

# 3Q & 9M 2024 Business Update

24 October 2024



The Keppel logo consists of the word "Keppel" in a bold, white, sans-serif font. A red diagonal line is positioned above the letter 'e'. The logo is set against a dark grey rectangular background.

# Strong progress as New Keppel



## Higher asset management fees

Asset management fees<sup>i</sup> grew 68% yoy to \$299m in 9M24



## Robust performance in Infrastructure

71% of contracted power generation capacity locked in for 3 years & above

\$5.4b decarbonisation and sustainability solutions contracts with 10 to 15-year recurring cashflows



## Well-positioned for growth in data centres

Expanding data centre capacity<sup>ii</sup> from 650 MW to 1.2 GW in the near-term with additional \$10b FUM<sup>iii</sup>



## Continuing progress with asset monetisation

\$730m in divestments announced YTD

<sup>i</sup> Including 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.

<sup>ii</sup> Refers to gross power capacity.

<sup>iii</sup> Gross asset value of investments and uninvested capital commitments on a leveraged basis is used to project fully-invested FUM.

# Performance update for 3Q & 9M 2024



**Net profit was comparable yoy in 9M24,**  
excluding effects of legacy O&M assets<sup>i</sup>

3Q24 net profit, excluding effects of legacy O&M assets, was lower yoy; 3Q23 had benefited from valuation and divestment gains from Connectivity



**Recurring income grew 14% yoy in 9M24,**  
driven by stronger contributions from asset management and operating income



**Competitive cost of funds:**

As at end-Sep 2024, 60% of our borrowings<sup>ii</sup> were on fixed rates, with average cost of funds of 3.85% and weighted tenor of ~3 years

<sup>i</sup> Effects of legacy offshore & marine (O&M) assets, which have been explained in the 1H24 results announcement, comprise the P&L effects from Seatrium shares, the Asset Co vendor notes, and contributions from stakes in Floatel and Dyna-Mac; 3Q23 and 9M23 figures exclude discontinued operations.

<sup>ii</sup> Including perpetual securities.

# Asset-light strategy **gaining momentum**

**Advancing asset monetisation**

**\$6.1b**

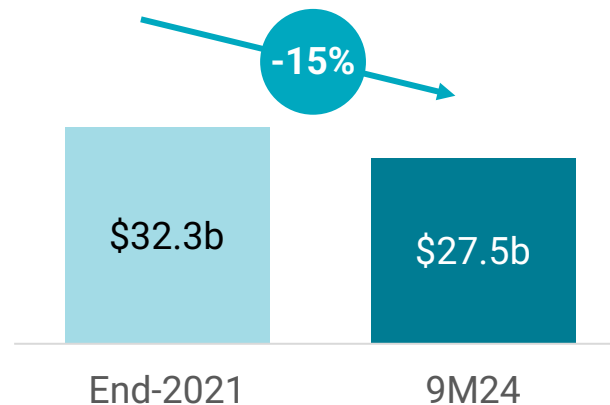
Cumulative asset monetisation announced since Oct 2020

**\$730m**

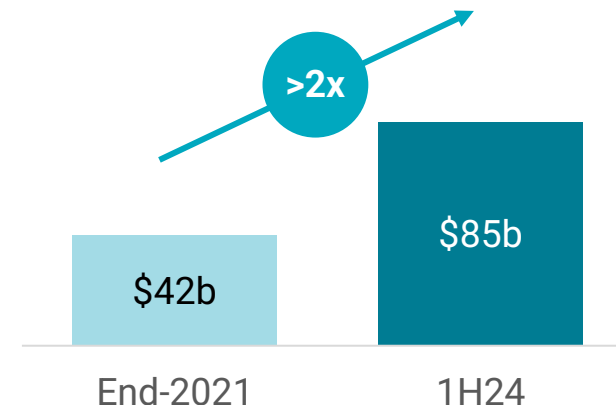
Monetisation in YTD 2024, mainly from real estate projects and legacy assets

**Driving capital-efficient growth**

**Assets on balance sheet**



**Funds under management<sup>i</sup>**



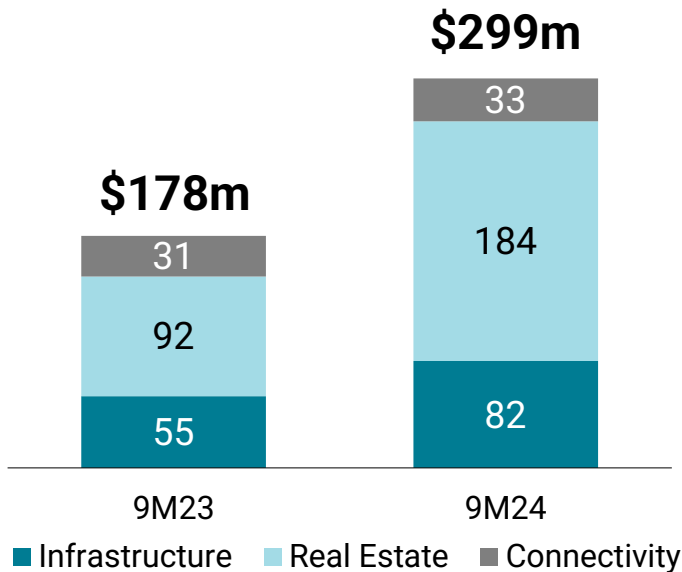
<sup>i</sup> Gross asset value of investments and uninvested capital commitments on a leveraged basis is used to project fully-invested FUM.

# Driving growth in asset management

## Asset management fees<sup>i</sup>

**\$299m** in 9M24

68% higher yoy, driven by stronger performance across all segments



Equity raised YTD 2024<sup>ii</sup>

**\$0.7b**

Acquisitions & divestments YTD 2024<sup>ii</sup>

**\$3.0b**

Dry powder for deployment

**\$25b**

Deal flow pipeline

**\$25b**

## Strong LP interest in flagship funds



Target size: US\$2b, potential \$10b FUM with co-investments; first close expected by end-2024



Target size: US\$1b; first close expected by end-2024



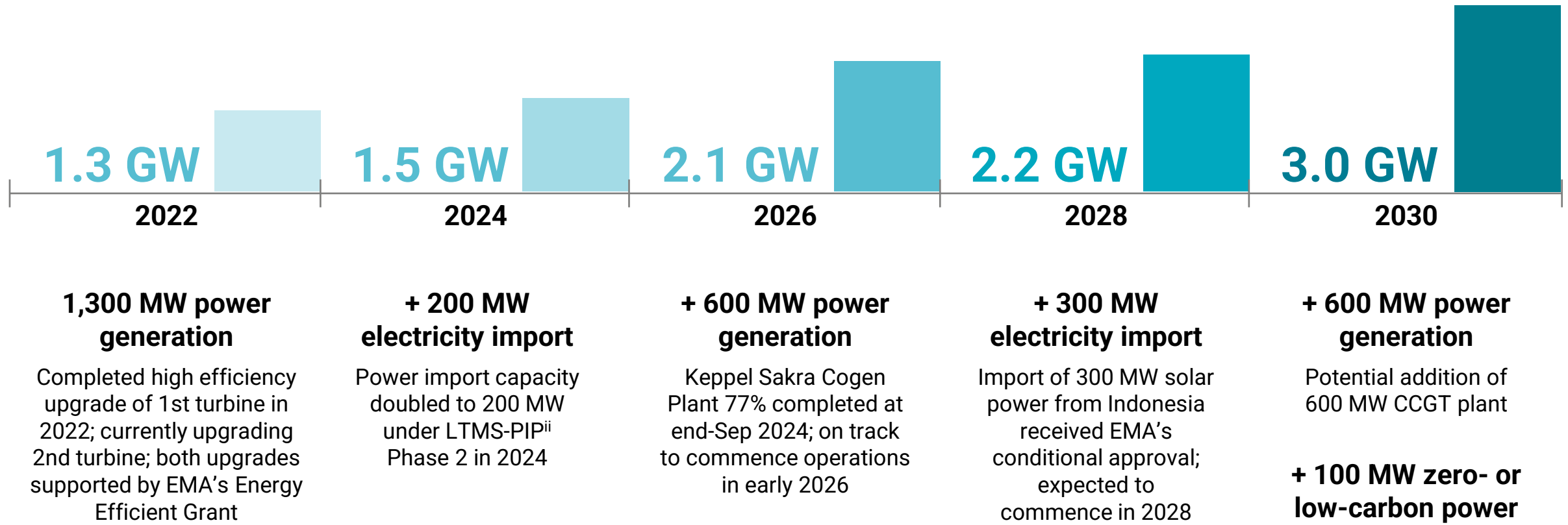
Target size: US\$1b; expected to achieve c.US\$300m first close by end-Oct 2024

<sup>i</sup> Including 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.

<sup>ii</sup> Excluding Aermont.

# Plans to double power capacity by 2030 to support Singapore's growing energy needs

Singapore's peak electricity demand is forecast to grow from 8.3 GW in 2024 to 11 GW in 2030<sup>i</sup>



<sup>i</sup> As per Energy Market Authority's (EMA) demand forecast in the Request for Proposal to Build, Own and Operate New Generation Capacity issued on 4 Jun 2024.

<sup>ii</sup> LTMS-PIP stands for Lao PDR-Thailand-Malaysia-Singapore Power Integration Project.

# Strong growth in decarbonisation and sustainability solutions

**\$5.4b**

Contracted income, to be earned over 10-15 years

**2.5x**

Target growth in EBITDA by 2027

## Unlocking energy transition initiatives

- Shortlisted by EMA and MPA<sup>i</sup> to proceed to next round of clean ammonia solutions for power generation and bunkering
- Exploring US\$800m worth of energy transition and sustainability projects in APAC with Asian Development Bank and Enterprise Singapore

## Growing presence in Asian markets



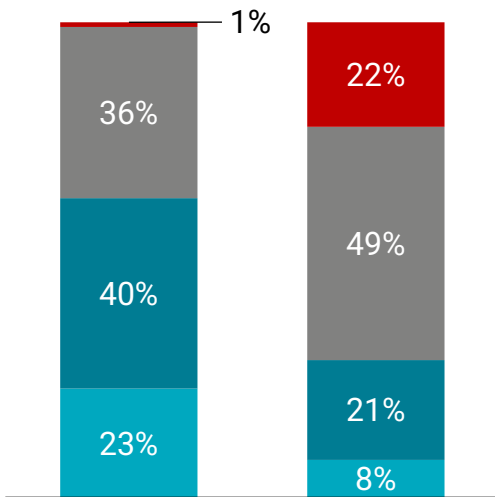
## Latest developments:

- Awarded 20-year contract to provide centralised cooling systems to three Tengah BTO residential projects in Singapore
- Formed strategic partnerships in Thailand and India for cooling services and sustainable energy

# Continuing strong performance in Infrastructure

## Integrated Power Business

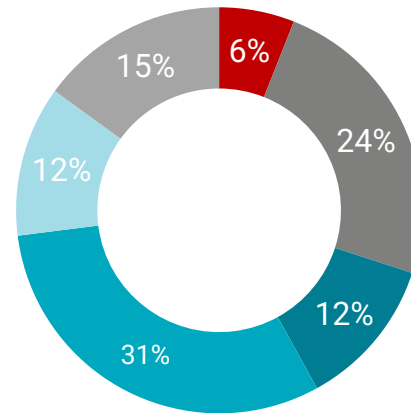
- 71% of contracted generation capacity<sup>i</sup> was locked in for 3 years and above as at end-Sep 2024



As at Sep 2023    As at Sep 2024

■ <1 year                      ■ 1-3 years  
 ■ 3-10 years                    ■ >10 years

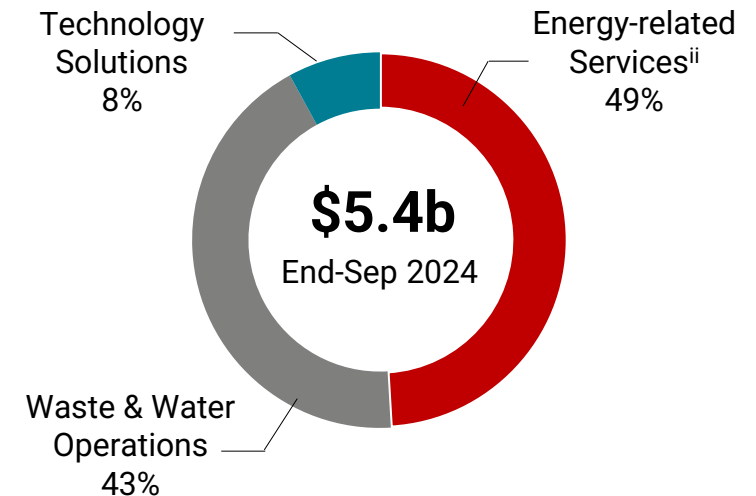
- Diversified customer base



■ Data Centre & Communications  
 ■ Commercial Buildings  
 ■ Healthcare  
 ■ Manufacturing - Electronics  
 ■ Residential  
 ■ Others

## Decarbonisation & Sustainability Solutions

- \$5.4b of contracted income to be delivered over 10-15 years, building up recurring cashflows



## Progress of Projects under Construction

- Hong Kong IWMF<sup>iii</sup> and Tuas Nexus IWMF were 85% and 63% completed respectively as at end-Sep 2024

<sup>i</sup> Based on Keppel's existing generation capacity.

<sup>ii</sup> Including EaaS contracts comprising cooling, PV and EV charging.

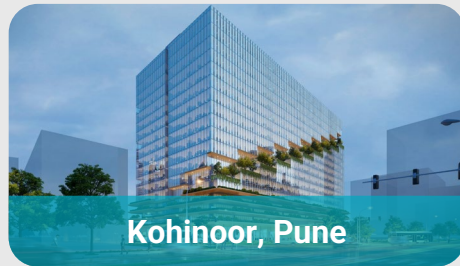
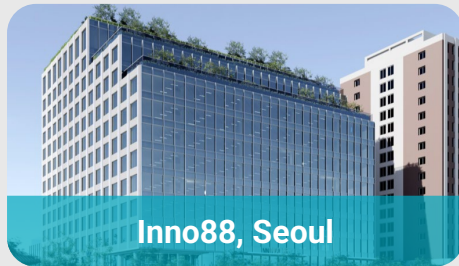
<sup>iii</sup> IWMF stands for integrated waste management facility.



# Growing traction in asset-light real estate solutions

## Implementing SUR solutions

across 6 projects with a combined asset value of \$3.2bi<sup>i</sup>



## Asset monetisation

- Announced monetisation of \$620m of real estate projects YTD 2024

## Real Estate-as-a-Service

- Providing green and smart city consultancy services for landmark projects in Suzhou, Jinan and Tianjin
- Partnering Shandong Hi-Speed Holdings to explore providing renewable energy solutions, smart and sustainable precinct operations for large-scale urban developments

<sup>i</sup> Asset values as of end-Sep 2024.

# A growing premier data centre portfolio

Keppel has over two decades of experience in designing, developing and operating data centres.

## 35

data centres across Asia Pacific and Europe<sup>1</sup>

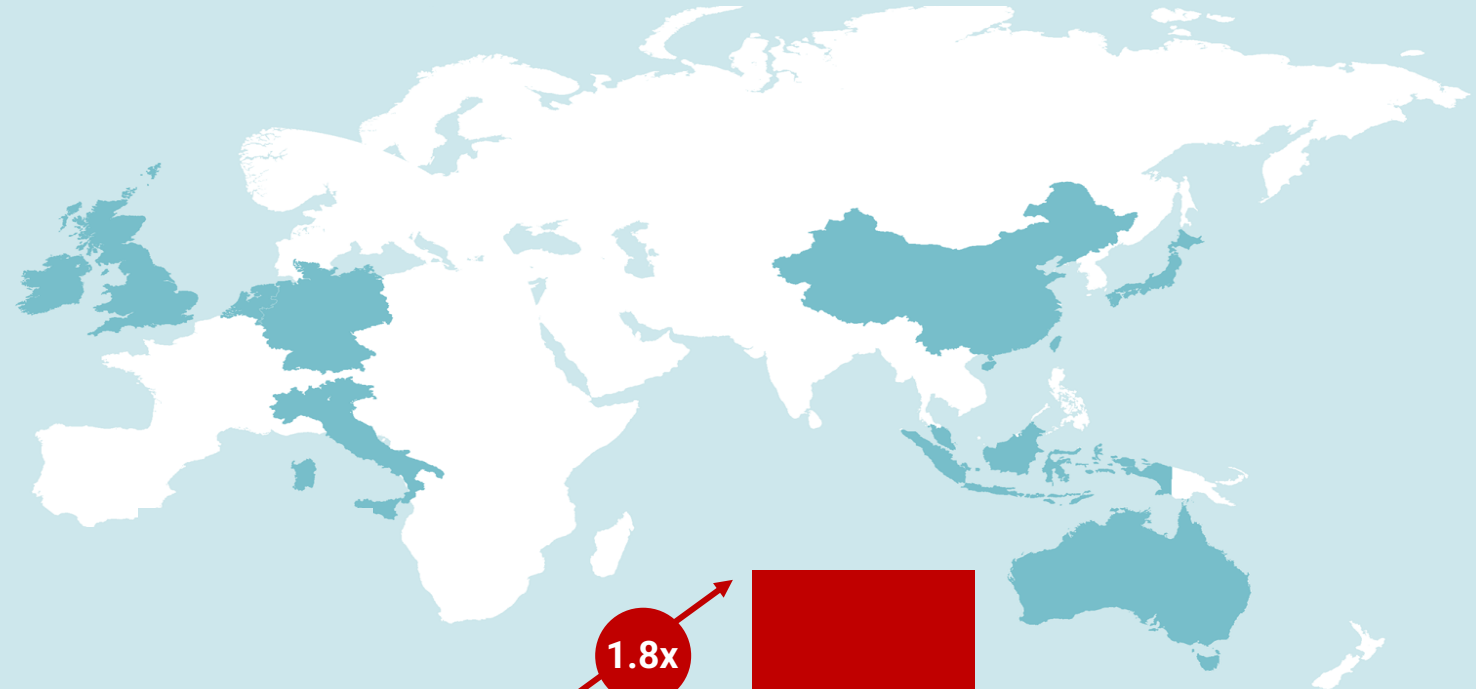
## 650 MW

current gross power capacity, c. 70% of which is operational

- Singapore: 200 MW
- Rest of Asia Pacific: 350 MW
- Europe: 100 MW

## >500 MW

potential near-term growth, fueled by dry powder from upcoming DC Fund III and co-investments



Driving capacity growth

650 MW

Current

1.8x

1.2 GW

Near-term growth

# Positioned to seize opportunities from rising demand for AI-ready data centres

## Hyperscale AI-ready DCs

220 MW of capacity<sup>i</sup> in various stages of development

Keppel Data Centre Campus, Singapore



Taiwan Data Centre Campus



Western Tokyo Data Centre



READY FOR SERVICE:

3 buildings from 2023 to 2027

Phase 1 in 2026

2027

## Leading-edge & sustainable DC solutions



**Floating DC Module**  
(Reached Final Investment Decision)

Visionary innovation that alleviates land, water and energy constraints of traditional DCs



**DataPark+**

1 GW nearshore net-zero DC campus concept powered by hydrogen and solar energy

# Putting everything together

## Keppel's Integrated Data Centre Ecosystem



**Access to capital:** Multiple capital pools through private funds, balance sheet and listed REIT



### Power



#### Renewable / low-carbon energy

Ready access to power, including renewables and low-carbon energy as a Genco and licensed power importer

### Water



#### Best-in-class water usage effectiveness

### Cooling



#### Liquid cooling

Leading district cooling solutions provider with 260,000RT of cooling capacity in Asia

### Networks



#### Subsea cable systems

Joint build partner and operator of Bifrost, largest capacity high-speed transmission cable across the Pacific Ocean

### Enterprise



#### Managed & hybrid cloud solutions

A leading managed communications service and enterprise solutions provider

### Innovation

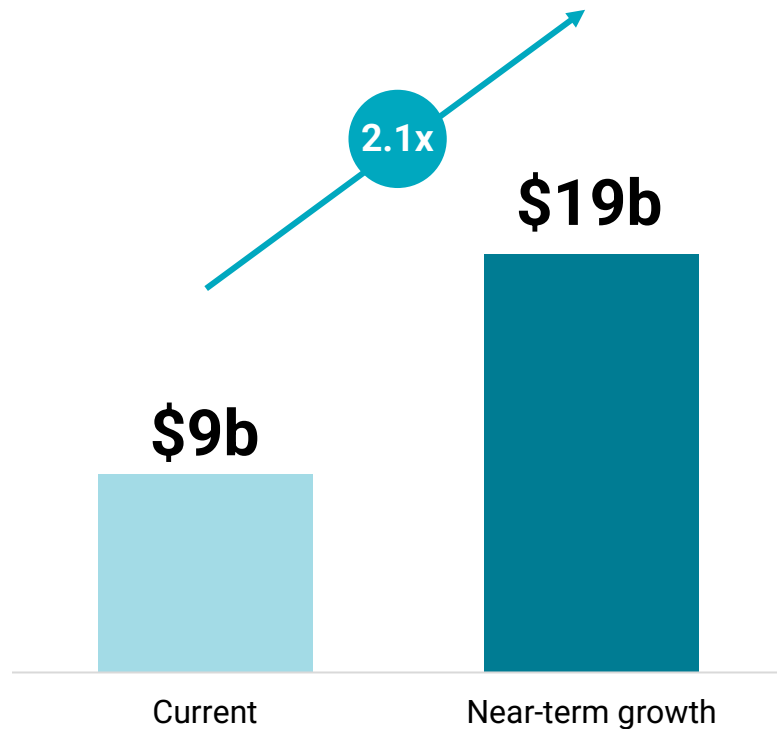


#### Floating DC Module

**DataPark+**  
**Tropical DC**

# Bolstering Keppel's growth through data centres

## 1 Drive asset-light FUM<sup>i</sup> growth



## 2 Generate multiple income streams

### As asset manager:

#### Management fees

Asset management fees  
Acquisition & divestment fees

#### Carried interest

### As operator:

#### Operating income

Project development fees  
Leasing commission  
Operating & maintenance fees

#### Share of income from assets

#### Capital gains

## 3 Grow recurring income and achieve stronger returns

<sup>i</sup> Gross asset value of investments and uninvested capital commitments on a leveraged basis is used to project fully-invested FUM for data centres.



# Growing DC business at speed and scale

## Keppel has what it takes

- ✓ Access to substantial investment capital
- ✓ Deep expertise & domain knowledge
- ✓ Access to power and other critical resources
- ✓ Technology & innovation
- ✓ Strong customer relationships

# A leading global asset manager and operator

## Seizing opportunities from macro trends



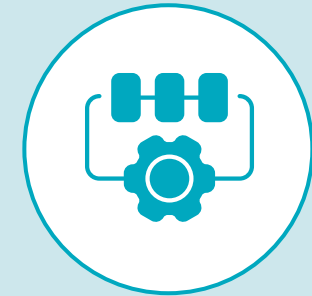
Meeting rising global demand for alternative real assets

## Specialised in alternative real assets



Matching investment capital with sustainability expertise and real assets

## Horizontally integrated business model



DNA of an asset manager and strong operating capabilities



**Keppel**

# Appendix



# Real Estate Division updates

As of end-Sep 2024

Residential landbank	Units	%
Singapore	133	1%
China	15,707	44%
Vietnam	8,275	23%
Indonesia	7,092	20%
India	4,421	12%
<b>TOTAL</b>	<b>35,628</b>	<b>100%</b>

Commercial portfolio <sup>i</sup>	GFA (sm)	%
Singapore	87,510	5%
China	536,340	31%
Vietnam	401,210	24%
India	399,390	23%
Indonesia	153,800	9%
Other SEA countries	103,100	6%
South Korea	31,400	2%
<b>TOTAL</b>	<b>1,712,750</b>	<b>100%</b>

<sup>i</sup> ~48% of commercial GFA is under development.

# Connectivity Division updates

As of end-Sep 2024

Data centre portfolio	Owned by Keppel DC REIT	Owned by Keppel & private funds <sup>i</sup>
Geographical presence	Asia Pacific, Europe	Asia Pacific, Europe
No of assets	23	10
Attributable lettable area	3,033,445 sq ft	1,593,207 sq ft
Valuation	\$3.9b <sup>ii</sup>	\$1.8b <sup>iii</sup>

M1's customers ('000)	30 Sep 2023	30 Sep 2024
Postpaid	1,942	1,905
Prepaid	368	356
Fibre broadband	238	232
<b>TOTAL</b>	<b>2,548</b>	<b>2,493</b>

<sup>i</sup> Keppel DC SGP 7 and Keppel DC SGP 8, previously grouped as a single project under the Keppel Data Centre Campus in Singapore, are now separately accounted for.

<sup>ii</sup> Refers to assets under management.

<sup>iii</sup> Based on the latest independent valuations and ownership stakes in the respective projects.

# Vision 2030 asset monetisation

Announced since the start of asset monetisation programme in Oct 2020

Period	Value (\$m)
2020	1,238.4
2021	1,666.2
2022	1,514.9
2023	947.4
YTD 2024	732.6
<b>TOTAL</b>	<b>6,099.5</b>



Asset	Country	Value (\$m)
50 million Dyna-Mac warrants	Singapore	4.3
25% stake in a joint venture that provides O&M services to the Guangzhou Baiyun International Airport	China	4.0
Residential project in Wuxi <sup>i</sup>	China	161.6
126 Pasir Ris Way	Singapore	9.0
250 million shares/23.9% stake in Dyna-Mac	Singapore	100.0
Keppel Digi Pte Ltd.	Singapore	0.4
70% stake in Saigon Sports City	Vietnam	391.1 <sup>ii</sup>
16% stake in Saigon Centre Ph 3	Vietnam	62.2
<b>YTD 2024</b>		<b>732.6</b>

<sup>i</sup> Proposed divestment is subject to completion/relevant approvals.

<sup>ii</sup> \$391.1m represents the upper bound of the consideration which ranges from \$344.4m to \$391.1m for the 70% stake in Saigon Sports City. The final consideration will depend on when the conditions precedent are fulfilled, and subject to completion adjustments.

# Disclaimer

NOT FOR RELEASE, PUBLICATION OR DISTRIBUTION, IN WHOLE OR IN PART, IN, INTO OR FROM ANY JURISDICTION WHERE TO DO SO WOULD CONSTITUTE A VIOLATION OF THE RELEVANT LAWS OF THAT JURISDICTION. THIS PRESENTATION SHALL NOT CONSTITUTE AN OFFER TO SELL OR A SOLICITATION OF AN OFFER TO SELL, SUBSCRIBE FOR OR BUY SECURITIES IN ANY JURISDICTION, INCLUDING IN THE UNITED STATES.

*This presentation is for information purposes only and does not have regard to your specific investment objectives, financial situation or your particular needs. Any information in this presentation is not to be construed as investment or financial advice and does not constitute an invitation, offer or solicitation of any offer to acquire, purchase or subscribe for securities or other financial instruments in Keppel Ltd. (“Keppel”). The past performance of Keppel is not indicative of the future performance of Keppel. You should exercise judgment in your own financial decisions. If in doubt, please consult with your professional advisers.*

*Unless explicitly indicated otherwise, all monetary values denoted as ‘\$’ within this presentation are to be interpreted as referring to Singapore dollars.*