

Highlights of Achievements in 2022

1. Accelerate Business Transformation

During the year, we made good progress in executing our Vision 2030.



Scaling Up in Vision 2030 Growth Areas

- Achieved AUM of \$50 billion by end-2022.
- Keppel Capital completed more than \$7.7 billion in acquisitions and divestments and launched flagship funds for infrastructure and sustainable urban renewal (SUR).
- Expanded business in renewables, clean energy and environmental solutions, and bolstered Energy-as-a-Service offerings. Reached final investment decision for 600 MW state-of-the-art hydrogen-ready, advanced combined cycle power plant. Exploring green ammonia and green hydrogen solutions to support low-carbon economy.
- More than doubled announced portfolio of renewable projects to 2.6 GW from 1.1 GW at start of 2022.

- Pivoting away from traditional developer model to offer Real Estate-as-a-Service, with focus on SUR and senior living. Embarked on first senior living community in Nanjing, China.
- Driving development of energy-efficient and sustainable assets with proposed Floating Data Centre Module and green data centre park. Scaled up data centre presence with acquisitions in China and the UK, bringing total portfolio to 32 assets.
- Making good progress with the Bifrost Cable System to be service-ready in 2024.
- Making headway in M1's transformation into a cloud native connectivity platform, with continued enterprise business growth. Achieved over 95% outdoor 5G standalone network coverage.

Simplifying and Focusing the Group's Business

- Completed offshore & marine transactions by early-2023.
- Completed divestment of logistics business in Southeast Asia and Australia.

Asset Monetisation

- Announced asset monetisation of more than \$4.6 billion since 4Q 2020, of which \$1.6 billion was in 2022.
- \$3.6 billion¹ cash collected as at end-2022.

Executing Asset-light Business Model

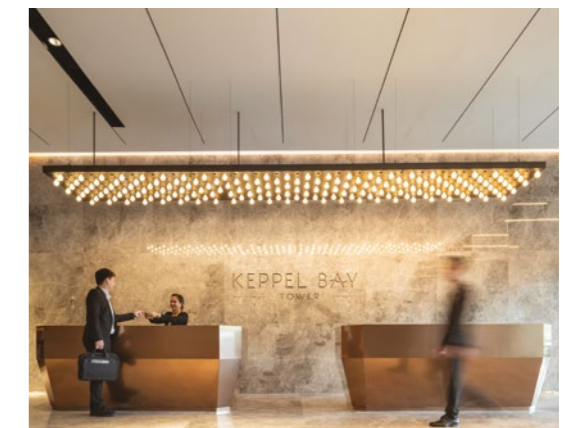
- Announced joint investments worth \$2.8 billion with private funds and business trust managed by Keppel Capital in energy & environment and SUR-related assets and platforms in line with OneKeppel approach.

Advancing Cross-Business Unit Collaboration

- External revenue from cross-business unit collaboration across the Group amounted to about \$560 million², increasing by about 60% from 2020, when Vision 2030 was launched.
- Majority of new projects launched by Group involved cross-business unit collaboration.
- Advanced value-chain integration by establishing OneRE, OneInfra and OneDC teams³ across the Group's focus areas.

¹ Includes \$0.2 billion received on the sale of 1 Borr rig, which has been transferred to Asset Co as part of initial working capital.
² External revenue from cross-business unit collaboration is an internal management metric that includes share of economic benefits from joint ventures, associates and certain investments.
³ OneRE – One Real Estate; One Infra – One Infrastructure; OneDC – One Data Centre.
⁴ The recurring income in FY 2021 was restated, as Keppel O&M's income was re-classified as discontinued operations.

2. Drive Financial Performance



Net Profit

\$927m

Compared to \$1.02b for FY 2021

Recurring Income

\$560m

More than double of \$262m⁴ in FY 2021

Gearing

0.78x

at end-2022, compared to 0.68x at end-2021

Cashflow

\$408m

outflow, compared to \$1.76b inflow in FY 2021

ROE

8.1%

Compared to 9.1% for FY 2021

Total Dividend

33 cts

Cash dividend per share, unchanged from FY 2021

3. Develop Human Capital



Continue Staff Engagement and Development

- Ranked as one of the World's Best Employers 2022 by Forbes.
- Certified by Top Employers Institute as a Top Employer in Singapore for fourth consecutive year, and in China for the first time.
- Achieved strong engagement score of 84%, 4% above Mercer's global average.
- Achieved average of more than 24 training hours per employee, with more than 80,000 training places.



Enhance Succession Planning

- Ongoing efforts to strengthen succession bench strength through leadership development programme at group and individual levels.
- Board mentorship programme was positively received with strong commitment from mentees and board mentors. Programme duration is extended to provide continuous support and feedback to mentees to enhance leadership effectiveness and elevate readiness for succession.

4. Enhance Governance, Compliance, Risk Management and Safety



Governance

- Established Board Sustainability and Safety Committee (BSSC), with clear terms of reference to sharpen the focus on sustainability issues. Former Board Safety Committee subsumed under terms of reference of BSSC.
- Enhanced Board Diversity Policy to include other aspects of diversity such as race/ethnicity and nationality.
- Augmented Board's skills, knowledge, experience and diversity with appointment of two new independent directors with experience and expertise in sustainability and digitalisation.
- Continued to roll out the ISO 37001 Anti-Bribery Management System across the Group.



Compliance and Risk Management

- Enhanced overall risk management and compliance frameworks in response to volatile international environment.
- Conducted Group-wide scenario planning exercise to assess potential risks from several global macroeconomic, geopolitical and climate-related scenarios, and developed mitigation plans where required.



Safety

- Suffered three fatalities in two incidents at Keppel O&M's yard in Singapore. Investigated incidents and put in place measures to prevent recurrence.

5. Champion Sustainability



Work Towards ESG Goals, including Carbon Emissions Reduction Targets¹

- Included in the DJSI World and Asia-Pacific Indices; maintained MSCI AAA ESG rating.
- Continued to work on reducing Scope 1 and 2 carbon emissions.
- Expanding tracking of Scope 3 emissions to cover all 15 categories.
- Conducted scenario analyses in line with recommendations of the Task Force on Climate-related Financial Disclosures to assess the Group's exposure and response to climate-related risks and opportunities.
- Committed to Singapore's Green Nation Pledge.



Make Positive Impact on the Community

Volunteers

- More than 14,000 hours of community service, exceeding 12,000 hours in 2021.

Contribution to Worthy Causes

- \$4.3 million contributed to social investment spending and industry advancement.

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

MSCI
ESG RATINGS
AAA

¹ Further details will be provided in Keppel's Sustainability Report to be published in May 2023.

Focus Areas in 2023



Accelerate Business Transformation

- Drive business transformation to be a leading global asset manager and operator, with strong operating capabilities in Energy & Environment, Urban Development and Connectivity.
- Exceed \$5 billion in asset monetisation by end-2023.
- Work towards AUM target of \$200 billion by end-2030.
- Drive further integration to realise OneKeppel synergies.
- Continue digitalisation efforts to support business transformation.



Drive Financial Performance

- Achieve Vision 2030 financial targets, including mid- to long-term ROE target of 15%.
- Grow recurring income.
- Maintain gearing below 1.0x.



Develop Human Capital

- Continue to deepen staff engagement.
- Develop talent pool and grow capabilities in line with Vision 2030 transformation.
- Enhance succession planning.



Enhance Governance, Compliance, Risk Management & Safety

- Ensure strong governance, risk management, compliance, controls and safety standards.
- Enhance the Company's ethics and compliance culture through a culture advancement programme.



Champion Sustainability

- Work towards ESG goals, including long-term carbon emissions reduction targets.
- Make a positive impact on the community.