

Annual General Meeting

Presentation by
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Accelerating Vision 2030 execution

Keppel made strong progress in executing Vision 2030, despite volatile market conditions and operational challenges imposed by COVID-19.



Driving business transformation & earnings growth



Good progress in asset monetisation



Making sustainability our business



Driving integration & harnessing synergies

Driving business transformation organically & inorganically

▶ Simplifying and focusing Keppel's business

- Working towards definitive agreements by 30 Apr 2022 for proposed combination of Keppel O&M and Sembcorp Marine, and sale of Keppel O&M's legacy rigs and associated receivables to Asset Co
- Signed agreement to divest Keppel Logistics

▶ Driving innovation and transformation in business units

- Pivoting to asset-light business model; tapping third-party funds for growth
- Seizing new opportunities across renewables, clean energy, decarbonisation, sustainable urban renewal and connectivity



Strong earnings growth: sharp reversal from loss in FY20

FY21 net profit crossed S\$1b for first time since 2015

Net profit

S\$1.02b

Sharp reversal from net loss of S\$506m for FY20

Return on equity

9.1%

Improved from negative 4.6% in FY20

Net gearing

0.68x

Improved from 0.91x as at end-Dec 2020

Free cash inflow

S\$1.75b

Improved from outflow of S\$72m in FY20

FY21 total dividend

**33.0
cts/share**

- Includes proposed final dividend of 21.0 cts/share, up from 7.0 cts/share in 2020
- Dividend yield of 6.4% based on last traded price in 2021

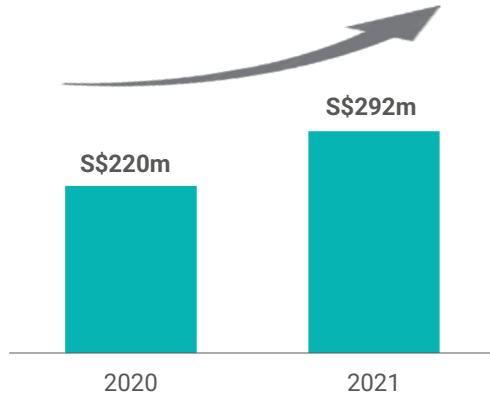
Share Buyback Programme

S\$500m

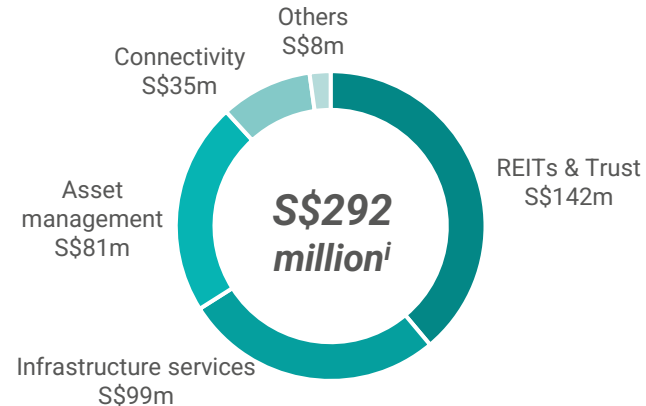
- 27.3 million shares amounting to S\$164m purchased from Jan-Mar 2022
- Proposed raising mandate from 2% to 5% to support and accelerate share buyback

Growing recurring income in line with Vision 2030 to improve quality of earnings

Recurring income grew 33% yoy in FY21



Recurring income in FY21



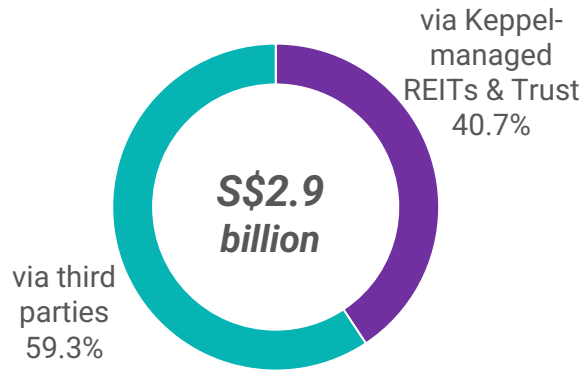
ⁱ Includes losses from Rental & Charter and Hospitality in FY21

Strong progress in asset monetisation

Capital unlocked will be used to fuel organic & inorganic growth plans and reward shareholders.

Announced monetisation

Oct 2020-Dec 2021



S\$2.7b in cash collected from Oct 2020-Dec 2021



- ▶ On track to exceed **S\$5b target** by end-2023
- ▶ Asset monetisation will be a **consistent feature** of Keppel's business model going forward

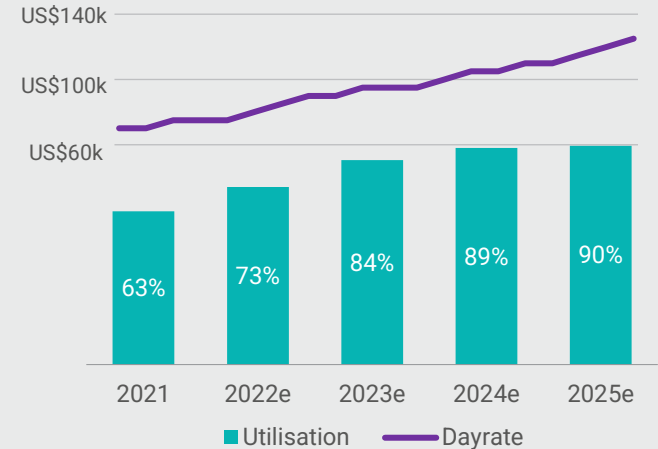
Keppel O&M performed well, seizing opportunities in energy transition and focusing on execution

- **S\$3.5b** new orders secured in FY21
- **S\$5.1b** net orderbookⁱ, 39% of which for renewables & gas solutions
- **S\$517m** overheads reduction since 2015, allowing it to achieve profitability with a lower top line
- **9** major projects delivered in FY21

▶ Modern jackup rig utilisation & dayrates improving, underpinned by rising oil prices

▶ Confident of substantially monetising Keppel O&M's legacy rigs in next 3-5 years

Projected utilisation & dayrates for modern jackupsⁱⁱ



Seizing opportunities in renewables, clean energy, decarbonisation & environmental solutions

Investing in renewables platforms & capabilities

- Acquiring 51% stake in **Cleantech Renewable Assets**, which has over 600MW of total capacity across India & Southeast Asia and targets to achieve 3GW in next five years

Growing renewables portfolio



Actively pursuing opportunities such as importing **renewable power** to Singapore, developing **EV charging** infrastructure, secured first **Energy-as-a-Service** contract and studying feasibility of APAC **green ammonia supply chain** among others.

Driving Keppel Land's transformation into an asset-light urban space solutions provider

Keppel Land completed monetisation of 8 projects in 2021 with total proceeds of ~S\$1.9b and net gains of over S\$450mⁱ.



Home sales **improved 46%** yoy to 4,870 units in FY21, with sales value of S\$4.0b vs S\$2.5b in FY20



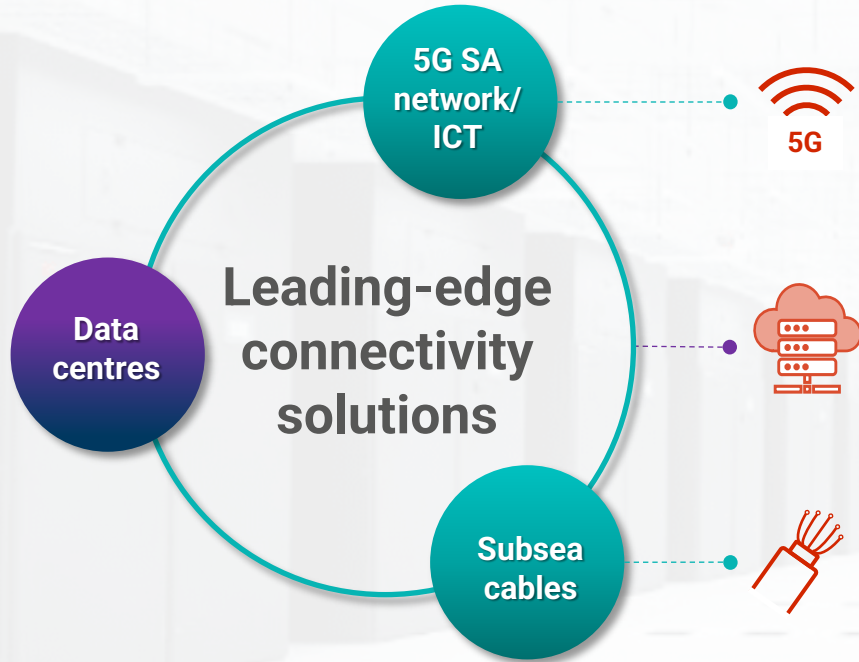
Opened/reopened malls in Tianjin and Singapore which will contribute to **recurring income**



Advancing **sustainable urban renewal**, e.g. Keppel Bay Tower, Singapore's first BCA Platinum Zero Energy commercial building

Expanding connectivity solutions offerings


COVID-19 further drove demand for digital connectivity solutions.



- M1's 5G SA network rollout progressing well, achieved 50% outdoor coverage in Singapore at end-2021
- 2nd largest postpaid customer base in Singapore
- Enterprise business revenue grew 37% yoy in FY21
- Expanded the Group's portfolio to 28 data centres with 4 projects across China & the Netherlands
- Lowering carbon footprint - Exploring development of innovative, energy efficient floating data centres
- Commenced manufacturing of Bifrost Cable System - world's largest capacity high-speed transmission cable across the Pacific Ocean

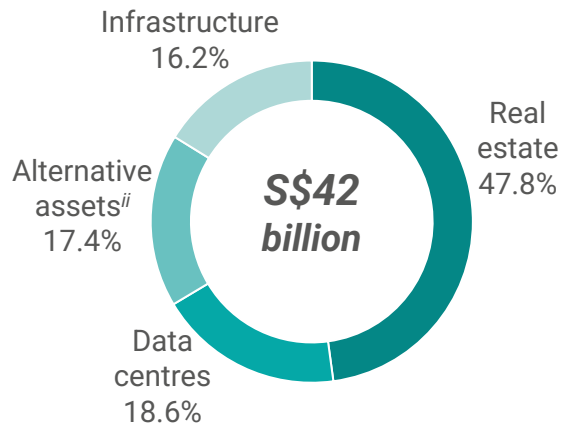
Assets under management grew 14% yoy in 2021

Keppel Capital raised total equity of about S\$3.5b and completed around S\$5.5b in acquisitions and divestments in FY21.

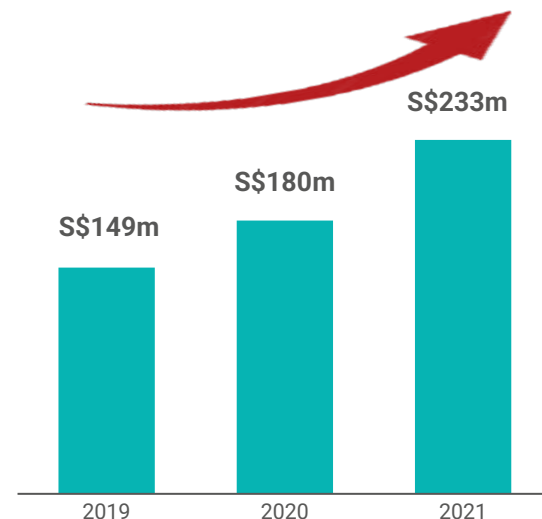
 **S\$42b**

AUM as at end-2021 includes new funds across infrastructure and alternative asset classes

Assets under management by asset classⁱ



Asset management feesⁱⁱⁱ grew ~29% yoy for FY21



ⁱ Comprises listed REITs/Trust and private funds.

ⁱⁱ Includes senior living, education and logistics vehicles, as well as private credit fund.

ⁱⁱⁱ Includes 100% fees from subsidiary managers, joint ventures and associated entities, as well as share of fees based on shareholding stake in associate with which Keppel has strategic alliance.

Building on strong momentum

*The Keppel of tomorrow will be defined by our focus on **Sustainability**, being **Asset Light** and harnessing **Technology**.*

SUSTAINABILITY

Making sustainability our business: Providing innovative solutions to help governments and customers achieve Net Zero

Running our operations sustainably: Announced target to halve Scope 1 & 2 emissions by 2030 and achieve net zero by 2050

Establishing Board Sustainability & Safety Committee to sharpen focus on sustainability

Appointed Chief Sustainability Officer to drive the Group's sustainability efforts

ASSET LIGHT

Accelerating asset turns to unlock value, fund growth and create value for shareholders

TECHNOLOGY

Growing technology competencies and driving digitalisation as a corporate strategy

Appointed Chief Digital Officer to drive the Group's digital transformation

“We’ve made bold strides forward in our Vision 2030 roadmap, and are confident of achieving most of our targets by 2025.”

Loh Chin Hua
CEO, Keppel Corporation



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