

HIGHLIGHTS OF ACHIEVEMENTS IN 2021

1

Business Transformation in Line with Vision 2030

- Organic transformation of Keppel Offshore & Marine (Keppel O&M); signed Memorandums of Understanding for proposed combination of Keppel O&M and Sembcorp Marine and resolution of legacy rigs.
- Proposed divestment of logistics business in Southeast Asia and Australia.

ENERGY & ENVIRONMENT

- Seizing opportunities in renewables, clean energy, decarbonisation and environmental solutions.

URBAN DEVELOPMENT

- Transforming Keppel Land into an asset-light urban space solutions provider.

CONNECTIVITY

- Scaling up data centre business, while driving innovation to reduce its carbon footprint; expanded into adjacent subsea cable business.
- Continuing M1's digital transformation and 5G Standalone network rollout, and growing its enterprise business.

ASSET MANAGEMENT

- Expanded assets under management by 14% to \$42 billion.
- Deepened OneKeppel collaboration to tap third-party funding for growth.

MAKING SUSTAINABILITY OUR BUSINESS

- Various business pursuits and R&D projects related to sustainability, including acquiring a majority joint venture stake in Cleantech Renewable Assets, developing electric vehicle charging infrastructure, securing the first Energy-as-a-Service contract in Singapore, and exploring the import of renewable energy into Singapore.
- Announced 1.1GW of renewables projects to date, progressing towards target of 7.0GW.

» We are committed to business transformation, actively pursuing our targets and delivering on our focus areas.

RUNNING OUR BUSINESS SUSTAINABLY

- Announced target to halve Scope 1 and 2 emissions by 2030 from 2020 levels, and achieve net zero by 2050.
- MSCI AAA ESG rating; Industry Mover in the S&P Global Sustainability Yearbook 2022.



2

Financial Performance



NET PROFIT
\$1.02b
 compared to loss of \$506m in FY 2020

GEARING
0.68x
 at end-Dec 2021, compared to 0.91x at end-Dec 2020

ROE
9.1%
 compared to negative 4.6% in FY 2020

ASSET MONETISATION
\$2.9b
 announced since 4Q 2020, \$2.7b cash collected

CASHFLOW
\$1.75b
 inflow, compared to \$72m outflow in FY 2020

TOTAL DIVIDEND
33 cents
 cash dividend per share for FY 2021, compared to 10 cents for FY 2020

RECURRING INCOME
\$292m
 33% increase over \$220m in FY 2020

3

Governance, Compliance, Risk Management & Safety

GOVERNANCE

- Continued to roll out ISO 37001 Anti-Bribery Management System across business units.

RISK MANAGEMENT

- Strengthened cyber security governance structure, established Keppel Cyber Security Centre.

- Conducted physical climate risk assessment of 50 of the Group's key assets.

SAFETY

- Achieved zero fatalities across global operations, and saw improvements in Total Recordable Injury, Accident Frequency and Accident Severity Rates.

»» We are making sustainability our business, by providing solutions that contribute to a cleaner and greener world.

4

People

STAFF ENGAGEMENT & DEVELOPMENT

- Received strong engagement score of 84%, 6% above Mercer's Singapore average and 4% above its global average.
- Achieved average of 20 training hours per employee, with a total of 80,000 training opportunities.
- Conducted a Group-wide talent mapping exercise and identified associated development plans.

SUCCESSION PLANNING

- Implemented leadership changes at a few key business units, as part of the Group's succession planning and leadership renewal. Potential successors identified for key leadership positions.
- Launched Board Mentorship framework to support development of new generation leaders.

5

Corporate Social Responsibility

VOLUNTEERS

- More than 12,000 hours of community service, exceeding target of 10,000 hours.

SOCIAL INVESTMENTS

- \$4.6 million contributed to worthy causes.

FOCUS AREAS IN 2022



ACCELERATE BUSINESS TRANSFORMATION

- Continue business transformation and drive growth, focusing on sustainable urbanisation solutions.
- Complete proposed transactions involving offshore & marine and logistics businesses.
- Continue asset monetisation programme, with goal of **exceeding \$5 billion by end-2023**.
- Drive collaboration and integration to create compelling end-to-end solutions and realise OneKeppel synergies.
- Grow revenue from cross-business unit collaboration to **20% by 2025**.



DRIVE FINANCIAL PERFORMANCE

- Achieve Vision 2030 financial targets, including **mid to long-term ROE target of 15%**.
- Maintain gearing below 1.0x.



DEVELOP HUMAN CAPITAL

- Continue staff engagement and development.
- Enhance succession planning.



ENHANCE GOVERNANCE, COMPLIANCE, RISK MANAGEMENT & SAFETY

- Ensure strong governance, risk management, compliance, controls and safety record.



CHAMPION SUSTAINABILITY

- Work towards ESG goals, including long-term carbon emissions reduction targets.
- Make a positive impact on the community.

TECHNOLOGY AND INNOVATION

»» Amidst a fast-changing environment, technology and innovation are key enablers for Keppel to achieve its Vision 2030 plans.

Technology and innovation efforts are driven both at the Group and business unit (BU) levels.

Keppel Technology & Innovation (KTI), which was established in 2018, serves as the Group's platform to sharpen its focus on innovation, provide technology foresight in a rapidly evolving environment, and identify long gestation opportunities in collaboration with BUs. BUs also have dedicated innovation teams that, working in collaboration with KTI, identify, scope and pursue ideas and projects within their respective segments, such as Keppel Infrastructure's Keppel Energy Transition Centre (KETC) or Keppel Land's Innovation Agile Team (IAT).

Beyond in-house capabilities, the Group also has a Keppel Technology Advisory Panel, comprising eminent business leaders and industry experts from across the world, which guides the Group's innovation journey and provides technology foresight.

With effect from 1 March 2022, Keppel has appointed a Chief Digital Officer (CDO), and also established a Group Digital Office – a newly created department to drive digital transformation, as well as a Digital Transformation Steering Committee, which will be chaired by the CDO.

TECHNOLOGY & INNOVATION MANAGEMENT

Keppel looks at technology and innovation across three lenses: business segments, time horizon and key technologies.

BUSINESS SEGMENTS

Energy & Environment: We are collaborating with upstream, midstream and downstream partners to develop decarbonisation solutions and new energy systems. We are leveraging Keppel's energy systems engineering expertise to develop new infrastructure, power systems and carbon capture technologies.

Urban Development: We are focusing on smart, sustainable buildings and cities, new services to enhance the live-work-play experience, as well as innovative climate-resilient nearshore urban developments, which can help to mitigate the impact of climate change and rising sea levels.

Connectivity: We are focused on delivering new generations of energy-efficient and green data centres, including energy-efficient floating data centre parks, to meet the global IT demand sustainably. We are also rolling out M1's 5G Standalone network and developing the world's first subsea cable system that directly connects Singapore to the west coast of North America via Indonesia.

Asset Management: We are building the digital foundation to connect our assets around the world, enabling more streamlined operations and optimised decision making.

TIME HORIZONS

We are exploring opportunities across three time horizons:

- **Engine 1: Current businesses**
Our focus is on driving efficiencies and continued expansion through digitalisation and advanced analytics, to reduce cost, deepen customer engagement and centrality and accelerate growth.
- **Engine 2: Existing or new businesses that we are scaling up**
We seek to unlock applications for new and disruptive technologies through an ecosystem approach involving in-house as well as external expertise from industry, research centres and academia.
- **Engine 3: Longer term opportunities**
These are high-potential opportunities which we are exploring for the long term, but with limited impact expected within the next three years.

KEY TECHNOLOGIES

Digitalisation & Automation: We are driving digitalisation across the Group to streamline operations and create new products and services for our customers. These solutions can be applied across Keppel's different facilities.

Advanced Analytics: We are investing to build an integrated digital backbone across the Group, aimed at better leveraging the abundant data that our businesses continuously generate, with the objective to enhance our operations and decision making, as well as build new platforms such as a B2C ecosystem.

New Energy Systems: Amidst the energy transition, we are researching and developing the technologies required to enable new energy value chains. Hydrogen is expected to be a critical energy vector and we are exploring solutions for multiple carrier forms. We are also building new energy systems and creating new business models such as Energy-as-a-Service to meet our customers' needs.

Smart Engineering: We are building on our engineering capabilities and collaborating with partners on the newest design, engineering and manufacturing technologies. We aim to increase energy efficiency, reduce time to market, cost to build and operate, and the environmental footprint of our projects.

5G & IoT: With the world seeing a multitude of applications of 5G and IoT applied to smart buildings and cities, autonomous vehicles, advanced robotics etc., we continue to build connectivity, IoT, analytics, cloud and edge computing solutions to meet future demands.

Energy & Environment

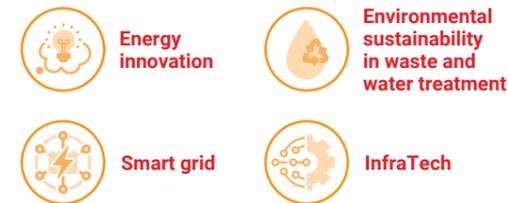
Keppel Energy Transition Centre



We are building new energy systems and creating new business models such as Energy-as-a-Service to meet our customers' needs.

In 2021, Keppel Infrastructure (KI) established the KETC as its technology and innovation arm. KETC aims to harness technological foresight and accelerate innovation and technology development with the goal of positioning KI at the forefront of the energy transition to capture opportunities presented by this macrotrend.

Core focus areas



KETC will collaborate with multiple parties, including technology providers, start-ups, institutes of research and higher learning, interest groups and funding agencies. It aims to facilitate global ecosystem partnerships, promote open innovation and co-creation, including low-carbon living labs and new digital business models, leveraging Keppel's global business footprint.

KETC supports KI's aim to be a leading player for innovative large-scale decarbonisation, low-carbon energy and environmental solutions, which will help industries and stakeholders overcome climate-related challenges and enhance energy and water resilience.

Urban Development

Keppel Land's Business Model Innovation



Keppel Land is reinventing the way it delivers value to its customers, leveraging the latest technologies.

As Keppel Land transforms from a brick-and-mortar developer into an asset-light solutions provider for urban spaces, it is also reinventing the way it delivers value to its customers.

An IAT has been established to focus on business model innovation for urban spaces. IAT comprises key representatives across departments globally, including those involved in digitalisation & technology, customer centrality, innovation investments, business development and operations.

Key thrusts

- Facilitating ideation, validation and incubation of new business ideas.
- Promoting innovation-related best practices through focused workshops and training sessions.
- Engaging proptech venture capital and the start-up ecosystem, in collaboration with government agencies.
- Taking strategic stakes in promising proptech-related venture capital funds and start-ups.

COLLABORATION AND INTEGRATION

» Keppel is advancing its transformation to be one integrated business providing solutions for sustainable urbanisation by driving first collaboration and increasingly integration across business units and functions.

Guided by Vision 2030, Keppel's business units are increasingly coming together to hunt as a pack for opportunities across the Group's focus areas. As OneKeppel, we are harnessing the Group's diverse capabilities to create innovative solutions that create both value for stakeholders and competitive advantage for Keppel.

HUNTING AS A PACK ONEKEPPEL TEAMS

Keppel continues to invest in developing systems and structures to drive integration across the Group. Synergistic platforms, known as OneKeppel Teams, are being set up to integrate talent and expertise from various business units and functions, putting Keppel in a formidable position to seize opportunities quickly and scale up in its Vision 2030 focus areas.

OneKeppel Teams adopt a cradle-to-maturity approach in evaluating opportunities across the projects' development stages, whether they are investments by the Group's operating entities, private funds, listed REITs or business trust. The diverse structure of the Teams further ensures that the perspectives and interests of the Group's varied stakeholders are well considered in any investment decision, contributing towards win-win outcomes and greater value creation.

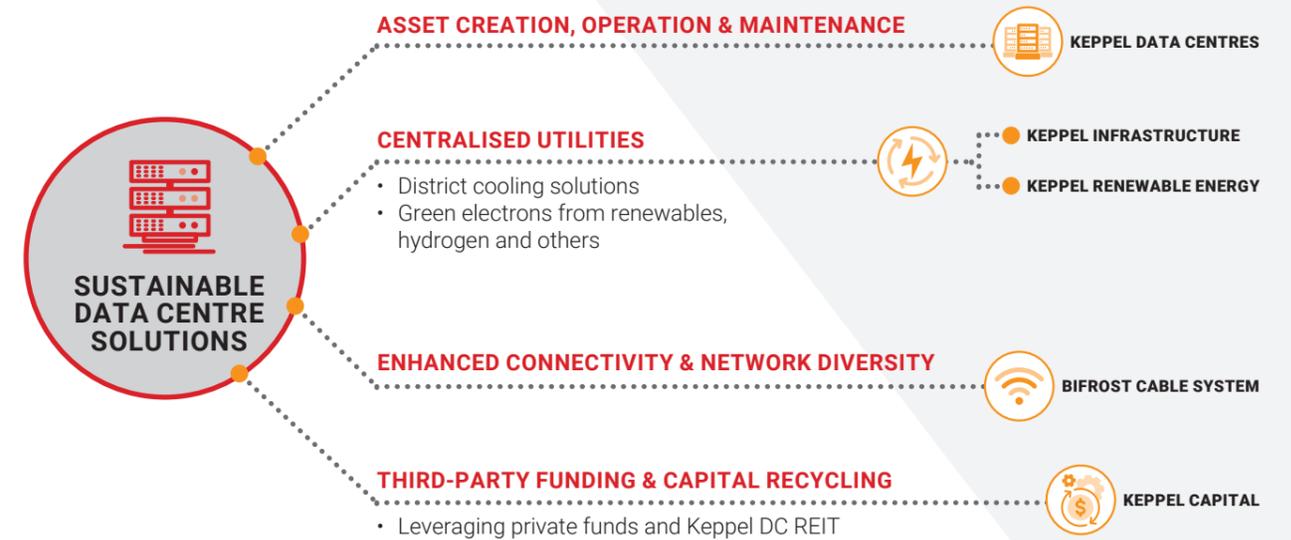
OneKeppel Data Centre (DC) and OneKeppel Infrastructure were the first such teams to be formed in 2021, to focus respectively on investments in data centres and various types of infrastructure, including renewables, decarbonisation and environmental solutions. The OneKeppel DC team for instance, brings together investment personnel and expertise from Keppel Data Centres and Keppel Capital. The team is further guided by an advisory committee comprising senior management from various parts of the Group.

The pooling of talent and resources also enables Keppel's business units to optimise strategic execution and resource allocation, as well as enhance their operations. Through hunting as a pack, these Teams can converge potential deals across business units into a single pipeline for evaluation, thus minimising the loss of opportunities. Importantly, the OneKeppel approach allows the Group to undertake more complex deals, including those with hybrid structures, by drawing on the strengths of each business unit.

OneKeppel Teams will play increasingly significant roles in fuelling Keppel's integrated value chain, unleashing synergies and giving business units access to new profit pools that may not be available to them individually. Diverse opportunities arising from this cross-fertilisation of business units and their talents will help to develop the Group's human capital and allow Keppel to accelerate growth.

ONEKEPPEL TEAMS					
 <p>KEY OBJECTIVES</p>	Improved Execution Capabilities <ul style="list-style-type: none"> Synchronised strategy Better resource allocation Break silos Operational efficiency 	Single Pipeline View <ul style="list-style-type: none"> Minimise lost opportunities as OneKeppel 	Deal Ownership <ul style="list-style-type: none"> Cradle-to-maturity approach 	Career Development <ul style="list-style-type: none"> Opportunity for exposure across different risk-return profiles of asset management and investments 	OneKeppel Approach <ul style="list-style-type: none"> Ability to tackle more complex deals and hybrid investment deals

DRIVING INTEGRATION IN THE DATA CENTRE BUSINESS



PACKING A PUNCH SUSTAINABLE DATA CENTRE SOLUTIONS

As a leading provider of data centre solutions, Keppel continues to push the envelope for the holistic design and development of more energy-efficient and greener concepts, such as high-rise data centres or floating data centres, which we plan to launch in 2022, subject to regulatory approval.

The launch of Vision 2030 has taken Keppel even further on this journey to explore how we can integrate the Group's various sustainable products, services and capabilities to help governments and businesses reduce their energy expenditure and carbon footprints.

IMPROVING ENERGY EFFICIENCY

We are exploring the centralisation of utilities to help decarbonise data centres by reducing energy intensity and powering them with green electrons. This involves deploying the Group's proven district cooling systems (DCS) to cool data centres, as well as providing reliable sources of green energy for the assets.

By aggregating energy loads across several buildings, Keppel's DCS facilities can greatly reduce the overall capacity requirements and costs for cooling larger scale developments, achieving up to 40% in energy savings compared to standalone systems. We are also exploring the procurement of renewables, and zero-carbon energy alternatives including hydrogen to power the data centres.

It is estimated that Keppel's centralised utilities platform can potentially improve the Power Usage Effectiveness of data centres by as much as 20-30%.

VALUE CREATED

\$1.1b

cumulative value created by Keppel's data centre business since 2014, comprising total earnings of about \$715 million and a premium of about \$377 million over Keppel's carrying value of Keppel DC REIT units held as at 31 December 2021.

BOOSTING CONNECTIVITY

In addition to lowering their carbon footprint, our data centre customers can also benefit from enhanced connectivity and network diversity by tapping the Group's investment in the Bifrost Cable System. This cable system is the world's first subsea cable system that directly connects Singapore to the west coast of North America via Indonesia through the Java Sea and Celebes Sea.

PROVIDING END-TO-END SOLUTIONS

The Group's competencies in creating and operating a variety of real assets present a unique and attractive proposition to financial investors. For example, the Group can tap third-party funding for the development of real assets through our private funds, and recycle them through the Keppel-managed REITs and business trust when they have been de-risked and are generating stable cash flows.

Harnessing diverse capabilities from across the Group allows Keppel to deliver innovative solutions that differentiate us from the competition. Keppel's versatile end-to-end model can also be used to help commercialise other innovative concepts such as energy-efficient floating data centre parks and climate-resilient nearshore developments or "floating cities".