

Building a leading global asset manager & operator

Mr Loh Chin Hua, CEO, Keppel Ltd.

Investor Day, 20 August 2024



We have taken bold steps to transform Keppel

1 What did we do?

Harnessed our industrial roots to transform into a **global asset manager and operator**

Before

Balance sheet player

Diverse conglomerate

Lumpy trading and order book earnings



After: the new Keppel

Asset manager funding growth with FUM

One **horizontally integrated** company

Greater recurring income
88% of FY23 net profit was recurring versus 25% in FY15ⁱ

2 Why did we transform?

Financial objective: improve quality of earnings with more recurring income, enabling market to better value our business

Defined purpose: creating solutions for a sustainable future

Well-placed to seize opportunities in the fast-changing environment

3 How did we transform?

- **Privatised** key business verticals
- **Consolidated asset managers** under Keppel Capital
- **Divested** O&M and logistics businesses
- **Flattened** organisation and **streamlined** processes
- Changed business model to be **asset-light**
- Acquired **Aermont Capital** to accelerate growth, expanding from Asia Pacific to Europe, enroute to becoming a **global asset manager**

Delivering winning value proposition to LPs

► **Established asset manager** with over 20 years of track record, seasoned management team and well-known LP network

\$21.9b

Funds raised from 2020-1H24

\$30.5b

Capital deployed from 2020-1H24

20%

Average internal rate of return across deals since 2002

2.0x

Average equity multiple across deals since 2002

\$85b

Funds under Managementⁱ as at end-June 2024

► **Proven operator** with deep capabilities in engineering, developing, owning and operating specialised real assets as part of Keppel's DNA



Infrastructure



Real Estate



Connectivity

ⁱ Gross asset value of investments and uninvested capital commitments on a leveraged basis to project fully-invested FUM

Making strong progress towards our transformation goals

Pressing forward with asset monetisation

>\$5.6b

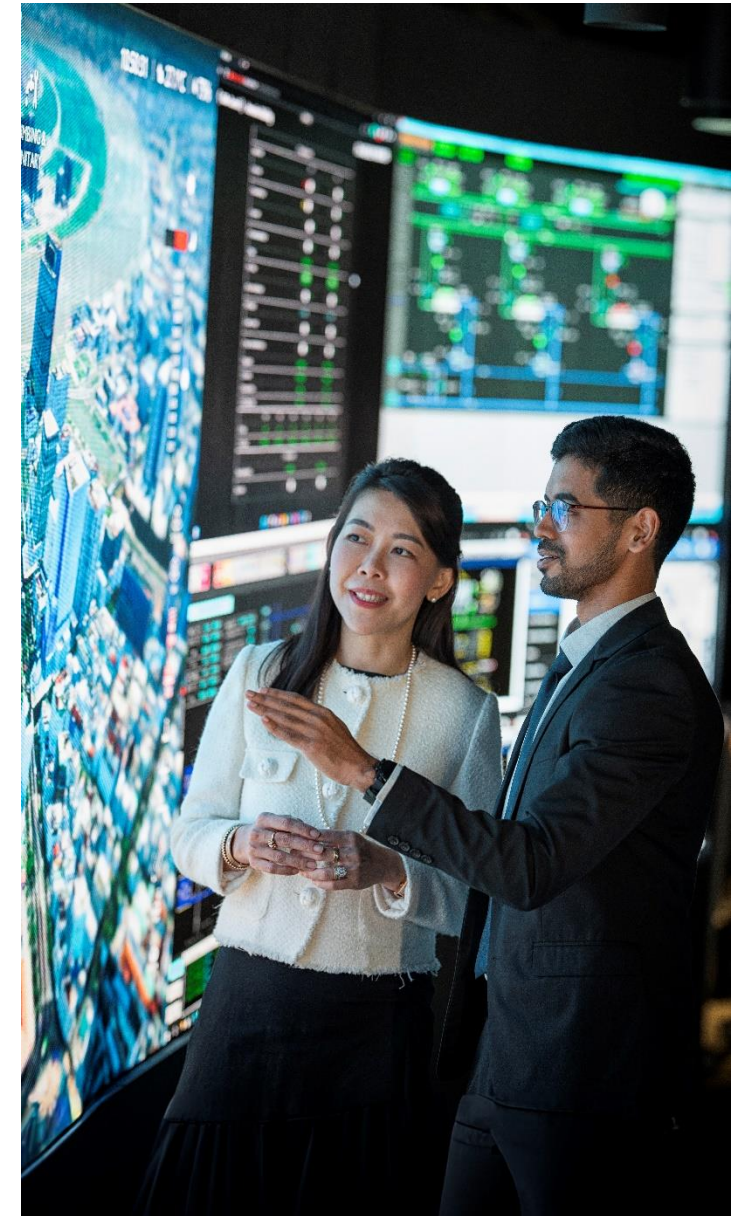
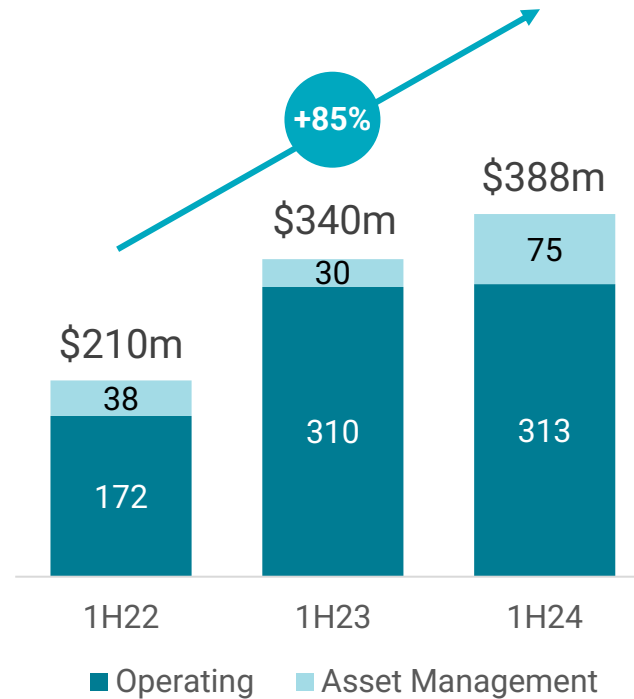
Announced cumulatively since Oct 2020, with target of \$10-\$12b by end-2026

Capturing synergies from transformation

>\$50m

Annual cost savings on a run-rate basis since start of 2023

Recurring income

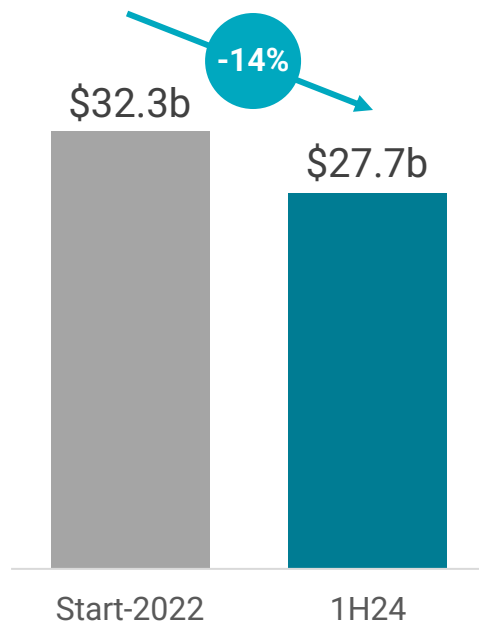


Our asset-light strategy is bearing fruit

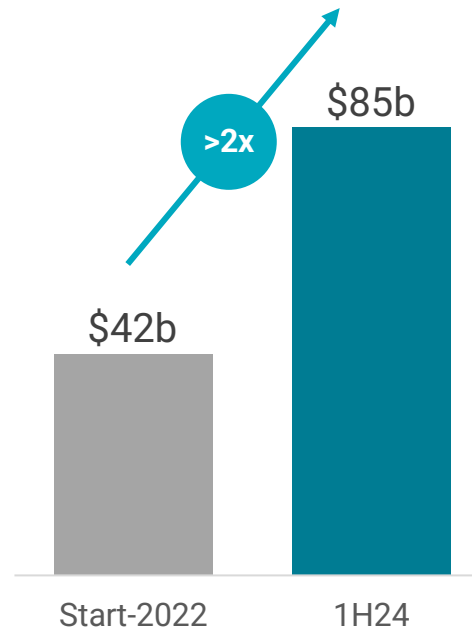
We are doing more with less, pursuing growth and improving returns to shareholders

Since the start of 2022, total assets on balance sheet have decreased by 14% to \$27.7b while FUM more than doubled to \$85b, generating attractive fee income at an annualised Fee-to-FUM ratio of 55bpsⁱ

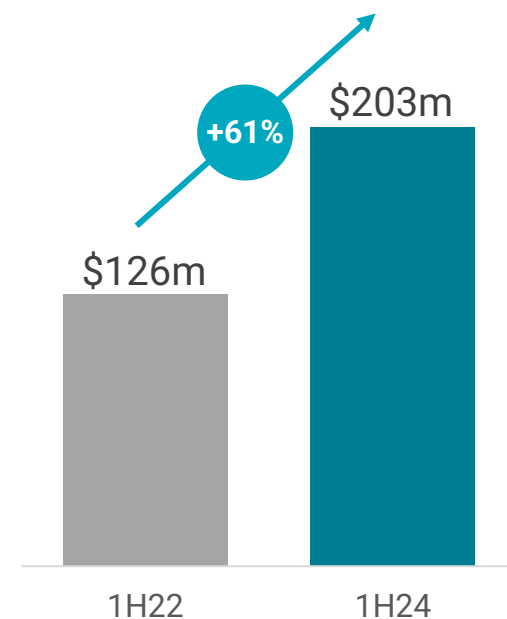
Assets on Balance Sheet



Funds under Managementⁱⁱ



Asset Management Feesⁱⁱⁱ



ⁱ 1H24 Fee-to-FUM ratio is on a run-rate basis

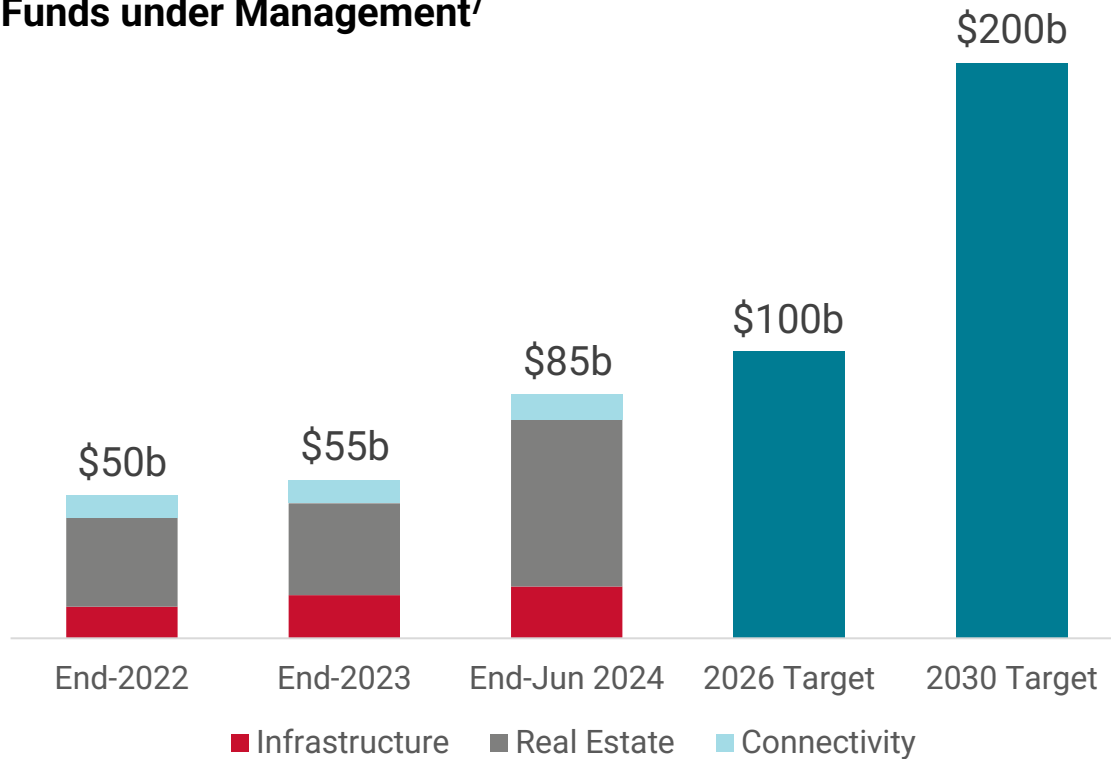
ⁱⁱ Gross asset value of investments and uninvested capital commitments on a leveraged basis to project fully-invested FUM

ⁱⁱⁱ Includes 100% fees from subsidiary managers, joint ventures and associated entities, as well as share of fees based on shareholding stake in associate with which Keppel has strategic alliance

Our growth will be funded by our FUM

Propelling Keppel towards **\$200b FUM by 2030** with strong **organic growth initiatives**, including **co-investments** by our private funds, and opportunistic M&A

Funds under Managementⁱ



Organic growth initiatives:

Private funds

- Scale existing flagship products
- Launch new funds
- Expand with Aermont
- Strategic co-investments

Listed entities

- Grow REITs and Business Trust portfolios

Well positioned to seize opportunities

Dry powder

\$25b

Deal flow pipeline

\$27b

\$9b in Infrastructure, \$14b in Real Estate, and \$4b in Connectivity

ⁱ Gross asset value of investments and uninvested capital commitments on a leveraged basis to project fully-invested FUM

We harness synergies from our operating platform to build strong competitive advantage

We create critical solutions and assets that address sustainable development needs while **providing strong returns** to our investors

Solutions for a sustainable future



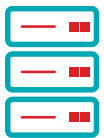
Infrastructure

Pathways to decarbonising assets and businesses with renewables, clean energy and sustainability solutions



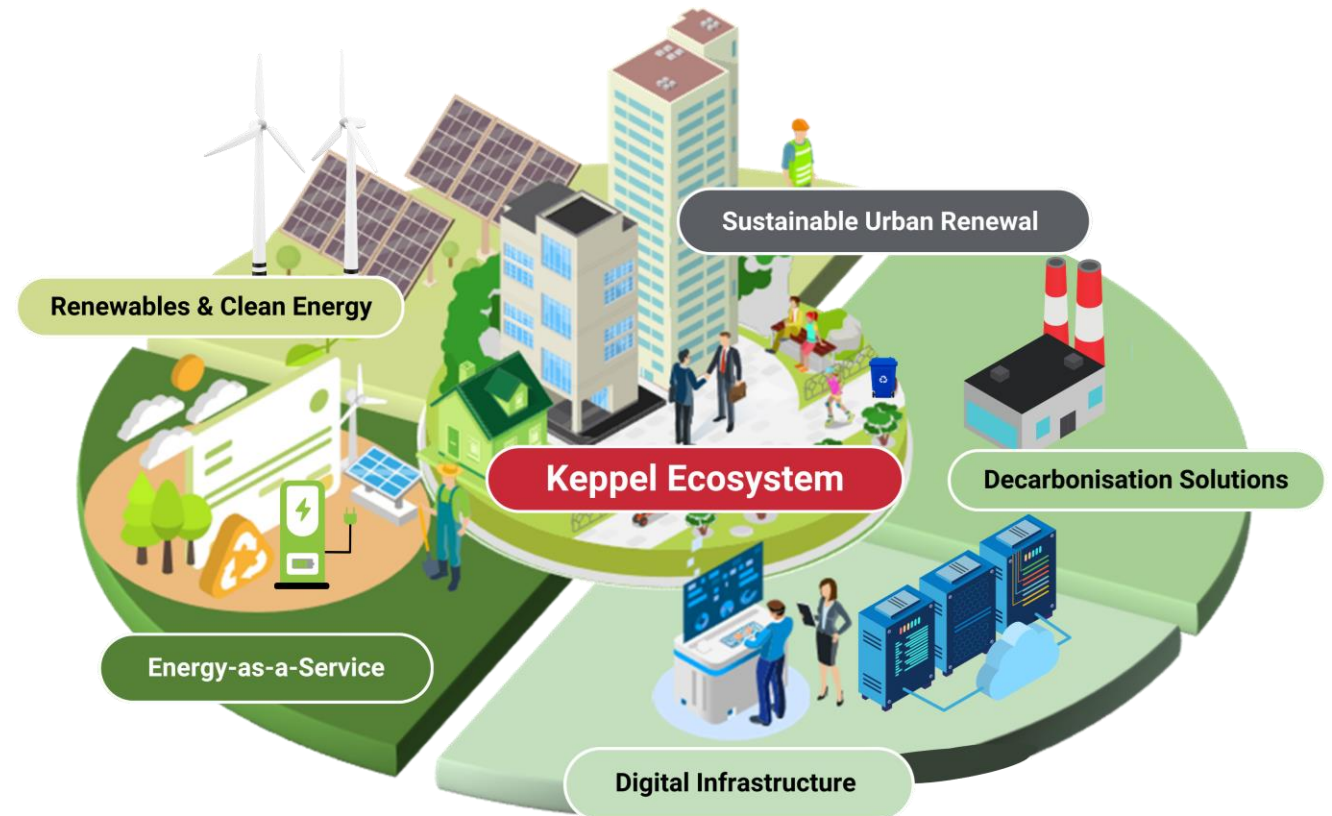
Real Estate

Greener assets and more livable cities through smarter, sustainable urban renewal solutions



Connectivity

More advanced and sustainable data centres with access to renewables and clean energy



New Keppel is well positioned on our growth trajectory

Seizing opportunities from macrotrends

We are meeting rising global demand for alternative real assets across infrastructure, real estate and connectivity

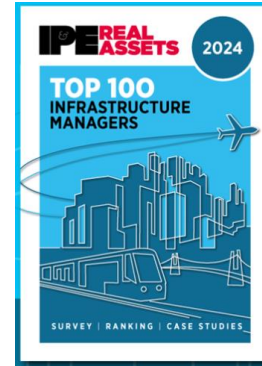
>50 years in Asia with established leadership position and “right to win”

Rising global champion in alternative real assets

We match investment capital with sustainability expertise and real assets to meet some of the world’s most pressing needs

Horizontally integrated business model

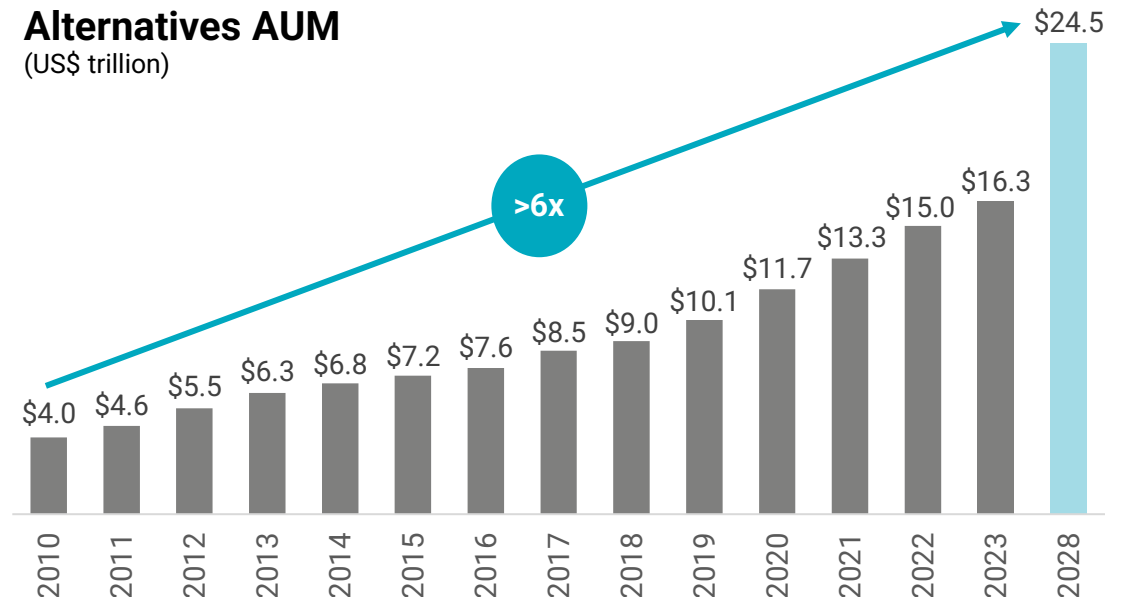
With the DNA of an asset manager and strong operating capabilities, we can create alphas for the funds that we manage



3rd largest listed infrastructure asset manager globally

6th largest infrastructure asset manager in APAC

Alternatives AUM (US\$ trillion)



Source: Preqin

Why invest in Keppel?

Our transformation is **on track**. We are in the **right space**, at the **right time**.

Asset-heavy to asset-light

- **Accelerating** FUM to fund growth opportunities
- **Asset monetisation** will enable co-investments and opportunistic M&A, reduce debt, as well as reward shareholders

Confidence to reward shareholders

- **Recurring income in FY23 was 88%** of net profit versus 25% in FY15ⁱ
- Attract **growth multiple** versus PB/RNAV/
Conglomerate discounts
- Focused on driving **Total Shareholder Return**

Re-rating has begun

- Full re-rating will happen as **transformation continues to unfold**
- In the meantime, shareholders are getting a **dividend yield of 5.1%**ⁱⁱ



ⁱ Post-transformation recurring income in FY23 comprised contributions from Asset Management and Operating Income and excluded effects of legacy O&M assets, whereas pre-transformation recurring income in FY15 comprised contributions from key business verticals including the former Keppel O&M

ⁱⁱ Based on Keppel's closing share price of \$6.64 on 31 July 2024, including 1H24 interim cash dividend of \$0.15 and FY23 final cash dividend of \$0.19



The future is bright

We will continue to build on Keppel's unique value proposition as a **global asset manager and operator** to drive **stronger returns** for our Limited Partners and **greater value** for our shareholders

MSCI
ESG RATINGS

AAA

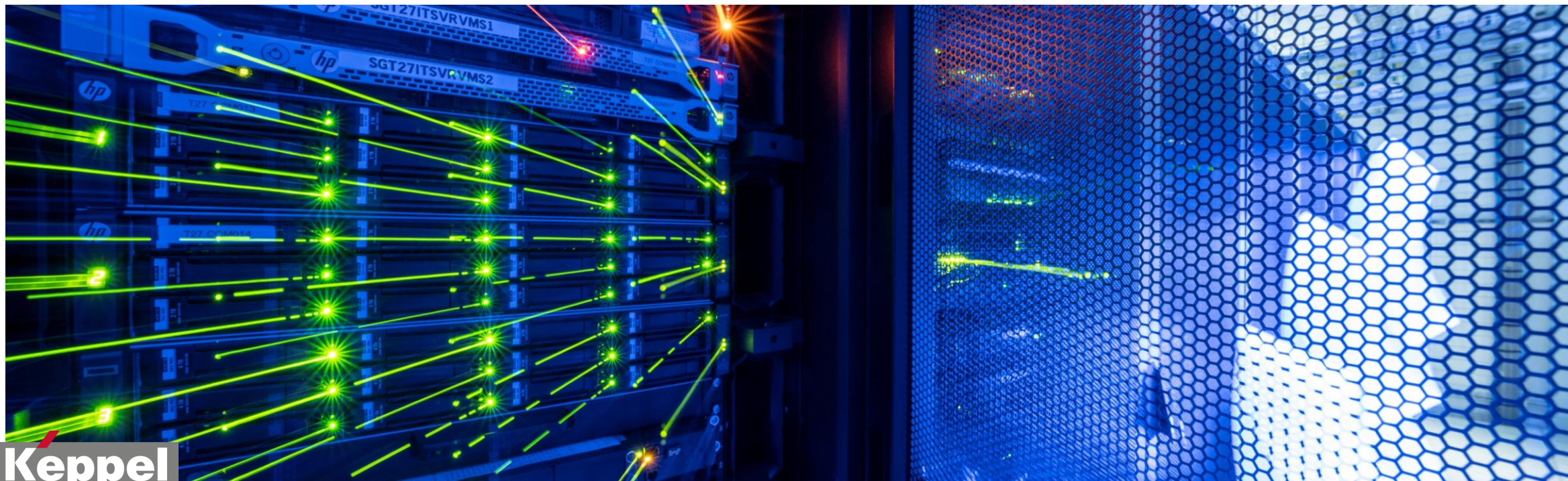
CCC B BB BBB A AA AAA

Member of
**Dow Jones
Sustainability Indices**
Powered by the S&P Global CSA

TIME
WORLD'S
BEST
COMPANIES
statista 2023

TIME
WORLD'S MOST
SUSTAINABLE
COMPANIES
statista 2024

Thank you



Keppel

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Keppel – a differentiated global real asset manager

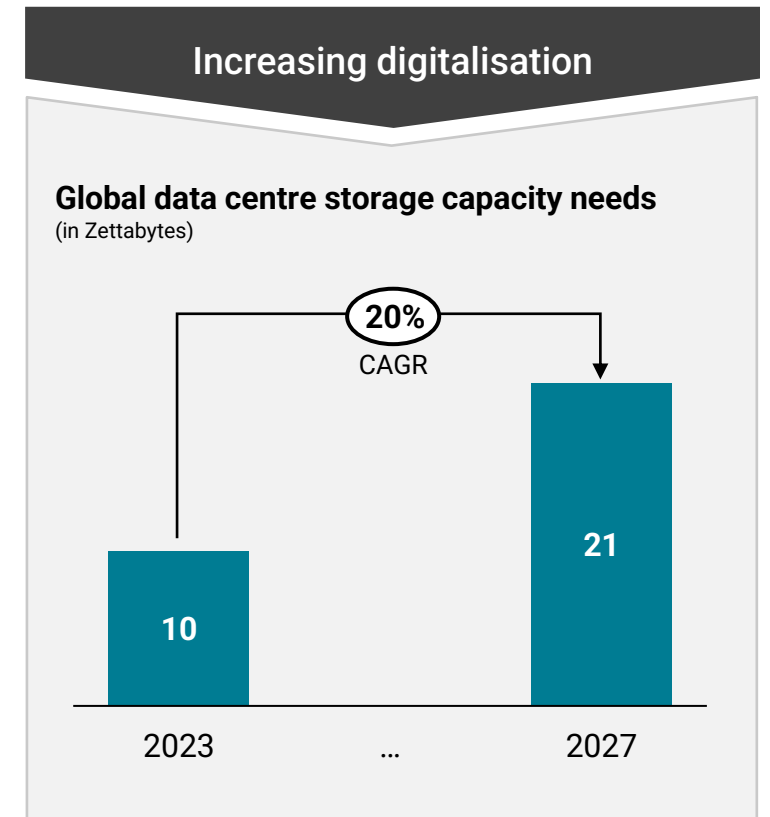
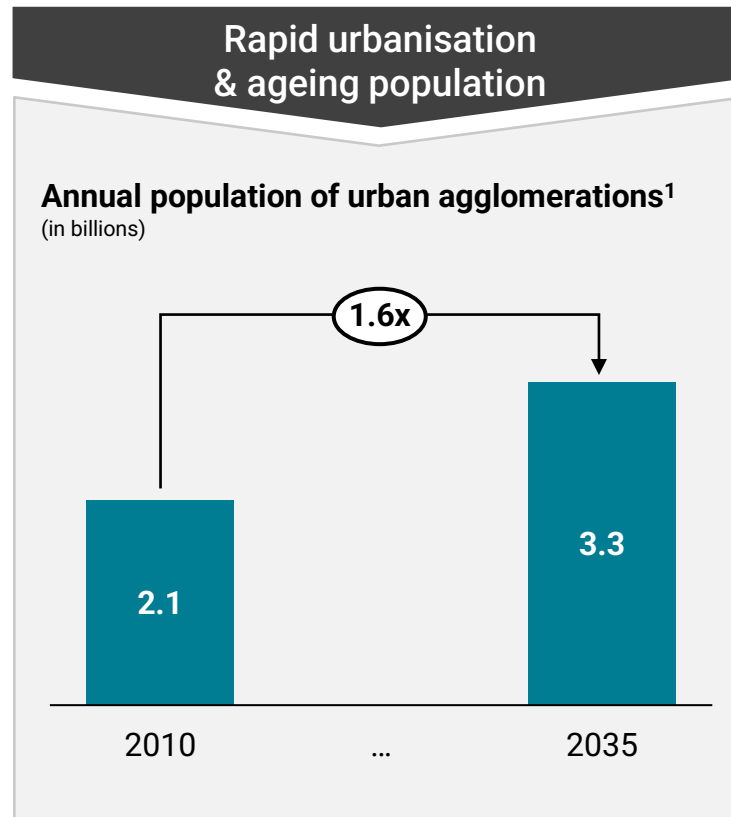
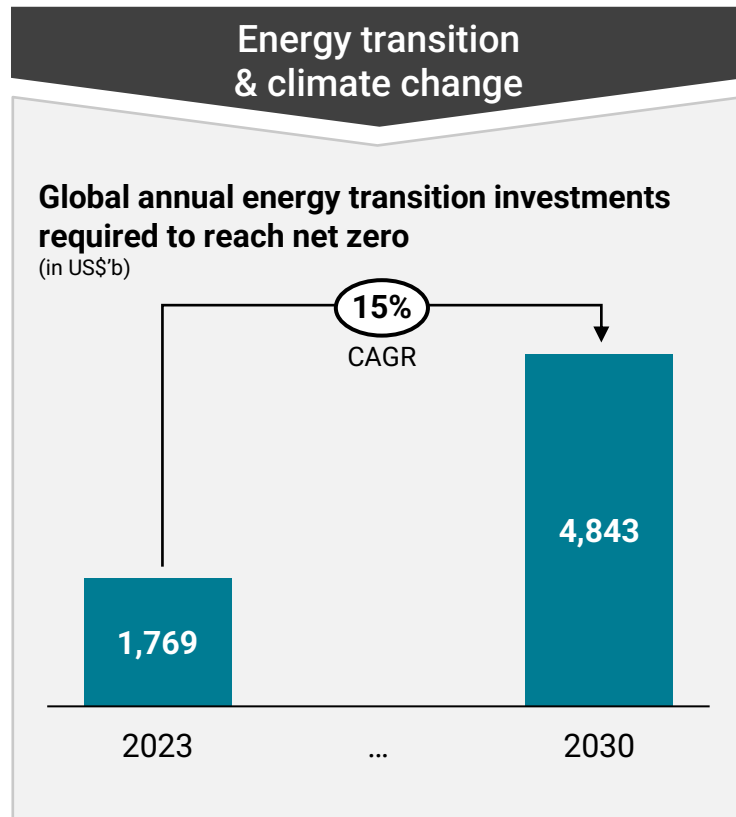
Ms Christina Tan,
CEO, Fund Management & CIO

Investor Day, 20 August 2024



Favourable global macro trends

Investors seek investment strategies and asset classes in sectors underpinned by resilient macro trends



Continued need for quality real assets to support the impending global macro trends

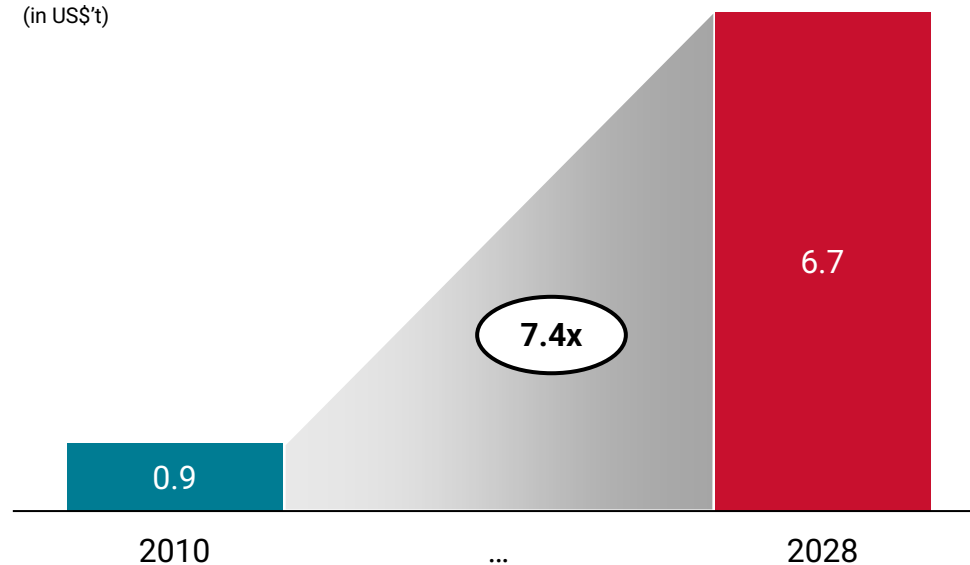
Source: BloombergNEF, United Nations Department of Economic and Social Affairs Population Division, JLL
Notes: ¹ Urban agglomerations with population of 300,000 or more in 2018

Strategically positioned

Investors are increasing allocation to real assets

Driven by the desire for portfolio diversification and the pursuit of stable and predictable cash flows

**Funds under Management:
Real Assets¹ and Private Debt**
(in US\$'t)



Keppel is in the right space, at the right time to seize opportunities amidst the macrotrends

Leveraging Keppel's operating capabilities and domain knowledge in the key segments of Infrastructure, Real Estate and Connectivity



Energy transition & climate change

- Providing clean water and clean energy solutions
- Focusing on renewables, decarbonisation and environmental solutions



Rapid urbanisation & ageing population

- Meeting demand for best-in-class, innovative urban space solutions
- Brown-to-green strategy – providing sustainable urban renewal solutions, giving ageing buildings a new lease of life, making these assets smarter, more well-connected and sustainable



Increasing digitalisation

- Powering businesses and lives with digital infrastructure, including data centres, subsea cables and connectivity solutions
- Providing solutions for more efficient and greener data centres

Source: Preqin

Notes: ¹ Real Assets represent both real estate and infrastructure (incl. digital infrastructure such as data centres)

01



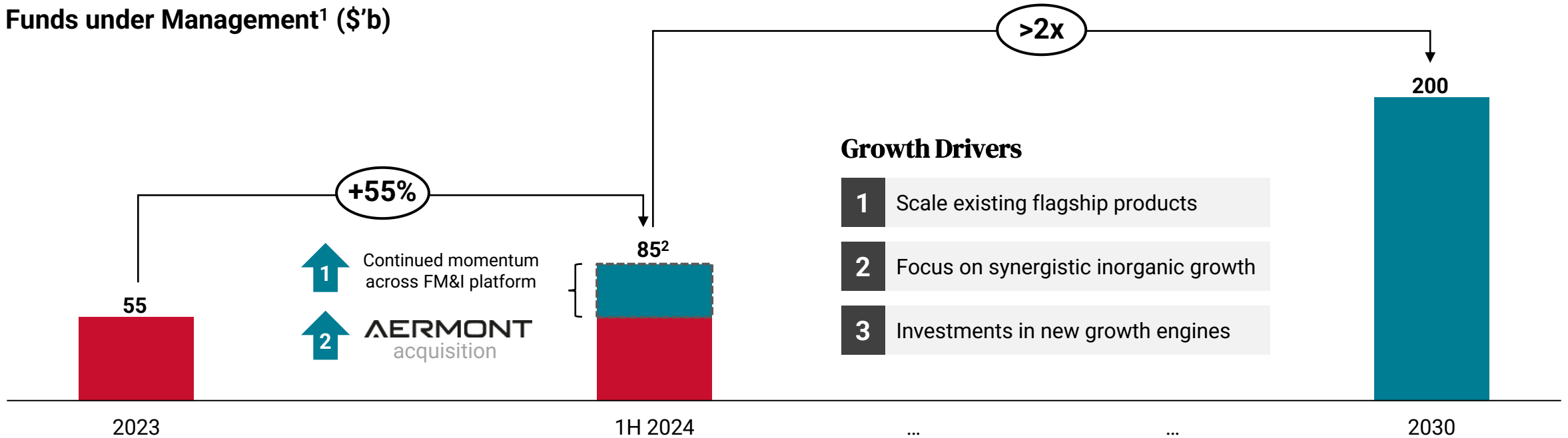
Keppel

Bespoke investment solutions

Accelerating FUM growth

Through **organic and inorganic growth strategies**, complemented by AI

Funds under Management¹ (\$'b)



Growth Drivers

- 1 Scale existing flagship products
- 2 Focus on synergistic inorganic growth
- 3 Investments in new growth engines

Key Enablers

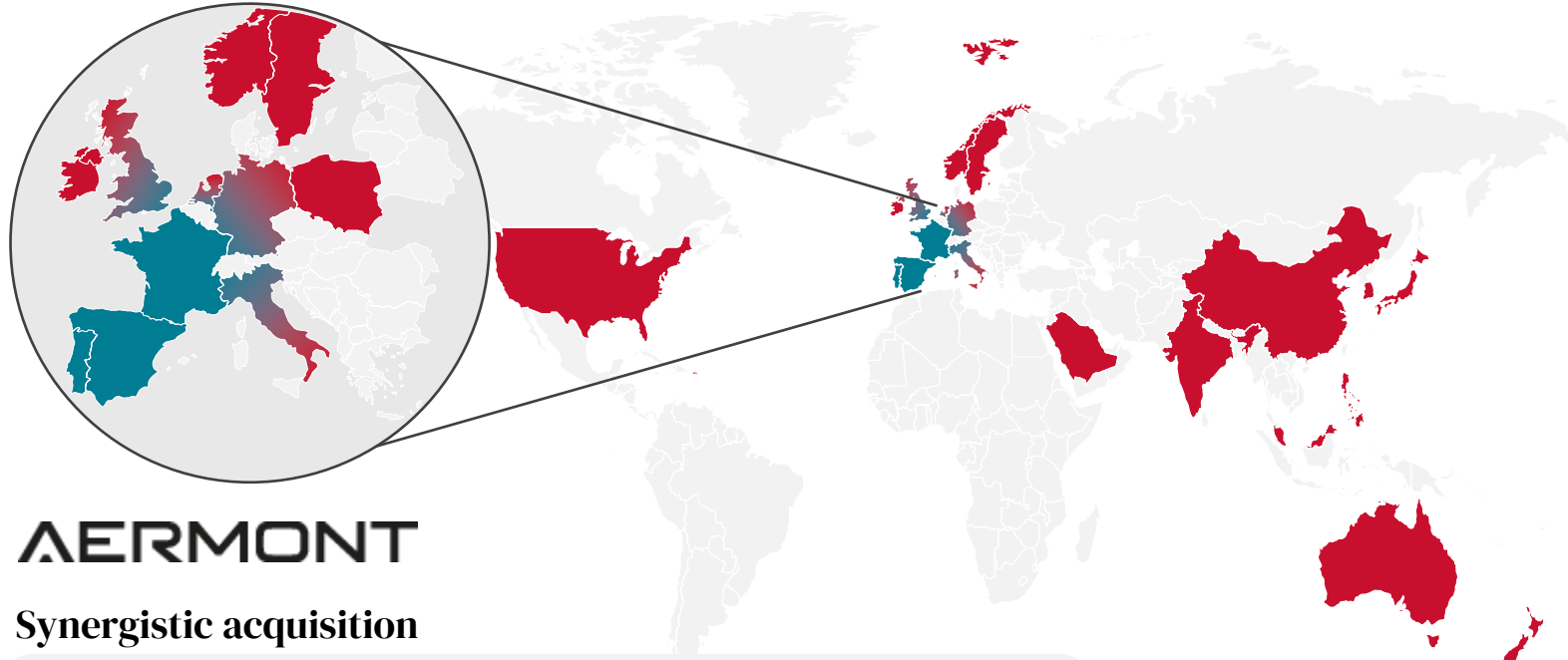
- ✓ **Realised integration synergies** – Removed conglomerate structure
- ✓ **Streamlined operations** – Centralised functions for cost-efficiency

- ✓ Leverage technology to improve productivity via **AI-enabled processes**
- ✓ Enhance efficiency by **automation**
- ✓ **Utilise data analytics** to support decision making

Notes: ¹ Gross asset value of investments and uninvested capital commitments on a leveraged basis to project fully-invested FUM; ² Represents 85% of Keppel's \$100b interim target by end-2026

Expanding **global** footprint

Strategic replication of **win-win partnerships** across the core pillars to **strengthen Keppel's market position**



AERMONT

Synergistic acquisition

- Immediate, significant foothold in Europe
- Expanded Keppel's **network of blue-chip LPs**¹
- Deepen **talent pool** and **asset management capabilities** beyond APAC

+\$25b

Accelerated growth²
towards FUM³ target

Next phase of growth



Cross-selling of funds

Broadening of LP base for fund raising



New fund investment opportunities

Co-creating new and larger
fund products and platforms



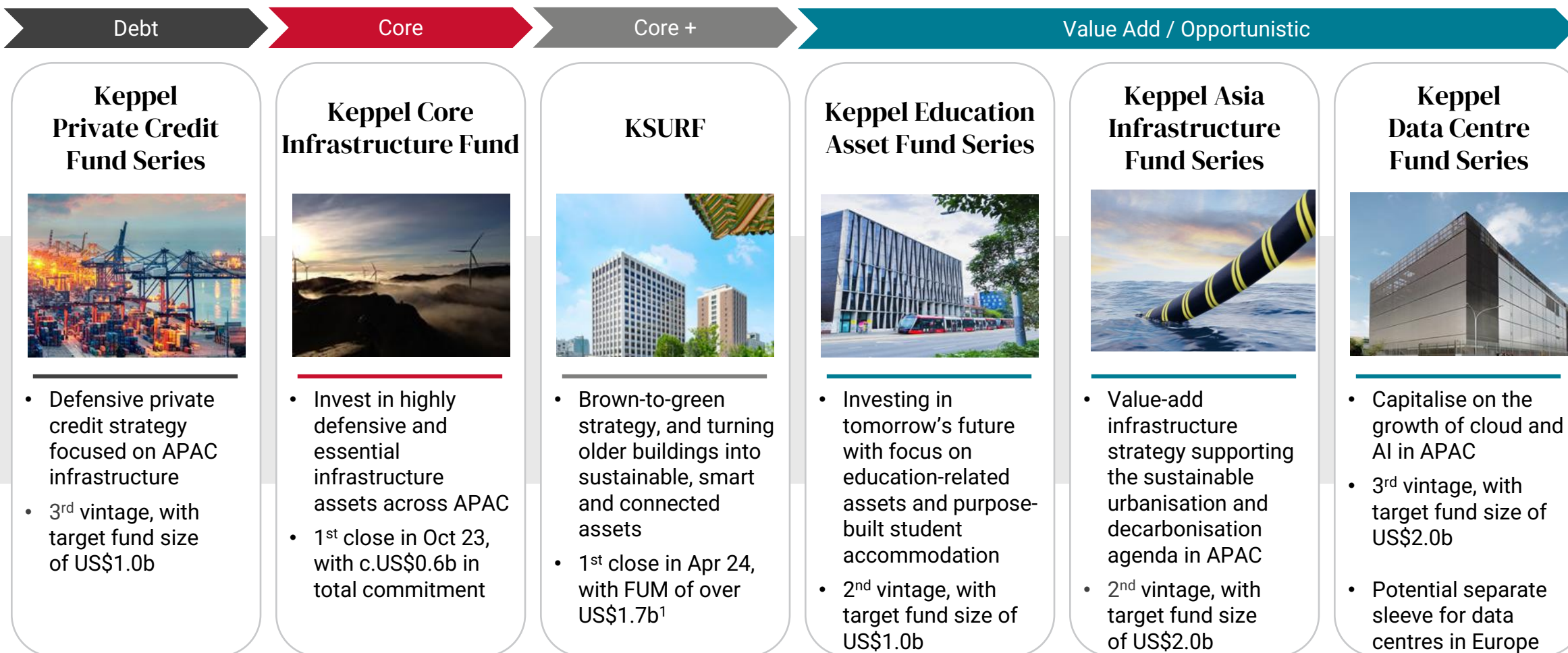
Acquire new synergistic platforms

Explore opportunities to expand
across infrastructure and connectivity

Notes: ¹ Aermont acquisition has expanded Keppel's investor network by c.50 global LPs; ² Potential for further growth to \$60bn by 2030 with value-add from Keppel and joint initiatives; ³ Gross asset value of investments and uninvested capital commitments on a leveraged basis to project fully-invested FUM

Diverse offerings providing strong returns

Customised offerings across a myriad of investment strategies that meet investors' needs



Notes: ¹ Includes the first closing for KSURF, the China-focused SUR programme and its capital top-ups, co-investment capital, as well as Keppel's sponsor stakes in these vehicles

02



Keppel

The Keppel difference

Integrated platform

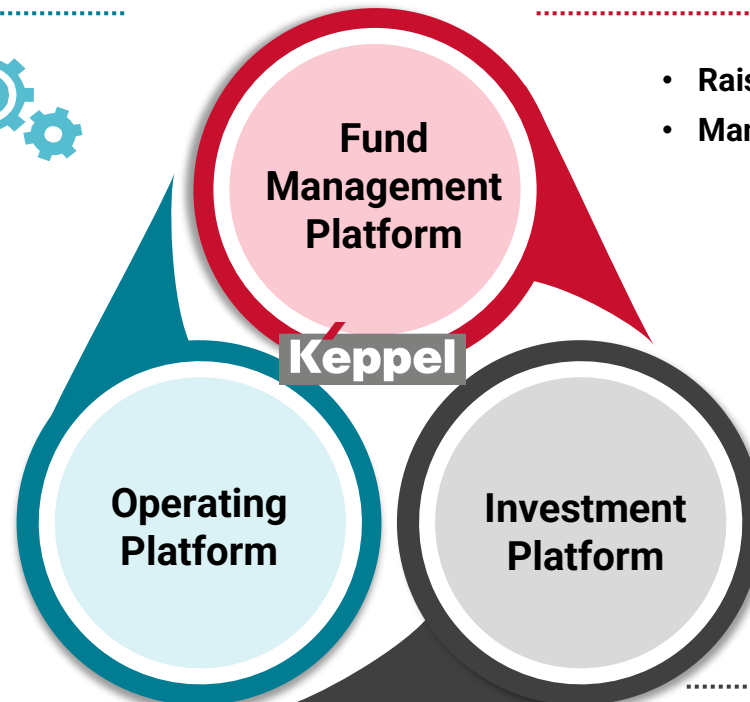
Keppel's value proposition stems from our ability to leverage our **deep operating expertise and domain knowledge** to **drive shareholder value and returns**

Rigorous Investment Cycle

- Adding value with operating expertise
- Driving superior asset performance and investment outcomes



- Best-in-class operational and technical expertise
- Ability to develop proprietary projects from ground-up
- Access to off-market proprietary deals
- On-the-ground presence and strong industry partnerships
- World-class technologies



- Raising capital and gathering assets
- Managing and optimising portfolio

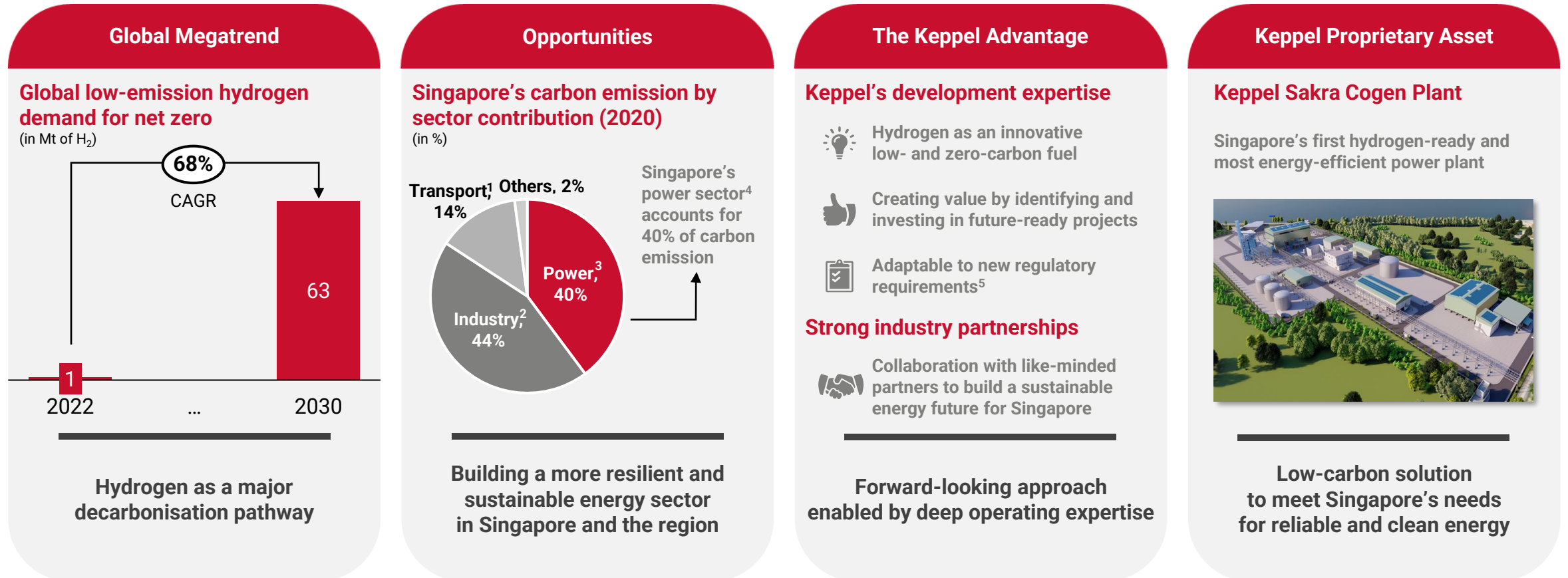


- Creating deal flow funnel and building quality pipeline
- Converting deals into quality investments to generate attractive risk-adjusted returns



Case study: KAIF – differentiated value-add investment

Creating investable real assets through our flagship Keppel Asia Infrastructure Fund (KAIF) series



Sources: IEA, Ministry of Trade and Industry Singapore, Singapore Department of Statistics, Singapore Economic Development Board

Notes: ¹ Refers to transportation and aviation companies; ² Refers mainly to industrial companies such as manufacturing; ³ Refers to companies whose core business revolves around the generation of electricity or transmission, distribution and sale of electricity; ⁵ From 2024, all new and repowered power plants will need to be at least 30% hydrogen-compatible, and must be able to be retrofitted to run entirely on hydrogen in the future

Case study: KSURF – brown-to-green solutions

Spearheading sustainable and innovative urban space solutions to build smarter cities of tomorrow

Global Megatrend

Carbon emissions from buildings in select APAC cities¹
(in %)

City	Carbon Emissions (%)
Shanghai	25%
Tokyo	73%
Seoul	69%
Singapore	21%
Sydney	55%
Melbourne	66%

Focus for countries' decarbonisation goals

Opportunities

Carbon emission split from buildings
(in %)

Category	Percentage (%)
Operational Carbon	70%
Embodied Carbon	30%

Extended lifespan from urban renewal require low-carbon solutions

The Keppel Advantage

Keppel's operating expertise

- Dedicated team that sources solutions globally to curate decarbonisation solutions
- Successful showcase of Keppel Bay Tower, a >20-year-old commercial building

c.10%
rental premium²

>30%
EUI⁴ reduction

+30%
NOI Growth³

+US\$125m
value uplift⁵

Translating operational value-add to drive returns and sustainability

Keppel Proprietary Asset

Keppel Bay Tower

Singapore's first Green Mark Platinum (Zero Energy) commercial building and the first in Asia to achieve WiredScore Platinum

New lease of life for ageing buildings through innovative urban renewal solutions

Sources: JLL, Singapore Green Building Council

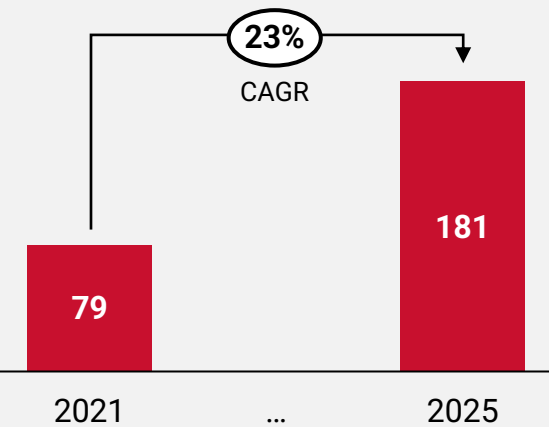
Notes: ¹ Global carbon average building contribution to carbon emissions, based on key cities targeted by the Fund (Tokyo, Seoul, Shanghai, Singapore, Sydney, Melbourne); ² Against surrounding buildings; ³ Based on KBT actual NOI growth from FY19 (post-AEI) to FY22; ⁴ EUI: Energy usage intensity; ⁵ Based on NOI growth of c. US\$5m from AEIs

Case study: KDCF – trusted and experienced manager

Meeting the **exponential growth in bandwidth demand** with **connectivity solutions** through our flagship Keppel Data Centre Fund (KDCF) series

Global Megatrend




Global data creation (in Zettabytes)



Ever-growing data needs
in today's digital world

Opportunities



Technology evolution

-  Natural language processing
-  Internet of Things (IOT)
-  Machine Learning
-  Generative AI
-  Robotics
-  Sustainable solutions


Constant innovations
necessitate more data use cases
and in a sustainable manner

The Keppel Advantage

World-class technologies

-  Sustainability-focused design for improved efficiency¹
-  Proprietary and innovative solutions for a sustainable digital future

Best-in-class operational and technical expertise

-  >15 years of end-to-end expertise in designing, developing and operating

Horizontally integrated value chain
to build and provide solutions

Keppel Proprietary Asset

Floating Data Centre

Singapore's first patented floating data centre that seeks to solve the problems of excessive urbanisation and climate change



Pivoting towards a
cleaner digital world

Source: CBRE

Notes: ¹ Annual avoidance of c. 2,500 tons of CO₂e per MW and 13 Olympic-size swimming pools of water per MW



Keppel – the **manager of choice**

We are **connecting investors with strategic real assets** across infrastructure, real estate and connectivity that produce **strong inflation-protected cashflows** amidst the volatile global environment.



LP-first mindset and strong track record

Over **20 years' track record** in managing private funds with highly experienced management team



Differentiated value proposition for investors

Global alternative real asset manager with **deep operating capabilities** and **extensive domain knowledge**



Capturing growth from long-term secular trends

In the **right space**, at the **right time** to seize opportunities amidst the macro trends in **global energy transition, urbanisation and digitalisation**



Optimised structure for growth

Integrated platform to drive **value creation** across the Infrastructure, Real Estate and Connectivity segments

Thank you



Keppel

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The background of the slide is a photograph of a modern building with a prominent vertical garden facade. The building is covered in lush green plants, including ferns and various leafy species. A glass-enclosed balcony is visible on the ground floor. In the foreground, three people are walking on a paved path, and a blurred motorcycle is moving across the frame. The sky is blue with some light clouds.

Infrastructure

Ms Cindy Lim, CEO, Infrastructure

Investor Day, 20 August 2024

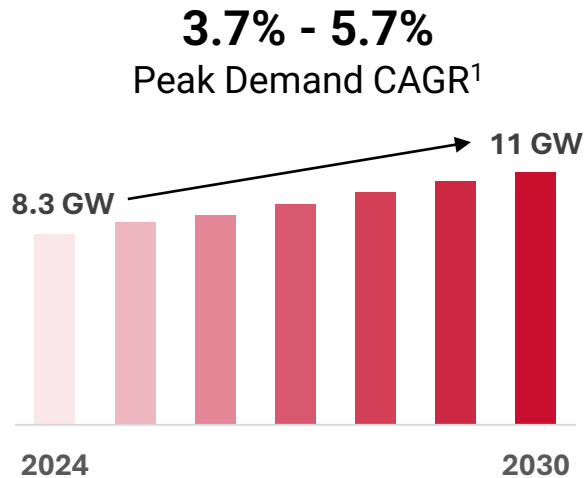
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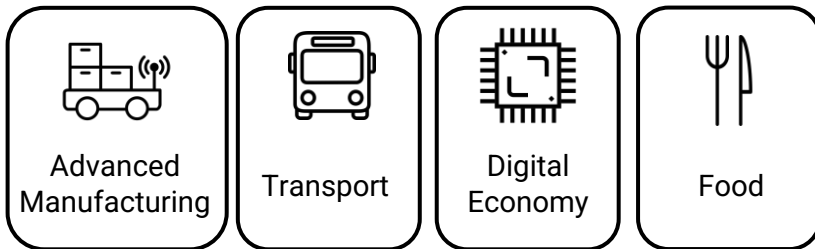
Integrated power business

Stable growing demand, reduced market volatility

Singapore's electricity demand will continue to grow organically...



New solutions required to serve emerging energy intensive industries



Integrated Power Business

	1H 2023 (\$'m)	1H 2024 (\$'m)	Change (%)
Revenue	2,263	2,005	- 11%
EBITDA	315	356	+ 13%
Operating Income	261	317	+ 21%

- High energy prices from the energy crisis has run its course
- Strong regulatory guiderails to rein in energy price levels
- Despite the weakening of wholesale power prices, stable earnings are expected in 2024 and 2025



Lower spark spreads

offset by



Higher contracted position

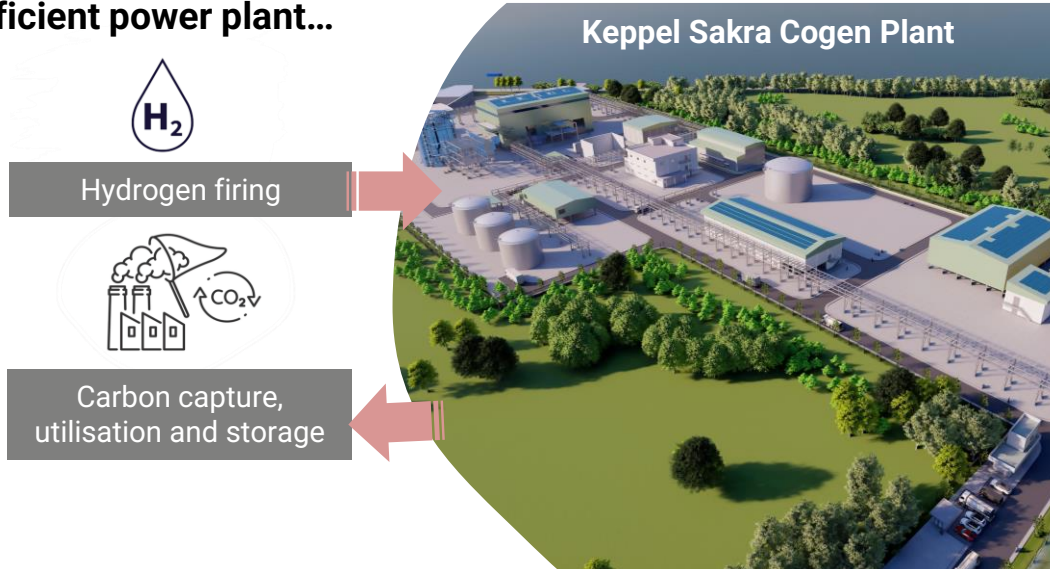
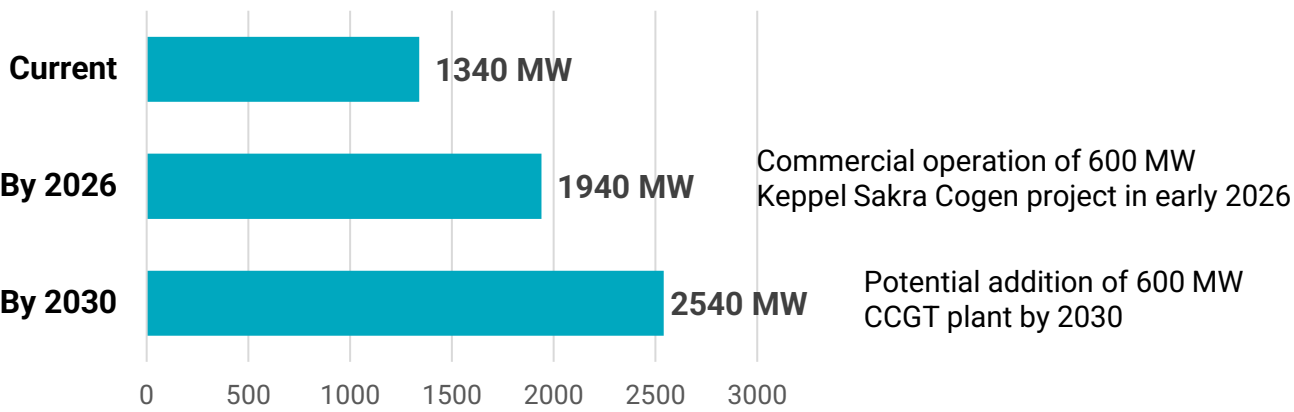
¹ As per EMA's demand forecast in the Request for Proposal to Build, Own and Operate New Generation Capacity issued on 4 June 2024

Competitive advantages capacity and margin expansion



<p>01</p> <p>Asset Light</p> <p>Co-invested by KAIF, generating asset management fees</p>	<p>02</p> <p>Operational Capability</p> <p>Origination, project development, engineering, procurement and construction management</p>	<p>03</p> <p>Recurring Operating Income</p> <p>Operations & maintenance fees and electricity retail</p>	<p>04</p> <p>Capital Recycling</p> <p>Potential for future capital recycling</p>
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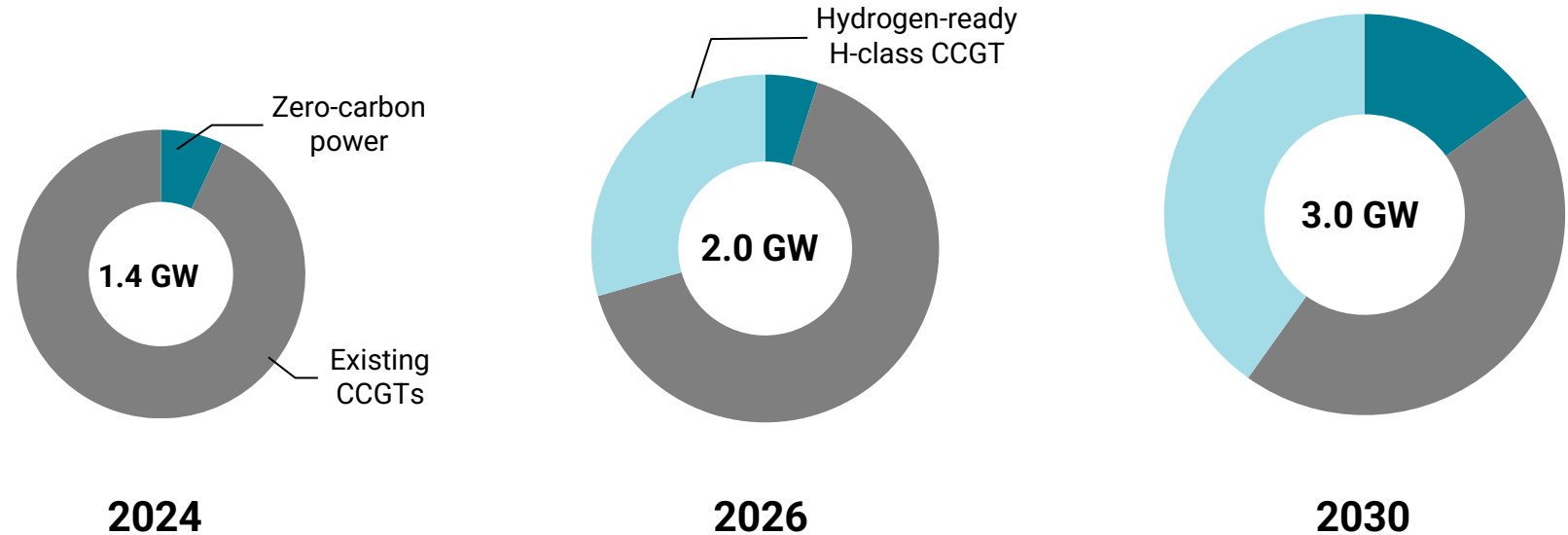
Growing market share in Singapore's electricity market with state-of-the-art, most efficient power plant...



Future ready and resilient higher capacity with lower carbon intensity

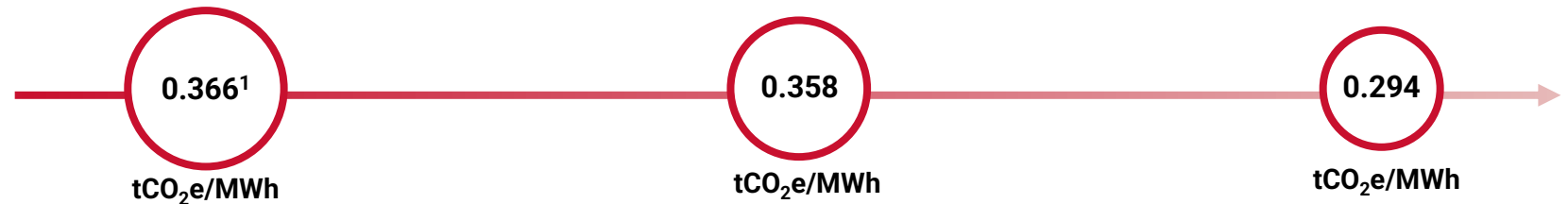
+1.6 GW

New generation capacity;
doubling existing capacity
in next 5 years



20%

Reduction in carbon intensity
through best-in-class
technologies, renewable
imports and low-carbon fuels



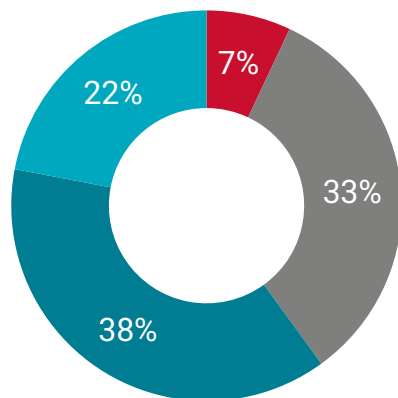
¹ GHG emissions intensity calculated based on direct emissions (Scope 1) from Keppel Merlimau Cogen's existing generation capacity

Strong margins in 2024 underpinned by robust portfolio

>99% of our customers are locked in on fixed or indexed electricity price plans, delivering healthy recurring revenue

60% of portfolio is on long-term contracts of 3 years and above

Portfolio Tenure

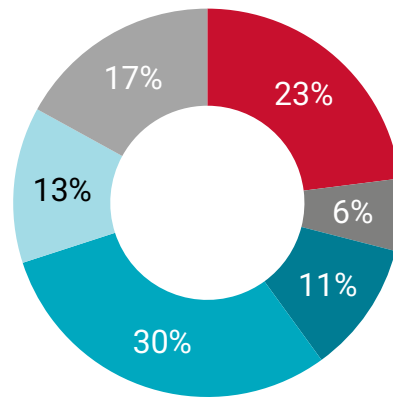


- <1 year remaining
- >=1 to <3 years remaining
- >=3 to <10 years remaining
- >=10 years remaining

Diversified customer base

No more than 30% concentration in any one sector

Customer Sector Mix



- Commercial Buildings
- Data Centers & Communication
- Healthcare
- Manufacturing - Electronics
- Residential
- Others



With a large proportion of our customers on long-term contracts, Keppel's margins are insulated from volatility in the wholesale energy markets



Execution remains key to profitability. Focused on operational capability to achieve reliability and high availability of generation units

02



Keppel

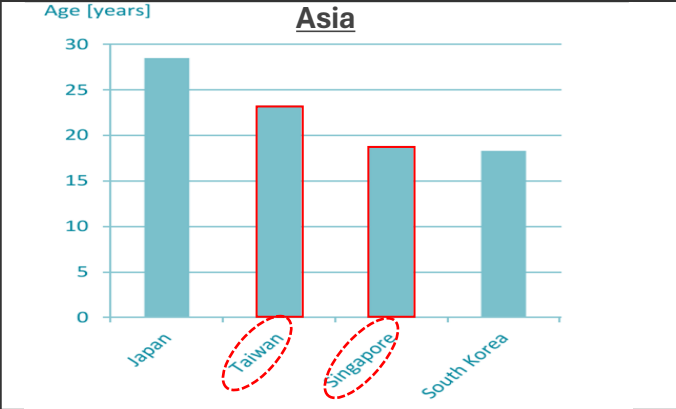
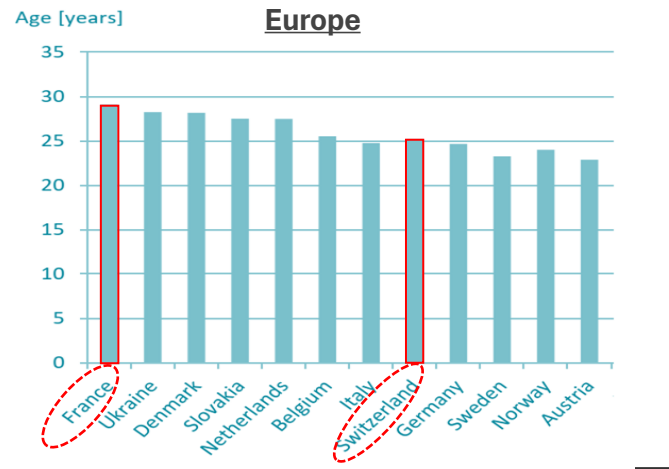
Decarbonisation & sustainability solutions

World class technology provider with global track record



Target markets and offerings

Strong pipeline of WTE in markets with existing WTE plants due for replacement



Technology Solutions



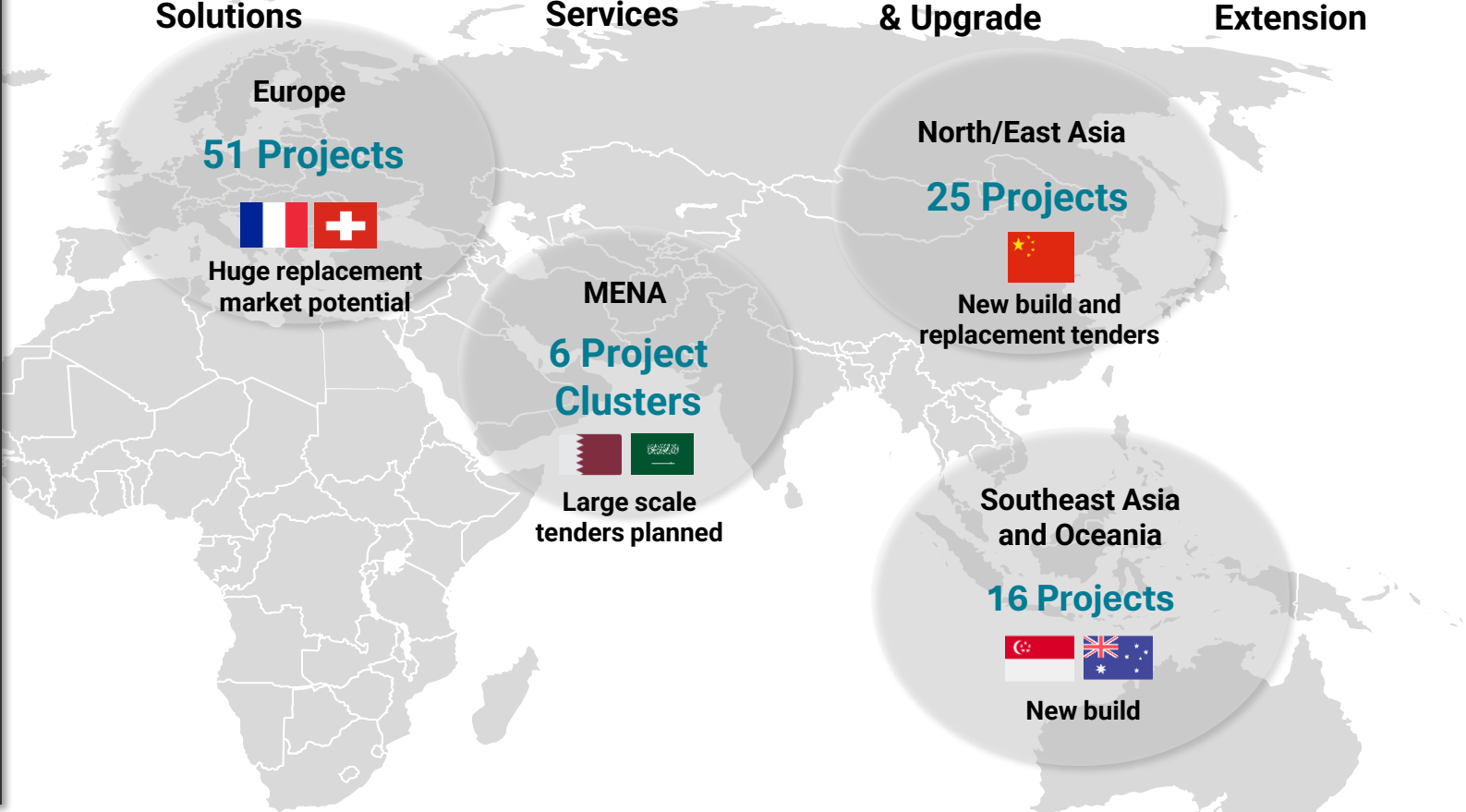
Technical Services



Plant Follow-up & Upgrade



Life Extension



¹ Source of data: ecoprogram

Capturing landmark EaaS projects and beachheads overseas



Entry into China

- Entered China with 11,000RT designed capacity for Perennial Holdings
- Testament of “Growth via partnership model” with customer
- Large addressable markets in China, Vietnam, Thailand



HDB Cooling-as-a-Service

- 5,250RT designed capacity
- Replicable in other precincts
- Potential to provide additional value add services to residents



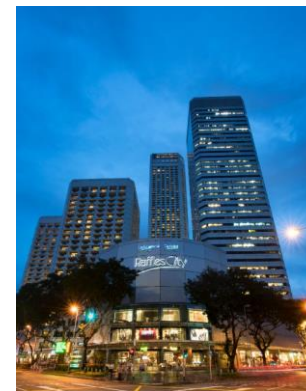
Largest deployment of ultrafast chargers at a single site in Southeast Asia

- 15-year contract to deliver power
- Phased approach of up to 80 DC charging points of 360kW and 120kW ratings



Jurong Lake District

- 29,000RT designed capacity
- Mixed used including residential
- Capability to expand beyond serving JLD to reach entire Jurong area



Raffles City Singapore

- 12,000RT in cooling capacity
- Singapore's largest integrated development to adopt Cooling-as-a-Service
- Targeting Green Mark Platinum (Super Low Energy) for this 38-year-old iconic building



Largest single-site rooftop solar panel system in Singapore

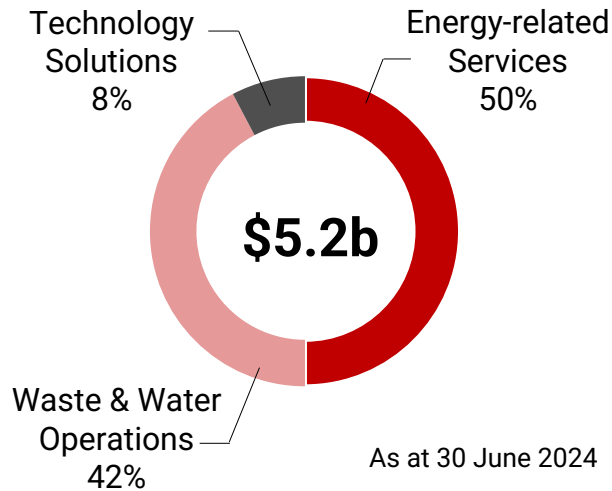
- 25-year contract
- 43MWp installed capacity
- First airfield side solar installation in the world
- Strong reference for international airports in gateway cities

EaaS in commercial & industrial segments is expected to grow rapidly

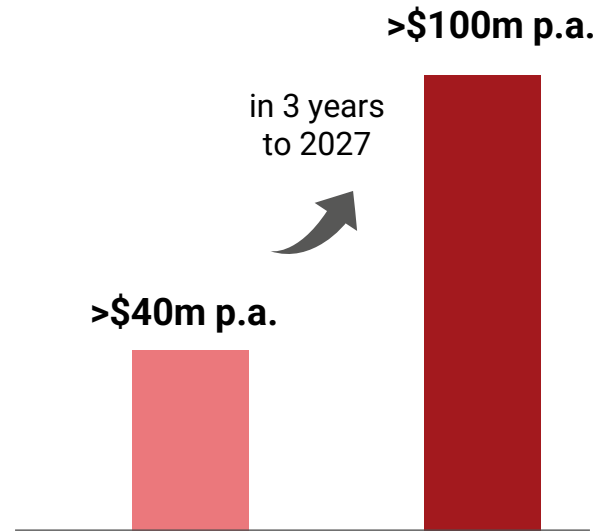
Strong earnings growth from solutions and services riding the energy transition momentum

Recurring, steady cash flow over the next 10-15 years

\$5.2b long-term contracts secured
>20% growth from \$4.3b at end-2023



2.5x EBITDA growth target



Actively developing low-carbon energy value chain



Developing strong capabilities and partnerships in the new energy sector

Early Wins



Shortlisted by Singapore Authorities to undertake pre-FEED on end-to-end solutions for zero- or low-carbon ammonia for power generation and bunkering



One of the six shortlisted projects under the **Australia Hydrogen HeadStart Subsidy** programme

Thank you



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The background of the slide is a detailed architectural rendering of a modern building. The building features a prominent glass canopy structure supported by white, tree-like columns. The building's facade is a mix of glass and light-colored panels. Several levels of the building are covered in lush green plants, creating a vertical garden effect. A wide, paved walkway runs along the base of the building, with several people walking. A road with a white car and a black car is visible on the right side of the image. The sky is blue with some light clouds.

Real Estate

Mr Louis Lim, CEO, Real Estate
Investor Day, 20 August 2024



We see trends shaping the **trajectory of asset values** in Asia

Adaptive Re-use

Live-work-play integration evolving in urban centres

Sustainability

Old buildings and precincts requiring a new, greener lease on life

Senior Living

Rising market for aging-well products and services

Market Dynamics

Opportunities from shifting consumer patterns and behaviours, investor expectations and increasingly complex geo-politics

Recent acquisitions **leverage Keppel's SUR capabilities** to drive sustainability performance and returns



The **Asset Enhancement Initiatives** in Inno88, Seoul, produced:

30% Decrease in energy consumption

27% Increase in gross floor area



For One Paramount, Chennai, we are **targeting to achieve**:

>10K_{KL} Water consumption reduction¹

>70% Renewable energy utilisation¹

¹By 2028 against baseline of 2025

Building on our experience and expertise to **grow our urban renewal, urban solutions and retail platforms**



Sustainable Urban Renewal – Ngee Ann Polytechnic
Retrofitting School of Design & Environment for net zero



Urban Solutions – Joint Venture with Jinan Pioneer
Providing consulting services to large scale integrated project in Jinan



Retail Platform – Hanoi Centre
Deepening our retail footprints in Vietnam



We opened our first award winning senior living asset in Asia

Global iF Design Award (Germany)

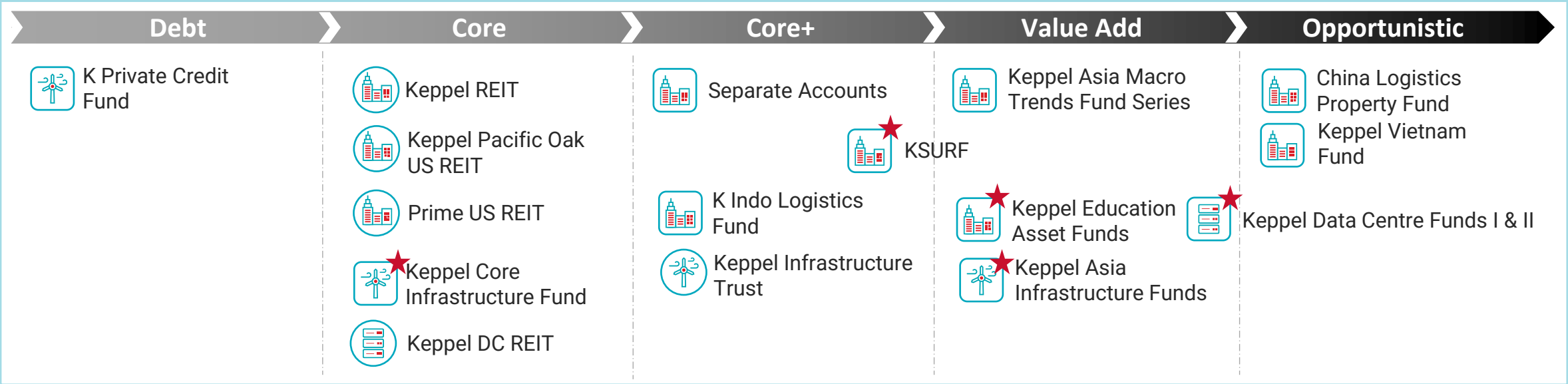
For the holistic transition programme to help elders assimilate to their new environment

Gold Certification for Leadership in Energy and Environmental Design (United States)

US Green Building Council's Green Building Rating System for low-carbon, energy-saving and environmentally friendly designs



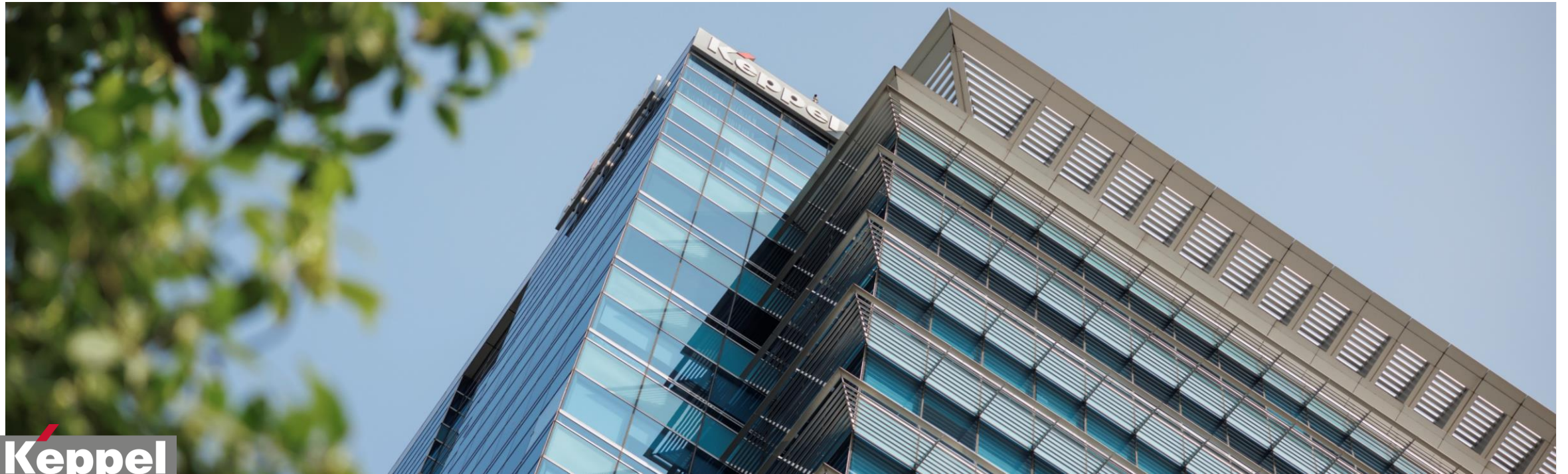
Our real estate credentials and operating capabilities differentiate our real estate fund proposition



<p>1</p> <p>More than 40 years of property development and investment experience</p>	<p>2</p> <p>Strong operating capabilities Sustainable Urban Renewal Urban Solutions Retail Senior Living</p>	<p>3</p> <p>Collaborative partnerships Workplace Solutions Urban Living 3rd party operator Digital Solutions</p>
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Infrastructure
 Real Estate
 Connectivity
 Listed
 Private
 Flagship

Thank you



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The background of the slide is an architectural rendering of a modern, multi-story building. The building features a prominent facade of vertical, light-colored panels on the left side, which appears to be a slat or louvre system. To the right, there are sections with a grid-like pattern and a vertical strip of yellow panels. A green, multi-level structure, possibly a skybridge or a landscaped walkway, is visible on the right side of the building. The sky is a vibrant blue with wispy white clouds. In the foreground, there are green trees and a small white van parked on a street.

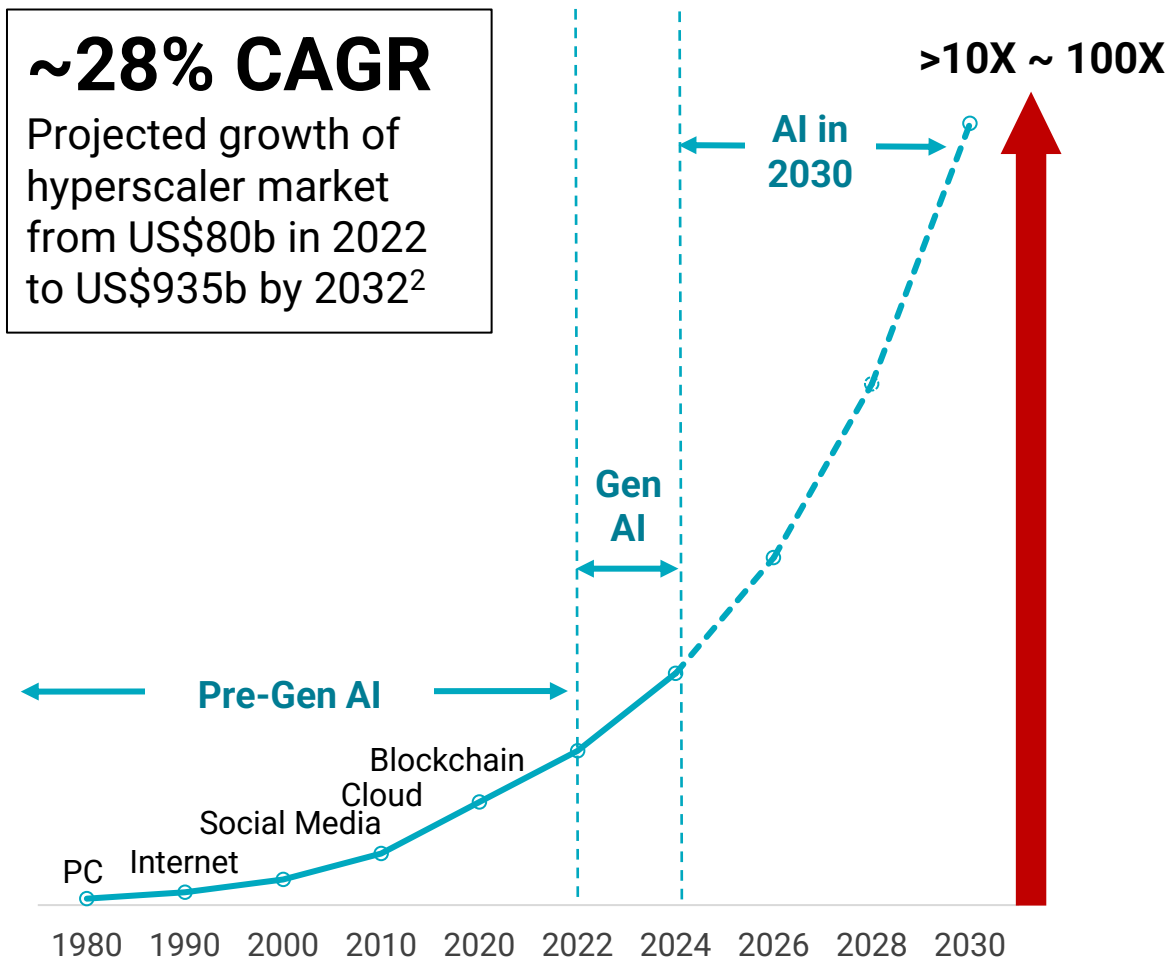
Connectivity

Mr Manjot Singh Mann,
CEO, Connectivity & CEO, M1

Investor Day, 20 August 2024

Surging data demand driven by AI trends

AI requirements on compute have been increasing by 10 times every two years since 2022, a trend forecasted to continue¹



Rising AI market boosts hyperscale demand

- >50%** Existing hyperscale demand for global DC capacity³
- US\$150b** AWS planned expenditure from 2024 to 2039
- US\$2.9b** MS planned investments in Japan over 2025

Strong DC market growth in Asia Pacific & Europe

- >4.2x** Total data centre supply grew from ~700 MW in 2017 to >3,000 MW in 2022⁴ in Asia Pacific
- In Asia and Europe, spillover demand in key markets continues to flow into secondary markets⁵

Greater emphasis on sustainable DCs

- 300 MW** Near-term increase in total capacity in **Singapore**, with potential capacity for green energy deployments⁶

Fueling growth through strategic expansion

Established footprint across **7** countries, and **4** new target markets in Asia Pacific and Europe; highly targeted approach focused on high growth markets with strong customer demand



Our expansion strategies

- Deepen foothold in existing markets
- Expand presence into new markets
- Pursue M&A opportunities
- Strategic partnership with JV partners in new/ existing markets

Our planned AI-ready green DC campuses

- Singapore: accelerating green energy transition with hydrogen grid
- Malaysia: to be 30% solar powered
- India: to be >90% solar and hydro powered

Creating sustainable DC campuses building on Keppel's ecosystem

Infrastructure

Renewable Energy

- Wind energy, Laos-Thailand-Malaysia-Singapore Power Integration Project (LTMS-PIP) and power generation
- Accelerating green energy transition with hydrogen value chain

District Cooling & Heating

- Leveraging centralised district cooling systems expertise

Waste Management

- Solutions for waste and water & wastewater treatment

Real Estate

Real Estate as Master Developer

- Premier real estate developer and manager
- Strategic urban planning to optimise campus layout

Connectivity

Data Centres

- Efficient operating model (end-to-end value chain to design, build and operate)

Managed and Hybrid Cloud Solutions

- Leading managed communications service, IoT provider (through AsiaPac)

Subsea Cable Systems

- Jointly own and develop the world's first subsea cable system, enabling global connectivity and seamless data centre operations

DataPark+

Redefining data centres through cutting-edge technology and sustainable, community-centric solutions aligned with Singapore's Green DC Roadmap

Singapore's Green DC Roadmap



Energy efficiency improvements

- Tropical DC methodologies to reduce energy needed for air-cooling
- Low-carbon energy sources to power DCs
- Cooling solutions to meet DC needs



Water efficiency improvements

- Water Usage Effectiveness target of 2.0m³/MWh or lower over next 10 years



DataPark+: A scalable, modular data centre solution that aggregates demands and enhances community and ecosystem integration

Key technical features:



Scalable up to 1 GW of green power



Compliant with tropical DC standards



Flexibility to operate at higher temperature



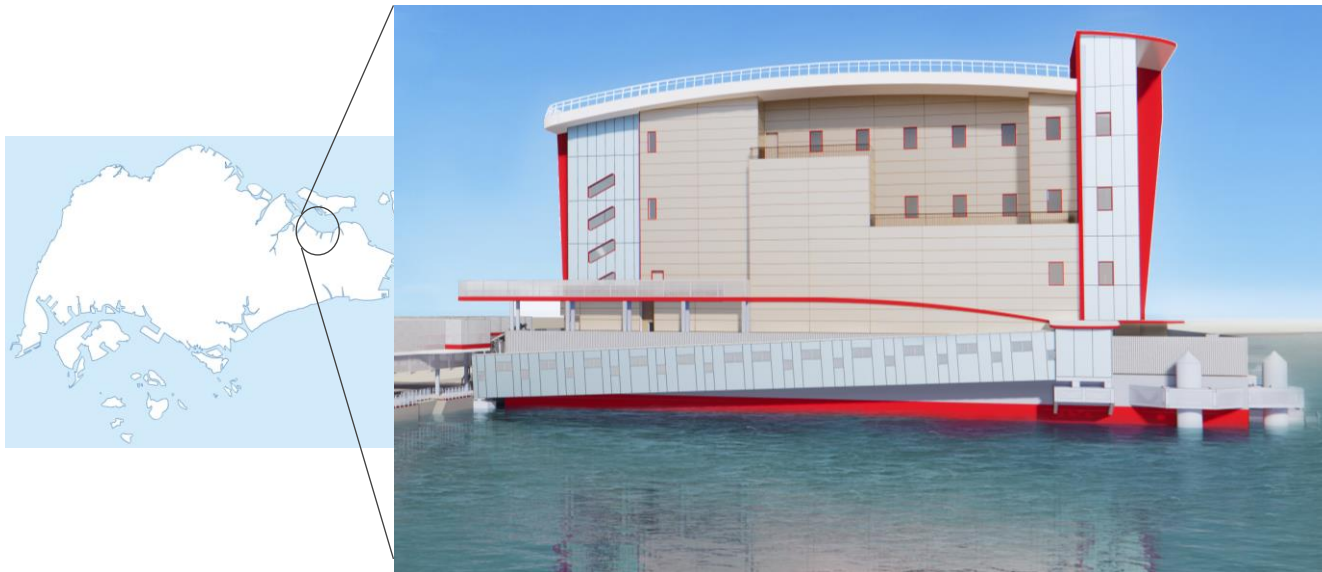
Seawater cooling eliminates use of potable water

Integration with Keppel's submarine cables:

Enabling global connectivity and seamless data centre operations

Floating DC

Designed to enable submarine cable connections directly between shoreside infrastructure and other regions; the design improves Power and Water Usage Effectiveness using technologies such as seawater cooling



* Drawings are only for reference and subject to future planning and design



Design Development: In progress, working together with contractor and customer



Electrical Load: Power availability addressed, with confirmation of 20 MW maximum electrical load with SP PowerGrid by 2027



FID: Target completion in 2H24



Target Completion: 2027

Digital connectivity solutions

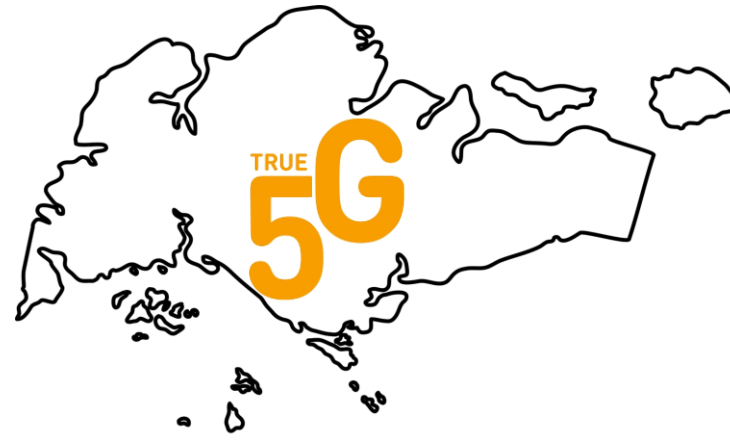


Digital Platform
successfully implemented

Mobile & FBB Customers
100% Migrated

From 200+ Databases
Now 1 Data Lake

From 300+ Applications
Now 12 Core Applications

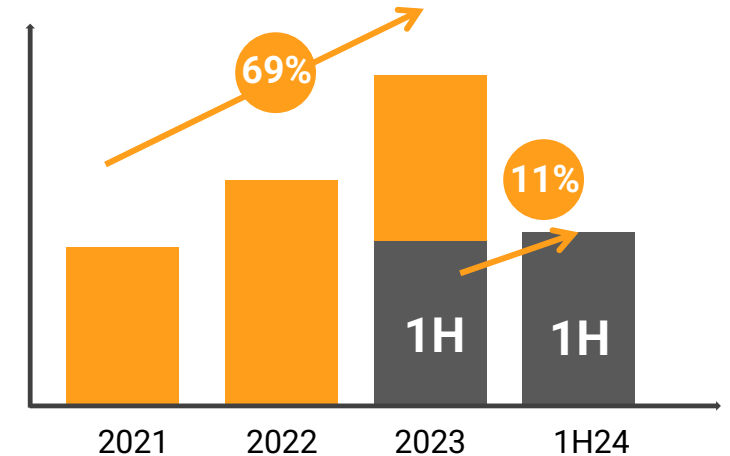


5G SA Network
>99% coverage nationwide

36 5G enterprise use cases deployed

~1/3 network traffic on 5G

B2B revenue



Enterprise Biz
double digit growth

+69% from 2021 to 2023

+11% from 1H23 to 1H24

Redefining digital infrastructure to enhance how we live, work and connect with one another

An integrated ecosystem that creates a seamless digital experience

Data centres

Enabling the future of AI through more advanced and greener digital infrastructure



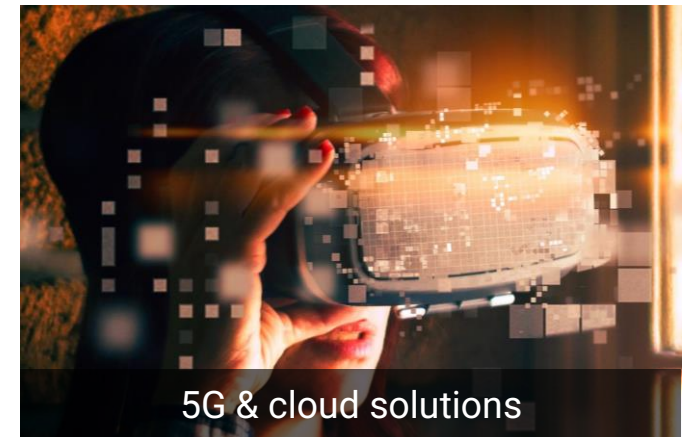
Bifrost Cable System

Providing global connectivity with low latency for seamless data exchange



Cloud native digital platform

Empowering businesses and individuals with scalable and secure on-demand services



Thank you



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