Keppel Corporation

Presentation to Investors

Kuala Lumpur

25 June 2019

Disclaimer

This presentation may contain forward-looking statements which are subject to risks and uncertainties that could cause actual results to differ materially from such statements. Such risks and uncertainties include industry and economic conditions, competition, and legal, governmental and regulatory changes. The forward-looking statements reflect the current views of Management on future trends and developments.

Transforming to Deliver

The key pieces of our transformation are in place and we are focused on executing our growth initiatives.

2015
- Privatised Keppel Land
- Began rightsizing Keppel O&M

2016
- Restructured asset managers under Keppel Capital

2017
- Restructured Keppel O&M into the *New Builds* and *Conversions & Repairs* divisions

2018 /19
- Privatised Keppel T&T and M1

We are an eco-system of companies providing solutions for sustainable urbanisation.

Energy | Environment | Urban Living | Connectivity | Asset Management

Creating & Capturing Value

Our Engines

- Offshore & Marine
- Property
- Infrastructure
- Investments

Our Business Model

Keppel + Private Funds

Design & Build
Project-based income
Recurring income

Operate & Maintain
Recurring income

Turnkey
Project-based income

Stabilise & Monetise
Revaluation & divestment gains

REITs & Trust
Recurring income

Our Target

15%
Mid to long term ROE target

Collaborating for Growth



Gas Value Chain


Floating Data Centres


Smart Cities of the Future

Business Highlights

In 2019, we received Final Notice to Proceed to convert Golar's 2nd FLNG vessel, the Gimi, expanding our track record for gas solutions.



In picture:
Hilli Episeyo, the world's first-of-its-kind converted FLNG vessel, is operating offshore Cameroon.

Positioned for Opportunities



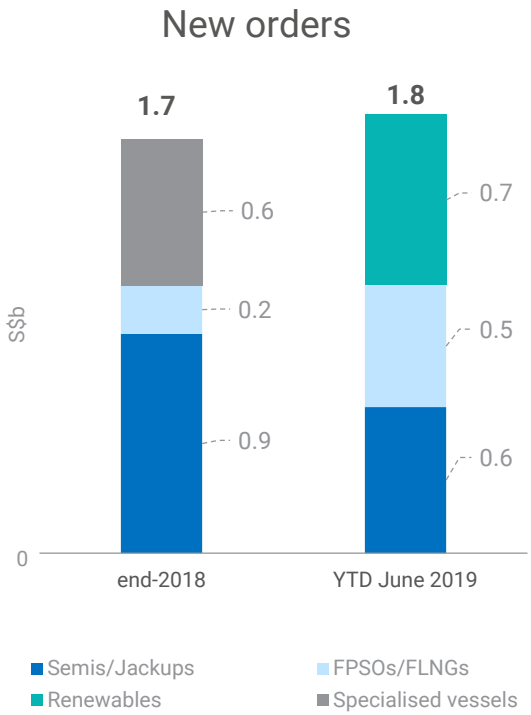
Keppel O&M is well placed to seize new opportunities in the oil & gas, renewable energy and floating infrastructure sectors.

Gas solutions gaining traction

- Received Final Notice to Proceed for Gimi FLNG worth US$947m

Secured S$700m new contracts for offshore renewable sector

- An offshore High Voltage Direct Current converter station for TenneT Offshore
- 2 offshore wind farm substations for Ørsted



We will continue to deepen our presence in fast-growing cities across China and Vietnam, riding on strong demand for quality real estate.

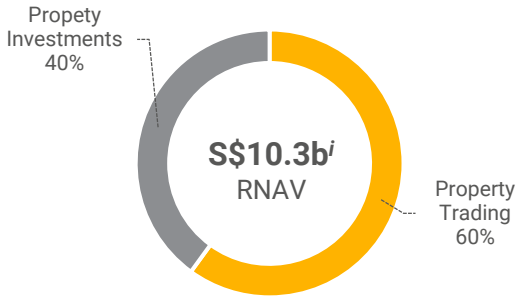


In picture:
Empire City in the prime District 2 of Ho Chi Minh City, Vietnam

Focused on Returns

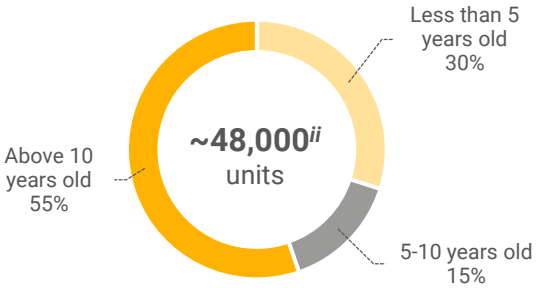
Keppel Land aims to be a multi-faceted property company with one of the highest returns in Asia.

Revalued NAV – Segment



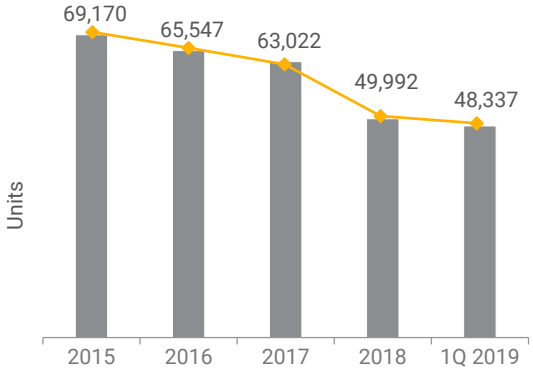
- NAV of S$8.2b as at end-2018

Residential landbank – Age



- About 70% of landbank is 5 years and older

Residential landbank – Units

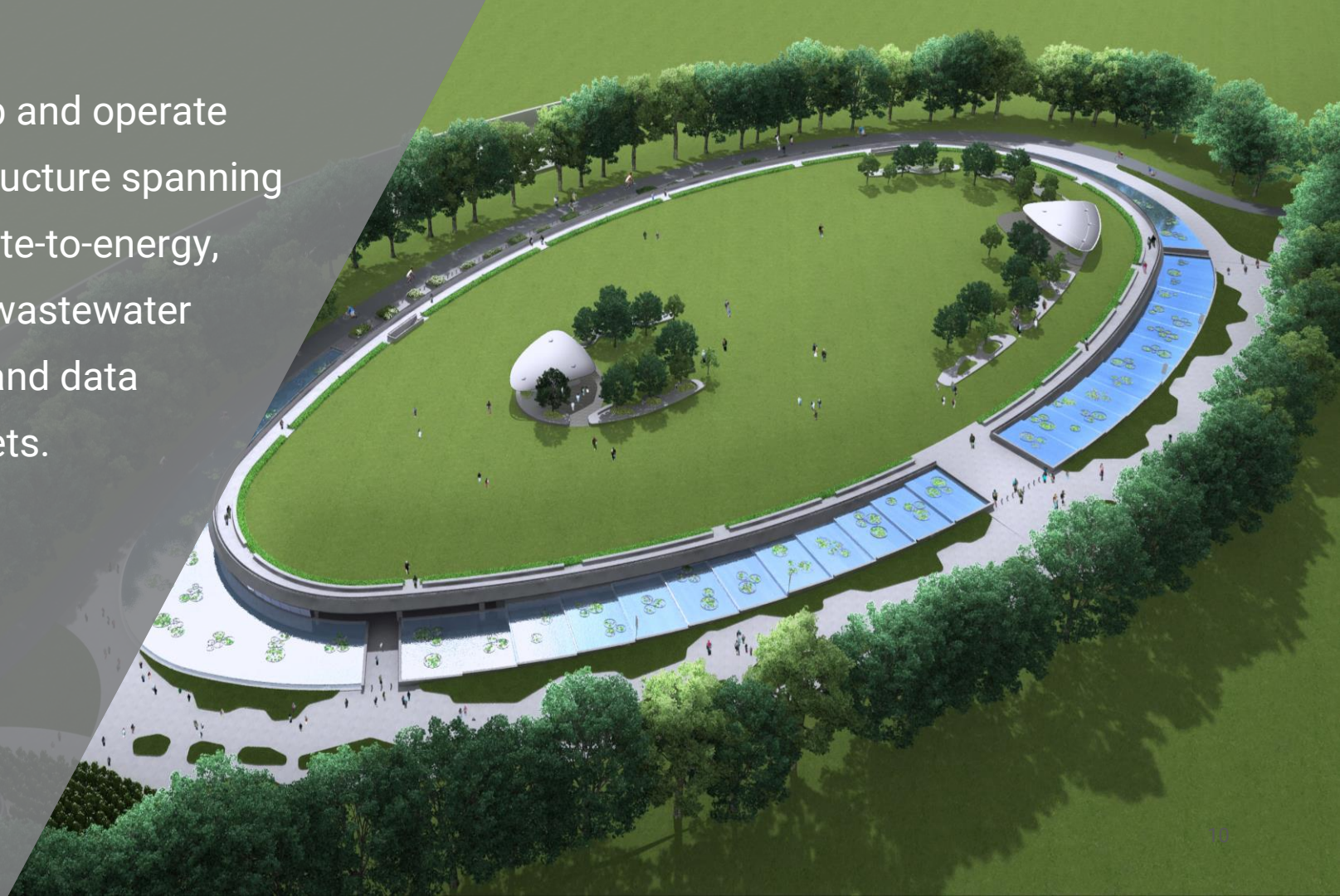


- Turning assets efficiently through home launches and sale of projects

[i] *As at 31 Dec 2018*

[ii] *As at end-Mar 2019*

We develop and operate key infrastructure spanning power, waste-to-energy, water and wastewater treatment and data centre assets.



In picture:
When completed in 2020, Keppel Marina East Desalination Plant will supply product water to Singapore's PUB for 25 years.

Growing Data Centre Portfolio

Data centre portfolio

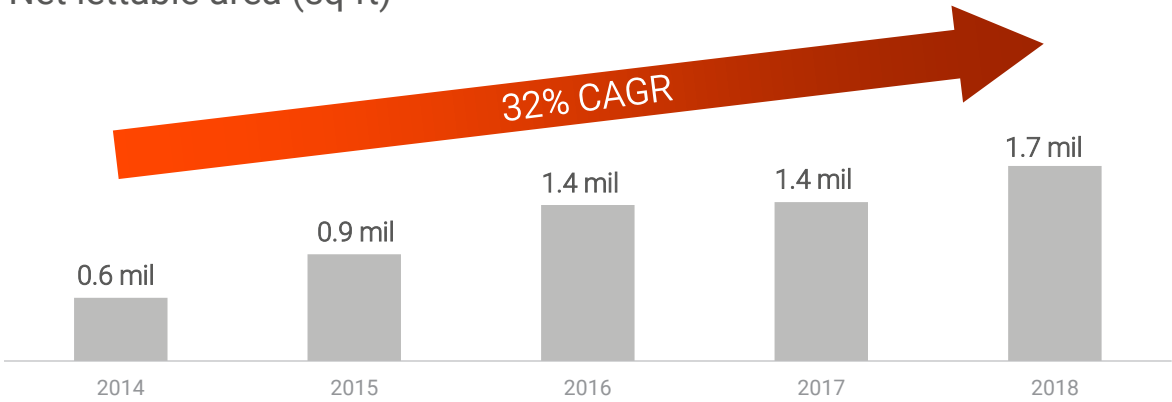
22 data centres
Spanning 14 cities in Asia-Pacific & Europe

~S$2.7b
Combined portfolio value[i] of data centres completed and under development

Data centre innovations

[i] *Includes estimated development costs for 3 projects currently under development*

Net lettable area (sq ft)





Floating data centre park



High-rise green data centres

Growing B2C Business

Telecommunications

Privatisation of M1

2.2 million

Customer base

Gas Retail

City Gas' customers

800,000

Household customers



Keppel Group

Electricity Retail

Keppel Electric's OEM market share

100,000

Household customers

Urban Logistics

UrbanFox

Growing omnichannel solution offerings in Singapore and overseas

M1's Transformation Journey

Strategic transformation

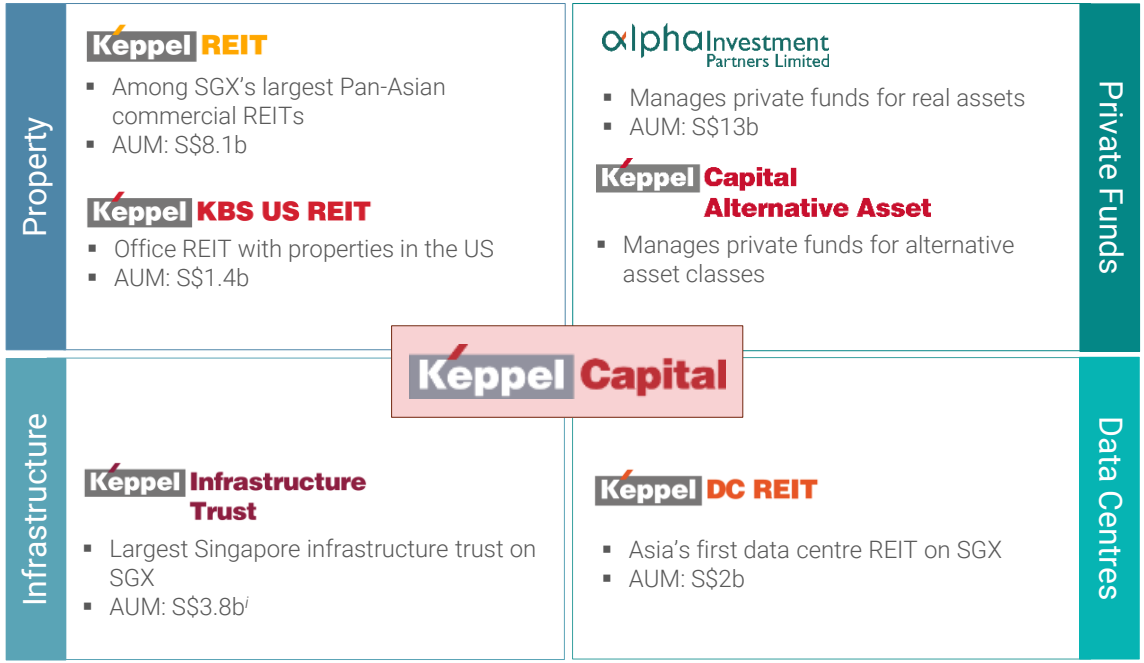
- Redefining consumer product offerings
- Redesigning customer experience
- Increasing focus on Enterprise segment
- Improving operational efficiency
- Exploring future growth platforms

Harnessing synergies with the Group

- Building on the complementarity of consumer offerings in connectivity and energy
  - Cross selling of services with the Keppel Group
- Enhancing solutions
  - Smart city applications with Keppel Urban Solutions
  - Optimising resources and utilities through IoT
- Leveraging data analytics
  - Harnessing data for master development and retail properties in Singapore and overseas

Fuelling Growth Through Asset Management

Keppel Capital aims to grow AUM to S$50b by 2022 from ~S$29b as at end-2018, connecting investors with high-quality real assets in sectors fuelled by urbanisation trends.



- Fostering collaboration and creating pull-through for Keppel's business verticals
- Investing in alternative assets such as senior living and education real estate
- 30% stake in Gimi FLNG will be a seed asset for a new infrastructure fund to be managed by Keppel Capital

[i] *Excludes Ixom HoldCo Pty Ltd (Ixom). KIT's AUM would be S$5.2b including Ixom*

We harness the Group's capabilities and track record, and work with best-in-class technology partners to develop smart cities of the future.



In picture:
Saigon Sports City in Ho Chi Minh City, Vietnam is a collaboration between Keppel Land and Keppel Urban Solutions.

Appendix

Financial Performance

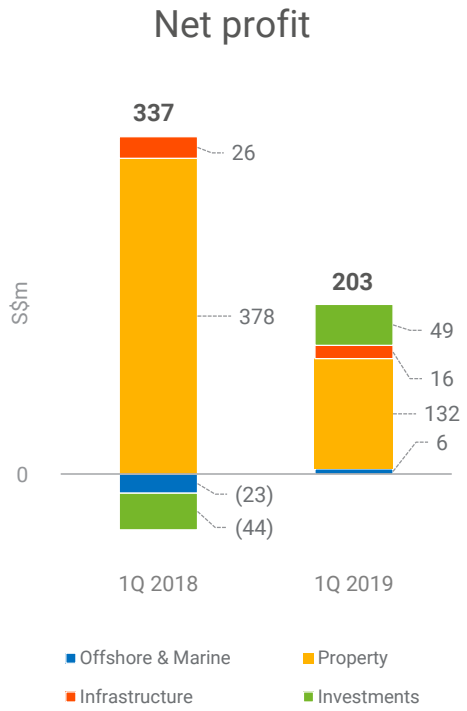
Key highlights

S$1,531m

1Q 2019 revenue up 4% from S$1,470m for 1Q 2018

S$203m

1Q 2019 net profit down 40% yoy. 1Q 2018 benefitted from a S$289m gain from the sale of Keppel Cove in Zhongshan, China



- Annualised ROE was 7.0%
- Free cash outflow of S$617m in 1Q 2019 vs inflow of S$248m in 1Q 2018
- Net gearing was 0.72x as at end-Mar 2019 vs 0.48x as at end-Dec 2018

Group ROE Target

15%

ROE target for Keppel Corporation

17.7%

Annual average ROE over the past decade (2009-2018)

Business Units	Target ROE	2018 ROE
Keppel Offshore & Marine	15%	n.m.
Keppel Land	12%	11.4%
Keppel Infrastructure	15%	17.2%
Keppel Data Centres	18%	12.6%[i]
Keppel Logistics	12%	n.m.
Keppel Capital	20%	25.4%
Keppel Urban Solutions	15%	-
M1	25%	25.8%

[i] *Excludes dilution gain from placement of Keppel DC REIT units and gain from sale of a stake in Keppel DC REIT*

Key Figures

S$m	FY 2018	FY 2017[i]	% Change	1Q 2019	1Q 2018	% Change
Revenue	5,965	5,964	-	1,531	1,470	4
Operating Profit	1,043	801	30	322	486	(34)
Net Profit	944	815	16	203	337	(40)
EPS (cents)	52.0	44.8	16	11.2	18.6	(40)
Free Cash (Outflow)/Inflow	515	1,802	(71)	(617)	248	n.m.
Annualised ROE	8.3%	6.9%	Increase of 140 bps	7.0%	11.4%	Decrease of 440 bps
Net Gearing	0.48x	0.46x	Increase of 0.02x	0.72x	0.42x	Increase of 0.30x

[i] *Excludes one-off financial penalty from Keppel O&M's global resolution with criminal authorities in the US, Brazil and Singapore, and related costs*

Revenue by Segments

S$m	FY 2018	%	FY 2017	%	1Q 2019	%	1Q 2018	%
Offshore & Marine	**1,875**	***32***	1,802	30	**332**	***22***	332	*23*
Property	**1,340**	***22***	1,782	30	**357**	***23***	543	*37*
Infrastructure	**2,629**	***44***	2,207	37	**699**	***46***	564	*38*
Investments	**121**	***2***	173	3	**143**	***9***	31	*2*
Total	**5,965**	***100***	5,964	100	**1,531**	***100***	1,470	*100*

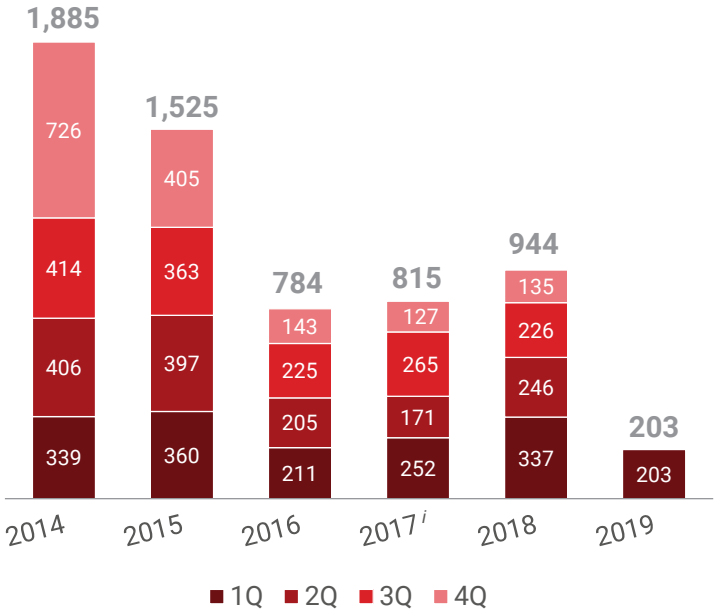
Net Profit by Segments

S$m	FY 2018	%	FY 2017[i]	%	1Q 2019	%	1Q 2018	%
Offshore & Marine	**(109)**	***(11)***	(207)	(25)	**6**	***3***	(23)	*(7)*
Property	**938**	***99***	650	80	**132**	***65***	378	*112*
Infrastructure	**169**	***18***	134	16	**16**	***8***	26	*8*
Investments	**(54)**	***(6)***	238	29	**59**	***29***	(44)	*(13)*
Less: Charges related to the acquisition of M1[ii]	**-**	**-**	-	-	**(10)**	***(5)***	-	-
Total	**944**	***100***	815	100	**203**	***100***	337	*100*

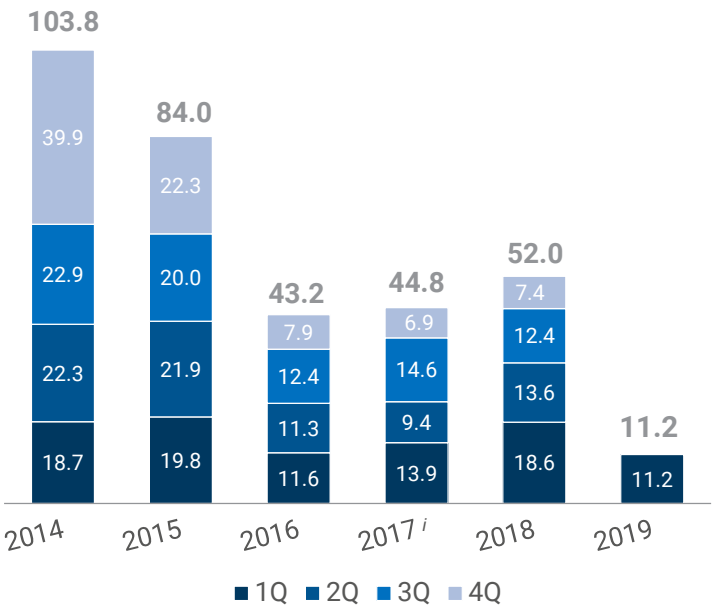
[i] *Excludes one-off financial penalty from Keppel O&M's global resolution with criminal authorities in the US, Brazil and Singapore, and related costs*
[ii] *Charges included amortisation of intangibles, funding costs and professional fees*

Net Profit & EPS

Net profit (S$m)

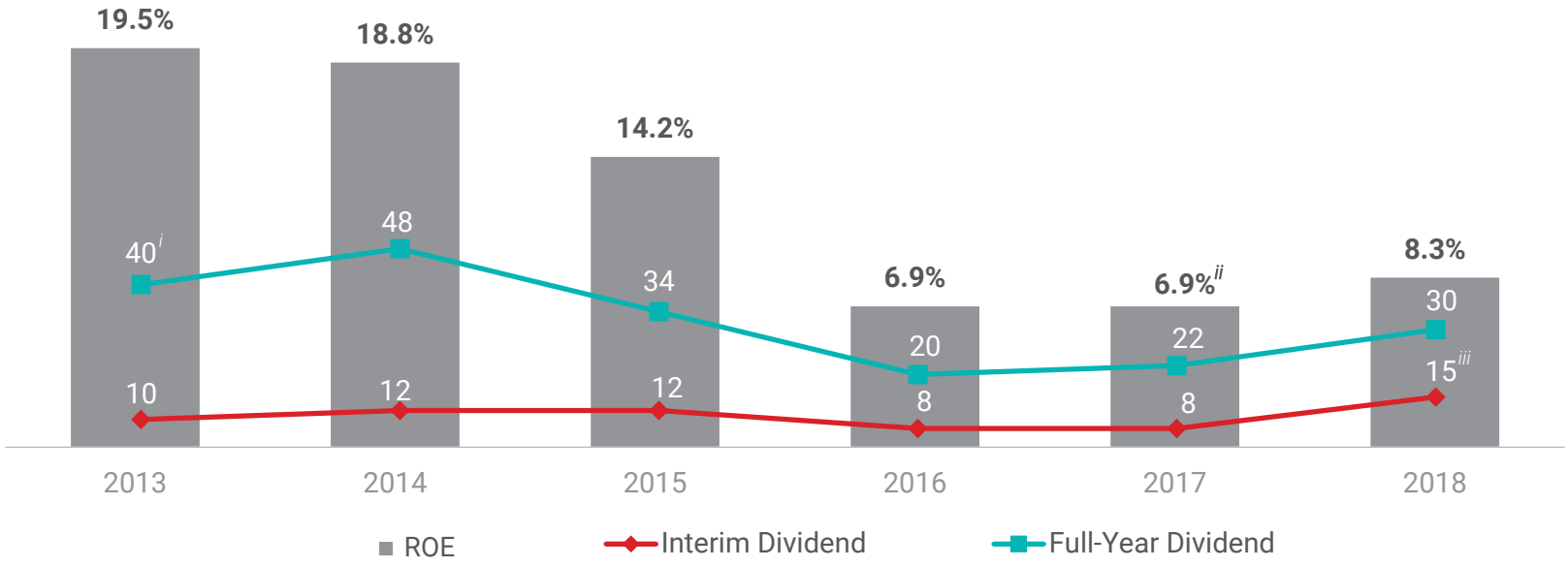


EPS (Cents)



i Excludes one-off financial penalty from global resolution & related costs

ROE & Dividends



[i] Includes dividend in specie of ~9.5cts/share
[ii] Excludes one-off financial penalty from Keppel O&M's global resolution with criminal authorities in the US, Brazil and Singapore, and related costs
[iii] Includes special cash dividend of 5.0cts/share