



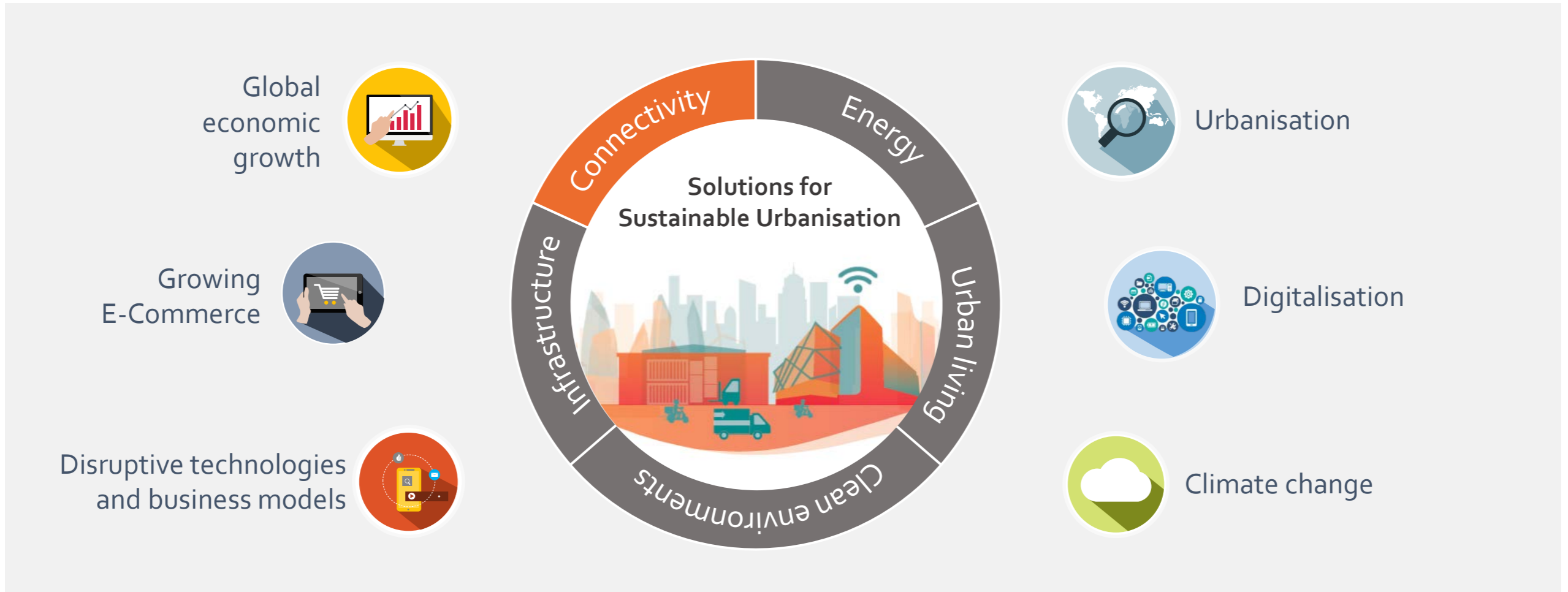
Presentation to Shareholders
Annual General Meeting
18 April 2018



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.

Solutions for Sustainable Urbanisation

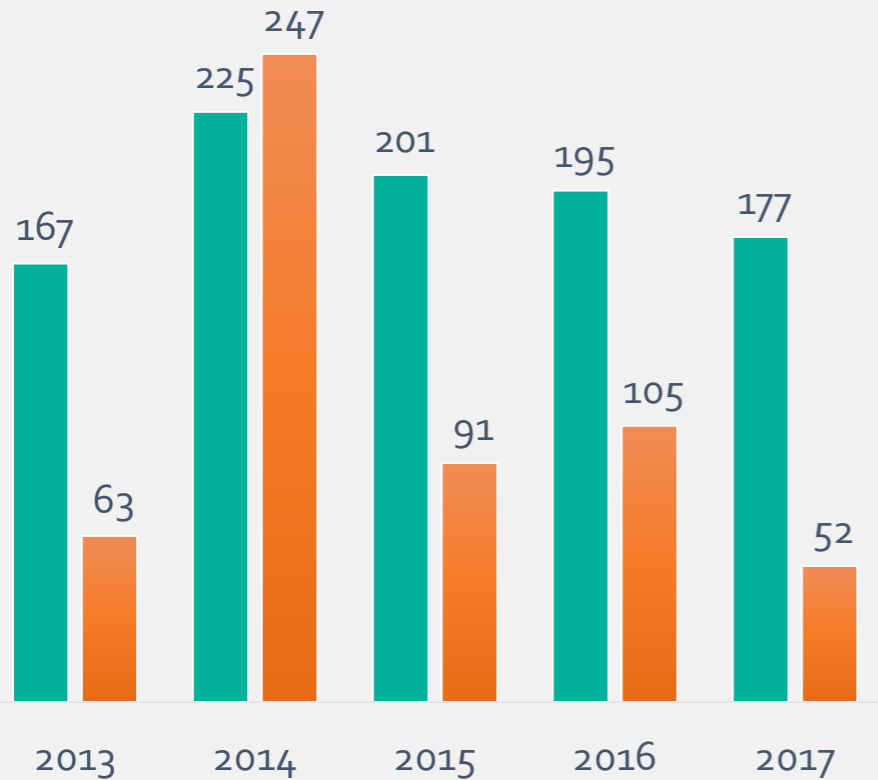
At Keppel T&T, we are driving connectivity and capacity to meet the demands of the new digital economy by sharpening our competitive edge and developing new platforms for growth.



Financial Highlights

Five-year Financial Performance

S\$m

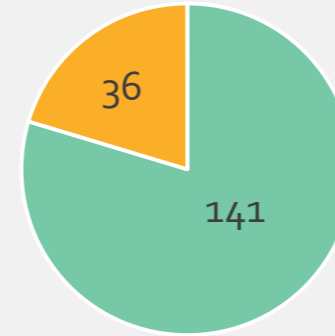


■ Revenue ■ Net attributable profit

2017 Financial Performance

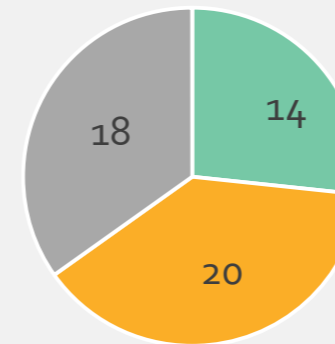
S\$m

Revenue by segments



S\$m

Net attributable profit by segments



■ Logistics ■ Data Centre ■ Investments

- Revenue was S\$177m
- Net profit was S\$52m
- Shareholders' funds were S\$835m
- Return on Equity was 6.4%
- Net gearing was 0.38x
- Cash dividend per share of 3.5 cents

Logistics



- Transforming into an end-to-end urban logistics solutions provider
 - Launched UrbanFox
 - Divested Trans-Ware Logistics and signed agreement to sell Asia Airfreight Terminal
 - Embarked on strategic review of China assets

Data Centres



- Partially divested one data centre into Keppel DC REIT and injected one into a JV with Alpha Data Centre Fund
- Alpha Data Centre Fund closed at ~US\$1b
- Launched PCCW Global-Keppel ICX in Hong Kong
- Entered strategic partnerships for technology, product and service innovations

Awards



- Singapore Corporate Awards
 - Keppel T&T - Best Managed Board, Gold Award
- Frost & Sullivan
 - Keppel Logistics - Singapore Domestic Logistics Service Provider of the Year
 - UrbanFox - Singapore Emerging Logistics Service Provider of the Year

Transforming Logistics Business

ENHANCE



3PL Logistics

Enhancing value propositions by combining B2B and B2C capabilities and improving cost efficiency.

BUILD



B2C Logistics

Rebranded Courex and launched UrbanFox to drive growth in the e-commerce space and urban logistics.

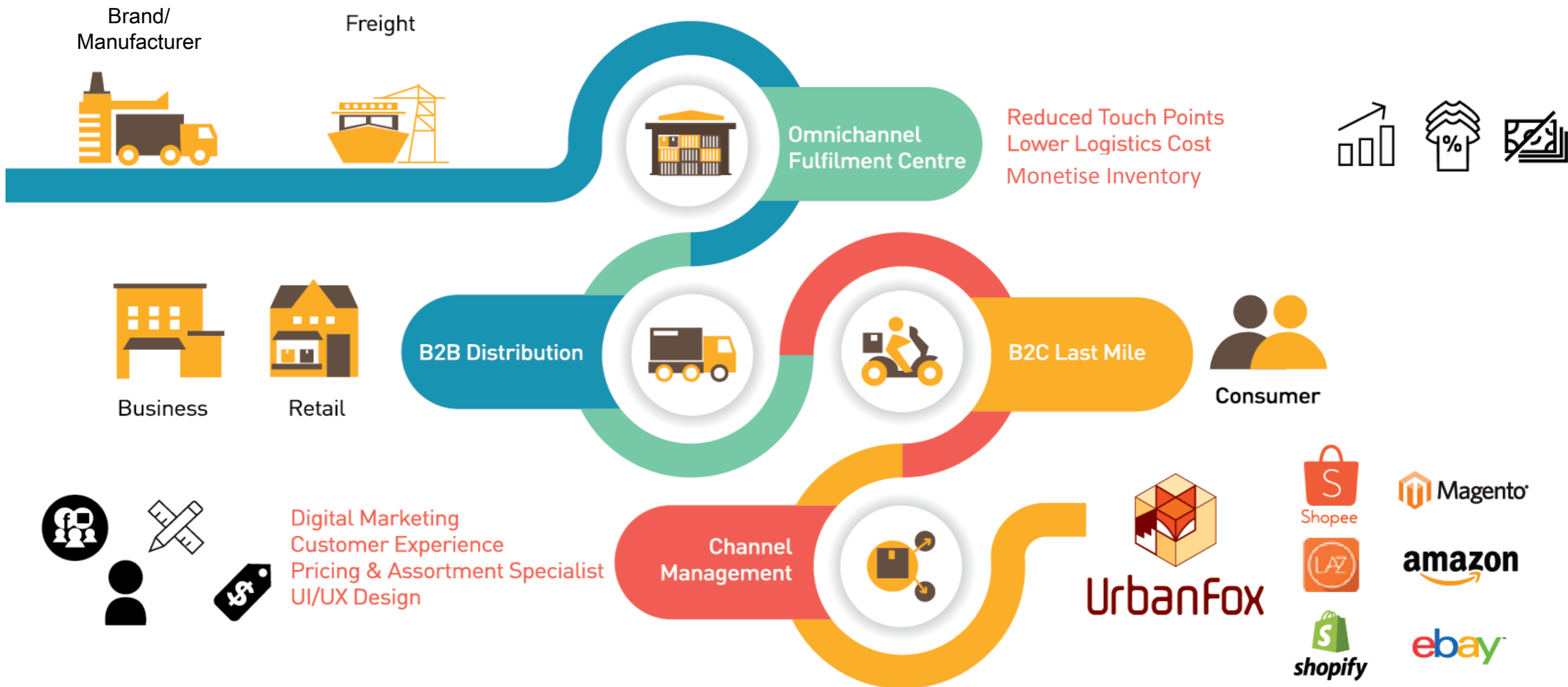
GROW &
SCALE UP



Channel Management

Launched B2B e-commerce solutions and integrated multi-channel commerce and delivery to offer omnichannel logistics and channel management solutions.

Omnichannel Logistics & Channel Management Solutions



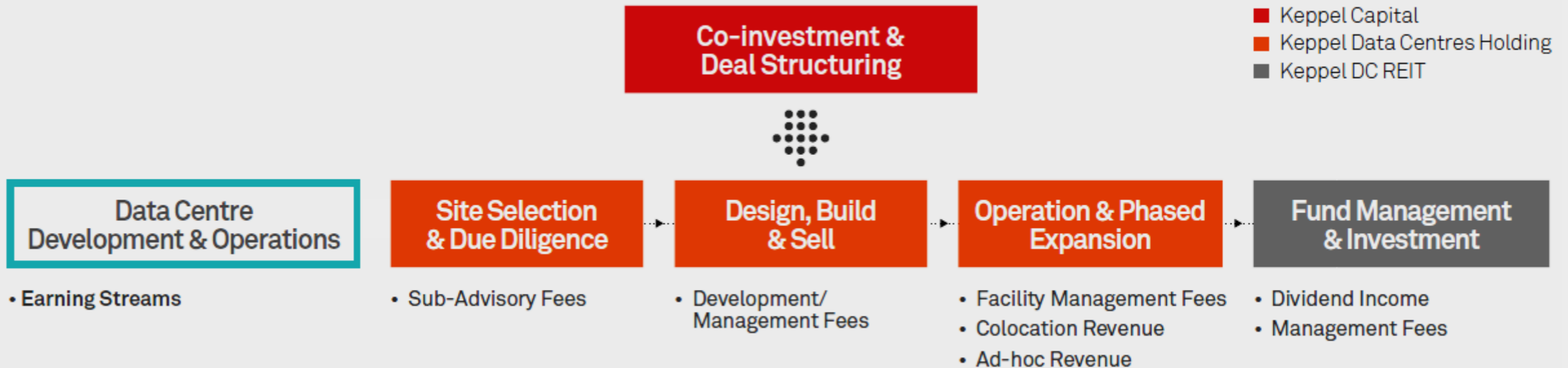


- Develop strategic partnerships
- Target massive-scale cloud providers
- Diversify customer base
- Expand in strategic locations
- Explore fibre infrastructure
- Optimise capacity & efficiency through data analytics
- Innovate greener solutions, e.g. floating, high-rise and underground data centres

Creating & Capturing Value

- Leveraging synergies within the Keppel Group to scale up and seize opportunities in the development, operations and maintenance, and management of data centre assets.
 - Alpha Data Centre Fund (ADCF) closed at ~US\$1b, AUM of ~US\$2.3b when fully leveraged and invested.
 - Injected Keppel DC Singapore 4 into a 30-70 JV with ADCF.
 - Divested 90% stake in Keppel DC Singapore 3 to Keppel DC REIT.

Data centre business model & revenue stream



Driving Innovation

- Invested US\$10m in Nautilus Data Technologies, a California's data centre startup.
 - Nautilus' patented water-cooling technology is cost efficient and environmentally sustainable.
 - First commercial data centre is scheduled for deployment in 2018.
- In partnership with JTC, IMDA, Huawei and Singapore Internet Exchange to:
 - Explore the feasibility of deploying underground and high-rise data centres.
 - Enhance network connectivity, efficiency and sustainability of data centres.



Nautilus was the first company to successfully launch a waterborne data centre prototype in 2015.

