

TDC A/S

ESTIMATED CUMULATIVE RESULTS (2010-2012)

In 2013, KKR exited its investment in TDC A/S. As such, the company will no longer be reporting into the Green Portfolio Program. During the company's participation in the program, it achieved the results described below. KKR appreciates TDC A/S' contributions to the program and applauds the company's efforts to date.

TDC A/S is a leading provider of telecommunications solutions in Denmark with significant commercial activity across Norway, Finland, and Sweden in the business segment.

TDC A/S focuses on energy efficiency and waste management in their operations and passed an environmental policy that covers all their subsidiaries. At the core of this policy is their environmental management system, which provides an overview of the company's most important energy issues.

\$3.9M

IN AVOIDED ENERGY AND FUEL COSTS

22,000

METRIC TONS OF GHG EMISSIONS AVOIDED

17%

WASTE EFFICIENCY IMPROVEMENT

190

METRIC TONS OF WASTE AVOIDED

Key Environmental Performance Area: GREENHOUSE GAS EMISSIONS (FACILITIES)

RESULTS

In 2011, TDC A/S began actively measuring energy consumption in its operations as part of the Green Portfolio Program. In 2010, TDC A/S adopted a new and ambitious Climate Action Plan to reduce CO2 emissions by 40% from 2010 to 2020. The original target was to reduce CO2 emissions by 5% from 2007 to 2014; however, by the end of 2012 TDC A/S had already achieved a reduction of 34%.

In absolute terms, GHG emissions from facilities have decreased by approximately 13% compared to a 2010 baseline. Over the same time period, efficiency has improved by approximately 13% (GHGs/DKK revenue) at TDC A/S facilities. As a result of the efficiency improvements, TDC A/S avoided an estimated DKK\$12.9 million, or approximately \$2.2 million, and 19,100 metric tons of GHGs.

TDC A/S: Facility GHG Efficiency (2010 Baseline)

Estimated Results	2011	2012	Total
Avoided GHGs (metric tons)	2,800	16,300	19,100
Avoided costs	\$810,000	\$1,390,000	\$2,200,000
Change in productivity (GHGs/DKK revenue)	-2%	-11%	-13%
Change in absolute GHGs	-2%	-12%	-13%

Notes:

- See [methodology section](#) for description of avoided and efficiency calculations.
- The total % change is aggregate change between the baseline year and the most recent year of data. All other % changes are expressed as year-over-year.

ACTIONS

In 2012, TDC A/S achieved these results by implementing the following practices:

- Installed and launched Joulex Energy Management System, which helped to identify savings potential in distributed office equipment
- Reduced CO2 emissions from TDC A/S' public switched telephone network (PSTN) platform by 1,235 tons of CO2
- Completed construction on the company's newest, high-performing data center, where existing equipment is expected to be transferred

Key Environmental Performance Area: GREENHOUSE GAS EMISSIONS (FLEET)

RESULTS

In 2011, as part of the Green Portfolio Program, TDC A/S began actively measuring fuel consumption in its company fleet of service and sales vehicles.

In absolute terms, GHG emissions from the company fleet have decreased by approximately 12% compared to a 2010 baseline. Over the same time period, efficiency has improved by approximately 14% (GHGs/km traveled) in its diesel-powered fleet and improved by approximately 14% (GHGs/km traveled) in its petrol-powered fleet. Due to the improvement in efficiency within TDC A/S' fleet, it was able to avoid approximately DKK 10.2 million, or \$1.7 million in fuel costs, and more than 2,900 metric tons of greenhouse gas emissions.

TDC A/S: Fleet GHG Efficiency (2010 Baseline)

Estimated Results	2011	2012	Total
Avoided GHGs (metric tons)	830	2,100	2,930
Avoided costs	\$473,000	\$1,257,000	\$1,730,000
Change in productivity diesel fleet (GHGs/km traveled)	-6%	-8%	-14%
Change in productivity petrol fleet (GHGs/km traveled)	4%	-18%	-14%
Change in absolute GHGs	-6%	-6%	-12%

Notes:

- See [methodology section](#) for description of avoided and efficiency calculations.
- The total % change is aggregate change between the baseline year and the most recent year of data. All other % changes are expressed as year-over-year.

ACTIONS

In 2012, TDC A/S achieved these results by implementing the following practices:

- Implemented two way GPS to optimize routes by finding the shortest distance between destinations and reduce idle time

Key Environmental Performance Area:
WASTE REDUCTION (CARDBOARD AND PAPER WASTE)

RESULTS

In 2012, TDC A/S continued focusing on recycling cardboard and paper waste from its operations and began reporting progress into the Green Portfolio Program.

To measure the financial and environmental impacts of its improvements, it measured waste disposal rates against a 2010 baseline. Since 2010, TDC A/S reduced its waste in absolute terms by approximately 17%, while its waste production efficiency improved by approximately 17% (metric tons of waste/DKK revenue). Due to the improvement in efficiency, TDC A/S avoided disposing of more than 190 metric tons of cardboard and paper waste and avoided an estimated DKK 99,000, or approximately \$17,000, in waste disposal costs since 2010.

TDC A/S: Waste Reduction (2010 Baseline)

Estimated Results	2011	2012	Total
Waste avoided (MT)	80	110	190
Costs avoided	\$4,000	\$13,000	\$17,000
Change in productivity (metric tons/DKK revenue)	-12%	-6%	-17%
Change in absolute waste	-11%	-6%	-17%

Notes:

- See [methodology section](#) for description of avoided and efficiency calculations.
- The total % change is aggregate change between the baseline year and the most recent year of data. All other % changes are expressed as year-over-year.

ACTIONS

In 2012, TDC A/S achieved these results by continuing its focus on improving the company's recycling rate and on the company's filling degree of cardboard/paper and residual waste.

TDC A/S enrolled in the Green Portfolio Program in 2011 and reported results for the second time in 2012. Please visit the TDC A/S website for further details on its activities. As mentioned above, KKR exited its investment in TDC A/S in 2013; therefore, the company's final results as part of the Green Portfolio Program were announced in 2012.

Note: Reported numbers are rounded and may not produce the same results when used to analyze percent changes or total impact.