

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

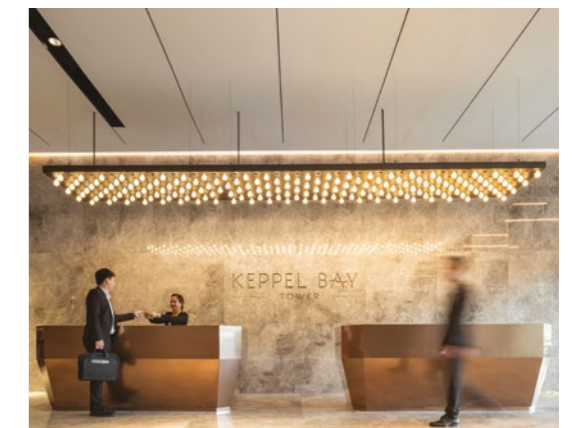
- Announced joint investments worth \$2.8 billion with private funds and business trust managed by Keppel Capital in energy & environment and SUR-related assets and platforms in line with OneKeppel approach.

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.

Technology and Innovation

We are harnessing technology and innovation to drive transformation and achieve Keppel's Vision 2030 plans.

Keppel has a strong track record in innovation and transformation.

During the year, the Group's innovation efforts were centred around Keppel's Vision 2030 strategy, from assessing the impact of mid- to long-term technological and business model shifts on the Group, to accelerating the development of new growth engines and strengthening the resilience of its businesses through differentiation.

Technology and innovation efforts are driven both at the Group and business unit (BU) levels. BUs focus on the key growth areas identified as part of Vision 2030, leveraging their technical and operational expertise and network of partners and in-country presence. At the Group level, Keppel Technology & Innovation drives technology foresight, identifies long-gestation opportunities in collaboration with BUs, and cross-fertilises ideas among BUs, leveraging their distinct capabilities to create unique competitive advantages for the Group.

In addition, the Group Digital Office (GDO) was established in March 2022 to catalyse digital transformation. Headed by the Chief Digital Officer, the GDO drives digitalisation and automation to improve efficiency across the Group's assets and operations.

Beyond in-house capabilities, the Group also taps the insights of the Keppel Technology Advisory Panel (KTAP), comprising eminent business leaders and industry experts from across the world, which guides the Group's innovation journey and provides technology foresight. This includes monitoring of early-stage industry developments, and new technologies as well as future scenario mapping. Through the KTAP members, Keppel is also able to access their networks so as to stay updated on emerging megatrends, the latest technologies and the changing global landscape.

To address complex and interrelated issues that may be difficult for the Group to solve alone, Keppel adopts a robust ecosystem and value chain approach, working in close partnership with the industry stakeholders including institutes of higher learning, government agencies, global and local corporates, as well as venture funds and start-ups. Our close collaboration with strategic partners helps us to develop innovative, differentiated and integrated solutions. An example is Keppel Infrastructure's collaboration with Mitsubishi Heavy Industries to carry out a feasibility study on the development of a 100% ammonia-fuelled power plant in Singapore, which can contribute to building a more resilient and sustainable energy sector in Singapore and the region.

As part of Vision 2030, we are embedding sustainability and customer centricity in our innovation efforts. We help our customers in their decarbonisation efforts through our suite of energy-efficient solutions, clean energy and digital solutions.

Innovation Across Time Horizons
Keppel views its technology and innovation efforts across three time horizons.

Engine 1: We focus on enhancing and defending our current revenue streams through efficiency improvements enabled by technology and digital strategies, such as developing more energy-efficient data centres in our Connectivity segment.

Engine 2: We seek to accelerate the development and commercialisation of our prioritised new engines of growth, through business model and technology innovation. Working with partners, we build new adjacent solutions that have strong scalability and growth potential, and strengthen the Keppel differentiation in the marketplace. Such developments include our sustainable urban renewal solutions.

Engine 3: Further out in the horizon, we maintain strong technology foresight on emerging, disruptive or game-changing technology, assessing their potential mid- to long-term impact on our businesses, and looking to capture new and disruptive revenue streams or future-proof our existing business.

Innovation Across Our Business Segments

Asset Management: We are delivering to investors in our funds, REITs and business trust, access to Keppel's proprietary-developed assets with unique technologies. For instance, Keppel Infrastructure Trust signed a non-binding term sheet in 2022 to acquire Keppel's interest in the entity that owns the Keppel Marina East Desalination Plant, which was developed by, and will continue to be operated and maintained by Keppel Infrastructure.

Energy & Environment: We are focused on developing decarbonisation and integrated environmental solutions. In the area of low-carbon power, together with our partners, we have advanced the development of clean energy value chains, such as renewables imports, ammonia and hydrogen. In the environmental space, we have partnered with the National Environment Agency to study the feasibility of carbon capture for waste-to-energy plants in Singapore.

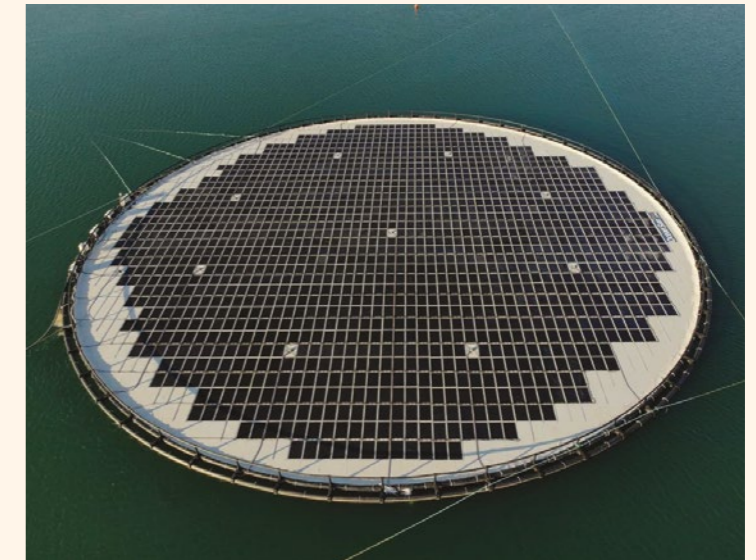
Urban Development: We are developing new living and working concepts, seizing opportunities in up-and-coming real estate segments, such as sustainable urban renewal and senior living, with a strong focus on improving the customer experience. We look to develop Real Estate-as-a-Service solutions to grow our recurring income.

Connectivity: We are enhancing the sustainability of our data centres through the development of power-efficient solutions, such as data centre-grade infrastructure solutions. M1 is transforming itself from a traditional telco to a cloud native connectivity platform, and is leveraging its 5G network to develop innovative 5G use cases jointly with partners, such as Gardens by the Bay and Electronic Sports to enable metaverse experiences.

Keppel has also invested directly into high-growth companies and start-ups, as well as in venture funds, which help us accelerate our learning and value-add to our ecosystem. This includes our investment in Envision AESC – one of the world's leading electric vehicle battery companies. We are also collaborating with the wider Envision Group, a leading green technology partner and net zero tech partner, to explore the development and supply of low-carbon electricity solutions.

Case Study

Piloting Singapore's First Membrane-based Nearshore Floating PV System



Keppel Infrastructure was awarded a grant from the Energy Market Authority (EMA) and JTC to pilot Singapore's first membrane-based nearshore floating solar photovoltaic (PV) system at Jurong Island. The pilot PV system consists of three circular platforms, which will have an installed capacity of 1.5 MWp.

Compared to conventional floating PV systems used in calmer water bodies such as reservoirs, this membrane-based PV system is designed based on floating PV specialist Ocean Sun's technology to harness solar energy reliably amid sea conditions, including strong waves and wind. This is achieved through the flexible circular surface membranes which undulate with the waves, providing a favourable distribution of loads and forces, thereby reducing stress to the PV system.

The reinforced membranes for the PV panels also ensure the lowest material usage of any floating PV system, enabling resource conservation. The system is also easy to deploy and install, with increased efficiency from direct water cooling.

When completed, Keppel Infrastructure's pilot membrane-based nearshore floating PV system can serve as a model for future scaling and replication in nearshore waterbodies in Singapore as well as overseas.

With limited land space in Singapore, this robust and innovative system can help to catalyse the deployment of renewable energy using unutilised sea space.

The award was part of EMA and JTC's Jurong Island Renewable Energy Request for Proposals to accelerate the development of clean energy innovations for implementation on the island. Projects will be funded by a \$6 million joint commitment by EMA and JTC, with support from Enterprise Singapore.

Collaboration and Integration

We are focused on driving collaboration and integration to realise synergies and drive growth. In 2022, most of the Group's new initiatives involved cross-business unit collaboration.

To accelerate the integration of our value chains, we established One Real Estate (OneRE), One Infrastructure (OneInfra) and One Data Centre (OneDC) teams, comprising senior personnel from across the Group's business units (BUs) to evaluate and execute on opportunities across our focus areas.

The cross-BU teams adopt a horizontal approach, i.e. cradle-to-maturity, in evaluating opportunities across the projects' development stages and life cycles, whether they are investments by the Group's operating entities, private funds, listed REITs or business trust.

By bringing together Keppel's different experience and capabilities, this OneKeppel approach allows Group to create value beyond what each business unit can achieve on its own. It also allows the Group to undertake more complex deals, without depending solely on its balance sheet. By drawing on the unique strengths of each operating unit, pooling talent and resources, as well as

tapping third-party capital, the Group is able to realise synergies and optimise strategic execution and resource allocation, thus achieving more with less.

Growing at Speed and Scale

In 2022, the Group announced more than \$2.8 billion worth of energy & environment and sustainable urban renewal-related investments, jointly undertaken by Keppel together with the private funds and/or business trust managed by Keppel Capital.

1. Seizing Opportunities in Onshore and Offshore Wind Energy

Keppel Corporation and Keppel Infrastructure Trust announced the joint acquisition of interests in European onshore and offshore wind energy assets for \$679 million. These comprise stakes in onshore wind assets in Norway, Sweden and the United Kingdom sponsored by Fred. Olsen Renewables, a leading developer, operator, and owner of renewable energy assets, as well as a



Seizing opportunities in onshore and offshore wind energy.



Powering a low-carbon future.

German offshore wind farm operated by Ørsted, which is a world leader in offshore wind power. Together, these investments added more than 700 MW to Keppel's growing renewable energy portfolio, which expanded to about 2.6 GW by the end of 2022.

2. Powering a Low-carbon Future

Keppel Infrastructure has reached final investment decision on the 600 MW Keppel Sakra Cogen Plant, Singapore's first hydrogen-ready and most advanced, high-efficiency combined cycle power plant. Running initially on natural gas as a primary fuel, the Plant is designed to operate on fuels with at least 30% hydrogen content and has the capability of shifting to run entirely on hydrogen. The Keppel Sakra Cogen Plant is intended to be owned by Keppel Asia Infrastructure Fund and Keppel Infrastructure, reflecting the Group's strong development capabilities and asset-light business model as it seizes opportunities in the energy transition.



Expanding capabilities in environmental infrastructure.

3. Expanding Capabilities in Environmental Infrastructure

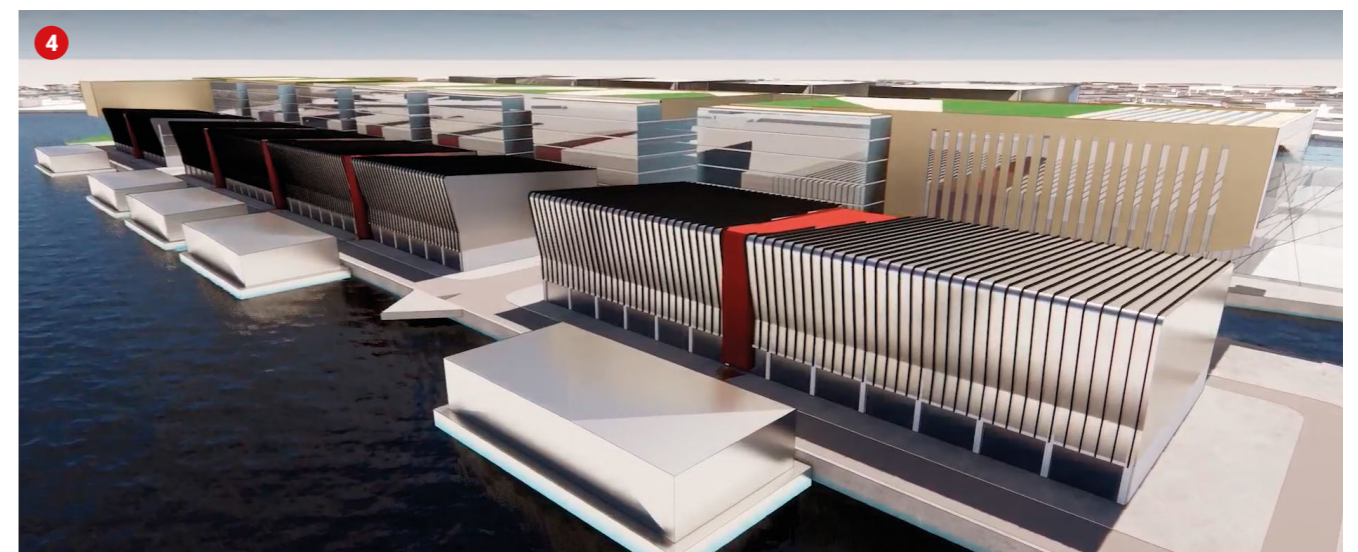
Keppel Infrastructure Trust, Keppel Asia Infrastructure Fund and Keppel Infrastructure jointly acquired a 100% stake in South Korean waste management company, Eco Management Korea Holdings (EMK) for approximately \$666 million. Operating six waste-to-energy (WTE) plants and five sludge drying facilities, EMK has the third largest incineration capacity in Korea. It is also the largest waste oil refiner and owns and manages a landfill, which has the fourth largest capacity in Korea. The investment in EMK is a prime example of how Keppel and the private funds and business trust can collaborate to seize growth opportunities swiftly.

Leveraging Keppel Seghers' leading WTE technology, Keppel Infrastructure can complement EMK's growth in the South Korean market. Keppel Infrastructure can also tap EMK's presence in South Korea

as a beachhead to explore other environmental and Energy-as-a-Service opportunities.

4. Engendering Leading Edge Data Centre Solutions

Keppel is exploring the development of a nearshore data campus project, that brings together the Group's diverse expertise in developing and operating data centres as well as clean energy and infrastructure solutions. Datapark+ is envisioned to be a scalable, state-of-the-art, low-carbon, modular data centre campus, with centralised utilities that deploys renewables to reduce its carbon emissions, and with an extensive hydrogen transport network, thereby accelerating Singapore's transition to hydrogen. With the growing investor demand for clean critical infrastructure, Keppel is exploring opportunities to bring in third-party operators and co-investors for this landmark project.



Engendering leading edge data centre solutions.