 scenario. Each risk is given a qualitative score of low, medium, or high representing the likelihood of that risk materializing within the identified time horizons. Each risk's likelihood is informed by multiple historical and forecasting datasets and climate models.

Risk Source		Short-Term	Medium-Term	Long-Term	Risk Impact Description
1	Extreme Heat	Low	Low	Medium	• Excessive heat build-up in buildings may call for additional design measures for thermal efficiency, or upgrades to cooling systems; Extreme heat is linked to droughts and increased water demand and can cause disruptions to building infrastructure and decrease efficiency
2	Sea Level Rise	Low	Low	Medium	• Properties at risk of inundation and/or devaluation due to proximity to projected water levels
3	Hurricanes	High	High	High	• Potential property damage and/or power outages
4	Inland Flooding	Medium	Medium	Medium	• Potential property damage and/or power outages
5	Water Stress	Low	Low	Medium	• Potential building shut down or increased costs to transport water
6	Wildfire	Low	Low	Low	• Potential property damage and/or power outages

Table 4: Physical Climate Transition Risks

Transition Risks

Risk Source		Short-Term	Medium-Term	Long-Term	Risk Impact Description
1	Mandatory Carbon Pricing	Medium	High	High	• Increase in directly incurred operational costs on SL Green's Scope 1 and 2 GHG emissions • Potential federal, state, and city legislation on measurement and disclosure of climate-related risks, opportunities, management, and performance (e.g., LL97 and embodied carbon restrictions) • Financial penalties for failure or alleged failure to comply with climate-related regulations
2	Enhanced Climate-Related Reporting Obligations	Medium	High	High	• Potential federal, state, and city legislation on the measurement and disclosure of climate-related risks, opportunities, management, and performance (e.g., proposed SEC reporting requirements) • Financial penalties for failure or alleged failure to comply with relevant climate-related regulations • Uncertainty around future building codes and regulations
3	Decreased Availability of Rebates and Incentives	Medium	Low	Low	• Existing rebates and incentives for technology improvements have already been mostly utilized. Anticipated incentive programs will be available in the medium- and long-term
4	Cost to Transition to Low Emission Technologies	Medium	High	High	• Required investment in new technology • Technology disruption, including building automation and renewable technologies • Natural gas lock-in
5	Limited Control Over Tenant Technologies	Medium	High	High	• SL Green only controls building infrastructure technology, so there could be risks associated with the need for tenants to transition to low emissions technologies and strategies for spaces they control
6	Grid Resiliency	Low	Medium	High	• Uncertainty about ability for NYC electricity grid to adapt to increasing electrification of energy sources leads to uncertainty in planning for electrification
7	Availability of Cyber Liability Insurance	Low	Medium	High	• General increase in difficulty to acquire cyber liability insurance
8	Shift in Consumer Preferences	Low	Medium	High	• Increased tenant preference for sustainable buildings • Increased material and labor costs • Increased costs for tenants due to capital improvements to comply with climate regulations (LL97)
9	Market Exposure to Climate Risk	Low	Medium	High	• Increased cost of utilities and other natural resources • Shift in demand for office space due to increased remote working capabilities
10	Uncertain Expectations from Stakeholders	Low	Medium	High	• Investor expectations to increase energy efficiency and sustainability of portfolio while not compromising other business goals

Low Impact: Opportunities that are unlikely to have a substantive financial or strategic impact on SL Green's operations

Medium Impact: Opportunities that are likely to materialize but may or may not have a substantive financial or strategic impact on SL Green's operations

High Impact: Opportunities that have a high probability of materializing and having a substantive financial or strategic impact on SL Green's operations

TCFD CLIMATE-RELATED DISCLOSURES

STRATEGY

Climate-Related Opportunities

SL Green has the potential to attract and retain tenants seeking premium, climate-resilient buildings. 96% of SL Green's Manhattan properties listed in our 2022 Annual Report 10-K hold green building designations (i.e., LEED, WELL, ENERGY STAR, BOMA360). Additional actions SL Green has taken to realize climate opportunities are outlined to the right.

SL Green identified many opportunities arising from the climate transition across policy & legal, technology, market, and reputational dimensions. The opportunities are listed below in *Table 5* with a qualitative scoring of their potential impact across the three previously identified timeframes and a description of the expected impacts through 2050.

ACTIONS TAKEN BY SL GREEN

- Proactively energy management through demand response programs, contributing to citywide grid resilience and monetary benefits
- Reduced emissions via renewable energy and carbon credits
- Utilization of new technologies with positive climate impacts and operational savings
- Reduction in average water consumption through low flow fixtures, drip or limited irrigation, and HVAC improvements
- Implementation of LEED plans and policies across 100% of managed properties
- Reduction in overall energy use intensity by 50% compared to 2013. Increased occupancy in 2022 vs. 2021 contributed to overall increased building consumption for energy, but consumption numbers were still below pre-pandemic levels

Table 5: Climate Transition Opportunities

Transition Opportunities

Risk Source			Short-Term	Medium-Term	Long-Term	Risk Impact Description
Policy & Legal	1	Business Synergy and Accountability	Low	Medium	Medium	• 5- and 10-year capital plan based on assessments of building equipment conditions to anticipate all future capital needs
	2	Lower Operating Costs	Low	Low	Medium	• Lower energy and water consumption • Reduced utilities bills • Improved waste diversion
	3	Increased Availability of Rebates and Incentives for Tenants	Medium	High	High	• Rebates and incentives for technology improvements for tenants are still available and can be utilized as part of broader tenant engagement
Technology	4	Operational Excellence	Medium	Medium	Medium	• Efficient systems and reduced downtime • Proactive retrofitting of assets to be more resilient resulting in longstanding climate resilience • Transferring data from on-premises data centers to cloud-based platforms, reducing energy consumption and adding resiliency • Cloud-based disaster recovery plan allowing for reduced physical infrastructure and stable business continuity
	5	Effective New Technology	Low	Low	Medium	• Digital infrastructure upgrades • BMS building automation • Energy Management and Demand Response (iES Energy Desk) • IAQ sensing technology (WellStat) • HVAC Training - Energy Efficiency (Aetos)
Market	6	Tenant Engagement Opportunities	Low	Medium	Medium	• Tenant engagement facilitated by data transparency • Enhancing the data tool coverage to the thousands of companies with office space in our portfolio
	7	Increased Green Building Certification	Low	Medium	Medium	• Greenhouse gas emissions compliance • Proactive green building certifications • Health and wellness designations
Reputational	8	Reduced Insurance Risk	Low	Low	Medium	• With resiliency features designed into new and existing buildings, less insurance risk is posed during natural catastrophes

Low Impact: Opportunities that are unlikely to have a substantive financial or strategic impact on SL Green's operations

Medium Impact: Opportunities that are likely to materialize but may or may not have a substantive financial or strategic impact on SL Green's operations

High Impact: Opportunities that have a high probability of materializing and having a substantive financial or strategic impact on SL Green's operations

Impact on Business, Strategy, and Financial Planning

As the largest commercial office owner in New York City, we recognize the leading role we can play in the low carbon transition and are committed to reducing greenhouse gas emissions across our portfolio. We acknowledge New York's ambitious climate goals, which are aligned with the 1.5° C climate scenario, and we have committed to voluntary emissions reductions, including our recently verified near-term science-based targets that are also aligned with a 1.5° C climate scenario.

We consider the successful management and mitigation of climate-related risks across our portfolio as an opportunity to raise the financial value of our buildings and view these as benefits that are passed on to our tenants and shareholders. Our investments over the last 20 years in energy efficiency improvements and greenhouse gas emissions reductions have minimized the impact of climate legislation on our portfolio thus far.

We primarily respond to climate-related risks and opportunities by identifying energy efficiency and emissions reduction initiatives that will mitigate potential financial impacts. New and major development projects leverage available incentives to subsidize efficiency and conservation measures, and we are focused on also leveraging similar incentives for solutions to enhance building performance across our portfolio specifically in cooperation with our tenants. NYSERDA (New York State Energy Research and Development Authority) recently expanded their Commercial Tenant Program, which provides our tenants with free energy audits to help them identify energy savings opportunities in their spaces. We promote this program throughout our portfolio to equip our tenants with the tools to make informed decisions on energy improvements. If tenants choose to pursue capital investments, our team helps them identify financial incentives from local utility companies, including Con Edison. We also communicate the risks of non-compliance with local and state climate legislation such as the Climate Mobilization Act and the Climate Leadership and Community Protection Act. These considerations have shaped our comprehensive climate-related risk management processes and resilience strategy, detailed further in "Strategy Resilience."

TCFD CLIMATE-RELATED DISCLOSURES

STRATEGY

Physical and Transition Scenario Analysis

We quantitatively assessed the exposure of our entire 2022 portfolio of properties to chronic and acute climate-related hazards as detailed in the Intergovernmental Panel on Climate Change (IPCC) Representative Concentration Pathways (RCP) 8.5 and 4.5 (the full list of properties assessed is included in Table 1 of the Appendix). RCP 8.5 is considered a worst-case climate scenario in which emissions continue unabated into the long term, while RCP 4.5 is a "middle of the road" scenario where more accelerated climate action results in less severe physical climate hazards (both of these scenarios are described in further detail along with the specific climate hazards assessed in Table 6 below).

We focused primarily on applying the worst-case emissions scenario to evaluate the extremes of physical climate risks that our portfolio could experience. The assessment considered key indicators for each type of physical hazard and projected the changes to these metrics over the short-, medium- and long-term time horizons. The resilience of our portfolio to the physical climate hazards identified in this scenario analysis is discussed further in "Strategy Resilience."

We utilized a new tool (Sust Global[1]) to perform physical risk scenario analysis. We also expanded the list of hazards assessed at each building site. The models use historical and forward-looking data to project the likelihood of a hazard occurring at each site within each scenario examined. For **wildfires**, models combine global, high-resolution historic fire observations from a satellite record with data on various factors that contribute to fire risk, including precipitation, temperature, topography, land cover, ignition sources, and ecology. **Flood hazard** is indicated by the projected flood likelihood for both inland and coastal floods via a time series of annual expected probability of flooding greater than 0.5 meters at each asset level. **Hurricanes** are modeled via annual expected probability at the asset level using future hurricane generation under climate change models. **Heatwave** models estimate the number of days exceeding the historic 98th percentile of annual temperatures. Projected **sea level rise** is modeled via data on the effects of thermal expansion from warming of the ocean, and melting of ice sheets, glaciers and ice caps. Lastly, **water stress** combines a forward-looking model and a drought indicator for a unified stress score.

[1] Sust Global provides next-generation physical climate risk modeling using generative AI and geospatial satellite observations. You can learn more about this tool at: https://www.sustglobal.com

Table 6: Physical Risk Scenarios and Climate Hazards Assessed

INTERGOVERNMENTAL PANEL ON CLIMATE CHANGE (IPCC) The IPCC's Sixth Assessment Report (AR6) defines a range of Shared Socio-Economic Pathways (SSPs) describing the socioeconomic trends underlying the scenarios, alongside the level of radiative forcing resulting from the scenario in the year 2100			
Physical Risk Scenarios Applied		**2. SSP2-4.5 (~2.7°C)** Middle of the Road	**3. SSP5-8.5 (~4.2°C)** Fossil-fueled development
	Hazards Assessed	Chronic: Wildfire, Sea Level Rise, Water Stress Acute: Heatwaves, Inland Flooding, Hurricanes, Cyclones	
	Description	Social, economic, and technological trends do not shift significantly from historical patterns, but resource use intensifies	Continued exploitation of fossil fuel resources and the adoption of resource and energy intensive lifestyles around the world
	Outcome	This scenario is expected to result in global warming of 2.7°C by the end of the century, with a modeled temperature increase range of 2.4°C – 2.9°C; Physical risks are intermediate	This scenario is expected to result in global warming of 4.2°C by the end of the century, with a modeled temperature increase range of 3.7°C – 5.0°C; Physical risks are high

Physical Risk Analysis Results

The adjacent table shows the results of our physical risk assessment, based on the chronic and acute hazards noted above, on our entire portfolio of buildings. The full list of buildings covered by the analysis is captured in *Table 1* in the "Appendix."

Table 7: Percent of building portfolio with maximum risk exposure to six key physical hazards in RCP 8.5 scenario across all time frames

Time Frames	Wildfire	Inland Flooding[1]	Heatwave	Sea Level Rise	Water Stress	Cyclones
2023-2026	0%	3%	0%	0%	3%	100%
2026-2039	0%	3%	0%	0%	31%	100%
2039-2050	0%	3%	0%	0%	97%	100%

[1] Inland flooding exposure in this table is based on the methodology used by our physical scenario analysis tool, which considers impacts from precipitation-based inland flooding as well as coastal flooding but does not account for additional flooding risks that may be caused by city-specific water management infrastructure. Additional risk considerations related to inland flooding have been assessed qualitatively and are considered during acquisitions and on an ongoing basis as part of our capital improvement cycles.

Physical Risks Associated with New York City Water Infrastructure

Although the results of our physical scenario analysis indicate that our properties have minimal exposure to potential flooding events, there are additional risks associated with New York City's water management infrastructure that we continuously monitor, which are not incorporated into the scenario analysis. Zoning for Coastal Flood Resiliency was approved by the City Planning Commission in March 2021, and we are monitoring these changes to understand both our new responsibilities in terms of building design and how these changes could impact our portfolio more broadly. We also monitor new risks that are identified by the NYC Department for Environmental Protection related to flooding. For example, coastal flooding at outfalls without tide gates may drive backflow into the system, causing upland flooding through street drains and potential damage to stormwater infrastructure due to the prolonged presence of saltwater. These effects could be further exacerbated by tidal inundation, which introduces sediment and debris that can clog storm drains, pipes, and outfalls. Already high groundwater levels in some coastal communities could be even further increased through more frequent, higher, and longer-lasting high-water events, which could also reduce the soil's ability to absorb stormwater, thus increasing runoff. Shoreline erosion could also expose stormwater infrastructure to potential damages. SL Green is actively monitoring these and other flooding-related risks, and we will use the lessons learned through the city's new water infrastructure upgrades to improve our own water management practices.

Transition Risk Scenario Analysis

We have updated our prior assessment to include the exposure to potential fines incurred for exceeding emissions limits as outlined by New York City Local Law 97 (LL97), which outlines carbon equivalency caps for buildings over 25,000 square feet starting in 2024. We assessed the potential impacts, in a do-nothing scenario, of emission limits for buildings that are required to comply with LL97. Carbon caps have been set based on ENERGY STAR Portfolio Manager (ESPM) use type classifications which is a blended average based on the tenant makeup of each building. The carbon caps have been calculated in each building utilizing the current tenant use classifications for 2022. The estimated carbon emissions per building are based on the latest annual electricity and energy consumption amounts for reporting year 2022 multiplied by the corresponding grid/fuel type emission coefficients for 2024 to 2050. The calculations were completed for the main four compliance periods of LL97: 2024 – 2029; 2030 – 2034; 2035 – 2039; and 2040 – 2050 following the promulgated LL97 rules. Any potential fines were estimated for buildings exceeding their emission limit in the associated compliance period and were based on the published fine amount of $268 per metric ton of CO2e.

In addition to this baseline analysis, a scenario was examined where RECs are purchased to reduce electric consumption and associated emissions in buildings exceeding emission limits in order to reduce emissions below applicable limits. REC prices were estimated based on current and historical Tier 1 NYSERDA REC prices and were extrapolated out to 2050 by gradually adding in an additional cost of carbon as outlined by the NYDEC in their "Establishing a Value of Carbon" guidance for use by state agencies. As part of this analysis, we also identified buildings where the purchase of RECs would not be sufficient to reduce building emissions below their limits as a way of identifying priority properties for decarbonization and electrification of existing fuel use.

Until 2030, the analysis showed that the most cost-effective way for SL Green to reduce building emissions would be through the purchase of RECs, which would also reduce any potential fines to zero for 23 of the 25 buildings assessed and would minimize any potential fines for the remaining two buildings to less than 0.05% of 2022 revenue. However, the analysis also showed that, as REC prices increase past 2030, the use of RECs to reduce building emissions will become less cost-effective, but any REC purchases and remaining fines would comprise less than 2% of 2022 revenue out to 2050. Overall, these results demonstrate that our existing strategy of prioritizing technology upgrades and capital improvements in our buildings will continue to be the most cost-effective method for complying with LL97 while also yielding additional benefits for our tenants. The scenarios run for this assessment were intended to identify the worst-case scenario, and do not take into consideration additional operational and capital efficiency projects.

We recognize that RECs are not the only way to offset carbon. The marketplace is constantly evolving to include traditional RECs, (Tier 1,2 and 3) new Tier 4 RECs specific to NYC and LL97, power purchase agreements (PPAs), renewable asset-backed retail contracts, and carbon offsets/credits which will be evaluated on their merits and costs. This plan will include looking into investing in permanent carbon removal both on and offsite.

Supplier Climate Maturity Assessment

As part of our update to this year's report, we performed an evaluation of the overall climate maturity of our top suppliers, largely including construction and contracting vendors. Understanding our top suppliers' climate maturity is important for the avoidance of pass-through costs and for achieving scope 3 reduction targets. As stated in our science-based target on Scope 3 Category 2 (Capital Goods), we committed to reduce this category by 30% by 2031 from a 2019 baseline. Vendors are required to demonstrate responsible business practices and implement due diligence for suppliers, contractors, and vendors within their own supply chain as stated in the Supply Chain and Vendor Code of Conduct (which are further detailed in Strategy Resilience below).

Strategy Resilience

We have implemented comprehensive procedures to manage and respond to risks associated with climate-related weather events. We believe our prudent approach to risk management and our long-term planning process fortifies the stability of our business and underpins our commitment to a sustainable future. Every building is also proactively reviewed through both a financial and environmental lens to ensure that building systems and operations align with our ESG goals. SL Green's active development pipeline sets the standard for sustainable new construction and responsible community engagement. We leverage years of operational excellence to incorporate innovative design, technological solutions, and recommendations from our portfolio-wide emissions reduction studies to help limit emissions from tenant spaces and base building operations. Together, these measures minimize our vulnerability to the physical risks of climate change and transition risks covering policy and legal, market, technology, and reputational factors. In addition to responsive management that is required for the physical risks, we are evaluating our long-term carbon impact and planning for a responsible transition process spanning multiple business units and stakeholders.

SL Green's near-term science-based targets were approved by the Science Based Targets initiative (SBTi) in early 2023. These targets, which align with the latest climate science and needed reductions to limit temperature increases to 1.5° C, cover Scope 1 and 2 and Scope 3, Category 2 (Capital Goods) emissions. The Scope 3 target covers at least two thirds of our base year Scope 3 emissions. These targets provide additional goalposts by which we can track year-over-year changes and our progress on emissions reductions at the highest level of the organization. Both targets are listed in full below. Further information is included under "Actions Taken to Ensure Climate Resiliency" on specific actions employed by SL Green.

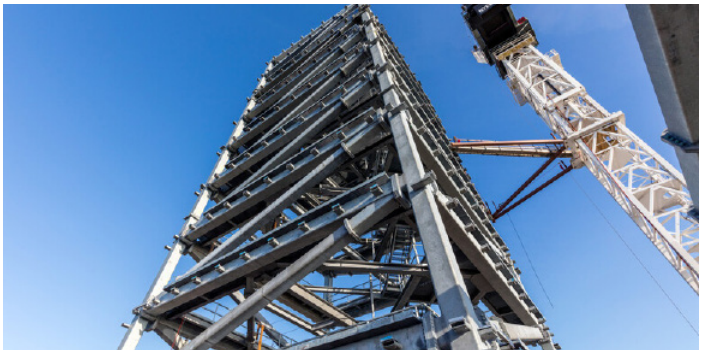
SCIENCE BASED TARGETS

DRIVING AMBITIOUS CORPORATE CLIMATE ACTION

SL GREEN COMMITS TO

REDUCE ABSOLUTE SCOPE 1 AND 2 GHG EMISSIONS 50.4% BY 2031 FROM A 2019 BASE YEAR

REDUCE ABSOLUTE SCOPE 3 GHG EMISSIONS FROM CAPITAL GOODS 30% BY 2031 FROM A 2019 BASE YEAR



Actions Taken to Ensure Climate Resiliency

1 *Building Evaluation*

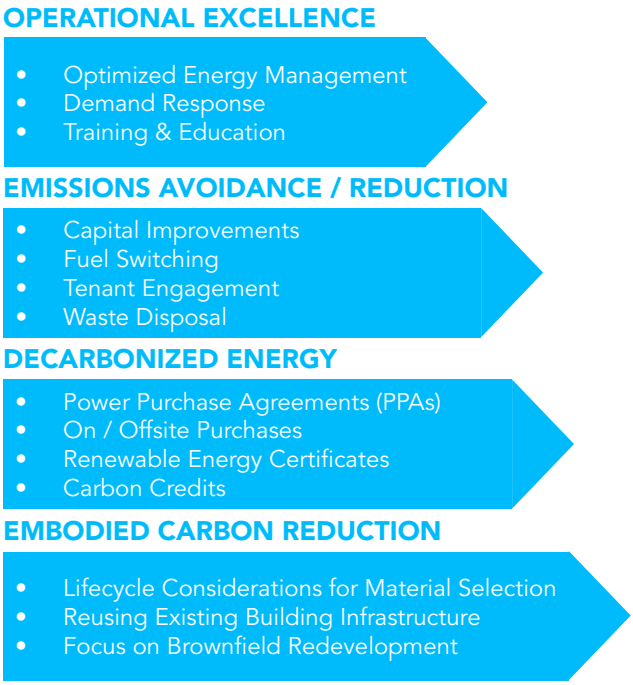
From a lifecycle perspective, our climate-related risk management process begins with our investments and underwriting teams, which work with our ESG team to stay ahead of existing and new requirements. In the process of structuring capital investment strategies for prospective acquisitions, redevelopments, or new construction, we ensure compliance with LL87 and LL97 and fully evaluate against LL32, LL33, LL88 to ensure climate resilience is embedded into our portfolio as we transact properties. When evaluating buildings, we focus on sustainable performance, exhaustively evaluating building design and equipment technologies to implement the best sustainability measures possible. Greenhouse gas emissions and building certifications are considered crucial elements of our building evaluations and are always accounted for in our budget and planning processes. Our due diligence process covering all transactions also incorporates the analysis of flood risk, although our absence of a lower Manhattan footprint reduces SL Green's exposure to climate-related flood events such as those resulting from events such as Hurricane Sandy.

SL Green is also actively discussing net zero carbon buildings internally and has begun engaging third parties to study their feasibility. The goal is to increase our buildings' energy efficiency as much as possible in tandem with grid decarbonization to align with the CLCPA zero-carbon goal. Building level reports were completed in 2020 to identify our >10-year plans for long term carbon planning associated with the upcoming Local Law 97. For each property in our portfolio, SL Green's process includes an evaluation semi-annually that focuses on the short-term time horizons. Annually we develop 5- and 10-year capital plans based on an assessment of building equipment conditions to anticipate all future capital needs. Our Engineering Team identifies equipment near the end of its useful life and proposes capital projects that will result in energy efficiency improvements. It is also important to note that SL Green reduces Scope 1 and Scope 2 greenhouse gas emissions by optimizing building operations, implementing intensive energy management, and deploying capital investment in state-of-the-art equipment. However, since tenants typically account for over 60% of whole building energy and emissions, our emission reduction strategy extends beyond our direct control. We equip our tenants with tools to achieve Scope 3 energy reductions within their spaces, which is further detailed in our Tenant Engagement Strategy.

2 *Energy, Water, and Carbon Management Strategy*

Our energy and carbon management strategy flexibly adjusts consumption based on fluctuating demand without compromising efficiency. We are continually exploring commercially available solutions to optimize our energy management program. We incorporate portfolio-wide programs and technologies that set the baseline for efficient building operations. Digital control systems such as the Building Management Systems (BMS) allow us to control energy use to precisely match tenant demand. Data from occupancy sensors and indoor environmental quality (IEQ) sensors like iES's WellStat are part of our real-time energy platform, iES EnergyDesk, which ensures that optimal conditions are maintained. Advanced data analytics allow us to project next-day energy demand, which equips engineers with the data to curtail electric consumption during demand response events, supporting grid reliability and mitigating service

Figure 2: Long-Term Carbon Roadmap



SL Green employs a water management strategy including deployment of low-flow fixtures, encouragement of responsible resource management, and water consumption monitoring. At One Vanderbilt Avenue, we installed a rainwater collection and treatment system that reduces annual cooling tower water demand by 1 million gallons while reducing the burden on city sewer overflow systems during storm and flooding events. We are also aligning our water management strategy with the NYC DEP's roll-out of AMI (Advanced Metering Infrastructure) and are continuing to introduce real-time water consumption monitoring technologies across our portfolio. As NYC continues to implement new resiliency measures for water, flooding, and cloudburst events, such as using blue-belt systems for effective drainage, we will explore how to best align with these plans and implement best practices into our own operations.

3 *Carbon Reduction and Resilience Through Capital Improvements*

Identifying energy efficiency opportunities is a team effort spearheaded by our engineers. Our longstanding investment in efficiency enables us to defer capital improvements in times of crisis without jeopardizing our industry-leading operating standards. Preventative maintenance and best practices allow our building equipment to achieve maximum efficiency and durability. We also recognize that equipment replacements are an opportunity to deploy new technology and meet the evolving needs of our building occupants. We monitor utility incentive programs that incentivize the installation of state-of-the-art building equipment over the continued operation of outdated equipment. Capital improvements increase the overall value of our properties, reduce operating costs, and modernize our base building systems.

Our engineers identify equipment nearing end of useful life and propose capital projects to produce energy efficiency improvements. Beyond our internal expertise, we leverage external consultants to improve our properties through retro-commissioning, ensuring building systems perform up to specifications, and conducting ASHRAE Level II Energy Audits to identify energy efficiency opportunities. We review our capital plans annually and reevaluate projects to prioritize project implementation based on financial and environmental benefits. SL Green is committed to implementing green building practices throughout the life-cycle of new and existing properties within our portfolio. This commitment includes managing energy consumption, water use, material selection and the building's effects on its site throughout the planning, design, construction, and operational phases.

Whenever possible, we try to bundle and scale energy efficient technologies across the portfolio. Portfolio-wide initiatives that have resulted in energy savings include LED retrofits, variable frequency drive installations, steam station insulation and BMS upgrades. We also pursue all available rebates and incentives to drive down the costs of implementing these technologies. The team also continuously evaluates the newest technologies and meets with vendors throughout the year. In addition, we pilot emerging technologies to evaluate effectiveness before rolling the technology out at a portfolio scale.

SL Green continues to evaluate carbon and energy reduction projects. At 11 Madison Avenue and 220 E 42nd Street, we installed ice plants providing redundancy, reducing carbon, and increasing savings through demand management. By producing ice at night and using it for cooling during the day, the ice plant reduces daytime electricity use, which has a higher carbon intensity. The building operators have the option to load shift and run the ice plant at night. This alleviates strain on NYC's electrical grid and lowers utility costs for the building. By reducing daytime grid demand, we mitigate the need for carbon-intensive power plants. The ice plant is projected to substantially reduce the building's carbon footprint. These and other carbon reduction and resilience measures and capital improvements are captured in *Table 8*.

Table 8: Carbon reduction and resilience measures related to capital improvements

PORTFOLIO-WIDE CLIMATE MEASURES
BMS Upgrades, Replacements, and Optimization
Elevator Upgrades
Belimo Valves
DOAS System in Development / Redevelopment
EC Motors and VFDs
Variable Air Volume Systems
Assess Solar Panels *(capacity limited due by roof space)*
REDUNDANCY AND DEMAND MANAGEMENT
Replacement of Steam Turbines with Electric Drives
Occupancy Based Energy Management
Heat Recovery (Condenser Water System Upgrade)
Thermodynamic Storage (Ice Plant)
Rain Water Retention (OVA)
Incremental Electrification (Steam to Electric Hybrid)
EVENT-BASED CLIMATE-RESILIENCE MEASURES
NYC Flood Plan Map
Emergency Supply Closets
Portable and Trailered Generators
Green Roofs and Rain Gardens
Event Preparedness Alert System for Engineers

4 *Tenant Engagement Strategy*

Tenant engagement facilitated by data transparency is critical to furthering improving sustainable practices throughout our portfolio. Through our real-time energy management system, iES EnergyDesk, sub metered tenants have access to their energy consumption in sub-hourly intervals. Integrating this energy management tool provides tenants with a clear visualization of their carbon emissions benchmarked from a baseline year and a basis for understanding their carbon footprint through data transparency. Our goal is to expand our data-sharing capabilities further to provide tenants with granular data on their energy use, indoor environmental quality and carbon emissions, and we are committed to expanding the data tool coverage to the thousands of companies with office space in our portfolio.

With the support of NYSERDA's Commercial Tenant Program, SL Green commissioned a portfolio-wide study to identify energy conservation measures through expert analysis of interval energy data. Customized reports are shared with tenants outlining targeted efficiency opportunities. In addition, we are committed to refining lease language to maximize our environmental stewardship in partnership with tenants.

Our green lease efforts have been recognized by the Institute for Market Transformation, which awarded SL Green the 2023 Green Lease Leaders Award at the Platinum level. This award acknowledges our industry-leading commitment to green buildings through corporate policies and lease provisions promoting energy efficiency and sustainability. We were recognized for our best practices, including tracking energy data annually, sharing ENERGY STAR scores with tenants, metering energy consumption of tenant spaces, and passing through savings for energy efficiency improvements.

As outlined in the OneNYC Plan, former Mayor de Blasio set the ambitious goal of sending zero waste to landfills by 2030. New York City enacted a new recycling law enforced as of August 1, 2017, that mandates source-separated recycling to help meet this goal. As a result of these legislative updates, SL Green became responsible for ensuring compliance across our entire base building square footage within control, janitorial operations, and tenant procedures.

SL Green's ESG Team is currently focused on educational strategies to achieve recycling compliance, drive behavior change, and ensure that we are complying with this new regulation. Waste audits are conducted annually across all Manhattan Operating Properties to provide both Property Management and tenants with data on contamination rates for recycling and identify areas for improved recycling procedures.

Beginning in 2022, SL Green collaborated with the union, SEIU Local 32BJ, to streamline training for over 500 cleaning employees. To ensure that we are also maintaining training for new and temporary employees, we worked with the union and Alliance Building Services to include the recycling training in on-boarding presentations. In addition to staff training, our educational efforts encompassed on-site training for tenant employees across 25 properties that explained the legal requirements and included a hands-on sorting exercise.

Our focus on waste management extends to our construction team, which is focused on using recycled content in major materials, and reducing waste sent to landfills from construction debris. We aim to achieve a minimum 75% recycling rate during the demolition phase of SL Green's ground-up development projects.

5 *Information Technology*

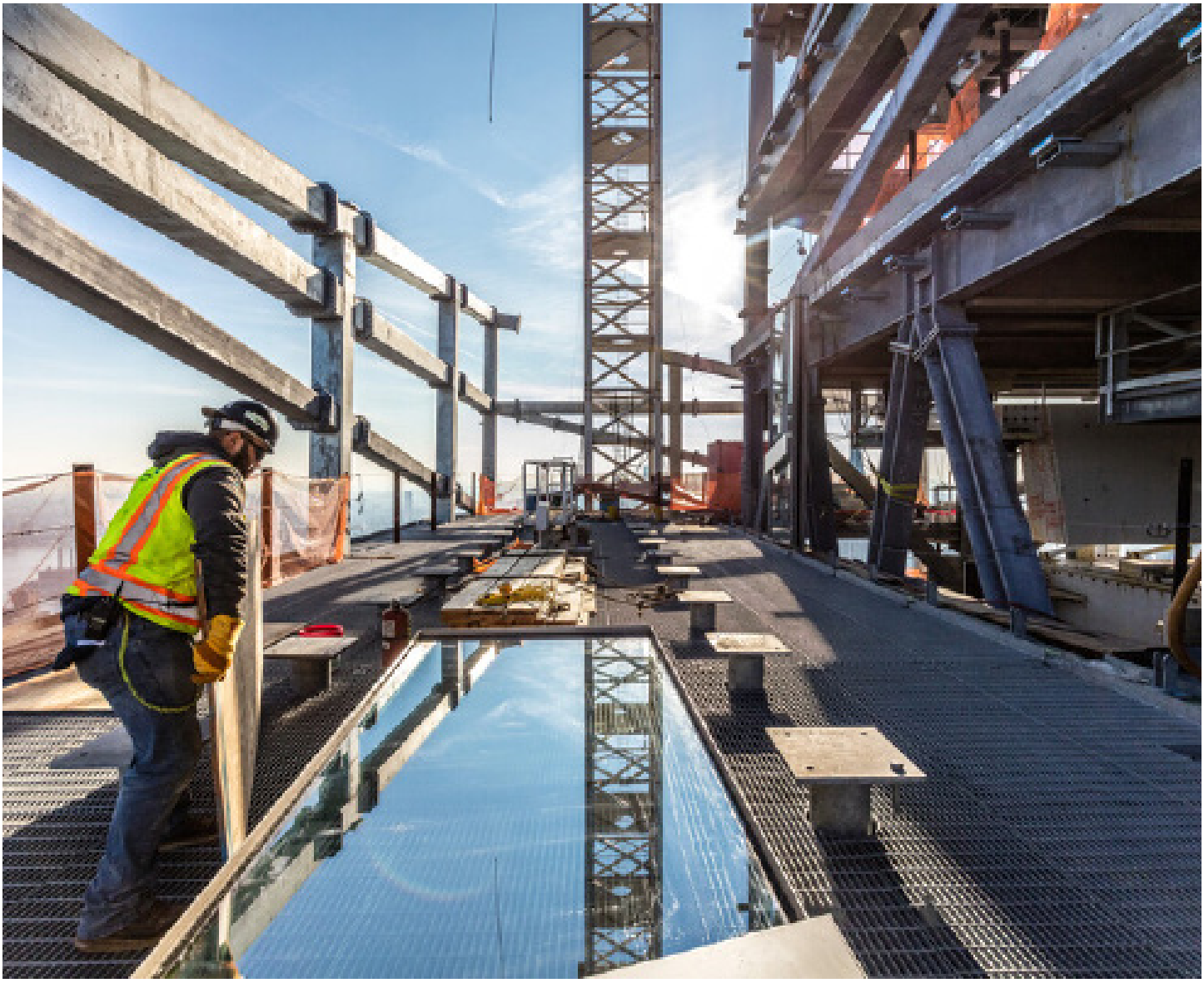
Our focus on energy efficiency is a strategic outlook that has shaped many of the prominent IT-related climate resilience measures ongoing at SL Green. SL Green has achieved WiredScore certification across 28 properties. This certification measures the quality and resilience of a building's digital infrastructure, cellular coverage, Internet service providers, and resilience. The certification also evaluates if a building can adapt to future technology. Additionally, we have begun the transition from on premises solutions to off-site data centers, improving resilience while also lowering costs.

We continue to increase our use of data storage in the cloud and our Technology Team is on track to meet its goals associated with this transition. This virtualization reduces our exposure to climate-related risks by minimizing our reliance on physical infrastructure. Leveraging the cloud to store backups also enables SL Green to restore any physical assets if damaged by or lost due to a climate impact. After 2024, our technical disaster recovery plan will also be 100% cloud based. We have also acquired cyber insurance for our technology to further mitigate risks associated with our IT infrastructure.

6 *Supplier Engagement and Standards*

SL Green's operations are supported by an extensive upstream supply chain that sources materials that service our business and tenants. Integral to our vendor and contracting processes, we strategically evaluate our suppliers to ensure they are held accountable for upholding our standards for ESG performance. Environmental compliance is required in all our vendor contracts through our Vendor Code of Conduct and implemented through regular engagement and monitoring.

As part of SL Green's commitment to mitigating negative impacts in our supply chain, we have implemented a proactive risk identification process. This allows us to identify where issues may occur across our operations, and those of our suppliers. This process begins with mandatory assessments of our Tier 1 Critical Suppliers administered by an independent third party. We identify our "critical suppliers" as those whose spend is over a defined threshold value (accounting for 60% of current annual spend) and where SL Green displays a level of dependency. Customized scorecards are generated for each supplier based on the results of each supplier's assessment as well as company segment, location, and size. These scorecards evaluate overall ESG performance, which falls under four categories (Environment, Labor & Human Rights, Ethics, and Sustainable Procurement). Suppliers that score between 0-24 on a 100-point scale are considered "high risk." SL Green leverages these scores to evaluate suppliers' overall ESG performance and communicate ESG expectations to suppliers. In certain instances, SL Green creates corrective action plans to address identified issues and establish monitoring mechanisms.



TCFD CLIMATE-RELATED DISCLOSURES

RISK MANAGEMENT

Process for Risk Identification and Assessment, Management Processes, and Risk Management Integration

SL Green takes a proactive approach to climate-related risk management at all levels throughout the organization. ESG considerations are embedded into our governance structure and management responsibilities, driving our climate-related risk assessment processes, and enabling comprehensive risk mitigation responses to be implemented in all relevant business segments. Our risk management flow chart below *(Figure 3)* delineates key climate-related procedures and updates, including the use of climate scenario analyses. *Table 9* shows the various mitigation measures utilized by our key departments, including Leasing, Technology, Finance, Operations, Construction/Development, and Investments. In addition to the previously identified risks, each department experiences specific risks that require mitigation and business continuity planning.

Figure 3: Risk Management Processes

BUILD CLIMATE RISK INTO GOVERNANCE	ASSESS RISKS	PURSUE SOLUTIONS
Climate Incorporated in Company-Wide Risk Management Policy	Assets and Supply Chains Monitored and Analyzed Based on Select TCFD-Recommended Disclosures	Engagement with Tenants, Vendors, Contractors, and Other Stakeholders to Pursue Opportunities
Executive leadership is responsible for ESG governance and ESG team is responsible for ESG program implementation	Analyze asset-level exposure to physical climate hazards under IPCC RCP 8.5	Invest in measures to address physical asset risks, including climate-resilient buildings and flood insurance
CEO consults with Board, including the NCGC, on ongoing risks and opportunities	Conduct building evaluations to identify substantial financial risks (i.e.,>$50K) and to assess transition risks and associated legislation	Invest in building efficiency and emissions reductions technologies to mitigate physical and transition climate risks
CFO oversees company finances, including investor relations and updates on climate-related risks and opportunities	Leverage downstream tools like NYSERDA energy audits to assess GHG emissions	Enforce corrective action plans and establish ongoing monitoring
COO leads ESG team to monitor climate-related risks	Develop energy procurement strategies based on emissions and location	Source environmentally preferable materials that address transition risks
ESG compliance with regular engagement and monitoring is incorporated in all supplier contracts	Assist tenants in identifying technology solutions to reduce GHG emissions	Ensure supplier standards of human rights, working conditions, and fair wages
TCFD recommendations are incorporated into climate reporting and strategy	Conduct mandatory third-party assessments of Tier 1 Critical Suppliers	Update shareholders on ongoing climate risks and opportunities, following TCFD recommendations

Table 9: Risk Mitigation Measures by Department

BUSINESS SECTOR	RISK	MITIGATION
LEASING	• Tenant Satisfaction and increased preference for sustainable buildings	• Tenant engagement strategy facilitated by energy data transparency, including sharing Energy Star scores with tenants and passing through energy efficiency savings • Green leasing language
TECHNOLOGY	• Cost to transition to low emissions technologies (including building automation and renewables) • Cyber security concerns • Risks for integration and digitization • Cyber insurance	• IT-related climate resiliency measures, including cloud migration, remote capabilities and supply chain risk management • Ongoing company-wide training
FINANCE	• Mandatory carbon pricing • Legislation on measurement and disclosure of climate-related risks, opportunities, management • Potential financial penalties • Increased Insurance	• Building evaluations conducted every six months to identify financial risks • Ensure compliance local laws • 5- and 10-year capital plans to anticipate future equipment needs
OPERATIONS	• Flooding • Fires • Grid resilience • Utility Cost • Tenant Satisfaction • Safety • Human Health (Air / Environmental Quality) • Physical Security	• Due diligence process includes analysis of flood risk • Energy Management Strategy, including digital control systems and analytics to project next-day energy demand • Ongoing monitoring of air quality
CONSTRUCTION/ DEVELOPMENT	• Safety • Flooding • Fires • Access to skilled labor (especially within green technologies) • Increased material and labor costs • Storm water enhancements • Ongoing restrictions due to Fire Code	• Incorporate ESG into building evaluations, including best available building designs and technologies • Monitor utility incentives for installation of improved equipment • Formally adopt sustainability specifications in integrated design process across energy, water waste, and air quality
INVESTMENTS	• Investor perspective and pressure • Transaction impacts • Access to financing	• CFO oversees company finances, including investor relations and updates on climate-related risks and opportunities • Incorporate TCFD into climate reporting and strategy

Cost and Revenues Resulting from Climate Risks

SL Green recognizes that there are potential financial impacts associated with climate risks. Such risks include extreme temperatures, which can result in higher building cooling and heating loads, operation and maintenance costs, and risk tenant satisfaction if buildings are unable to maintain comfortable temperatures. Additionally, higher operating expenses could be incurred as a result of maintenance and retrofits resulting from overall building improvements or in response to increased natural hazards. As natural hazard events increase, damage from coastal urban flooding and other flooding events will likely lead

SL Green has also worked to realize revenue gains from climate opportunities. Efficiency improvements and overall lower carbon emissions resulting in a competitive advantage over our peers in the space as well as lower operating costs and savings. This in turn can drive down compliance costs resulting from existing and new carbon regulations. Through overall building improvements and transitioning our portfolio to net zero, we can attract more tenants, reduce energy, and water consumption, and build a more resilient, attractive portfolio of buildings. All these benefits are also passed through to our stakeholders, tenants, and investors.