

SUSTAINABILITY REPORT

Sustainability management is imperative to the continued success of KIT and its ability to create value. Guided by our three strategic pillars, we are committed to generating stable and sustainable returns for our Unitholders.

Sustainability Framework

ENVIRONMENTAL STEWARDSHIP

In line with Keppel's Vision 2030, KIT actively contributes towards enhancing resource efficiency, improving our environmental performance, and contributing to addressing climate change.

» For more information, go to: pages 54 to 65

RESPONSIBLE BUSINESS

A resilient business is supported by a strong and effective Board, robust governance and discerning risk management.

» For more information, go to: pages 66 to 71

PEOPLE AND COMMUNITY

People are at the heart of our business. We are committed to building a safe and healthy workplace, investing in nurturing and developing our people to reach their full potential as well as actively uplifting the communities where we operate.

» For more information, go to: pages 72 to 81

Sustainability Highlights

ENVIRONMENTAL STEWARDSHIP

36% reduction

Carbon emissions intensity decreased 20% year-on-year (YoY) to 6,900 tCO₂e/\$m. This is a 36% reduction from 2019's levels largely due to exceptional portfolio performance resulting in higher Distributable Income for KIT in 2023.

EMISSIONS INTENSITY

19%¹

Increased exposure to renewable energy from 10% to 19% of AUM with the acquisition of a solar portfolio in Germany, which includes over 60,000 bundled solar photovoltaic (PV) systems across the country.

RENEWABLES

RESPONSIBLE BUSINESS

Zero incidences

Zero instances of non-compliance with laws or regulations, nor any incident of corruption, bribery or fraud.

COMPLIANCE

Zero breaches

No incidents of physical security breaches affecting the operations of KIT's businesses and assets and no leaks, breaches, thefts and loss of customer data.

OPERATIONAL EXCELLENCE

PEOPLE AND COMMUNITY

28.4 hours

The Trustee-Manager achieved an average of 28.4 training hours per employee in 2023, up from 23.7 hours in 2022.

TRAINING AND DEVELOPMENT

>900 hours

The Trustee-Manager, as part of Keppel's Fund Management and Investment platforms (Keppel FM&I), committed more than 900 hours of community service in 2023, exceeding its target of 500 hours.

VOLUNTEERISM

¹ Following the first phase completion of the German Solar Portfolio.

ADVANCING SUSTAINABILITY

KEVIN NEO
Chief Executive Officer



DEAR STAKEHOLDERS,

I am pleased to present Keppel Infrastructure Trust's (KIT) Sustainability Report for the financial year ended 31 December 2023.

Amidst the rising agenda of sustainability with climate change and ongoing geopolitical tension shaping the global energy landscape, KIT remains steadfast in upholding its commitment to pursue sustainable growth.

Leveraging the sustainable infrastructure theme, the continued transformation of the KIT portfolio through growth and value creation yielded record financial performance with the Trust's EBITDA, Distributable Income and Distribution per Unit (DPU) achieving its highest level since KIT was formed in 2015.

The strong performance, despite macroeconomic headwinds, is a testament to KIT's portfolio resilience. The essential services and products provided and produced by the Trust's businesses and assets attest to their relevance throughout business cycles.

ADVANCING OUR CLIMATE ACTION

Over the past year, we made good progress in our decarbonisation roadmap, by:

- increasing our renewable energy portfolio;
- improving energy efficiency at our businesses and assets;

- developing infrastructure to support electrification; and
- championing collaborations to advance our hydrogen strategy.

Our carbon emissions intensity has reduced by approximately 20% year-on-year to 6,900 tCO₂e/\$m, supported by KIT's record financial performance. This is a 36% reduction from the 2019 base year, exceeding the 30% reduction target set for 2030. As the KIT portfolio continues to grow, the Trustee-Manager is evaluating its carbon emissions strategy with the intention to set longer-term emissions reduction targets.

In growing its renewables exposure, KIT made its first solar investment with the acquisition of a 45% stake in a solar portfolio comprising over 60,000 bundled solar photovoltaic (PV) systems across Germany. When the acquisition is fully completed in June 2024, the projected combined generation capacity will be 585 MW. Together with the investment in Fäbodliden II, a 17 MW onshore wind farm in Sweden as part of the exclusive pipeline from Fred. Olsen, both acquisitions will increase KIT's total renewable capacity to 1.3 GW, almost doubling the 723 MW as at end-2022. As at 2 January 2024, KIT's exposure to renewables was 19% of AUM, an increase from 10% in 2022, following the phase one completion of the German Solar Portfolio.

In 2023, the Trustee-Manager continued to champion innovative solutions at the Trust's businesses and assets to improve energy efficiency and reduce our carbon footprint. This includes City Energy's announced collaborations to explore the development of a green hydrogen pipeline and accelerate the commercial usage of hydrogen, and development of off-grid hydrogen fuel cell solutions. City Energy has also established Sun City, which manages the installation, operation and maintenance of solar PV systems for homes and businesses. Since the launch of its EV charging services business in April 2022, Go by City Energy has secured the exclusive rights to install EV charging services for 20,000 carpark lots in private residential and mixed developments.

Down under, KIT announced the proposed acquisition of Ventura, a leading transportation business in Australia. As an essential service that supports Melbourne's population growth and sustainable commute, Ventura is an electrification leader in Victoria with a clear pathway for electrification, aiming to convert 25% of its 900-buses fleet to electric buses by 2030.

This being our third year in implementing the Taskforce on Climate-related Financial Disclosures (TCFD) recommendations, the Trustee-Manager has carried out an analysis of the potential financial impact from physical risks as detailed on pages 58 to 59 of this report.

The Trustee-Manager has also begun the process of quantifying the potential financial impact of identified transition risks on our portfolio and is seeking to develop a comprehensive transition plan detailing KIT's mitigation and adaptation approach. The enhanced disclosure will provide a useful metric to support better decision-making, disclosures and performance to build the resilience of KIT's portfolio and operations against climate change impact.

NURTURING OUR PEOPLE AND COMMUNITIES

Our people are a key driver of the growth and development of the business, and the Trustee-Manager is dedicated to fostering a talented and motivated workforce.

The Trustee-Manager is committed to promoting diversity and inclusion, and we do not condone any acts of discrimination. To foster a fair and harmonious environment where individuals are respected and given equal opportunities to grow professionally and personally, the Trustee-Manager introduced the Diversity, Equity & Inclusion Policy, putting in place a more comprehensive version of the Diversity and Inclusion Statement.

The Trustee-Manager continues to prioritise the health, safety and well-being of our employees through providing comprehensive healthcare and wellbeing benefits. We encourage active lifestyles to strengthen physical

and mental health as a holistic approach to employee wellbeing.

In 2023, while the number of workplace injuries have declined compared to 2022, there was unfortunately a workplace fatality involving a subcontractor worker at one of KIT's overseas asset. The Trustee-Manager, together with the asset company, have implemented initiatives to prevent recurrence.

The Trustee-Manager encourages employees to create a positive impact in the communities. Together with Keppel FM&I, we have committed more than 900 hours towards community outreach activities. Additionally, the Trustee-Manager and KIT have also contributed approximately \$353,000 in donations to support various philanthropic initiatives and community needs.

CHAMPIONING RESPONSIBLE BUSINESS PRACTICES

Conducting our business in a responsible manner is crucial for economic sustainability. We remain committed to maintaining high standards of corporate governance, ethics and integrity, and fulfilling our fiduciary duties in managing our critical portfolio of businesses and assets. We have zero tolerance for corruption, bribery, and fraud, and ensure that strong corporate governance is upheld through robust policies and training.

Our businesses and assets continued to operate reliably to provide essential

services without major operational or service disruptions, and no complaints of physical security breaches and no leaks, breaches, thefts, and loss of customer data. These results are a demonstration of a proficient team, ensuring that the highest standards of asset quality, safety and security are upheld.

LOOKING AHEAD

We will continue to lean on our growth strategy to capitalise on new and emerging opportunities, while building resilience against uncertainties and headwinds.

In aligning its ESG ambitions with growth plans, the Trustee-Manager established the KIT Responsible Investment Policy, which is in line with the United Nations (UN)-supported Principles for Responsible Investment. This will guide the continued transformation of the KIT portfolio to support the sustainable infrastructure theme.

In closing, we would like to thank our valued stakeholders for their unwavering support and valuable contributions as we move forward to achieve greater heights.

Yours sincerely,

KEVIN NEO
Chief Executive Officer
14 March 2024

About This Report



As KIT operates in business landscapes that value resource efficiency and ESG excellence, sustainability management is imperative to the continued success of the Trust and its ability to create value.

Keppel Infrastructure Trust (KIT) is the largest business trust listed in Singapore with a diverse portfolio of businesses and assets spanning three core segments of (i) Energy Transition, (ii) Environmental Services, and (iii) Distribution & Storage.

These businesses and assets provide essential products and services, ranging from town gas production, wind farms and solar PV assets, waste treatment and water purification, gas pipelines, to the manufacturing and distribution of essential chemicals as well as the storage of petroleum products. These diverse businesses and assets are complemented by a broad range of customers including government agencies, multinational corporations, commercial and

industrial enterprises, as well as retail consumers across Asia Pacific, Europe, and the Middle East.

As KIT operates in business landscapes that value resource efficiency and environmental, social and governance (ESG) excellence, sustainability management is imperative to the continued success of the Trust and its ability to create value.

This sustainability report outlines KIT's sustainability strategy and details the Trustee-Manager's approach to managing and documenting the performance against the Trust's material ESG factors.

INTERNAL REVIEW

In 2022, KIT initiated an internal review process with internal audit

Contact

The Trustee-Manager welcomes feedback that will continually enhance its sustainability efforts. Please share your feedback at investor.relations@kepinfratrust.com

with respect to the sustainability reporting process, procedures and controls. As part of our commitment to improving our sustainability reporting practices, the Trustee-Manager is reviewing the need for external assurance.

REPORTING PERIOD AND SCOPE

This report documents the business activities and operations of the KIT portfolio, of which KIT's equity interests in the respective entities are indicated in parentheses, for the period of 1 January 2023 to 31 December 2023 (FY 2023).

As the first phase acquisition of a 45% interest in a German Solar Portfolio was completed in January 2024, it has been excluded from the scope of reporting.

GLOBAL REPORTING INITIATIVE STANDARDS

This report is prepared in accordance with the Global Reporting Initiative (GRI) Standards for the period from 1 January to 31 December 2023. The report embodies the Reporting Principles of Accuracy, Balance, Clarity, Comparability, Completeness, Sustainability Context, Timeliness and Verifiability from the GRI Universal Standards. The GRI Reporting Principles support the delivery of high-quality and proper presentation of the reported information.

Please refer to the GRI Content Index on pages 82 to 84 for the full list of disclosures.

	Business/Asset
Energy Transition	City Energy (100%)
	Keppel Merlimau Cogen Plant (KMC) (51%)
	Aramco Gas Pipelines Company (AGPC) ¹
	European Onshore Wind Farm (13.4%)
	Borkum Riffgrund 2 (BKR2) (20.5%)
Environmental Services	German Solar Portfolio (45%)
	Senoko Waste-to-Energy (WTE) Plant (100%)
	Keppel Seghers Tuas WTE Plant (KSTP) (100%)
	Keppel Seghers Ulu Pandan NEWater Plant (UPNP) (100%)
	SingSpring Desalination Plant (SSDP) (100%)
Distribution and Storage	Eco Management Korea Holdings (EMK) (52%)
	Ixom (100%)
	Philippine Coastal Storage & Pipeline Corporation (Philippine Coastal) (50%)

¹ Minority and non-controlling interest, as part of a global consortium to acquire a 49% stake in the asset.

Approach to Sustainability

SUSTAINABILITY FRAMEWORK AND POLICIES

Sustainability management is at the core of the Trustee-Manager's strategy formulation and business decisions. Its approach to sustainability is guided by the three thrusts of Environmental Stewardship, Responsible Business, and People and Community. The Trustee-Manager is committed to minimising its environmental impact, upholding strong corporate governance, and creating positive value for all its stakeholders.

As a responsible corporate citizen, the Trustee-Manager's policies form the framework for ethical business practices. These include the Anti-Bribery Policy, Whistle-Blower Policy, Insider Trading Policy, Competition Law Compliance Manual, as well as Health, Safety, Security and Environmental Policy.

KIT's Corporate Statement on Human Rights Policy demonstrates the Trustee-Manager's steadfast commitment to uphold and respect the principles outlined in the UN Universal Declaration of Human Rights and the International Labour Organisation's Declaration on Fundamental Principles and Rights at Work. Additionally, the Trustee-Manager's approach to human rights

BOARD STATEMENT

"As part of its strategic oversight, the Board has reviewed, approved, and considered the material ESG factors in KIT's business and strategy formulation. The Board will continue to review and monitor the management and performance of these ESG factors periodically, with support from management and feedback from key stakeholders."

is shaped and directed by the UN Guiding Principles on Business and Human Rights. The Trustee-Manager takes a zero-tolerance stance for unethical labour practices such as child labour, forced labour, slavery and human trafficking and aims to eliminate these within any part of the Trust's operations, including its supply chain. Suppliers are required to acknowledge and abide by the Keppel Supplier Code of Conduct, being subject to audits.

Employees of Keppel and its subsidiaries are required to be familiar with these policy commitments which are embedded

within the Employee Code of Conduct. The policies are communicated and reinforced annually through various platforms such as online training courses and declarations of adherence to the Keppel policies.

Keppel policies are reviewed and approved by the Keppel Board, Board Committees or Senior Management in charge of the relevant policies where applicable. KIT policies are approved by the KIT Board or CEO. They are periodically reviewed to ensure they are up-to-date and relevant, and are also publicly available on the sustainability pages of the KIT website.



The Trustee-Manager is committed to minimising its environmental impact, upholding strong corporate governance, and creating positive value for all stakeholders.

SUSTAINABILITY GOVERNANCE

Effective governance is integral to achieving sustainable growth by providing the framework for ethical decision-making.

The Board holds responsibility in governing sustainability matters with inputs from the Board ESG Committee (BEC). The BEC provides oversight of KIT’s ESG strategy, policies and initiatives, as well as monitoring and evaluating their effectiveness to ensure long-term value creation, and makes the relevant

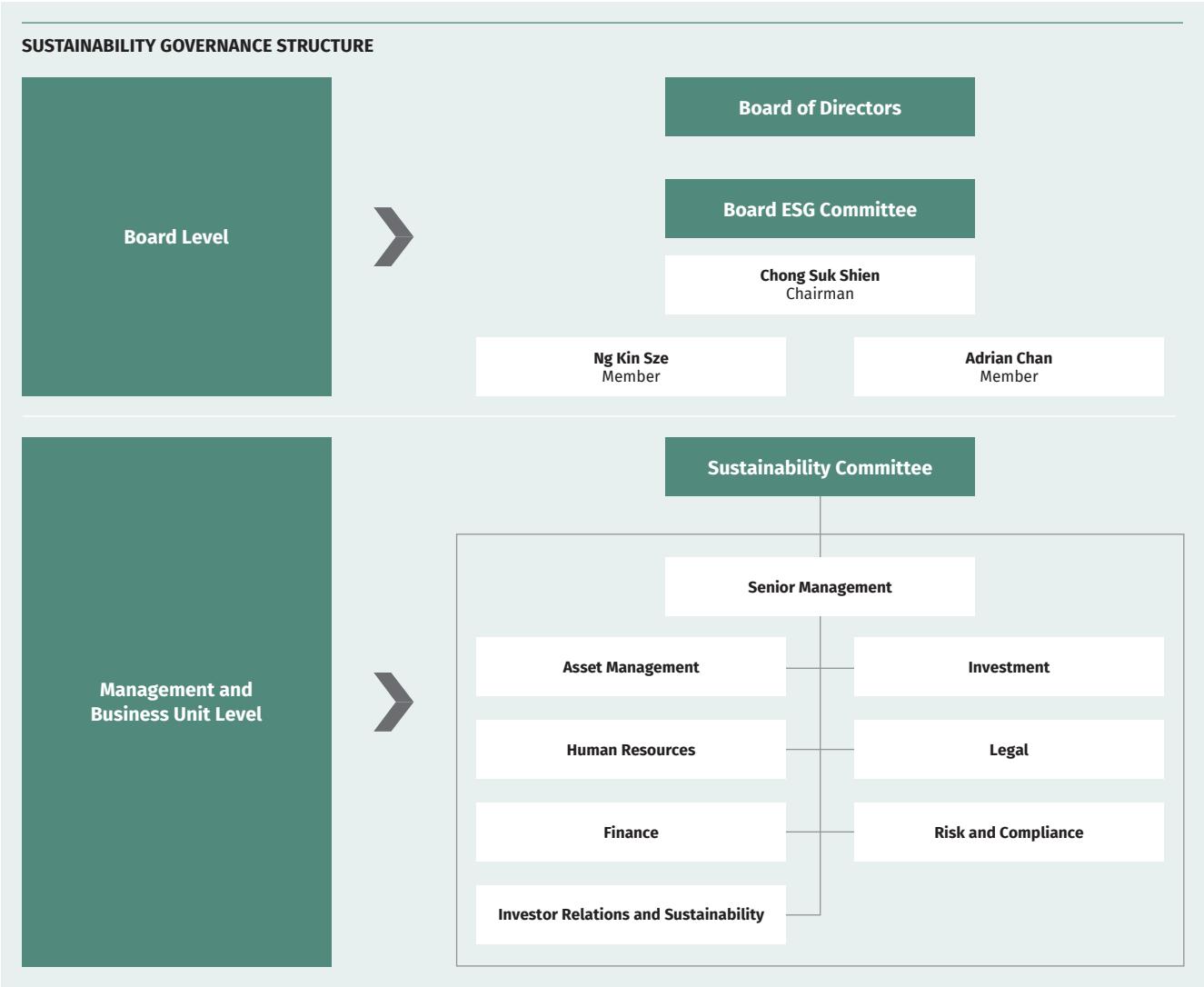
recommendations to the Board. The BEC also reviews and approves KIT’s performance and progress against targets for material ESG factors.

The BEC comprises three independent directors and convenes meetings at least quarterly to review KIT’s sustainability plans and performance.

The BEC is supported by a Sustainability Committee that implements the Trustee-Manager’s ESG strategy and initiatives.

This committee comprises personnel from Asset Management, Finance, Human Resources, Investment, Investor Relations and Sustainability, Legal, and Risk and Compliance departments.

Performance against material ESG factors is regularly reviewed by the committee and the BEC is updated on this progress at its quarterly meetings. All directors have undergone the sustainability training mandated by the Singapore Exchange (SGX).



MATERIALITY ASSESSMENT

A materiality assessment helps the Trustee-Manager understand and prioritise the significant environmental, social, economic and governance factors that affect KIT's businesses and conversely, those that can be significantly impacted by the Trust's activities.

In 2021, the Trustee-Manager worked with an external sustainability consultant to conduct a materiality assessment, which guided its sustainability strategy and management approach. This serves to ensure that the Trustee-Manager remains agile and responsive amid the evolving macro environment and dynamic business landscape, effectively adapting to emerging challenges and opportunities.

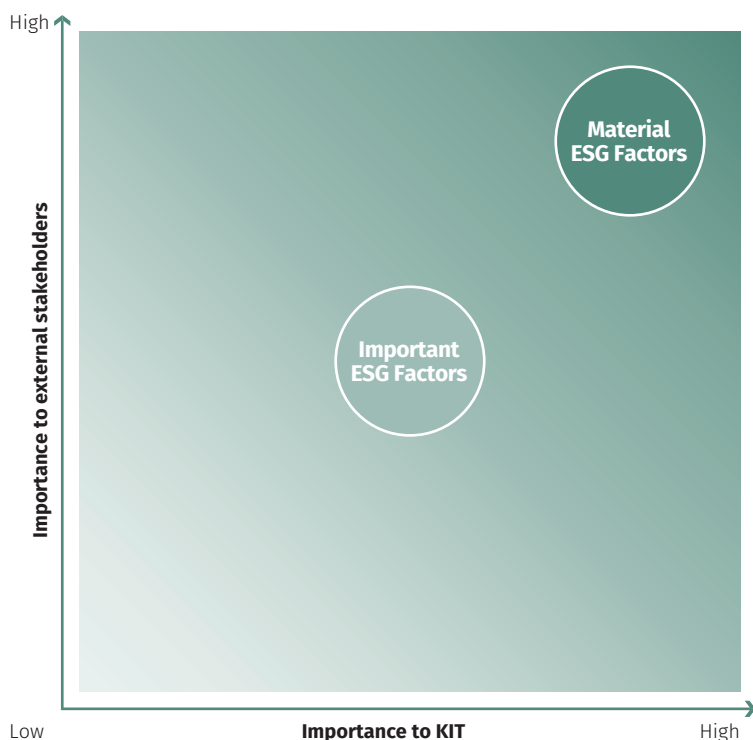
The materiality assessment involved a three-stage process starting with reviewing the list of material ESG factors, supplemented by research on macro ESG and industry-relevant trends. KIT followed up by engaging key internal and external stakeholders.

Materiality Assessment Process



The chart below illustrates KIT's prioritised ESG factors, grouped into two categories. These two categories reflect the level of materiality determined through the materiality assessment process. The Trustee-Manager continually reviews these ESG factors to ensure their ongoing relevance, thereby adjusting its strategy to support business sustainability.

In 2023, the Trustee-Manager reviewed its material ESG factors and determined that the previously identified ESG factors remain relevant. The Trustee-Manager will continue to review these factors regularly, to stay on top of emerging trends, and adjust its strategies where appropriate to ensure business sustainability.



Material ESG Factors

High importance to KIT and its key stakeholders, and considered most material and of top priority. These form the focus of its sustainability strategy and reporting, for which it aims to disclose goals, targets and performance.

- Asset Quality and Safety
- Climate Change Adaptation
- Corporate Governance
- Cybersecurity and Data Privacy
- Economic Sustainability
- Emissions
- Employee Health and Wellbeing
- Energy
- Environmental Protection
- Ethics and Integrity
- Human Capital Management

Important ESG Factors

Moderate to high importance to KIT and its key stakeholders. These are actively monitored and managed, and will be included in external reporting as relevant, based on the sustainability context and stakeholder interest.

- Community Development and Engagement
- Diversity and Inclusion
- Physical Security of Assets
- Sustainable Supply Chain Management
- Waste Management
- Water









* The ESG factors within each tier are in alphabetical order.







Approach to Sustainability

TARGETS AND COMMITMENTS

The Trustee-Manager has set out clear targets to drive performance and manage its material ESG factors. Progress against these targets is monitored and quarterly updates are provided to the BEC. In support of the UN Sustainable Development Goals (UN SDGs) and the 2030 agenda for sustainable development, the Trustee-Manager has identified a total of 10 SDGs that it can contribute most meaningfully to and guide its sustainability strategy to advance sustainable development. These SDGs present the greatest opportunities to bolster partnerships with other stakeholders for a more sustainable future. To ensure progress and accountability, the Trustee-Manager has set short-term (2023) and medium- to long-term (beyond 2023) targets and commitments for KIT's material ESG factors.

This section summarises the Trust's performance and progress in FY 2023 against the respective targets and commitments.

Environmental Stewardship				
ESG Factors	UN SDGs	Targets and Commitments	Performance and Progress	Page No.
Climate Change Adaptation		Commit to the implementation of the TCFD Recommendations.	<ul style="list-style-type: none"> Made progress to quantify the potential financial impacts for physical and transition climate-related risks. 	57 to 63
Emissions	 	Achieve a 30% reduction in carbon emissions intensity by 2030 from 2019 levels and commit to establishing an absolute emissions reduction target in the long term.	<ul style="list-style-type: none"> Carbon emissions intensity decreased by 36% relative to 2019 levels largely due to KIT's record financial performance for FY 2023 supported by capital optimisation gains. Excluding capital optimisation gains and associated management fees, KIT's reduction in carbon emissions intensity from 2019 would be 7% for FY 2023, even with the addition of carbon emissions from AGPC and EMK for the year. The Trustee-Manager continued to optimise energy efficiency by: <ul style="list-style-type: none"> Installing solar PV panels at select assets to generate renewable energy for operational needs. Improving the energy efficiency of existing portfolio by adopting energy-efficient equipment and technologies, and exploring innovative green energy solutions. Supporting electrification with the expansion of City Energy's electric vehicle (EV) charging services business, with exclusive rights to extend EV charging services to approximately 20,000 carpark lots in private residential and mixed developments. City Energy also announced collaborations to explore the development of a green hydrogen pipeline from Malaysia to Singapore, and accelerate the commercial usage of hydrogen and development of off grid hydrogen fuel cell solutions. 	54 to 57
Energy	  	Increase KIT's exposure to renewable energy by up to 25% of AUM by 2030.	<ul style="list-style-type: none"> KIT's exposure to renewables increased from 10% of AUM for FY 2022 to 19% of AUM as at 2 January 2024 with the acquisition of Fäbodliden II in December 2024 and the first phase completion of the German Solar Portfolio in January 2024. The wind farms generated 1,355,000 GJ based on total electricity sold in 2023. 	54 to 57
Environmental Protection		Maintain zero incidents of non-compliance with environmental laws and regulations.	<ul style="list-style-type: none"> There were zero incidents of non-compliance with environmental laws and regulations. 	65
Waste Management		Divert at least 90% of waste from landfills annually. Recover at least 70% of scrap metal from bottom ash annually.	<ul style="list-style-type: none"> WTE plants convert waste into ash which significantly decreases waste volume. <ul style="list-style-type: none"> KIT diverted 97% of waste from landfill in 2023. Recovery rate for scrap metal from bottom ash was 74% for the Singapore WTE plants. The WTE plants recover energy through its operations to generate electricity, and sold approximately 574,000 GJ, making up 30% of electricity produced in 2023. 	64
Water Management		Zero infringements of trade effluent discharge leading to regulatory actions.	<ul style="list-style-type: none"> Support Singapore's water security with a reliable supply of freshwater. There were zero reported incidents of trade effluent discharge leading to regulatory action in 2023. Implemented soil and groundwater testing to ensure that all pollutant levels comply with local regulatory standards. Utilised water-efficient equipment, technologies and processes at its plants (e.g. using seawater to cool generators at the KMC Plant and recycling water at Senoko WTE Plant to wash and cool machineries). 	64 to 65

Responsible Business				
ESG Factors	UN SDGs	Targets and Commitments	Performance and Progress	Page No.
Asset Quality and Safety	 	Fulfil contractual obligations and minimise operational disruptions due to equipment or facility problems.	<ul style="list-style-type: none"> Fulfilled all contractual obligations, with no major disruption to operations due to equipment or facility problems. Conduct regular maintenance works and designate capital investment for equipment upgrading to ensure that the highest standards of asset quality are maintained to safeguard operational resiliency. Certification of assets against internationally recognised standards, such as ISO 9001 and ISO 14001. 	69 to 70
Corporate Governance		Uphold strong corporate governance, robust risk management, as well as timely and transparent communications with stakeholders.	<ul style="list-style-type: none"> The Trustee-Manager continued to uphold strong corporate governance and robust risk management practices. Maintain a sound and effective system of risk management and internal controls through its Enterprise Risk Management (ERM) Framework. 	66 to 67
Cybersecurity and Data Privacy		Uphold high standards of cybersecurity and data protection best practices through the Keppel Cybersecurity governance structure to minimise cyber-attack incidents.	<ul style="list-style-type: none"> There were no complaints received concerning breaches of customer privacy, nor any leaks, thefts, or losses of customer data identified in 2023. 	71
Economic Sustainability		Build a resilient portfolio of assets and businesses that delivers long-term sustainable growth and Unitholder value.	<ul style="list-style-type: none"> KIT delivered another bumper year with record EBITDA of \$447.6 million and record Distributable Income of \$316.8 million for FY 2023, driven by strong portfolio performance from growth and value creation. KIT declared a 62% increase in DPU to 6.19 cents for FY 2023, including a special distribution of 2.33 cents. 	66
Ethics and Integrity		Maintain high standards of ethical business conduct and compliance best practices, with zero incidents of fraud, corruption, bribery and non-compliance with laws and regulations.	<ul style="list-style-type: none"> There were zero incidents of fraud, corruption, bribery and non-compliance with laws and regulations in 2023. Employees are required to adhere to the KIT Code of Conduct, which aims to establish and reinforce the highest standards of integrity and ethical business practices. 	67 to 69
Physical Security of Assets		To achieve zero physical security breaches affecting plant operations.	<ul style="list-style-type: none"> There were no physical security breaches affecting the operations of KIT's businesses and assets. 	70
Sustainable Supply Chain Management		Ensure that all major suppliers (providing products or services valued at \$200,000 or more in a calendar year) adopt responsible business practices.	<ul style="list-style-type: none"> All major suppliers providing products or services valued at \$200,000 or more in a calendar year have signed the Keppel Supplier Code of Conduct. 	71
People and Community				
Community Development and Engagement		Participate in local community engagement initiatives to support Keppel FM&I's target of >500 hours of staff volunteerism in 2023.	<ul style="list-style-type: none"> Dedicated more than 900 hours to support community outreach activities during the year, together with Keppel FM&I. Contributed approximately \$262,000 in donations to support various philanthropic initiatives and community needs in 2023. 	80 to 81
Diversity and Inclusion		Maintain approximately 30% of female directorship on the Board.	<ul style="list-style-type: none"> Female representation on the Board is at 33.3%. 	76 to 77
Employee Health and Wellbeing		Achieve zero workplace fatalities.	<ul style="list-style-type: none"> While the number of workplace injuries have decreased in FY 2023 compared to 2022, there was unfortunately a workplace fatality involving a subcontractor worker at one of KIT's overseas asset. The Trustee-Manager, together with the asset, has implemented initiatives to prevent recurrence. Various initiatives have been designed to support the physical and mental wellbeing of employees. 	77 to 80
Human Capital Management		<ul style="list-style-type: none"> Achieve at least 20 hours of training per employee in 2023. Achieve at least 75% in employee engagement score in 2023. 	<ul style="list-style-type: none"> Achieved an average of 28.4 hours of training per employee, higher than the 23.7 hours in 2023. Employee engagement score in 2023 remained above 80%. Provide training opportunities to upskill and develop employees. 	72 to 76

Approach to Sustainability

EXTERNAL MEMBERSHIPS, INITIATIVES AND CERTIFICATIONS

The Trustee-Manager contributes to several initiatives and organisations that are dedicated to advancing sustainable best practices and establishing robust corporate governance.

Through its businesses and assets, KIT actively participates in various external industry associations, initiatives, green certifications and award schemes. Keppel is a participant of the UN Global Compact and is committed to its 10 universal principles. As a demonstration of dedication to corporate environmental transparency, KIT, through Keppel FM&I is also a CDP capital markets signatory.

EXTERNAL MEMBERSHIPS AND CERTIFICATIONS

<p>Signatory of:</p>  <p>Principles for Responsible Investment</p>	Through Keppel FM&I, the Trustee-Manager is a signatory to the UN-supported Principles for Responsible Investment and is committed to adopting the PRI's six principles, where feasible.
 <p>SINGAPORE WATER ASSOCIATION</p>	Keppel's Infrastructure Division, as the operator of Keppel Seghers Ulu Pandan NEWater Plant and SingSpring Desalination Plant, is an active member of the SWA. Launched in 2004, the SWA and is a collaborative platform for member companies to strengthen Singapore's position as a one-stop centre for all water-related services and as a water technology hub.
 <p>GAS ASSOCIATION OF SINGAPORE</p>	City Energy is a member of GAS. Formed in 2001, GAS is an independent national body that provides a platform for professionals, practitioners, and experts in the gas industry to collaborate and share knowledge, as well as advance uniformity of industry practice and standards.
 <p>Waste Management & Recycling Association of Singapore</p>	Keppel's Infrastructure Division, as the operator of Senoko Waste-to-Energy (WTE) Plant and Keppel Seghers Tuas WTE Plant, is a member of WMRAS. WMRAS is the only not-for-profit association for solid waste management that advocates for best practices and provides a network for industry players to promote recycling to create a more sustainable living environment.
	The Trustee-Manager, through Keppel, supports SIAS, which aims to educate, engage and empower the investment community.
 <p>MSCI ESG RATINGS BBB</p>	The MSCI ESG Ratings assessment measures a company's resilience to long term, financially relevant material ESG risks. ¹ In 2023, KIT maintained its 'BBB' rating.

¹ The use by KIT of any MSCI ESG Research LLC or its affiliates ("MSCI") data, and the use of MSCI logos, trademarks, service marks or index names herein, do not constitute a sponsorship, endorsement, recommendation, or promotion of KIT by MSCI. MSCI services and data are the property of MSCI or its information providers and are provided 'as-is' and without warranty. MSCI names and logos are trademarks or service marks of MSCI.

KIT's portfolio of businesses and assets have also attained various sustainability certifications as listed below.

Business/Asset	Sustainability Certification/Awards
Borkum Riffgrund 2	Participated in the 2023 GRESB Infrastructure Asset Benchmark
City Energy	ISO 9001, ISO 14001, ISO 45001, ISO 50001, ISO 45001, SS651 and BizSafe Star Certification, WSHC Safety Innovation Award 2023
Ixom	ISO 9001, ISO 14001, ISO 45001, ISO/FSSC 22000, EcoVadis Bronze, Supplier Ethical Data Exchange (SEDEX) Membership
Keppel Merlimau Cogen	ISO 9001, ISO 14001, ISO 45001, ISO 50001
Keppel Seghers Tuas WTE Plant	ISO 9001, ISO 14001, ISO 45001, ISO 50001
Keppel Seghers Ulu Pandan NEWater Plant	ISO 9001, ISO 14001, ISO 45001, ISO 50001
Philippine Coastal Storage & Pipeline Corporation	ISO 45001 Environmental Compliance Certificate: <ul style="list-style-type: none"> Subic Bay Metropolitan Authority (SBMA) Mabuhay Business Awards (for good corporate governance, HR and OHS practices) 2 PCSPC employees were awarded the Outstanding Freeport Worker Awards
Senoko WTE Plant	ISO 9001, ISO 14001, ISO 45001, ISO 50001
SingSpring Desalination Plant	ISO 14001, ISO 45001, Hazard Analysis and Critical Control Points (HACCP) Certification

STAKEHOLDER ENGAGEMENT

The Trustee-Manager regularly engages its stakeholders to obtain insights into their expectations, needs and feedback. This fosters collaboration and informs KIT's business decisions and enables continual improvement in its ESG performance.

The table below details the various channels of engagement for the respective stakeholder groups, as well as the key topics of concern and the frequency of engagement.

<div> Employees  </div> <div> Objectives of Engagement Build talent pool through continuous investments in training and development, as well as employee wellbeing and welfare. </div> <div> Engagement Platforms Dialogue sessions with senior leaders; annual employee engagement survey; appreciation month; physical, mental and financial wellbeing months; staff communication sessions; leadership programmes; teambuilding activities; dinner and dance. </div> <div> Key Topics of Concern Employees' personal and professional growth; sharing of ideas; culture of recognition and appreciation; self-directed learning; inspiring others through leading by example. </div> <div> Frequency of Engagement Ongoing regular engagement. </div>	<div> Customers  </div> <div> Objectives of Engagement Grow customer base; deepen relationships with existing and prospective customers. </div> <div> Engagement Platforms Regular meetings; feedback channels such as emails and phone calls; regular customer satisfaction surveys. </div> <div> Key Topics of Concern Product and service quality; Health, Safety, Security and Environment (HSSE) requirements. </div> <div> Frequency of Engagement Ongoing regular engagement. </div>	<div> Investors  </div> <div> Objectives of Engagement Ensure timely and accurate disclosure of information. </div> <div> Engagement Platforms Annual and sustainability reports; media releases; investor presentations; SGX announcements; general meetings; in-person and virtual local and overseas investor roadshows; quarterly teleconferences or webcasts; corporate website; email feedback; meetings and conference calls. </div> <div> Key Topics of Concern Business strategy and corporate developments; financial performance; sustainability issues. </div> <div> Frequency of Engagement Ongoing regular engagement. </div>
<div> Business Partners  </div> <div> Objectives of Engagement Align practices for better planning, responsive vendor support and mutually beneficial relationships. </div> <div> Engagement Platforms Regular meetings with suppliers, contractors and joint venture partners; management site visits. </div> <div> Key Topics of Concern Compliance; collaboration; HSSE matters. </div> <div> Frequency of Engagement Ongoing regular engagement. </div>	<div> Governments and Regulatory Bodies  </div> <div> Objectives of Engagement Collaborate and work alongside on issues of mutual interest. </div> <div> Engagement Platforms Regular meetings and site inspections; renewal of licenses and permits. </div> <div> Key Topics of Concern Feedback on new guidelines, including sustainability; opportunities for business collaborations. </div> <div> Frequency of Engagement Ongoing regular engagement. </div>	<div> Local Communities  </div> <div> Objectives of Engagement Impact communities positively. </div> <div> Engagement Platforms Volunteer activities; financial contributions. </div> <div> Key Topics of Concern Positive social contributions. </div> <div> Frequency of Engagement Ongoing regular engagement. </div>

ENVIRONMENTAL STEWARDSHIP

KIT is dedicated to contributing to the global energy transition and taking decisive action to combat climate change through its operations and assets.

EMISSIONS AND ENERGY Management Approach

With investments in critical infrastructure assets and operations that impact the environment, the Trustee-Manager remains steadfast in combatting climate change, ensuring the responsible use of resources and actively contributing towards the energy transition.

The Trustee-Manager has, as part of its carbon strategy, set a medium-to long-term target to achieve a 30% reduction in carbon emissions intensity by 2030, measured against 2019 levels. In a similar vein, to reduce its exposure to energy intensive emitters, the Trustee-Manager is working towards increasing its ownership of renewables-based assets and has a target to establish a portfolio of renewable energy with up to 25% of Assets Under Management (AUM) by 2030.

Energy optimisation and expanding KIT's portfolio exposure to renewable energy are two key levers employed to address its greenhouse gas (GHG) emissions.

The Trustee-Manager works in close consultation with operations and maintenance contractors to optimise energy consumption and maintain operational efficiency of its plants. These include the use of energy-efficient lighting in KIT's WTE plants, installing energy-efficient equipment such as compressors and gas turbines at Keppel Merlimau Cogen Plant (KMC), including a planned heat efficiency upgrade at KMC in 2024, which is aimed at reducing carbon emissions. Improvements were also made to the roof design at SingSpring Desalination Plant to maximise natural daylight and water treatment membrane efficiency.

Renewable energy assets within KIT's portfolio have been strategically aligned to leverage and actively support the global transition to a low-carbon economy to combat climate change. The wind farms generated more than 1.3 million GJ of energy based on total electricity sold in 2023. On top of these renewable energy assets, the WTE plants provide clean energy and waste disposal solutions, supporting the circular economy.

In accordance with the Energy Conservation Act of Singapore, selected energy intensive assets are required to adhere to energy efficiency requirements and energy management practices to promote energy conservation, improve energy efficiency and reduce the environmental impact of energy use. From 2021, these assets have undergone energy efficiency opportunities assessment, designed to help identify initiatives that can effectively lower their energy consumption.

Performance and Progress

KIT grew its renewables exposure with the acquisition of the German Solar Portfolio, marking its first acquisition in the solar sector. Following the completion of the first phase acquisition, KIT's exposure in renewable energy increased to 19% of AUM as at 2 January 2024, up from 10% in 2022. This is a significant step in its journey toward achieving its target of 25% of AUM in renewables by 2030.

With a combined generation capacity of 585 MW, the addition of the German Solar Portfolio will increase KIT's total renewable generation capacity to approximately 1.3 GW.

To advance its hydrogen strategy, City Energy announced collaborations to conduct a feasibility study to develop a green hydrogen pipeline and accelerate the commercial usage



of hydrogen and development of off-grid hydrogen fuel cell solutions.

GHG Emissions

KIT actively monitors its GHG emissions, and adopts the equity share approach with guidance from the GHG Protocol. The GHG protocol is the most recognised international standard for corporate accounting and reporting of emissions, categorising emissions into Scope 1, 2 and 3 defined according to the source of the emissions.

Scope 1 emissions, which include direct emissions from owned or controlled sources, were predominantly from KMC's operations. Scope 2 emissions are derived from electricity use and Scope 3 emissions are indirect emissions within the value chain from the relevant categories.

To improve its emissions disclosure, the Trustee-Manager continuously strives to improve data quality. In 2023, the Trustee-Manager engaged a consultant to estimate the fugitive emissions for Aramco Gas Pipelines Company (AGPC) and has included its proportionate emissions in this report. KIT holds a minority and non-controlling interest in AGPC.

With the acquisition of EMK in Q4 2022, the Trustee-Manager has also included carbon emissions for EMK in its reporting scope.

TOTAL GHG EMISSIONS (tCO₂e)

Scope 1 (Direct) Emissions ¹	2,022,000
Scope 2 (Indirect) Emissions ²	162,000
Scope 3 (Indirect) Emissions ³	1,401,000
Total	3,585,000

Note: Figures have been rounded off to the nearest thousand.

¹ Mainly in natural gas, diesel and naphtha.

² Use of electricity.

³ The 10 categories are purchased goods and services, capital goods, fuel and energy related activities, upstream transportation and distribution, waste generated from operations, business travel, employee commute, downstream transportation and distribution, use of sold products, end-of-life treatment of sold products.

Scope 3 Relevant Categories	Emissions in 2023 (tCO ₂ e)
End-of-life treatment of sold products	<1,000
Downstream transportation and distribution ¹	<1,000
Business travel	2,000.00
Employee commuting ²	1,000.00
Waste generated in operations	4,000.00
Capital goods	5,000.00
Fuel and energy related activities	97,000.00
Upstream transportation and distribution	187,000.00
Use of sold products	332,000.00
Purchased goods and services	773,000.00
Total	1,401,000.00

Note: Figures have been rounded off to the nearest thousand.

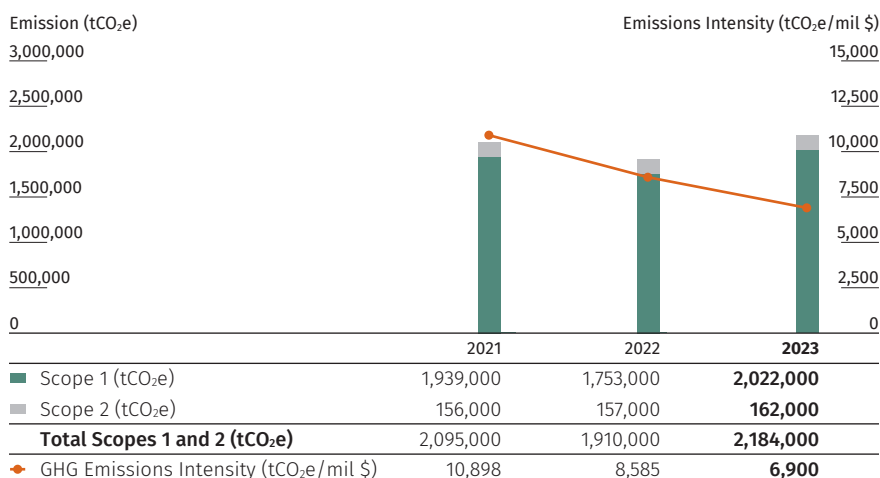
Emission factors for purchased goods and services, capital goods and business travel – land are referenced from the United States Environmental Protection Agency's (USEPA) Environmentally-Extended Input-Output (EEIO) models. Well-to-tank (WTT) and WTT-transmission & distribution (T&D) emission factors for fuel and energy related activities are referenced from Biogenic Emission Inventory System (BEIS) while T&D emission factors are referenced from the International Energy Agency (IEA). Emission factors for waste, business travel – air, upstream transportation and distribution, are similarly referenced from BEIS. Emission factors for commuting are referenced from the SMRT Corporation and Land Transport Authority. Emission factors for downstream transportation and distribution are referenced from both BEIS and USEPA EEIO models. Emission factors for use of sold products are based on town gas emission factors referenced from the GHG Emissions Measurement and Reporting Guidelines developed by the National Environmental Agency in Singapore.

¹ Downstream transportation and distribution emissions are estimated based on the number of products sold. A conservative assumption was made that each client purchases one item per trip and each trip was equivalent to driving from one end of Singapore to the other.

² Employee commuting emissions are estimated based on the Singapore Census of Population 2020 survey for Singapore assets.

Environmental Stewardship

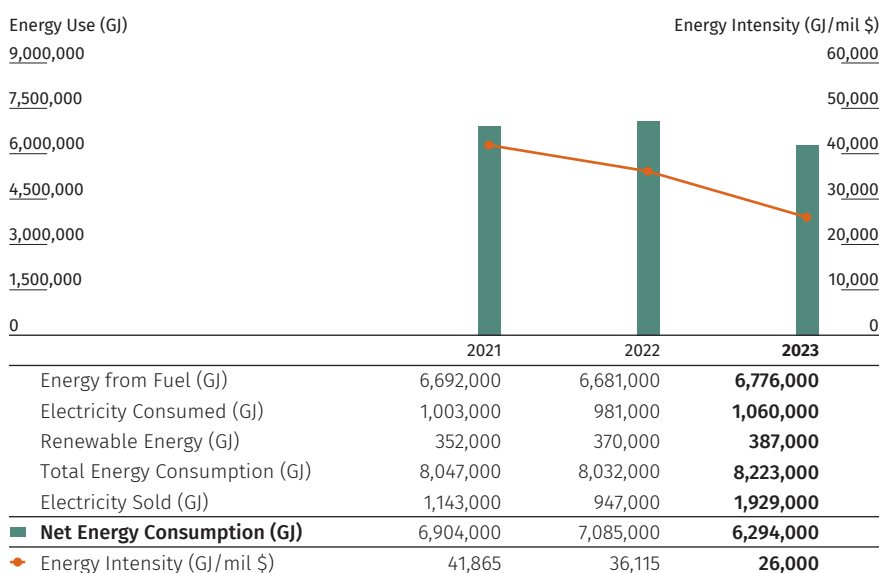
TOTAL SCOPE 1 AND 2 EMISSIONS



Notes: Figures have been rounded off to the nearest thousand.

- ^a GHG emissions are calculated in accordance with the equity share approach of the GHG Protocol standard – the most widely accepted international standard for GHG accounting. Gases included in the calculation are carbon dioxide (CO₂), methane (CH₄), and nitrous oxide (N₂O), with totals expressed in units of tonnes of carbon dioxide equivalent (tCO₂e).
- ^b Conversion factors for Scope 1 and Scope 2 (market-based) GHG emissions were obtained from the relevant service providers and local authorities, such as the Energy Market Authority of Singapore and Australian Government's Department of Climate Change and Energy Efficiency.
- ^c GHG intensity calculation is based on Distributable Income, in millions of Singapore dollars. It includes Scopes 1 and 2 emissions.

NET ENERGY CONSUMPTION



Notes: Figures have been rounded off to the nearest thousand.

- ^a Total net energy consumption is based on total energy consumption from fuel and renewable sources, and electricity consumption, net of electricity sold, in gigajoules.
- ^b Energy intensity calculation is based on total energy consumption in gigajoules and Distributable Income, in millions of Singapore dollars.
- ^c KMC data excluded from the computation of energy from fuel and electricity sold due to commercial sensitivity.

The addition of carbon emissions data for EMK and AGPC brings the total GHG emissions for 2023 to 3,585,000 tCO₂e, 8% higher than 2022.

Scope 1 and 2 emissions totalled 2,184,000 tCO₂e in 2023, representing a 14% increase from 2022, with the addition of EMK and higher electricity generation from KMC.

However, Scope 1 and 2 carbon emission intensity decreased to 6,900 tCO₂e/\$m in 2023, a 20% decrease from 2022, and 36% decrease from 2019 due to strong business performance driving record Distributable Income in FY 2023.

Other efforts that Management has taken across the respective assets to strengthen the ESG framework and processes include establishing a GHG reduction roadmap for EMK, where some initiatives have been implemented across selected EMK sites, and establishing an ESG policy at Philippine Coastal and setting long-term ESG targets at selected assets across the portfolio.

Energy

KIT's businesses and assets consume energy from two sources; directly, through onsite business operations and indirectly, from purchased electricity. Data on energy consumption is collated via a combination of the Trustee-Manager's sustainability data collection and analysis system and monthly reports submitted by its businesses and assets.

In 2023, KIT's total net energy consumption across the portfolio was 6,294,000 GJ. These sources include fuel consumption comprising natural gas, diesel and naphtha, and renewable sources such as solar and electricity consumption, net of electricity sold. This was a decrease of 11% from 2022 mainly due to greater amounts of electricity sold largely owing to the inclusion of wind farms and EMK, thereby allowing for a lower net energy consumption.

KIT champions innovative solutions to improve energy efficiency.

Some examples of these efforts include optimising the delivery performance of Ixom's ChlorAlkali Plant (CAP)

Spotlight

JOINT FEASIBILITY STUDY AGREEMENT WITH GENTARI

Hydrogen represents one of the four energy switches for Singapore's National Energy Transition Roadmap to achieve net zero emissions by 2050.

Following the Memorandum of Understanding signed in April 2023, City Energy and Gentari have signed a Joint Feasibility Study Agreement to construct a pipeline from Malaysia to Singapore for the import of hydrogen into the Republic. The

12-month study will shape the execution of a Front End Engineering Design agreement.

City Energy is currently one of the largest last-mile distributors of hydrogen in Singapore and this pipeline connection to supply hydrogen into the Senoko Gasworks plant will provide sustainable energy to households and businesses, supporting Singapore's efforts to

reduce emissions and address climate change.

City Energy and Gentari have established a long-standing relationship, including the importation of natural gas from Malaysia since 1991 through the 2,623 kilometre-long Peninsular Gas Utilisation pipeline, owned and operated by Gentari's sister company, PETRONAS Gas Berhad.

electrolysers and mothballing regeneration plants to reduce emissions. Renewable energy made up 5% of KIT's net energy consumption.

The installation of solar photovoltaic (PV) panels at City Energy brings KIT's total capacity to 2.2 MW. KIT's WTE plants also provide energy by processing municipal solid waste. The acquisitions of offshore and onshore wind farms have resulted

in a combined generation capacity exceeding 2.2 million MWh per annum.

In support of Singapore's aim to develop a hydrogen economy, City Energy signed a Joint Feasibility Study Agreement with Gentari, a Malaysian clean energy solutions provider wholly owned by PETRONAS, to develop a pipeline for the import of hydrogen from Malaysia to Singapore. City Energy has expanded its EV charging business,

having secured 39 sites as of end December 2023, contributing toward the Singapore EV roadmap and Singapore Green Plan 2030.

CLIMATE CHANGE ADAPTATION Management Approach

KIT aims to support the transition to a low-carbon and circular economy and safeguard the environment through its portfolio, focusing on enhancing its three core business segments.

KIT's Approach to Climate Change Adaptation

This section describes KIT's approach to climate change adaptation, in alignment with the TCFD recommendations and its four core pillars.

2021
Roadmap
Established

2022
Conducted
Scenario Analysis

2023 – 2024
Enhanced scenario analysis
through quantification of selected
physical and transition risks

Establish Governance

- Established sustainability governance structure

Climate Scenario Analysis

- Identified current and anticipated climate-related risks and opportunities
- Developed appropriate climate scenarios and narratives
- Assessed potential impact of climate-related risks and opportunities across scenarios

Identify Potential Business Responses

- Identify appropriate business response to mitigate and manage material risks and opportunities

Integration

- Integrate analysis of climate-related risks and opportunities into decision making, financial planning and risk management
- Review and update climate-related metrics and targets
- Monitor implementation and performance

Monitor implementation progress of roadmap

Environmental Stewardship

KIT integrates sustainability into its operations through identifying climate risks and opportunities, and has sought to fully adopt the recommendations of the TCFD through progressive implementation, guided by KIT's TCFD implementation roadmap and the requirements of the Singapore Exchange.

KIT has been enhancing the scenario analysis with more quantitative outcomes of KIT's climate-related risks and opportunities. By understanding the financial implications posed to KIT, the Trustee-Manager will be able to better identify and implement relevant mitigation and adaptation measures to improve the resiliency of its financial performance, and create long-term value through the protection of its physical assets and future-proof its business model.

Governance

KIT is committed to transparency and accountability in managing climate-related risks and opportunities.

The table outlines the specific responsibilities of each team in relation to the assessment and management of climate-related issues.

Please refer to page 48 for more information on KIT's sustainability governance structure.

Strategy

To adequately mitigate risks and capitalise on potential opportunities, the Trustee-Manager acknowledges the need to integrate climate-related considerations into KIT's strategy, strengthening the resilience of KIT's portfolio and operations.

KIT utilised climate scenario analysis and carried out a qualitative assessment to identify potential material risks and opportunities within its portfolio. In 2023, the Trustee-Manager progressed towards quantifying the potential financial impact from physical risks.

Based on the results of the preliminary quantitative assessment, KIT's current portfolio remains resilient in the short term (up to 2030) across all considered potential futures. The results of the enhanced

KIT'S SUSTAINABILITY GOVERNANCE STRUCTURE

Departments	Responsibilities
Senior Management	<ul style="list-style-type: none"> Provide oversight to departments and executive decision making regarding all ESG-related considerations
Asset Management	<ul style="list-style-type: none"> Implement climate-related mitigation and adaptation initiatives, manage ESG data across businesses and assets Set overall direction and goals related to sustainability, climate change, and asset management including the identification and assessment of climate and sustainability-related risks
Finance	<ul style="list-style-type: none"> Identify financial implications of climate-related risks and opportunities, integrate climate-related risks into financial reporting
Investment	<ul style="list-style-type: none"> Integrate ESG-related considerations into investment decisions and potential future assets
Investor Relations and Sustainability	<ul style="list-style-type: none"> Support the Portfolio Management and Optimisation team in setting overall direction and goals related to sustainability, climate change, and asset management including the identification and assessment of climate and sustainability-related risks Ensure clear communication of KIT's ESG roadmap and useful and relevant information to stakeholders aligned with reporting best practices
Human Resources	<ul style="list-style-type: none"> Develop strategies related to talent management, capacity building and engagement in relation to climate initiatives
Legal	<ul style="list-style-type: none"> Ensure strategies and disclosures are in full compliance with relevant laws, manage legal and regulatory risks
Risk and Compliance	<ul style="list-style-type: none"> Integrate climate and sustainability-related risks into overall enterprise risk management and provide guidance to business stakeholders on the development of risk mitigation strategies

scenario analysis are presented in further details in this report.

KIT has been transforming its portfolio to ensure that the Trust remains relevant and future-ready to capitalise on opportunities in the transition to a low-carbon economy. Moving forward, the Trustee-Manager seeks to enhance the comprehensiveness of its assessment through the quantification of transition risks. The Trustee-Manager has commenced the process of quantifying transition risks, beginning with the risks prioritised based on its potential financial impact and data availability, including the increasing cost of carbon and energy.

The assessment of climate risks and sustainability credentials is also incorporated when evaluating potential investment opportunities. This includes reviewing sustainability performance, targets and potential opportunities to enhance energy efficiency and climate risk mitigation options where possible, including the cost and impact of carbon emissions in all major investment decisions.

The Trustee-Manager regularly reviews measures to ensure its

adequacy and effectiveness in addressing the potential impacts of both physical and transition risks.

OVERVIEW OF SCENARIO ANALYSIS

As a key component of the TCFD recommendations, scenario analysis acts as an essential decision-making tool for companies.

Scenario analysis does not constitute an exact forecast or prediction but is utilised to stress-test the resilience of current strategies, assets and projected transition plans against plausible futures. Scenario analysis can be used to identify the need for strengthening the resilience of the KIT portfolio and its capabilities in capitalising on potential opportunities.

Physical Risk Assessment Methodology

In 2023, seven of KIT's assets were assessed as part of its physical climate risk assessment¹. 11 individual physical risk variables were identified comprising a mix of chronic and acute risks.

Aligned with best practices, KIT referenced the Shared Socioeconomic

Pathways (SSPs) found within the latest Intergovernmental Panel on Climate Change (IPCC) Sixth Assessment Report (AR6) report for scenario analysis². Pathways were selected in alignment with the TCFD recommendations, requiring companies to consider a 2°C or lower scenario with higher transition risks, and another scenario with increased physical climate-related risks.

The three scenarios selected were analysed for the period up to 2030. Although KIT's portfolio is likely to evolve over time, longer timeframes beyond 2030 were chosen to consider how climate-related issues are likely to manifest over the medium- to long-term.

Quantitative Physical Risk Assessment Results

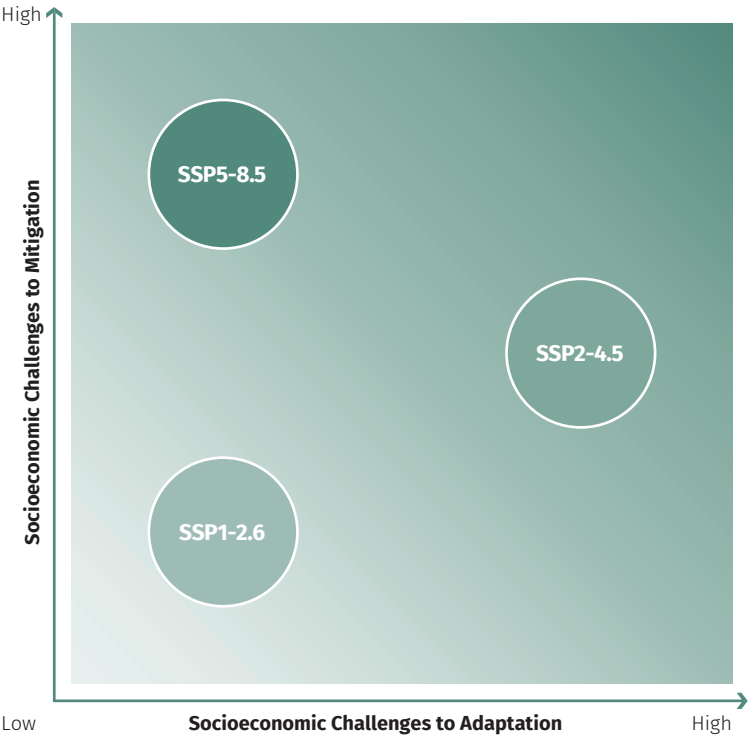
KIT's potential average annual incremental value at risk from damages (VaRD) per year from 2023 posed by physical risks ranged from S\$11 million to S\$14 million. These results do not account for mitigation measures (e.g. repairs, maintenance, upgrading of assets) and assume a consistent portfolio. The risk level was assessed referencing KIT's existing enterprise

External Data	Internal Data
Data Sources	
<ul style="list-style-type: none"> Data from Climate Insights from CLIMsystems comprising Global Climate Models ("GCMs") of the coupled model intercomparison project ("CMIP6") for periods from 2005 to 2030 for the selected Shared Socioeconomic Pathways (SSPs) scenarios SSP1-2.6, SSP2-4.5 and SSP5-8.5 from the latest Intergovernmental Panel on Climate Change (IPCC) Sixth Assessment Report (AR6) Country/location-specific historical climate and weather data 	<ul style="list-style-type: none"> Building characteristics (e.g. building types and materials) Building asset value (inclusive of land value)
Key Assumptions	
The model considers the following assumptions: <ul style="list-style-type: none"> No changes in portfolio of assets No implementation of mitigations 	
Limitations	
The assessment includes current assets and does not contain assets that were: <ul style="list-style-type: none"> Still under development or were acquired only after the point of assessment 	

risk management (ERM) methodology. The results are not a financial forecast, but instead provide an understanding of the trajectory of potential financial exposure to physical risks to inform decision-making and financial planning.








¹ City Energy, Ixom, Philippine Coastal Storage & Pipeline Corporation, SingSpring Desalination Plant, Keppel Merlimau Cogen Plant, Keppel Seghers Tuas Waste-to-Energy Plant and Eco Management Korea.
² The scenarios explore a range of possible future developments of anthropogenic drivers of climate change, such as greenhouse gases and air pollutants, population, technological and economic growth.

SELECTED SHARED SOCIOECONOMIC PATHWAYS



SSP5-8.5
<ul style="list-style-type: none"> Current CO₂ emissions projected to double by 2050 Fossil-fueled development High temperature increase of 4.4°C by 2100
SSP2-4.5
<ul style="list-style-type: none"> Delayed emissions reduction Slow transition towards economic development Moderate temperature increase above 2.7°C by 2100
SSP1-2.6
<ul style="list-style-type: none"> Severe emissions reduction Inclusive development that respects environmental boundaries Limited temperature increase, below 2°C by 2100

Environmental Stewardship

QUALITATIVE PHYSICAL RISK ASSESSMENT		
Risk Description	Description of Potential Business Impact	Business Response
 Extreme precipitation Exposure of assets to substantial exceedance in the amount of rainfall delivered	<ul style="list-style-type: none"> • Destruction of the built environment and natural environment • Reduced accessibility or function of building for users, impacting productivity 	<ul style="list-style-type: none"> • Regularly assess potential mitigation options to retrofit and improve existing assets • Review the resiliency of potential investments to physical climate risks
 Extreme water level Extreme sea level elevations occurring with a confluence of events such as storms, high tides, and sea level change		
 Mean sea level rise Location-specific variations in sea level changes influenced by factors such as vertical land movement and regional ocean currents		
 Extreme temperature Unexpected severe temperature variations above or below normal conditions	<ul style="list-style-type: none"> • Increased energy and water consumption costs to cool buildings • Reduced durability of building materials • Health and safety risks from prolonged exposure to excessive heat, causing human discomfort and affecting productivity and the indoor climate of buildings • Business disruptions resulting in penalties 	<ul style="list-style-type: none"> • Monitor indoor temperatures and adjust cooling systems as needed • Actively assess durability of current and future investments • Upgrade and retrofit as necessary to improve energy efficiency
 Heat wave days Persistent period of high temperatures		<ul style="list-style-type: none"> • Implement cooling measures such as providing more shade or air-conditioning • Establishment of protocols to adjust business operations and working arrangements (e.g. location, working hours) to reduce exposure where necessary
 Extreme wind speed Exposure of assets to an increased frequency of extreme wind gusts due to an increase in weather differentials	<ul style="list-style-type: none"> • Increased frequencies and magnitude of property and equipment damage • Increased operational costs to repair and replace equipment 	<ul style="list-style-type: none"> • Enhance maintenance regime through monitoring building fixtures and materials
 Fire risk Increased potential and frequency of fire-related risks associated with warmer, and low moisture conditions due to climate change	<ul style="list-style-type: none"> • Destruction of property and the surrounding natural environment • Economic losses to rebuild or replace property 	<ul style="list-style-type: none"> • Implementation of fire prevention measures • Business continuity plans are regularly updated and communicated to relevant stakeholders to address potentially affected operational conditions

Transition Risks and Opportunities Assessment

Methodology

A qualitative transition risk assessment was conducted to identify and assess transition risks and opportunities that are material to KIT.

Implementing guidance from the TCFD recommendations, the assessment considered selected scenarios from the Network for Greening the Financial System (NGFS) and incorporates information on other factors from established data sources¹. This enables KIT to better assess the evolving implications on the organisation and its operations in various potential futures.

Quantification of Transition Risks and Opportunities

Building on the completion of the qualitative transition risk assessment, KIT is now in the phase of quantifying the potential financial exposure of selected climate transition risks, including the exposure to increasing price of carbon and increasing energy costs to improve the assessment of the potential financial exposure related to climate-related risks and opportunities.

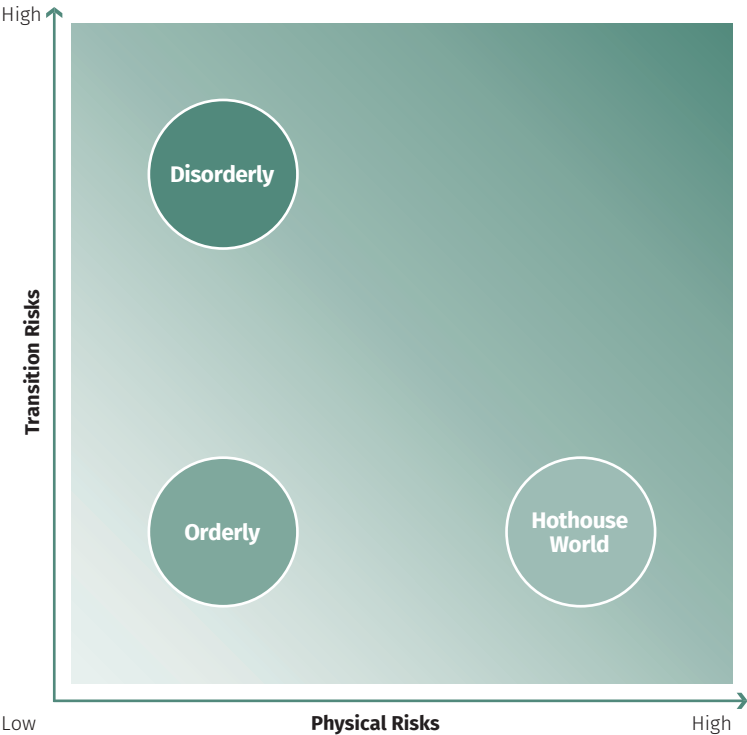
Aligned with the qualitative assessment, the quantification analysis and modelling will consider science-based projections and indicators from the NGFS and incorporate information

from established data sources¹. The model will also include KIT's evolving consumption patterns and its energy and emission targets. The analysis will enable KIT to better understand the evolving implications from transition risks, and stress test KIT's resilience and strategy through utilising the most extreme scenarios of i) Net Zero 2050 and ii) Current Policies.

This improved understanding of potential financial exposure to climate-related risks and opportunities from the results of ongoing and completed climate scenario analyses allows the Trustee-Manager to better prepare and strengthen risk management.

¹ KIT referenced indicators and projections from the Intergovernmental Panel on Climate Change (IPCC) and NGFS databases.

SELECTED NGFS SCENARIOS



Disorderly

Delayed transition

- Divergent introduction of climate policies across nations
- Varied implementation of clean technology
- Warming unlikely to remain below 2°C without strong policies

Orderly

Net Zero 2050

- Limit global warming to 1.5°C
- Immediate introduction of climate policy
- Rapid innovation in clean technology
- Coordinated action

Hothouse World








Current policies





- Limited climate policies introduced globally
- Significant global warming
- High sea level rise and exposure to physical risks



By understanding the financial implications posed to KIT, the Trustee-Manager will be able to better identify and implement relevant mitigation and adaptation measures to improve the resiliency of its financial performance.

Environmental Stewardship

QUALITATIVE TRANSITION RISK ASSESSMENT		
Risk Description	Description of Potential Business Impact	Business Response
Regulatory		
 Increasing price of carbon Carbon tax in Singapore is set to increase, while Australia, South Korea, The Philippines and Europe have adopted methods to account for CO ₂ emissions	<ul style="list-style-type: none"> Increased operating costs due to direct and indirect carbon taxes from business activities including energy consumption and purchased goods and services 	<ul style="list-style-type: none"> Reduce reliance on carbon intensive fuels through use of green energy Commit to and ramp up emissions reduction and energy optimisation initiatives Actively track, monitor and analyse energy data to improve energy efficiency Actively assess the impact of carbon tax on both current portfolio and future potential investment
 Enhanced reporting obligations In Singapore, the Singapore Exchange (SGX) has mandated issuers to provide climate-related reporting. Other upcoming frameworks such as developed by the International Sustainability Standards Board (ISSB) will also be implemented to strengthen climate reporting	<ul style="list-style-type: none"> Additional costs to hire and upskill employees to ensure sufficient internal capacity and capabilities Potential financial penalties for non-compliance and costs related to reputational damage 	<ul style="list-style-type: none"> KIT is compliant with the current Singapore listing reporting obligation and reports in accordance with GRI reporting standards Actively monitor the development of new regulations and reporting frameworks including the ISSB standards Continuously upskill and develop in-house capabilities
 Stricter statutory regulations imposed by government and regulatory bodies Singapore has existing regulations with mandatory compliance for new and existing buildings. In addition, regulations surrounding the energy sector such as energy price caps and active carbon trading may also impact the infrastructure sector	<ul style="list-style-type: none"> Upgrade existing infrastructure and assets to meet evolving sustainability standards and requirements Increased operational costs to retrofit and invest in capital expenditures related to clean technology Non-compliance lead to financial penalties and reputational damage 	<ul style="list-style-type: none"> KIT is compliant with current regulations with several assets achieving various certifications in ISO 9001, 14001, 45001, 50001. KIT is also 'BBB' rated by MSCI ESG Continue to monitor and implement potential energy saving enhancements and best practices
Market		
 Increased cost of materials and consumables As the building and construction industry comes under pressure to decarbonise, costs increase as more stringent requirements for low carbon alternatives for building materials are introduced	<ul style="list-style-type: none"> Increased cost of materials and/or consumables for operations 	<ul style="list-style-type: none"> Incorporate the assessment of the impact of increasing long-term costs of materials on potential investments Explore the purchase of materials from sustainable and efficient suppliers
 Increase in costs of energy and fuel Expected increase in electricity costs, particularly in the short-term	<ul style="list-style-type: none"> Increased operational costs of buildings within the portfolio Reduced competitiveness as higher costs are passed on to customers 	<ul style="list-style-type: none"> Commit to and ramp up emissions reduction and energy optimisation initiatives Actively track, monitor and analyse energy data to improve energy efficiency Increase use of green energy to reduce reliance on carbon intensive fuels
Technology		
 Unsuccessful investment in/ deployment of new technology Increased demand for low carbon infrastructure facilities would drive KIT to invest in low carbon alternatives. Investing in the wrong technology and service offerings may lead to lower cost competitiveness if more effective technologies become available	<ul style="list-style-type: none"> Lower return on investments utilising less efficient technologies at higher costs compared to new innovations 	<ul style="list-style-type: none"> Assess the cost and benefit of potential asset enhancement investments and energy efficiency improvements
Reputation		
 Shift in stakeholder expectations Pressure to decarbonise would lead to a demand for low carbon solutions. Investors and consumers could move away from fossil fuel-based facilities. KIT could be exposed to competition for capital and revenue if customers prefer more sustainable offerings	<ul style="list-style-type: none"> Reduced capital availability due to failure to meet stakeholder expectations Reduced revenue as stakeholders move towards less energy intensive assets 	<ul style="list-style-type: none"> Actively reduce its energy consumption and optimise its portfolio energy performance through the implementation of energy-efficient technology, sustainable smart building features Actively diversify assets providing green energy solutions KIT has set a medium- to long-term target to increase exposure to renewable energy to 25% of AUM by 2030

OPPORTUNITIES		
Opportunity Description	Description of Potential Business Impact	Business Response
 Resource efficiency and energy source	<ul style="list-style-type: none"> Reduce operating costs through improving energy efficiency Increased revenue from clients in the medium- to long-term looking for higher energy efficiency/low carbon energy providers 	<ul style="list-style-type: none"> Continue to explore and invest in potential energy efficient technologies and initiatives KIT's renewable energy exposure comprises 19% of AUM
 Expansion of and increased demand for low carbon solutions	<ul style="list-style-type: none"> Improved market competitiveness, offering cost savings for clients through energy-efficient initiatives 	<ul style="list-style-type: none"> Increased revenue and business opportunities offering low carbon and sustainable services KIT has expanded its portfolio exposure to encompass renewable energy offerings such as wind and solar as well as the selling of RECs and Guarantee of Origins
 Improved access to capital	<ul style="list-style-type: none"> Increased access to capital from new investors and fund growth at a potentially cheaper rate through the utilisation of green loans/bonds Associated reputational gains through offering sustainable products and services 	<ul style="list-style-type: none"> Increase accessibility to finance in order to fund sustainable investment opportunities and initiatives to improve portfolio resiliency
 Incentives provided by government entities	<ul style="list-style-type: none"> Lower capital expenditures required to implement sustainability related initiatives Cost savings with lower expenditures 	<ul style="list-style-type: none"> Tap on government schemes and initiatives to increase cost savings and improve its reputation

Risk Management

KIT's ERM Framework, a component of the System of Management Controls, undertakes a holistic and systematic approach to risk management. The System of Management Controls outlines the governance and reporting structure, monitoring mechanisms, specific risk management processes and tools, as well as policies and limits in addressing and managing the key risks that have been identified.

These mechanisms guide the Trustee-Manager in promptly assessing the key risks and identifying mitigation actions in response to these risks. As part of the Trustee-Manager's ERM process, KIT considers both physical and transition climate risks. These analyses integrate climate change and factors with other risks, utilising common metrics and indicators to evaluate and prioritise the significance of climate-related risks. Through this process, KIT is then able to identify suitable mitigation and adaptation strategies.

The Trustee-Manager acknowledges the rapidly changing landscape of ESG risks and opportunities, and consistently reviews its mitigation actions to provide a prompt and effective response.

In addition to these efforts, the Board has put in place the Risk Tolerance Guiding Principles for the Trustee-Manager and KIT, which serve to determine the nature and extent of significant risks that the Board is willing to take in achieving its strategic objectives.

Metrics and Targets

KIT continues to track its GHG emissions following the GHG Protocol Corporate Standard and Corporate Value Chain (Scope 3) Standard using the equity share approach and reports against its Scope 1, 2 and relevant Scope 3 emissions.

The Trustee-Manager continued to make progress on its ongoing target to reduce carbon emissions intensity by

30% by 2030 based on 2019 levels by focusing on energy optimisation efforts and increasing the use of renewable energy at its assets. In 2023, carbon emissions intensity decreased by 36% relative to 2019 levels. The Trustee-Manager is evaluating its carbon emissions reduction strategy with the intention to set longer-term emissions reduction targets.

It also aims to increase its portfolio exposure to renewable energy to 25% of AUM by 2030. To achieve this, the Trustee-Manager will progressively increase its ownership in renewable assets and reduce its exposure to heavy carbon emitters, while leveraging technology innovation to increase the energy efficiency of its existing portfolio. KIT's exposure to renewables grew to 19% of AUM as at 2 January 2024, making steady progress towards its 2030 target.

For more information on KIT's GHG emissions, please refer to page 55.

WASTE MANAGEMENT

Management Approach

Effective waste management is not only important for preserving the environment, but also for conserving resources and safeguarding public health. KIT ensures that waste is managed responsibly and actively reduces its generation. Improper management can lead to adverse outcomes such as pollution and violation of laws and regulations, consequentially incurring damage to KIT’s reputation.

Waste generated from KIT’s assets are mostly non-hazardous. Any hazardous waste produced is collected and handled by licensed third-party professionals, which is then treated before being disposed.

Waste and recycling data is consolidated by a third-party waste collector and shared with the respective plant teams for monitoring and reporting purposes. Disposal is only done at authorised sites designated by local authorities such as the National Environment Agency (NEA) of Singapore.

KIT’s Senoko and Keppel Seghers Tuas WTE plants play an important role in landfill diversion by substantially reducing waste volume through converting waste into ash. Energy generated from the incineration process is captured and used to generate steam and electricity, thereby reducing reliance on fossil fuels. Scrap metal recovered is also collected at the WTE plants for recycling.

Performance and Progress

A total of 117,000 tonnes of non-hazardous landfill waste was generated from KIT’s portfolio of WTE assets in Singapore, which represents a 3% increase from 2022 due to higher incinerated waste tonnage at Keppel Seghers Tuas WTE Plant in 2023. Scrap metal recovery saw a substantial increase at 8,000 tonnes, as compared to 6,000 tonnes in 2022, representing a 74% recovery rate, achieving the targeted 70% recovery rate.

The acquisition of EMK expanded the Trust’s waste management capabilities to South Korea, including liquid waste management and a landfill.

City Energy’s Waste Management System has adopted the new voluntary standard, SS587 Management of End-of-life for information and communication technology equipment.

WATER

Management Approach

The effects of climate change have placed increasing pressure on water availability and quality. Sustainable management of water presents opportunities to reduce operational costs and ensures that businesses and communities can have continued access to secure and safe water supply.

Centred on water conservation, the Trustee-Manager has prioritised the implementation of water-efficient equipment, technologies and processes. In place of freshwater,

sources such as seawater, recycled water and rainwater are collected for washing or cooling machinery.

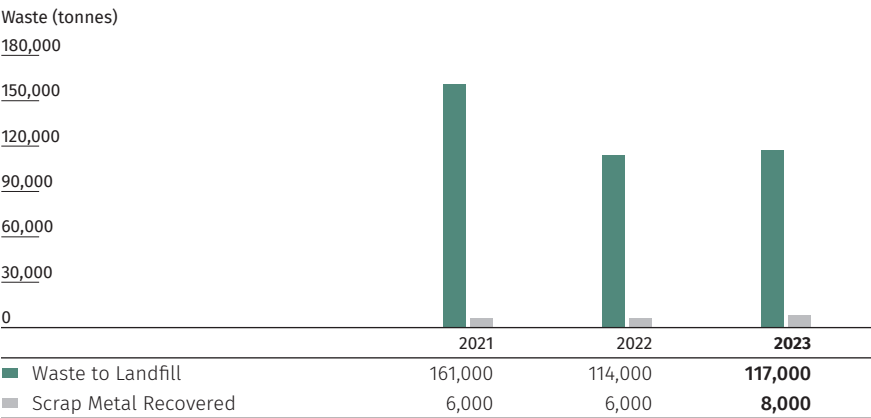
KIT is also exploring innovations that would safeguard the long-term availability of clean water. Water condensate collected from the medium-pressure cyclic gas-making plants at City Energy is reused in the cooling tower, contributing to 10% annual savings in water consumption.

The SingSpring Desalination Plant and the Keppel Seghers Ulu Pandan NEWater plant produce potable water from seawater and highly-treated reclaimed water, diversifying and contributing towards Singapore’s sustainable water supply.

The Trustee-Manager is also in the process of completing its acquisition of the Keppel Marina East Desalination Plant, Singapore’s first and only large-scale dual mode plant that is able to treat seawater or rainwater drawn from the Marina Reservoir. Keppel Marina East Desalination Plant’s innovative design with its treatment equipment completely underground, complemented by a green rooftop that offers a recreational space for public use.

The Trustee-Manager acknowledges that any discharge of water and effluent from its facilities must be done responsibly, in compliance with the local environmental laws and regulations. Implementing these measures can prevent adverse water-related impacts on the local ecosystem.

WASTE TO LANDFILL AND SCRAP METAL RECOVERED



Note: The figures have been rounded off to the nearest thousand.

Performance and Progress

KIT obtains its water supply from municipal water suppliers such as PUB or from water produced at its water plants. Specifically, Ixom, Philippine Coastal and EMK source a small percentage (approximately 4%) of water from rivers and underground streams for use in its operations. Each asset strictly follows local guidelines to ensure there is no significant impact to water sources.

A total of 1,623 megalitres (ML) of water were withdrawn for KIT’s operational requirements, a 6% increase from 2022. This increase in water withdrawal is mainly due to

new acquisitions included in the portfolio. Amongst this, 941 ML (almost 60%) was from NEWater, reclaimed from wastewater production at KIT's NEWater plant, followed by potable water, industrial water, groundwater and a small percentage (approximately 1%) from river water.

The Trustee-Manager continues to explore ways to increase the amount of water recycled and reused within its operations. In 2023, a total of 541 ML was recycled, representing more than 30% of water used. This change was partly due to the addition of EMK and Senoko WTE plant's innovative filtration system comprising several layers of filter media, allowing for a more effective backwash. This filtered water is then collected for ash quenching and fire prevention.

In 2023, KIT discharged a total volume of 40,630 ML of water, of which 27,000 ML of water was discharged into surface waters and 14,000 ML of water was discharged into sewers that lead to rivers, treatment facilities and/or groundwater.

Impact assessments considering outfall designs ensure that discharge water does not significantly impact the environment. All effluent discharges into water courses or sewer systems are treated according to the relevant environmental standards, requirements and limits where KIT operates.

At Philippine Coastal, oil water separators (OWS) are used to process the occasional washing water from the fire water tanks and rainwater. The water discharged from the OWS to the river is closely monitored, while a certified third-party contractor is charged with the proper disposal and treatment of the sludge filtrate.

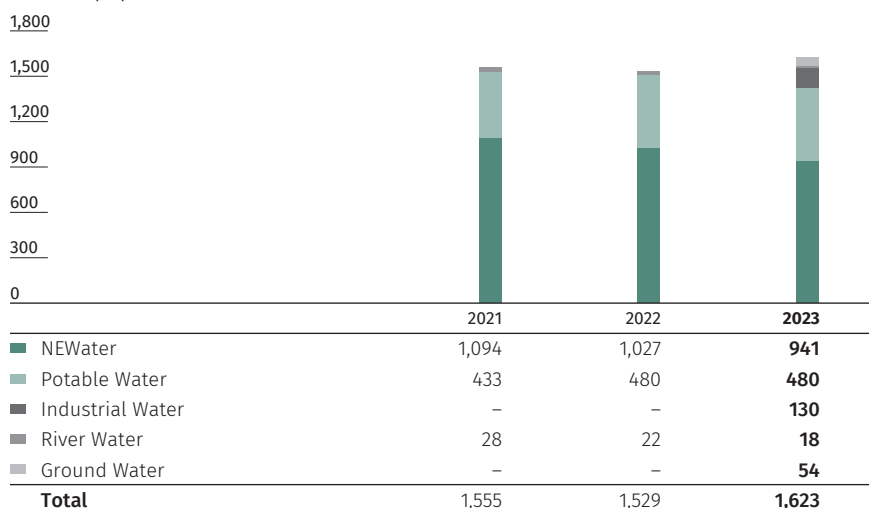
There were no incidents of trade effluent discharge leading to regulatory actions in 2023.

ENVIRONMENTAL PROTECTION Management Approach

The Trustee-Manger is cognisant that the activities of the assets within KIT's portfolio can potentially result in significant environmental impact, particularly in terms of emissions and effluents.

TOTAL WATER USAGE

Water Use (ML)



Note: The figures have been rounded off to the nearest thousand.

The Trustee-Manger remains vigilant in ensuring that all activities are carried out in compliance with the relevant environmental regulations and standards to minimise the potential negative impact on the surrounding ecosystems.

The Trustee-Manager adheres to established best practices when assessing and mitigating potential environmental risks and impacts. These practices include achieving ISO 14001 certification to validate industry-leading environmental performance, implementing regular operational meetings and incident monitoring to ensure all emissions and effluents comply with the approved regulatory limits and relevant environmental standards. The list of KIT assets and businesses that have attained sustainability certifications can be found on page 52.

In the event of any incidences, the Trustee-Manager has established reporting protocols for assets where the Trust has operational control. The Trustee-Manager will also notify and work with the relevant authorities to address and rectify any adverse impacts.

Prior to commencement, KIT's operations have performed an Environmental Impact Assessment (EIA). The EIA environmental baseline studies

can include water quality test reports, air emission sensor readings and monthly operations and maintenance reports. For high-risk sites, monitoring systems have been put in place. These studies aid in the identification of potential impacts on the environment and local communities which support the implementation of mitigation measures.

Performance and Progress

Keppel, KIT's sponsor and Operations & Maintenance (O&M) contractor, manages the emissions for KIT's Singapore assets.

In 2023, the highest level of nitrogen oxide (NOx) emitted was 191 milligrams per normal cubic metre (mg/Nm³) while the highest level of sulphur oxide (SOx) was 284 mg/Nm³. Both are well below the limits stipulated by the NEA's Environmental Protection and Management (Air Impurities) Regulations, which are 400 mg/Nm³ and 500 mg/Nm³ respectively. Highest level of particulate matter (PM) emitted was 9 mg/Nm³, which is also far below the NEA emission standard of up to 100 mg/Nm³.

There were no incidents of non-compliance with environmental laws and regulations reported in 2023.

Please refer to the Water section on page 64 for more information on effluent discharge.

RESPONSIBLE BUSINESS

KIT's commitment to responsible business conduct places ethics, integrity, transparency and accountability at the forefront, creating lasting value for its stakeholders.

ECONOMIC SUSTAINABILITY

Management Approach

As a publicly listed business trust, the Trustee-Manager is responsible for delivering sustainable returns to its Unitholders.

This long-term goal is achieved through a blend of regular distributions and capital growth underpinned by sustained portfolio growth while maintaining an optimal capital structure.

In its pursuit of economic growth, KIT has developed a portfolio of strategic businesses and assets that facilitates the transition to a low-carbon economy while providing critical services that safeguard human health, protect the environment and support the circular economy.

Furthermore, the Trustee-Manager's corporate strategy and business operations have incorporated ESG considerations and practices, contributing toward building

resilience, risk management and strong financial performance.

Performance and Progress

KIT continued to deliver a strong financial performance, with a record level EBITDA of \$447.6 million in FY 2023, supported by contributions from the new acquisitions, steady portfolio performance and another record year at Ixom and City Energy.

Distributable Income increased to \$316.8 million, and the Trust declared a 62% increase in distribution per Unit (DPU) to 6.19 cents for FY 2023. Including a special distribution of 2.33 cents.

Total assets under management was \$8.1 billion as at 2 January 2024, following the phase 1 completion of the German Solar Portfolio.

More information on KIT's strategic direction and financial performance can be found on pages 36 and 37 of the Annual Report.

CORPORATE GOVERNANCE

Management Approach

Strong corporate governance and responsible business conduct creates an environment of transparency and accountability, ultimately instilling trust among stakeholders and supporting financial stability.



The Trustee-Manager adopts and complies with the Code of Corporate Governance 2018 (the Code) issued by the Monetary Authority of Singapore. The Code provides a benchmark for corporate governance policies and practices, facilitating high levels of transparency and accountability to stakeholders. The Code describes the protocols that govern the Board's operations and outlines the key elements for good corporate governance such as having a good degree of independence and diversity. Five out of six directors on the Board are Independent Directors.

Sustainability has also been integrated through the incorporation of ESG factors into the Trustee-Manager's corporate scorecard and remuneration.

Amidst the rapidly changing business landscape, the Trustee-Manager is cognisant that effective risk management and robust internal controls are vital to enable swift and efficient responses, especially in the face of emerging ESG risks and opportunities.

KIT's System of Management Controls consists of the ERM Framework, which provides a comprehensive and structured approach to risk management. The framework provides guidance on the assessment of key risks (including its likelihood

and impact) and the corresponding mitigation measures which are continually evaluated for their efficacy. The Trustee-Manager and KIT are guided by the Risk Tolerance Guiding Principles provided by the Board which serve as a guide on the nature and risk appetite in achieving strategic objectives.

Further details on KIT's corporate governance guidelines and practices can be found on pages 191 to 221, and information on its risk management strategy and processes are on pages 222 to 223.

ETHICS AND INTEGRITY Management Approach

The Trustee-Manager has zero tolerance for corruption, bribery, fraud and unethical business practices. Unethical behaviours undermine the trust of stakeholders and can lead to reputational damage. High standards of ethics and integrity, together with strong corporate governance, contribute to a trusted and stable environment for business conduct and investment activities.

To support the implementation of ethical business practices, the Trustee-Manager has put in place key policies to guide its business operations. These include the KIT Code of Conduct, Anti-Bribery Policy, Corporate Statement on Human Rights, Whistle-Blower Policy, Insider Trading Policy and Competition Law

Responsible Business

Compliance Manual. These policies establish the code of conduct that directors and employees must adhere to when performing their duties and responsibilities, ensuring the highest standards of personal conduct and corporate integrity when engaging with competitors, customers, suppliers, other employees and key stakeholders.

The KIT Code of Conduct clearly states the employee's responsibility to uphold anti-corruption and anti-bribery principles. It defines ethical business standards for conflicts of interest, the offering and receiving of gifts, as well as hospitality and promotional expenditures. Employees are expected to disclose any actual and potential conflict of interest and refrain from engaging in conflicts when interacting with suppliers, customers, and other external parties. To avoid anti-competitive behaviour in its activities, the Trustee-Manager is guided by its Competition Law Compliance Manual.

Employees are required to familiarise themselves with these policies annually through avenues such as online training courses and making declarations to adhere to these policies. For new employees, the KIT Code of Conduct, Anti-Bribery and Whistle-Blower policies are introduced during their onboarding process. These policies are also readily accessible to all employees through an online portal.

Third party associates of KIT are required to adhere to KIT's Code of Conduct, which includes an anti-bribery and anti-corruption section. The Trustee-Manager has also implemented policies which define the standards of conduct expected of suppliers, their parent entities, subsidiaries, affiliated entities and employees.

Guided by the KIT Corporate Statement on Human Rights, the Trustee-Manager supports and

respects the fundamental principles set out in the UN Universal Declaration of Human Rights and the International Labour Organisation's Declaration on Fundamental Principles and Rights at Work. The Trustee-Manager takes a zero-tolerance stance for unethical labour practices such as child labour, forced labour, slavery and human trafficking.

The Trustee-Manager's commitment to safeguarding human rights extends to its supply chain and supports the eradication of such practices. As of April 2023, all business partners and suppliers are required to acknowledge that they have received, read and understood Keppel's Supplier Code of Conduct. Suppliers are also required to further verify that the Company has complied with and will continue to comply with Keppel's Supplier Code of Conduct. The Supplier Code of Conduct covers specific sections on business conduct (Governance), human rights (Social), safety and health (Social), and Environment Management (Environment) and policy stakeholders can be subject to audits when required.

To oversee overall corporate governance and manage anti-corruption efforts, the Regulatory Compliance Governance Structure was established comprising the Board and the Audit Risk Committee (ARC). The Board regularly reviews, updates and revises the anti-corruption policies, implementing corrective actions where needed. The ARC supports the Board in its management of regulatory compliance and is charged with implementing and enforcing efficient systems for compliance and governance.

If any stakeholders such as employees, customers, suppliers suspect any wrongdoings, KIT's Whistle-Blower Policy provides an independent and safe channel to raise concerns. Operated by an independent third party, this ensures reports can be made without fear of reprisal, promoting transparency and

accountability. Under the policy, matters are reported directly to the ARC Chairman. To ensure that the policy and investigation processes remain relevant, the Whistle-Blower Policy is reviewed annually by the ARC, with inputs from the Keppel Internal Audit team. For more details on the Whistle-blower Policy, see page 216 of the Annual Report.

In the event of reported incidences, the ARC will follow a set of guidelines which outlines proper investigation with appropriate closure actions upon completion. This includes administrative, disciplinary, civil and/or criminal actions and follow-up remedial actions to prevent recurrence.

In addition, the Trustee-Manager has a grievance handling process to enable employees to raise concerns without fear of reprisal. Should there be a grievance which is work related, employee related or problems between employee and persons having business dealings with the company, or any complaint or issues in relation to employee terms and conditions of employment, remuneration, working conditions, job responsibilities or health and safety, employees can submit their grievance through different channels. The grievance handling process is published in the intranet for employees' reference.

The reporting of any discrimination and harassment incident goes through a defined escalation process. We have an Investigation Procedure Manual which sets out the investigation protocols including the methodology for initiating and conducting investigations into suspected misconduct¹. Keppel's Internal Audit investigation team conducts independent investigations, in consultation with the Investigation Advisory Committee, with oversight from the Keppel's Audit Committee. Appropriate disciplinary action, including counselling, training, suspension or termination of employment, will be taken in the

¹ Includes bribery, corruption, fraud and misconduct such as dishonest or criminal acts, breach of laws and regulations, unethical conduct including discrimination and harassment, reprisal against a whistle-blower, or any other conduct which may cause financial or non-financial loss to Keppel or damage to Keppel's reputation.

event that an employee is found to have violated the rules set out in the KIT Code of Conduct.

The Trustee-Manager has established a formal policy regarding insider trading with KIT's securities. The policy sets out the consequences of insider trading and provides guidance on related transactions and is applicable to the directors, officers and employees of KIT.

On top of the Insider Trading Policy, the Trustee-Manager has a Dealing in Securities Policy which extends to all employees and the securities accounts in which employees have a vested interest. The trading of rights and subscribing to excess rights of KIT Units is subject to trade clearance/restrictions. For more details on the Dealing in Securities Policy, please see page 208 of the Annual Report for more details.

Performance and Progress

As a part of its annual compliance training, it is mandatory for all employees, including senior management and Board of Directors of Keppel Infrastructure Fund Management Pte Ltd, to receive mandatory training on anti-bribery and anti-corruption.

In 2023, there were no instances of non-compliance with laws or regulations, nor any incident of corruption, bribery or fraud that the Trustee-Manager is aware of.

ASSET QUALITY AND SAFETY

Management Approach

KIT's diverse portfolio of assets and businesses involve the provision of essential services, including water, energy and town gas, as well as the manufacturing and distribution of essential chemicals and storage of petroleum products, serving a large customer base that includes government agencies and regulatory authorities responsible for overseeing the provision of public utilities. Reliable delivery of these services at the highest quality and safety standards is of utmost importance. This commitment is essential to protect public health and safety while achieving high levels of customer satisfaction.

The Trustee-Manager works closely with government agencies and authorities which are also involved in essential services. Meetings are held to ensure compliance with regulations, and to identify issues at an early stage for remedial action where appropriate.

Various assets have achieved certifications from internationally recognised standards as a testament of quality and adherence. A large majority of the assets are certified ISO 9001, ISO 14001 and ISO 50001 certified (see page 52 for the list of certifications attained). In the event of emergency situations, Business Continuity Plans (BCPs) encompassing emergency drills for evacuation, rescue, flu-pandemic conditions and power outages are in place for all assets. Regular reporting, accompanied by preventative measures such as regular maintenance, equipment upgrading, and annual capacity tests and audits are conducted to ensure quality and reliability throughout the portfolio.

To continue providing high levels of customer satisfaction and quality products and services, operations teams at the businesses and assets actively engage key customers to gain a deeper understanding of their requirements. Core areas of concern for customer satisfaction include O&M effectiveness, equipment condition, safety record and readiness to respond to emergencies, such as chemical spills, health pandemics, fire outbreaks, terror and cyber-attack threats.



Reliable delivery of essential services at the highest quality and safety standards is of utmost importance to KIT.

Responsible Business



In 2023, the Trustee-Manager fulfilled all contractual obligations related to the provision of services by its businesses and assets, with no major disruption to operations.

Customer satisfaction surveys were also conducted by some of the Trust's businesses to engage with their customers to understand their needs, assess their satisfaction levels and obtain inputs for continued improvement.

Performance and Progress

All contractual obligations associated with the provision of services by the Trustee-Manager's businesses and assets were delivered, without major operational disruptions.

In 2023, the Trustee-Manager fulfilled all contractual obligations related to the provision of services by its businesses and assets, with no major disruption to operations.

City Energy possesses the BizSafe star certification, the highest level of accreditation for workplace safety and health (WSH) and risk management excellence, and received a safety innovation award for its implementation of a vacuum system to unload catalysts from confined spaces. This innovation reduces the need for human intervention, creating a safer working environment.

PHYSICAL SECURITY OF ASSETS

Management Approach

KIT's businesses and assets are integral to providing critical services such as energy, water and town gas. Securing the Trust's physical infrastructure and assets is the cornerstone to the consistent delivery of its products and services.

Due to its role in providing nationally critical services, the Singapore government has labelled a selection of KIT's businesses and assets in Singapore as Key Installations (KINS). Heightened security measures including armed security, strict access control, intrusion detection systems and advanced surveillance measures are a requirement for KINS assets. National security such as the Singapore Police Force and the Police Coast Guard can be called upon to provide enhanced security support.

The Trustee-Manager also works closely with government agencies and O&M contractors to devise rigorous scenario planning exercises which ensures that the security

measures put in place remain rigorous and effective in the face of emerging threats.

In addition to conducting routine reviews and maintenance of site security systems, the Trustee-Manager maintains stringent measures related to areas such as access control, surveillance and conducting regular BCP exercises for all other assets.

Performance and Progress

Armed security service providers conducted mandatory Red Teaming exercises at the designated KINS to assess the efficiency and performance of the physical security systems at the respective plants. All exercises were completed with a 100% success rate.

For non-KINS plants, physical site risks are reviewed periodically and as part of its emergency response procedures, and regular security drills are conducted by plant operators.

In 2023, there were no physical security breaches affecting the operations of KIT's businesses and assets.

CYBERSECURITY AND DATA PRIVACY Management Approach

As digitalisation continues to increase in prominence across various business functions, the need for robust cybersecurity measures has become highly crucial in safeguarding data, information and corporate systems.

The Trustee-Manager aligns its operations with the national cybersecurity strategy and executes essential initiatives against cybersecurity threats in Singapore. A total of four critical infrastructure assets are compliant with the latest Cybersecurity Code of Practice.

The Keppel Cybersecurity and Keppel FM&I Information Technology (IT) teams manage cybersecurity and data privacy, along with monitoring of cybersecurity incidents. In response to the increasing threat of cybersecurity attacks, there is a comprehensive Keppel IT Governance Framework which contributes toward business resiliency with a focus on promoting the capabilities of the IT Security Operations Centre and IT infrastructure transformation.

KIT implements the Keppel Technology and Data Risk Management (TDRM) standards and framework. The risks associated with operating technology systems comprising technology, data and cyber risks are evaluated by Keppel. The TDRM also provides guidance for devising and carrying out risk mitigation and control measures that corresponds to the criticality of the information assets.

Cybersecurity incidents are closely monitored by the Keppel Cyber Security Centre (KCSC). The KCSC performs criticality assessments, threat analysis, security monitoring, and proactive threat detection. Once a cybersecurity incident is detected, the team will manage the incident in accordance with Keppel Cyber Security Incident Management and Reporting. The plan entails steps to identify, contain, eradicate, and recover from cybersecurity incident. The plan is also reviewed regularly to ensure it is up to date with regulatory requirements, technology, and industry best practices.

Annual reviews of the policies and various procedures involved in overseeing the monitoring and management of cybersecurity incidents helps ensure that they remain effective. These are the key elements of the policies:

- a. All cybersecurity incidents must be assigned to the cybersecurity incident response team.
- b. The annual assessment of risk must include all risks including technology, data and cyber risks.
- c. Vendor agreements are required to document compliance with cybersecurity measures.
- d. Project system security requirements must be identified considering the relevant compliance requirements and cyber security risk profile of the systems.
- e. Annual reviews of policies and procedures administering the management of cyber incidents from preparation, identification, tracking to closure are to be carried out for efficiency and effectiveness.

To enhance the adoption of good cybersecurity and data privacy practices, regular training such as the mandatory annual trainings on cybersecurity threats, policies and best practices are conducted alongside ongoing advisory efforts.

Performance and Progress

Keppel's annual series of cybersecurity training and awareness sessions covered key topics such as awareness around what constitutes a cybersecurity threat, the importance of timely reporting and procedures for resolution of security incidents. All employees attended the training.

There were no leaks, breaches, thefts and losses of customer data identified in 2023.

SUSTAINABLE SUPPLY CHAIN MANAGEMENT

Management Approach

KIT's management approach is characterised by ethical business practices such as responsible sourcing, minimising environmental impact and ethical labour practices.

KIT's supplier network largely comprises providers of professional services, IT hardware and services, transportation services, equipment, and chemicals, most of which operate in its business premises.

In building a resilient and responsible supply chain, suppliers are evaluated by the Trustee-Manager in relation to the business value which they provide. Potential suppliers are rigorously screened for reputation, track record of service quality, safety and alignment with KIT's sustainability criteria.

All major suppliers which provide products and services valued at \$200,000 or more in a calendar year are mandated to acknowledge and adhere to the Keppel Supplier Code of Conduct and certify that the company has complied. The Code of Conduct encompasses topics on business conduct, labour practices, safety and health, as well as environmental management.

All contractors engaged by the Trustee-Manager are to comply with all applicable laws and regulations where they operate. To ensure contractor performance against quality, safety standards and KIT's sustainability criteria is up to mark, regular engagements with contractors are conducted.

The Trustee-Manager will continually evaluate suppliers and contractors to promote the adoption of sustainability principles throughout the supply chain. In addition, key suppliers, attended a Carbon Management Training on 20 November 2023 which allowed them to understand the carbon management fundamentals and how they can manage carbon emissions in their businesses to support KIT's sustainability goals.

Performance and Progress

There were no known instances of non-compliance with any applicable regulations regarding human rights and labour practices throughout KIT's supply chain in 2023.

PEOPLE AND COMMUNITY

We are deeply invested in supporting and contributing to the development of people and communities.

HUMAN CAPITAL MANAGEMENT
Management Approach

Employees are the key drivers behind the growth and success of any business. A fulfilling and enriching work environment supports employee motivation.

The Trustee-Manager seeks to establish itself as an employer of choice by providing a conducive workplace that promotes open collaboration and innovation.

KIT's human capital management is centred around talent attraction and management, succession planning, learning and development, as well as employee engagement.

Every employee has a role to play in building a culture that drives positive impact. The Trustee-Manager has highlighted five key areas for human capital development.

Performance and Progress

Employee Profile

As at end-2023, the Trustee-Manager is supported by 21 full-time employees

Five Key Areas for Building Human Capital



Making a Difference

Provide platforms for employees to contribute to the communities

Having a Voice

Encourage employees to engage in company conversations and sharing of ideas for improvement

Feeling Valued

Foster a culture of recognition, appreciation and emphasis on employee wellbeing

Growing a Career

Enhance career development by providing pathways for skills acquisition

Inspiring Growth

Provide platforms for leadership development and encouraging employees to lead by example

based in Singapore, comprising 10 females and 11 males; 19 permanent staff and two contract employees.

None of the Trustee-Manager's employees are currently covered under any collective bargaining agreements.

Additionally, the Trustee-Manager continues to be supported by Keppel FM&I for shared functions such as investor relations and sustainability, risk and compliance, human resources, information technology, as well as legal and corporate secretarial services.



More information on the Manager's Board of Directors and management team is available on pages 18 to 20.

Talent Attraction and Management

Talent attraction and retention is crucial for building a strong talent pool.

The Trustee-Manager adopts a multi-pronged approach in nurturing, developing and retaining talent, to ensure the sustainable growth and competitiveness of the business.

Talent is sourced from the varsity level and refined through deliberate selection strategies involving coaching and mentoring from experienced leadership and board members. Where skill gaps exist, experienced hires are added to the talent pool to mentor young talents, effectively establishing a robust pipeline for leadership.

In a highly competitive job market, compensation and benefits play a role in attracting and retaining talent. The Trustee-Manager provides extensive benefits, including healthcare and insurance coverage for life, health, disability and invalidity, as well as annual, medical and parental leave entitlements, and contributions to the local pension fund, the Central Provident Fund in Singapore.

The Trustee-Manager has a robust performance management framework which is aligned to its strategy, targets and values. Targets for senior leaders comprise a balanced scorecard approach. Of equal importance to financial targets are non-financial targets, such as health, safety, employee wellbeing, environmental and governance.

Performance reviews are carried out for all permanent employees to support career planning and development, providing a platform for employees to engage in open dialogues with their superiors on areas such as job satisfaction, feedback, and training opportunities for skills development in line with their career goals. Goals are set based on four key areas of financial, process, customers and stakeholders, as well as people. In 2023, all eligible Trustee-Manager's employees received annual performance and career development reviews.

The Trustee-Manager also seeks to develop talent from within by identifying capable and high-potential employees for internal opportunities through its talent management process and preparing them for leadership responsibilities. To nurture young talents, the Trustee-Manager participated in the Keppel internship programme which offers students opportunities to acquire industry experience and practical knowledge.

Facilitating career mobility within the company helps to build talent pipeline, while supporting employees' ambitions and professional development. The 'UP' framework has been developed and applied to enable this. The 'UP' framework seeks

NEW HIRES AND TURNOVER BY GENDER AND AGE GROUP IN 2023

	New Hire		Turnover ¹	
	No. of Employees	Rate (%)	No. of Employees	Rate (%)
By Gender				
Female	3	14	1	5
Male	4	19	2	10
By Age Group				
<30 years old	2	10	1	5
30 to 50 years old	5	24	2	10

Note: Numbers are reported based on full-time equivalent (FTE).

¹ Excludes the transfer of one employee within Keppel FM&I due to a reorganisation exercise.

People and Community

UP Framework: Upskill, Uplift, Upstream



Upskill

Development of employees' organisational agility and growth mindset through skills upgrades and exposure to different roles in preparation for growth opportunities

Uplift

Encouraging career mobility across the Group as part of the OneKeppel culture and aligning employees' career ambitions with Keppel's purpose

Upstream

Building employee resilience and engagement through inculcating the Keppel Can Do spirit

to foster a high-performance culture by facilitating employees in pursuing their career goals via the Keppel support structure which consists of a range of internal and external training and learning opportunities.

Learning and Development

It is essential for employees to gain skills and knowledge to develop competencies for career advancement and to excel in their roles. Employees discuss their training needs with their supervisors and identify skills gaps using a skills navigation tool implemented by Human Resources.

Keppel's tagline of "One Keppel, Many Careers" exemplifies the ethos of providing opportunities and avenues for employees to advance in their career while creating value within the organisation. Employees are encouraged to take charge of their own development, and supervisors are coached to discuss development opportunities during performance reviews.

The Trustee-Manager ensures that a wide range of learning and development opportunities are easily accessible.

In 2023, KIT achieved an average of 28.4 hours of training per employee in 2023, an increase from 23.7 hours in 2022, and above KIT's 20 hours target.

There is also an Employee Development Scheme that supports employees who aspire to pursue higher professional certifications relevant to their careers. The fees for personal development or enrichment courses, such as MBA or degree programmes can be claimed through the Flexible Benefits Programme.

In 2023, Keppel FM&I held the Annual Learning Festival to reinforce the culture of continuous growth and innovation. It provides employees an avenue to gain new skills and knowledge. The Asset Management Learning Festival featured industry experts who covered topics on emerging trends in the business landscape. Session recordings were uploaded on the corporate HR platform to allow employees to access at their convenience.

With investors and global stakeholders placing a premium on strong ESG performance, access to courses on the United Nations Global Compact Academy is also available for employees to refresh and gain new knowledge and skills.

To ensure employees stay at the forefront of industry developments, a series of webinars conducted by senior management and industry leaders were organised in 2023. The webinars covered topics on real estate and

sustainable infrastructure investment in Asia Pacific and the US markets.

To cater to different learning styles and needs, bite-sized on-demand learning is also made available through LinkedIn Learning. A digital library of over 16,000 courses covering a wide range of topics is made available to all employees through this platform. 100% of employees found that what they learn at work helps them achieve their career goals.

Succession Planning

Succession planning is important to ensure the seamless transition of leadership responsibilities. The Trustee-Manager has a succession and talent management process in place which serves to identify and develop key talents to close potential leadership gaps. The identification and development of leadership potential for incoming and existing talents is facilitated by the KEP ("K"apacity, Execution, People) framework.

Regular reviews are conducted using the Leadership Potential Assessment tool to identify high potential employees and ensure that high-potential personnel are recognised and nurtured through strategic involvement from line managers and senior management.

Succession plans are in place for key management positions of the Trustee-Manager. These plans are tabled and discussed at Nominating and Remuneration Committee meetings. In addition, there are platforms for board members to interact with potential successors and younger talent. Succession planning is also part of senior management's annual targets.

The Career Review Committee holds bi-annual evaluations for succession planning, ensuring seamless leadership transitions and strategic interactions among our board members, senior leaders and up-and-coming talents.

TRAINING HOURS PER EMPLOYEE BY GENDER

Female	<div></div>	33.5
Male	<div></div>	24.3

AVERAGE TRAINING HOURS PER EMPLOYEE BY EMPLOYEE CATEGORY

Managerial ¹	<div></div>	13.7
Executive	<div></div>	31.1

¹ Managerial includes Senior Management and Heads of Department.



Keppel engages its employees through activities such as team building events and an annual Dinner and Dance.

The Trustee-Manager also leverages Keppel's centralised talent management platform to support its efforts in driving leadership and executive development. There are multiple platforms within the Keppel ecosystem including the Keppel Internship Programme, Keppel Associate Programme, Keppel Young Leaders, Emerging Leaders Programme, Advanced Leaders Programme and Keppel Fellows. Through these programmes, talent across the organisation learn and grow, build connections and form friendships which promotes collaboration.

Engaging Employees

An engaged workforce is pivotal to the success of a company's people strategy.

The pandemic led to a change in how people live, work and play. Recognising employees' desire for continued flexibility on work arrangements without sacrificing team camaraderie and collaboration, employees are allowed to work remotely once a week, enhancing employee satisfaction and work-life

balance, and contributing to a more resilient workforce.

Paying attention to the pulse of the company through active solicitation of feedback allows the Trustee-Manager to refine its people strategies.

The annual Employee Engagement Survey carried out by an external independent survey provider seeks to understand employee sentiments and experiences relating to leadership, execution, collaboration and agility, growth and development, psychological safety, engagement, and job satisfaction. The engagement score for 2023 was above 80%, providing insights for the organisation to make informed decisions in driving innovation and agility, collaboration, sustainability, as well as people development engagement.

Focus group discussions were carried out to garner in-depth data on areas identified for action through the survey results. Action plans were formulated from issues distilled and considered in the development of work plans for the year ahead, with

progress shared at regular employee townhall sessions, reinforcing management's commitment to address feedback received from the ground.

In-person employee engagement activities such as team building events and activities, townhalls and tea sessions with senior management help to strengthen social connections and build a positive and productive work environment. Other than the annual Dinner and Dance and festive celebrations, a durian fiesta and "Makan with Kawan", a lunch event where employees played childhood games were also organised.

In 2023, the Trustee-Manager organised a paint-ball team building event to promote team camaraderie.

As part of Keppel's Appreciation Month in August, senior leaders served food at a lunch and extended their appreciation for employees. Employees also wrote appreciation notes for one another, which were prominently displayed at the office cafe

People and Community

FEMALE REPRESENTATION

33.3%

Female directors on the Board

throughout the month and were subsequently handed to the team as keepsakes. A virtual event featuring a band performing song dedications for employees globally was also organised, alongside a OneKeppel Carnival where employees across divisions were able to mingle and bond through food and games.

Keeping employees abreast of corporate direction and initiatives is an essential tenet of employee engagement. Regular townhalls and tea sessions provide forums for employees to pose questions and receive clarifications. There is also an ongoing virtual platform where employees can pose questions and provide suggestions directly to CEO, Fund Management and CIO Keppel Ltd.

DIVERSITY AND INCLUSION

Management Approach

The Trustee-Manager is committed to fostering an environment where individuals are respected, empowered and given equal opportunities to excel and contribute to the organisation's collective success. An inclusive workplace not only

embraces diverse points of view, but also creates a sense of belonging in which employees feel valued.

The Trustee-Manager takes a zero-tolerance stance against any form of discrimination. The KIT Code of Conduct reinforces this stance, incorporating the principles of human rights and anti-discrimination.

KIT believes in the importance of promoting an inclusive and harmonious workplace. We value and respect all employees regardless of ethnicity, gender, religious beliefs, nationality, age or physical disability. KIT's stance on diversity and inclusion is reflected in KIT's Diversity, Equity & Inclusion Policy, which prohibits discrimination on any basis. This policy, as well as the KIT Code of Conduct, are available on KIT's corporate website.

The Tripartite Guidelines on Fair Employment Practices (TAFEP) guides organisations in adopting fair and merit-based employment practice. To enforce a merit-based workplace, the Trustee-Manager adheres to TAFEP to ensure that the Employers' Pledge of Fair Employment Practices is upheld.

PERCENTAGE OF MALES AND FEMALES PER EMPLOYEE CATEGORY (%)

	2023		2022		2021	
	Male	Female	Male	Female	Male	Female
Board	66.7	33.3	66.7	33.3	66.7	33.3
Managerial ¹	100.0	00.0	100.0	–	100.0	–
Executive	44.4	55.6	46.2	53.8	52.6	47.4

PERCENTAGE BY AGE GROUP PER EMPLOYEE CATEGORY (%)

	2023			2022			2021		
	<30 years old	30 to 50 years old	>50 years old	<30 years old	30 to 50 years old	>50 years old	<30 years old	30 to 50 years old	>50 years old
Board	–	–	100.0	–	–	100.0	–	–	100.0
Managerial ¹	–	66.7	33.3	–	66.7	33.3	–	66.7	33.3
Executive	33.3	66.7	–	30.8	69.2	–	36.8	63.2	–

¹ Managerial includes Senior Management and Heads of Department.



The Financial Wellbeing Month offered employees the chance to develop their financial literacy through webinars and games.

Fair Employment Practices is based upon five principles:

1. Recruit and select employees on the basis of merit (such as skills, experience or ability to perform the job), and regardless of age, race, gender, religion, marital status and family responsibilities, or disability;
2. Treat employees fairly and with respect, as well as implement progressive human resources management systems;
3. Provide employees with fair opportunity to be considered for training and development based on their strengths and needs to help them achieve their full potential;
4. Reward employees fairly based on their ability, performance, contribution and experience; and
5. Abide by labour laws and adopt the Tripartite Guidelines on Fair Employment Practices.

Performance and Progress

The Trustee-Manager empowers individuals to create inclusive environments that celebrate diversity. This includes the provision of education and awareness on

diversity and inclusion through e-learning courses.

In 2023, the Trustee-Manager continued to maintain at least a 30% female representation on the Board.

The Trustee-Manager offers parental leave entitlements to eligible employees, which promotes the sharing of parental responsibilities. The Trustee-Manager encourage employees to take advantage of this benefit without the fear of compromising job security or career progression.

There were no incidents of discrimination reported in 2023.

Global Inclusion Festival

In October, Keppel organised its inaugural two-day Global Inclusion Festival to mark World Inclusion Day and to promote inclusivity. The festival had a turnout of more than 980 participants from eight countries, and covered information on building inclusive teams, as well as disability etiquette tips, and featuring a speaker from the Singapore Cancer Society who spoke about showing

empathy and compassion when handling hard conversations.

EMPLOYEE HEALTH AND WELLBEING Management Approach

The Trustee-Manager is committed to ensuring the health, safety and wellbeing of its employees and those employed by the businesses and assets under KIT's portfolio, some of which conduct high-risk operations.

The prioritisation of health and wellbeing remains paramount to create a safe environment which not only boosts productivity but also establishes a positive and sustainable work culture.

The Keppel Zero Fatality Strategy comprises five strategic thrusts which outline actionable measures to prevent workplace fatalities. They are (i) building a high-performance safety culture, (ii) adopting a proactive approach to safety management, (iii) leveraging technology to mitigate safety risks, (iv) harmonising global safety practices and competency, as well as (v) streamlining learning from incidents.

The KIT Health, Safety, Security and Environment (HSSE) Policy is adopted at its business premises and operations where the Trust has effective control and influence, including when working with contractors. The BEC ensures that the KIT HSSE policy is communicated, implemented, and reviewed across all businesses and assets. The BEC reviews the safety performance and initiatives at quarterly meetings, along with periodic safety site visits to KIT’s operational sites. A new clause has also been included to involve workers in the development and implementation of strategies to improve HSSE culture and performance.

Hazard identification is conducted through risk assessments at KIT’s businesses and assets. Following this, mitigation plans are implemented to minimise risks. To strengthen our safety management system, regular audits are conducted by qualified HSSE personnel and independent consultants. Following the HSSE Incident Reporting and Investigation Procedure, it is mandatory to promptly report all HSSE incidents and near-misses. A root cause analysis will then be undertaken and lessons learned will be disseminated to prevent recurrence of similar incidences.

To continually ensure the integration and implementation of HSSE best practices, the Trustee-Manager works closely with its operational and maintenance contractors. This is especially important as some of KIT’s businesses and assets are classified as Major Hazard Installations in Singapore. It is critical that the safety regime comprising safety management protocols and risk mitigation measures are in accordance with the Workplace Safety and Health (WSH) regulations. To cultivate a strong safety culture and prevent all avoidable health and safety incidents, the Trustee-Manager prioritises communicating HSSE concerns, procedures and mitigation measures.

Keppel employees, including those in subsidiary companies, are expected to comply with all safety policies and



SAFETY CERTIFICATIONS AND AWARDS

Business/Asset	Award
City Energy	Workplace Safety & Health Council (WSHC) BizSAFE Level Star SS 651: 2019 safety and health management system for the chemical industry ISO 45001 Keppel Group Safety Convention: Innovation Award Workplace Safety & Health Council (WSHC) Safety Innovation Award 2023
Keppel Merlimau Cogen Plant	ISO 45001
Keppel Seghers Tuas WTE Plant	ISO 45001
Senoko WTE Plant	ISO 45001
Keppel Seghers Ulu Pandan NEWater Plant	ISO 45001
SingSpring Desalination Plant	ISO 45001 Workplace Safety & Health Council (WSHC) BizSAFE Level Star
Philippine Coastal Storage & Pipeline Corporation	Keppel Group Safety Convention: Individual Award ISO 45001

procedures. To empower employees in their roles, regular refresher safety trainings such as safety drills and annual global safety time-outs ensure they remain updated on HSSE policies and procedures. The Keppel Stop Work policy also allows workers at KIT’s assets to be proactive in reporting any unsafe situations and stop unsafe practices. Other avenues include regular safety toolbox meetings which serve as a platform to encourage feedback and suggest improvements to the work environment. In line with

the HSSE policy, it is mandatory for all major incidents to be reported within 24 hours and for a full report to be available within two weeks.

The Trustee-Manager regularly engages operators and contractors through various channels such as monthly meetings, joint site inspections, sharing of lessons learned from near-miss incidents, annual roadshows, internal and external audits, improvement projects and regular performance reviews.

In addition to the various engagement channels, all operational and maintenance partners are required to implement communication and training efforts. Training and guidance on safety are guided by KIT's five key safety principles:

1. Every incident is preventable;
2. HSE is an integral part of KIT's business;
3. HSE is a line responsibility;
4. Everyone is empowered to stop any unsafe work; and
5. Strong safety culture is achieved through teamwork.

Performance and Progress

Unfortunately, in 2023, there were eight reportable incidents, of which there was one fatality involving a subcontractor at KIT's overseas asset.

Most of the incidents were related to manual handling and slip, trip and fall incidents.

The Trustee-Manager continually reviews safety measures and with each incident convenes with the asset teams to carry out a prompt and thorough investigation. Following the subcontractor worker's incident, safety standdowns were conducted at all sites and safe work procedures were strengthened to reinforce safety awareness. Following this, sharing sessions relating to subcontractor management were carried out to raise safety awareness across the portfolio.

Training sessions, exercises and drills continued in 2023 across KIT's businesses and assets. Trainings were carried out for Root Cause Analysis by Keppel's Health Safety and Environment team to enable proper incident investigation and Philippine Coastal carried out Global High Impact Risk Activities (GHIRA) training. Evacuation drills for incidences such as fires and explosions and a Power System Crisis exercise were held in collaboration with the Energy Market Authority of Singapore.

All of KIT's assets in Singapore have fulfilled the heightened safety measures and mandatory time-out required by the Ministry of Manpower to carry out a thorough review of safety procedures.

	2023	2022	2021
Accident Frequency Rate (AFR) ¹	1.2	1.6	0.9
Accident Severity Rate (ASR) ²	918.7 ⁷	42.8	14.1
Total Recordable Incidents	23	24	16
Total Recordable Incident Rate (TRIR) ³	3.4	3.9	2.9
High Consequence Work-Related Injuries ⁴	0	0	0
High Consequence Work-Related Injuries Rate ⁵	0	0	0
Total Number of Fatal Injuries	1	0	0
Fatal Injury Rate ⁶	43	0	0
Total Man-Hours Worked	6,745,000	6,228,000	5,460,000

$$^1 \text{ Accident Frequency Rate (AFR)} = \frac{\text{No. of workplace accidents reported}}{\text{No. of man-hours worked}} \times 1,000,000$$

$$^2 \text{ Accident Severity Rate (ASR)} = \frac{\text{No. of man-days lost to workplace accidents}}{\text{No. of man-hours worked}} \times 1,000,000$$

$$^3 \text{ Total Recordable Incident Rate (TRIR)} = \frac{\text{No. of recordable work-related work-related injuries or illnesses}}{\text{No. of man-hours worked}} \times 1,000,000$$

⁴ High Consequence Work-Related Injuries: One from which the worker cannot, does not, or is not expected to recover fully to pre-injury health status within 6 months (e.g. amputation of limb, fracture with complications).

$$^5 \text{ High Consequence Work-Related Injuries Rate} = \frac{\text{No. of high consequence work-related injuries}}{\text{No. of man-hours worked}} \times 1,000,000$$

$$^6 \text{ Fatal Injury Rate (Fatal injuries per 100,000 employed persons)} = \frac{\text{No. of fatality}}{\text{Average daily manpower}} \times 1,000,000$$

⁷ Exceptionally high number due to a fatal incident involving a subcontractor at one of KIT's overseas sites. A fatal case is considered as 6,000 man days lost.



All of KIT's assets in Singapore have fulfilled the heightened safety measures and mandatory time-out required by the Ministry of Manpower to carry out a thorough review of safety procedures.

People and Community

“I wish to extend my heartfelt gratitude for the invaluable collaborations between our organisations since 2014. This year, we had quite a number of new members who attended the activities. Thank you for continuously looking out for our beneficiaries and providing them with unforgettable experiences. We look forward building a closer relationship in the upcoming year.”

JUDY WEE, Executive Director of MDAS

Supporting Employee Health and Wellbeing

The Trustee-Manager believes in taking a holistic approach to health and wellbeing and that extends beyond occupational health and safety. Besides healthcare benefits, various programmes are organised across Keppel to promote employees' overall health and wellness. Keppel has designated specific months to spotlight different aspects of employee wellbeing.

For Financial Wellbeing Month, the theme this year was “Level-up, Money Smart”. Webinars were organised on financial literacy around retirement and investments, and games were held to facilitate understanding of various financial instruments like stock investing.

Physical Wellbeing Month was commemorated in June and was themed “Level-up, Step up” to encourage active and healthy lifestyles. Part of

this initiative, the K'Steps Challenge, saw a record 217,632,404 steps being clocked by staff worldwide, greatly exceeding the 180 million steps target. In tandem with this initiative, the Keppel Care Foundation donated S\$21,000 to the non-governmental organisation, Conservation International, where S\$1,000 was donated for every 10 million steps clocked. Webinars on work ergonomics, heart health and healthy eating were also carried out to promote physical wellbeing.

In conjunction with Global World Mental Health Day, October was dedicated as a Mental Wellbeing Month with a theme of “Level-up, Mind Fit”. Staff shared personal stories on how they manage their priorities and care for their mental wellbeing. Webinars on how to deal with stress and prevent burnout were held, as well as mindfulness activities to help promote relaxation, improve mood, and reduce stress.

Through the Employee Assistance Programme (EAP), Keppel continues to extend mental health support to employees and their families' mental health in collaboration with the Singapore Counselling Centre. The centre offers face-to-face or online counselling sessions with qualified counsellors on a confidential basis for employees and their dependents.

COMMUNITY DEVELOPMENT AND ENGAGEMENT

Management Approach

As a responsible corporate citizen, the Trustee-Manager believes in contributing to the local communities wherever it operates. Through supporting community initiatives via charitable donations and participating in community engagement activities, the Trustee-Manager uplifts the community and promotes environmental stewardship.

The Trustee-Manager also encourages employees at its businesses and assets to give back to communities. All employees are given two days of paid volunteerism leave each year as an initiative to encourage participation in corporate social responsibility and community initiatives.

Performance and Progress

In 2023, the Trustee-Manager and KIT contributed more than \$353,000 in donations to support various philanthropic initiatives and community needs. On top of this, more than 900 hours have been devoted to supporting community outreach activities during the year together with Keppel FM&I.

This includes continued partnerships with Keppel FM&I's adopted charity, the Muscular Dystrophy Association (Singapore) (MDAS), as well as The Salvation Army and Blossom World Society.



The Trustee-Manager believes in contributing to the communities wherever it operates with community outreach programmes.

“My volunteering experience was a gratitude reminder to myself. Bringing joy and putting a smile on the beneficiaries are truly rewarding. I learned valuable skills, which have helped me grow as a person. It’s meaningful to know that our team efforts and time made a difference, no matter how big or small.”

PUI KUAN, Deputy Manager, Keppel Infrastructure Fund Management Pte Ltd

Community Engagement in 2023



Bento-making with MDAS

In celebration of Mother’s Day, a bento-making workshop was organised where volunteers and beneficiaries prepared bentos in appreciation of their caregivers.



Gifts of Care

To support the social enterprise arm of The Salvation Army, Red Shield Industries, volunteers assisted in the packing, sorting, labelling and organising of donated items at the Red Shield Industries’ Warehouse.



Raising Awareness on Impacts to Nature

To promote awareness on the impact that plastic has on climate change, beaches, oceans, and marine life, Keppel partnered with Blossom World Society and organised a beach cleaning at Sembawang Park.



Excursions with MDAS

To promote art appreciation, volunteers organised an excursion for MDAS beneficiaries to visit Van Gogh: The Immersive Experience showcase at Resorts World Sentosa. Volunteers and beneficiaries also visited the Bird Paradise in 2023.



Board Games with MDAS

Volunteers spent a fun-filled afternoon playing board games with MDAS beneficiaries at the Mind Cafe.

GRI Content Index

Statement of Use	Keppel Infrastructure Trust has reported in accordance with the GRI Standards for the period from 1 January to 31 December 2023
GRI 1 Used	GRI 1: Foundation 2021
Applicable GRI Sector Standards	Not applicable

GRI Standard	Disclosure Number	Disclosure Title	Page References	Omission
General Disclosures				
Organisational Profile				
GRI 2: General Disclosures 2021	2-1	Organisational details	8, 9, 46	
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	2-3	Reporting period, frequency and contact point	Report publication date is 14 March 2024, Annually, 46	
	2-5	External assurance	46	
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	2-11	Chair of the highest governance body	48	
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GRI 3: Material Topics 2021	3-1	Process to determine material topics	49	
	3-2	List of material topics	49	

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GRI 305: Emissions 2016	305-1	Direct (Scope 1) GHG emissions	55	
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	305-4	GHG emissions intensity	56	
Climate Change Adaptation				
GRI 3: Material Topics 2021	3-3	Management of material topics	57 to 63	
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GRI 3: Material Topics 2021	3-3	Management of material topics	64	
GRI 306: Waste 2020	306-1	Waste generation and significant waste-related impacts	64	
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GRI 305: Emissions 2016	305-7	Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	65	
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