

Speech by Mr Steve Angel, Chief Executive Officer of Linde plc at  
Groundbreaking Ceremony for Linde's Integrated Gasification Complex  
on August 27, 2019, Singapore.

## Acknowledgements

- Mr Chan Chun Sing, Minister for Trade and Industry for Singapore
- Mr Gan Seow Kee, Chairman and Managing Director, ExxonMobil Asia Pacific
- Mr Damian Chan, Executive Director, Economic Development Board
- Mr Ng Lang, Chief Executive Officer, JTC
- Honoured guests, members of the media, ladies and gentlemen

## 1: Introduction

- Good morning and thank you for taking the time to join us on this momentous occasion.
- I am proud to be here today as we celebrate a new milestone in Linde's growth journey in Singapore and our company globally — the groundbreaking for the new world-class integrated gasification complex that will support the expansion of ExxonMobil Asia's integrated manufacturing complex.

- I am also very honoured that we are commemorating this significant occasion together with our valued partners and customers from many organisations who have jointly contributed to Linde's success over the years.
- In particular, our strategic partnership with ExxonMobil — the very reason we are together at today's event — is one that deserves special mention. This unique partnership is a testament towards Linde's deep heritage in world-class innovation and technology, operational excellence and exceptional plant reliability.
- It is these qualities that have brought us to where we are today.

## 2: The Value That Linde Brings

- Today we represent a new, stronger, more formidable Linde, a company we formed six months ago from the merger of two of the industry's top industrial gas companies — Praxair Inc and Linde AG.
- This combination leverages the unique strengths of each company: Linde's long-standing leadership in engineering and technology; and Praxair's operational excellence.

- The merger establishes Linde as the leading industrial gases and engineering company with unmatched capabilities to provide innovative and sustainable solutions to our valued customers around the world.
- Safety is a core value of our company as I know it is with ExxonMobil. Safety comes first in everything we do. Establishing a strong culture of safety at this location has been a key priority for our company and will continue to be going forward.
- Our mission statement is making our world more productive. I think about this in three ways:
  1. We want to be good stewards of our environment in all the places we live and work around the world.
  2. We want to continuously improve our resource efficiency - making more product with less inputs - less electricity, less hydrocarbons, less water; and,
  3. We want to work with our customers to help them solve their environmental challenges.
- I think you can see all three aspects of our mission statement at work on this project.

### 3: Singapore and Further Growth

- It is on the strength of our newly merged company that we have been able to continually invest in growth.
- With excellent infrastructure, an abundant highly skilled labour force, and strong growth prospects, Singapore is a natural choice for our 1.9B (Singapore) dollar investment, the largest in our company's history.
- With this investment, we will quadruple the production capacity of our current facility, which highlights the sheer magnitude of the new complex. Here are some key facts about the plant we are about to build. Some 30,000 tonnes of steel will be used in the construction, with the tallest column reaching up to a height equivalent to a 25-storey building. Due to its sheer size, the plant will be built through a modularised approach – with the heaviest component weighing as much as six Airbus A380 planes. The new plant is designed to generate just under half its own electrical power through the recovery of waste heat energy from our processes. The integrated facility will be connected to a new pipeline network, which will also allow Linde to supply future customers on Jurong Island.

- Finally, at peak construction, the plant will see nearly 3000 people on site working together to turn a set of drawings into our integrated complex of the future.

#### 4: Closing

- We have seen how Singapore has steadily grown in strength over the years. This stable and consistent growth has not only provided Linde with a supportive and conducive environment to grow our business over the years but also given us the confidence to continue to invest in this flourishing lion city.
- I'd like to close by putting on record my appreciation to the project teams, from Linde and ExxonMobil, who have worked hard and tirelessly over the past four years to realise our shared vision. In addition, I'd also like to thank the Singapore Government and our other partners who have joined us here today, for your support and contribution to the successful realisation of this important project.
- Thank you.