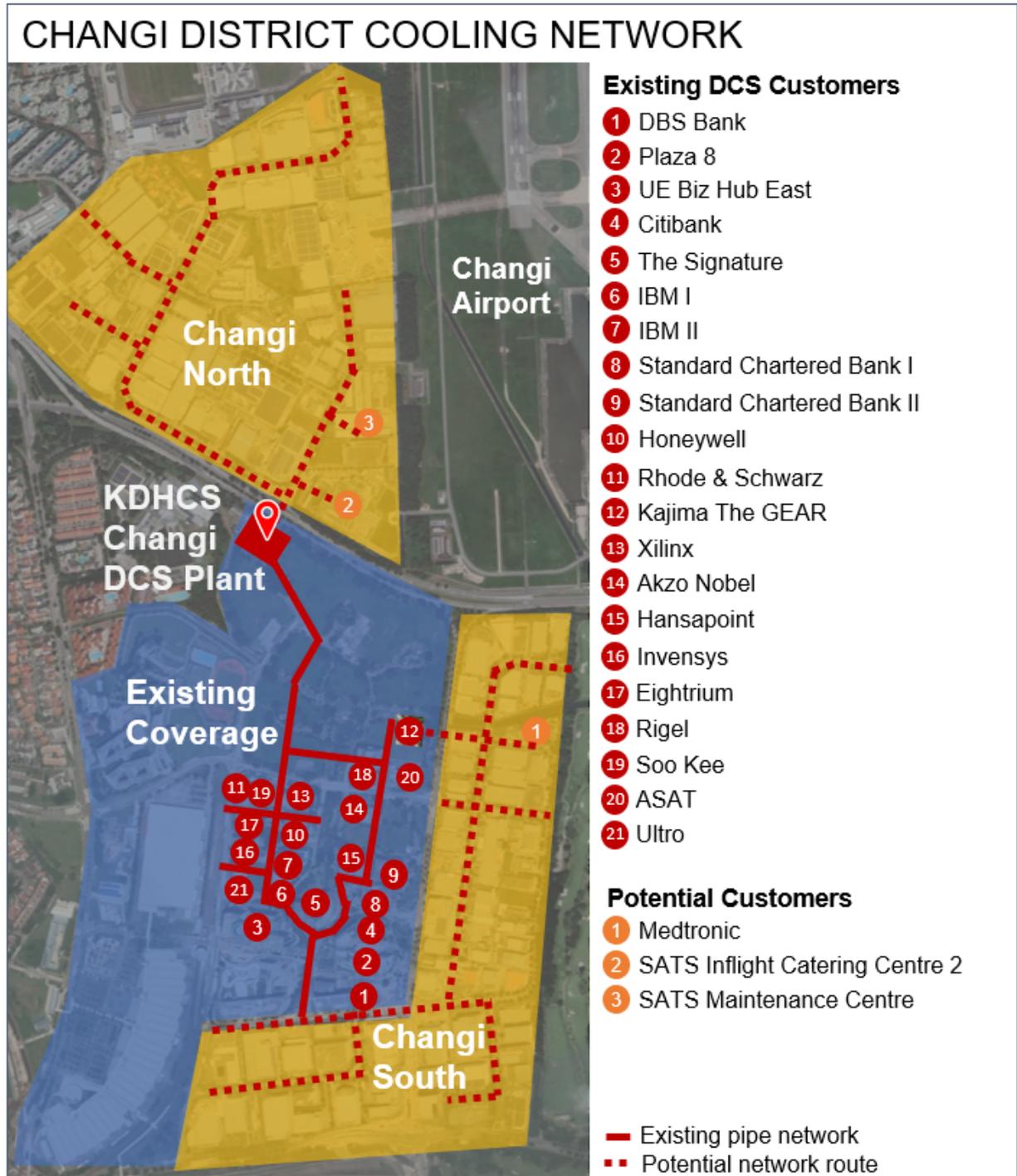


Appendix A – KDHCS to expand DCS network to Changi North and Changi South

The MOUs between Keppel DHCS and its customers mark the expansion of the Changi DCS reticulation network to serve users in Changi South and Changi North. The expansion will more than double the coverage of the DCS network, further contributing to energy-efficient cooling in Singapore.



SATS Ltd.

SATS Ltd. (SATS) is Asia's leading provider of food solutions and gateway services. Keppel and SATS have signed an MOU to study the potential for district cooling in Changi North. The organisations are exploring the possibility of connecting SATS Inflight Catering Centre 2 and SATS Maintenance Centre to Keppel's Changi district cooling plant. The study will provide SATS with data on the improvements in energy efficiency and reliability, reduction in carbon emissions, and cost savings.

When the connection is realised, Keppel DHCS will potentially be able to serve other customers in the Changi North region, where total addressable cooling demand is estimated at up to 8,000 RT.

Medtronic Singapore Operations Pte Ltd

As a global leader in healthcare technology, Medtronic transforms the lives of millions of people each year. Medtronic and KI announced the signing of a Sustainability Partnership MOU with Keppel to explore KI's EaaS offering such as district cooling, solar power purchase, electric vehicle charging and green electricity through power importation. When connected to Keppel DHCS' district cooling network, Medtronic is expected to enjoy life cycle cost savings and carbon savings of up to 20%. Medtronic's manufacturing facility in Changi South marks Keppel DHCS' expansion into the Changi South area.

When the connection is realised, Keppel DHCS will potentially be able to serve other customers in the Changi South region. Including Singapore Expo, total addressable cooling demand in Chang South is estimated at between 7,000 to 8,000RT.

More than 800 solar panels will be projected to be installed on the roof of Medtronic's manufacturing facility, generating around 600 MWh per year – the equivalent of powering about 190 three-room HDB flats. The solar panels will also reduce about 228 tonnes of annual carbon emissions and offset close to 10% of the site's total electricity consumption. The above is testament to Medtronic and Keppel's collaboration on EaaS and commitment to sustainability.