

REAL ESTATE

We provide sustainable and innovative urban space solutions, focusing on sustainable urban renewal and senior living.

PROGRESS IN 2023

- Announced monetisation of \$830 million of residential and commercial assets in Singapore and the region.
- Implementing sustainable urban renewal initiatives in eight projects across Asia Pacific, with combined asset value of \$7.5 billion.
- Launched Sindora Living, a senior living operating platform for Asia, and opened Keppel's flagship assisted living community in Nanjing, China.
- Signed Memoranda of Understanding with DBS and UOB to provide REaaS solutions to businesses and assets owners in Asia.

FOCUS FOR 2024/2025

- Accelerate asset monetisation and unlock capital that can be re-invested for growth and higher returns, leveraging Keppel's asset-light model.
- Work on securing new sustainable urban renewal projects in existing markets in Asia.
- Continue expanding senior living footprint through exploring opportunities in priority markets of China and Singapore, as well as other markets in Asia Pacific, Europe and the US.



With decades of real estate development and management experience in Asia, Keppel harnesses its deep operating capabilities to create value for investors, customers and governments through its end-to-end value chain. Keppel's Real Estate Division works with the Fund Management and Investment platforms to build quality asset pipelines and leverages its Sustainable Urban Renewal (SUR)

and faster-to-market solution compared to demolition and redevelopment. It also allows asset owners to cater to evolving user preferences by upgrading their buildings to be smarter, better connected and more sustainable.

Drawing on its strong operating capabilities in real estate, Keppel has developed an innovative SUR initiative, which integrates people, processes and AI-driven technology to open up new possibilities in the rejuvenation of older commercial buildings. Keppel's SUR solutions deploy the latest technologies to reduce buildings' operational and embodied carbon, driving energy and water efficiency and extending the lifespan of aging buildings. SUR also uses spatial programming to implement intelligent workspace solutions and introduces best-in-class amenities and placemaking activities to support changing work preferences. Given their versatility, Keppel's SUR solutions and methodology can also be applied to the design, development and operation of new buildings.

Keppel's SUR solutions are being implemented in eight assets, namely Keppel Bay Tower, Ocean Financial Centre and Keppel South Central in Singapore; The Kube and Park Avenue Central in Shanghai, China; Saigon Centre in Ho Chi Minh City, Vietnam; INNO88 Tower in Seoul, South Korea, and Kohinoor in Pune, India.

Keppel's innovative SUR solutions integrate people, AI-driven technology and processes to bolster the sustainability performance of commercial buildings.

capabilities to perform asset enhancement initiatives for Keppel's private funds and listed trusts. As part of Keppel's asset-light business model, the Real Estate Division also provides Real Estate-as-a-Service (REaaS) solutions such as SUR to help businesses decarbonise their assets and operations.

SUSTAINABLE URBAN RENEWAL

The built environment is responsible for some 40% of the world's carbon emissions, and its decarbonisation is one of the most cost-effective ways to mitigate climate change. Retrofitting existing assets can be a greener, less costly

Operating & Market Review

Operating Platform – Real Estate

The Division is expanding its SUR offerings in Asia Pacific and also actively working with Keppel’s private funds to offer SUR capabilities as part of asset enhancement initiatives that can help to bolster the efficiency, sustainability performance and valuations of their asset portfolios.

During the year, Keppel partnered Singapore banks DBS and UOB to jointly develop and provide businesses across the region with a comprehensive suite of sustainability and digitalisation solutions to support their decarbonisation

journeys. Through these collaborations, Keppel can offer SUR-related solutions including spatial programming and workplace solutions to businesses and asset owners can help improve their building performance and uplift asset values.

Looking ahead, the Division will continue to pursue a strong pipeline of over 20 assets to retrofit and decarbonise, as well as explore opportunities to offer SUR for a wider range of hospitality, healthcare and industrial assets.

SENIOR LIVING

Many countries are seeing ageing populations amid low fertility rates and longer life expectancies. Coupled with rising affluence and a focus on healthy ageing, the demand for assisted-living communities is growing, particularly in countries such as China and Singapore. Keppel sees opportunities to cater to the large and generally underserved senior populations in these markets, using an asset-light model.

Keppel has built in-house capabilities across the senior living segment,

Spotlight

SINO-SINGAPORE TIANJIN ECO-CITY: A MODEL FOR SUSTAINABLE DEVELOPMENT

The Sino-Singapore Tianjin Eco-City (Eco-City), which marked its 15th anniversary in 2023, is a showcase of Keppel’s strong expertise in sustainability-related solutions, as well as its ability to integrate them to advance sustainable development.

Keppel leads the Singapore consortium, which works with its Chinese partner to guide the 50-50 joint venture, Sino-Singapore Tianjin Eco-City Investment and Development Co., Ltd. (SSTEC), in its role as master developer of the Eco-City.

In addition, Keppel also contributes to the Eco-City’s growth by developing green residential and commercial developments, and through joint ventures with its Chinese partners, provides diverse infrastructure solutions such as renewable energy, water treatment and district heating and cooling services.

During the year, SSTEC sold two residential plots and an industrial plot for RMB 1.15 billion, as well as over 1,100 homes in its projects. To attract more green companies to the Eco-City, SSTEC commenced development of the new Green



Keppel drives the growth of the Eco-City by developing green residential and commercial developments, and providing infrastructure solutions such as renewable energy, water treatment and district heating and cooling services.

Innovation Park in the central district of the Eco-City. SSTEC has also signed a collaboration agreement with the Singapore University of Technology and Design to set up a research and innovation centre in the Eco-City, and further enhance the Eco-City as a “living lab” for the innovation and development of green and low-carbon technologies.

At the 15th Sino-Singapore Tianjin Eco-City Joint Steering Council Meeting in December 2023, which

was co-chaired by Deputy Prime Minister and Minister for Finance of Singapore, Lawrence Wong, and Vice Premier of the State Council of the People’s Republic of China, Ding Xuexiang, Singapore and China unveiled a new project collaboration framework that will strengthen the Eco-City’s role as a pathfinder for climate-friendly cities, and broaden bilateral cooperation across the areas of green growth, low-carbon living, ecological resilience, innovation, talent development and governance.

including development and operational expertise, drawing from experience through its investment in Watermark Retirement Communities in the US. Keppel continues to build up a strong ecosystem of clinical, research, recruitment and technology partners to offer differentiated senior living services.

Meanwhile, Keppel opened its flagship project – a 400-bed premier assisted living community in Nanjing, China – under its senior living platform, Sindora Living. Sindora Living redefines senior living by focusing on empowering programmes for seniors of all conditions, with a strong emphasis on personalised life plans, holistic care, and smart management systems with a human heart. The Sindora Living platform and its Nanjing community will serve as a launchpad for Keppel to offer related asset management and operating services in China and other parts of Asia.

REAL ESTATE INVESTMENT

Despite challenging market conditions in 2023, Keppel continued to monetise its real estate portfolio in Asia, announcing \$830 million in asset monetisations. We also sold 3,100 homes across Singapore, China, Vietnam, Indonesia and India.

As part of its asset-light strategy, Keppel is selectively investing in development projects, leveraging its operating capabilities and networks, to connect investors of its private funds with real estate opportunities in Asia. This would in turn enable Keppel to grow its Funds Under Management.

In Singapore, the Division made progress in the development of the iconic Keppel South Central, a next-generation smart and super low energy building located in Tanjong Pagar. When completed in early 2025, the new building will add to Keppel’s asset pipeline of approximately 650,000 square feet of technology-forward spaces – comprising Grade A offices, flexible workspaces, retail and event spaces as well as a diverse range of indoor and outdoor amenities.

As part of Keppel’s refreshed China playbook and pivot away from



Keppel is implementing SUR initiatives across eight projects in Asia Pacific, including the INNO88 Tower in South Korea.

developing and selling homes, Keppel will focus on sustainability-related solutions in sectors benefiting from tailwinds and government support, and where Keppel has strong differentiation and value add. These include Keppel’s focus areas across the energy transition, sustainable urban renewal, senior living and data centres. Keppel is also bringing together partners and investors in China to invest in good projects in the country, as part of the Company’s “China-for-China” asset management strategy.

In Vietnam, strong government emphasis on infrastructure development, an expanding middle-class population and young workforce continue to drive demand for Keppel’s real estate solutions. During the year, the Real Estate Division jointly invested in two residential projects with the Keppel Vietnam Fund and Khang Dien Group in Ho Chi Minh City, where the partners will jointly develop over 200 landed homes and 600 high-rise apartments.

In India, the demand for office space is expected to remain strong due to the return-to-office policy by top IT companies and increasing number of global capability centres. The robust office market, along with a trend of occupiers wanting to shift to quality and sustainable buildings, bodes well for Keppel’s active search to expand its office portfolio across key micro markets in Mumbai, Pune, Bangalore,

Hyderabad, Chennai and the Delhi National Capital Region.

Building on its strong track record in the master development of smart, sustainable urban townships, the Real Estate Division secured consultancy contracts to provide master planning, smart city solutions and estate management advisory services for projects in Jinan and Suzhou in China, as well as Sri Lanka.

Meanwhile, Keppel continued to engage various Singapore government agencies on the feasibility and benefits of nearshore developments as coastal protection solutions, and completed various related technical tests. The Division has also obtained relevant IP certifications for nearshore solutions in Singapore, enabling Keppel to further engage corporates, institutes of higher learning and business partners on potential collaboration.

During the year, Keppel was recognised for its strong sustainability efforts in the real estate space. In the 2023 GRESB Assessment, Keppel’s Real Estate Division was ranked second place in the Diversified – Office/ Residential/Non-listed/Core category for its strong Environmental, Social and Governance (ESG) performance. It also retained its Green Star rating, which recognises entities with commendable scores across the benchmark’s ESG components.