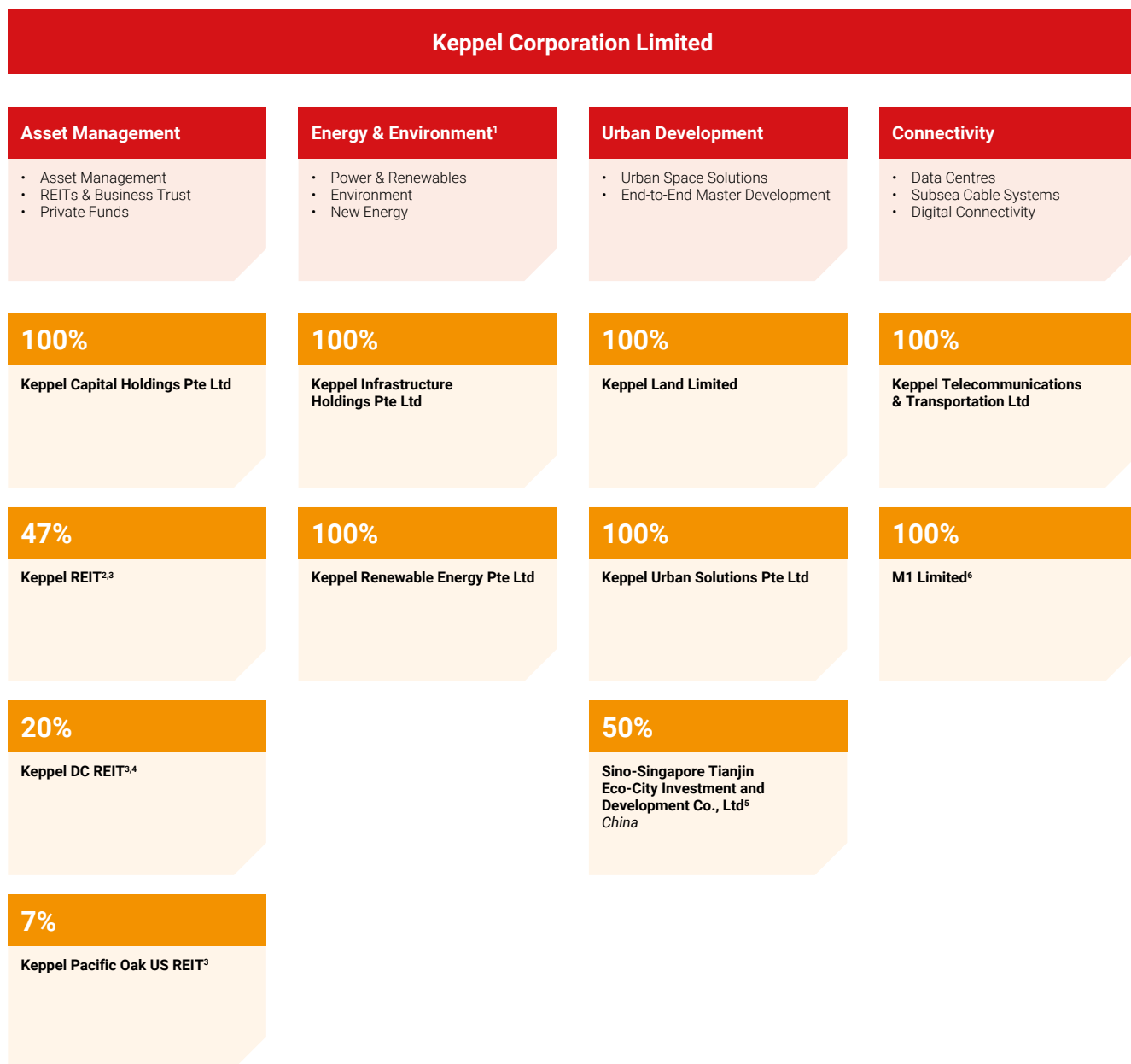


Group Structure



Group Corporate Services		
Control & Accounts	Human Resources	Risk & Compliance
Corporate Communications	Information Technology	Strategy & Development
Cyber Security	Internal Audit	Sustainability
Digital Office	Legal	Tax
Health, Safety & Environment	Mergers & Acquisitions	Treasury

Notes:

- ¹ Excludes Keppel Offshore & Marine (Keppel O&M), as the combination of Keppel O&M and SemboCorp Marine Ltd was completed on 28 February 2023.
- ² Owned by Keppel Land Limited (40%) and Keppel Capital Holdings Pte Ltd (7%).
- ³ Public listed company.
- ⁴ Owned by Keppel Telecommunications & Transportation Ltd (19.6%) and Keppel DC REIT Management Pte Ltd (0.6%).
- ⁵ Owned by a Singapore Consortium, which is in turn 90%-owned by the Keppel Group.
- ⁶ Owned by Keppel Konnect Pte Ltd (19%), and Connectivity Pte Ltd (81%), which are in turn 100%-owned and 80%-owned by the Keppel Group respectively.

Updated as at 2 March 2023. This Group Structure illustrates the key business units of Keppel Corporation Limited. A complete list of significant subsidiaries, associated companies and joint ventures is available in Note 40 of the Notes to Financial Statements in this Report.