



Keppel Capital

Trusted Investment Partner.
Delivering Sustainable Returns.

Citi-SGX-REITs/Sponsors Forum
24 - 25 August 2022

Our Commitment



ENVIRONMENTAL STEWARDSHIP

In line with Keppel's Vision 2030, we will do our part to combat climate change, and are committed to improving resource efficiency and reducing our environmental impact.



RESPONSIBLE BUSINESS

The long-term sustainability of our business is driven at the highest level of the organisation through good corporate governance and prudent risk management.



PEOPLE AND COMMUNITY

People are the cornerstone of our business. We are committed to providing a safe and healthy workplace, investing in training and developing our people to help them reach their full potential, as well as uplifting communities wherever we operate.

Content Outline

- 3 **Keppel Capital: An Integrated Asset Management Platform**
- 7 **Sustainability at the Core of Keppel Group's Strategy**
- 9 **Keppel Capital – Growing AUM and Recurring Income**



Keppel Capital is a signatory of the United Nations Global Compact and is committed to the Ten Principles of the UN Global Compact, which include human rights, labour, environment and anti-corruption.

Keppel Capital: An Integrated Asset Management Platform with a Blue-chip Parentage

TEMASEK

Singapore's sovereign wealth fund

↓ 20.4%

Keppel Corporation

A leading multinational company providing solutions for sustainable urbanisation

Keppel Capital

↓ 100%

An established manager offering quality investment products through its listed REITs¹ and business trust, as well as private funds

Keppel REIT



One of the largest Pan-Asian commercial REITs with premium Grade A assets in prime business and financial districts

Keppel DC REIT



First pure-play data centre REIT listed in Asia on the Singapore Exchange

KIT KEPPEL INFRASTRUCTURE TRUST



The largest diversified Business Trust with a portfolio of strategic infrastructure assets

Keppel Pacific Oak US REIT



US REIT with offices and business campuses in key growth markets driven by innovation and technology

PRIME US REIT



US REIT with Grade A office assets in key primary markets

Keppel Capital Alternative Asset



Private equity manager focusing on alternative asset classes, including senior living, education, infrastructure, and private credit funds

alpha



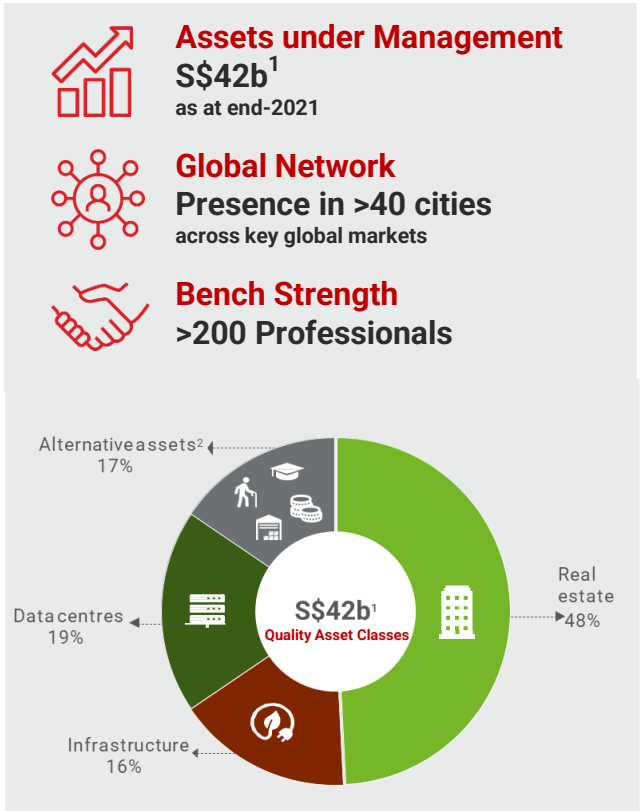
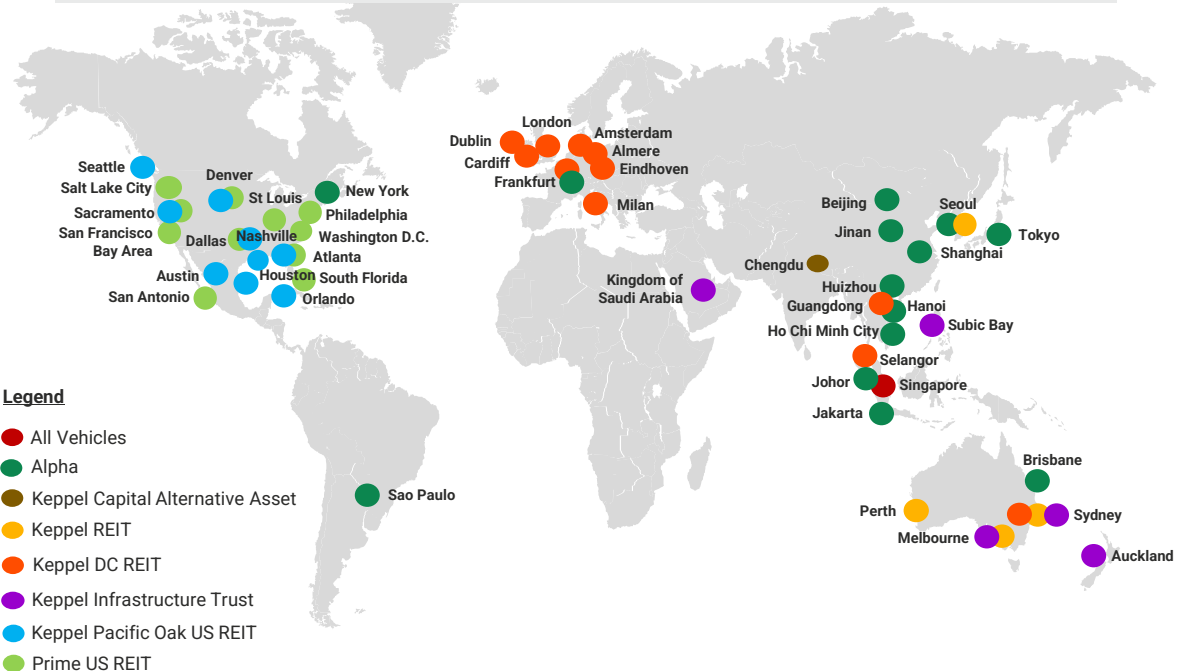
Private equity fund manager with investments across key global gateway cities

Keppel Capital

1. Keppel Capital owns 100% of Keppel REIT Management Limited (Manager of Keppel REIT), 50% of Keppel DC REIT Management Pte. Ltd. (Manager of Keppel DC REIT), 100% of Keppel Infrastructure Fund Management Pte. Ltd. (Trustee-Manager of Keppel Infrastructure Trust), 50% of Keppel Pacific Oak US REIT Management Pte. Ltd. (Manager of Keppel Pacific Oak US REIT), and 30% interest in KBS US Prime Property Management Pte. Ltd. (Manager of Prime US REIT).

Keppel Capital: Global Capabilities. Local Agility.

Manager of investments across the **equity and debt capital stack** in real estate, infrastructure, data centre and alternative assets in **over 40 cities** across **key global markets**



1. Gross asset value of investments and uninvested capital commitments on leveraged basis to project fully-invested AUM.
 2. Includes senior living, education and logistics assets, as well as private credit fund.

Integrated Keppel Ecosystem Providing Sustainable Urbanisation Solutions

Keppel Corporation



Blue Chip Parentage
~20% stake by
Singapore's SWF Temasek



Bench Strength
>25,000 Staff Worldwide



Market Capitalisation
S\$12.3b
as at 30 June 2022

Strengths & Differentiators

1

Engineering track record

2

Project management

3

Efficiency in
capital allocation

4

Focus on sustainability

5

End-to-end business model

Keppel Capital



ASSET MANAGEMENT

Creating enduring value
with **quality investment
products** through
our ecosystem of
private funds and listed
REITs & Trust¹



ENERGY & ENVIRONMENT



Providing **energy and environmental solutions** essential for sustainable development

Power & Renewables • Environment
• New Energy

URBAN DEVELOPMENT



Enriching lives and communities with **innovative and multi-faceted urban space solutions**

Urban Space Solutions
• End-to-End Master Development

CONNECTIVITY



Connecting people and businesses in the digital economy

Data Centres • Subsea Cable
Systems • Digital Connectivity

Keppel Capital

1. Includes Keppel Capital Alternative Asset, Alpha Investment Partners and Pierfront Capital Fund Management (50% interest); as well as 100% interests in Keppel REIT Management (Manager of Keppel REIT) and Keppel Infrastructure Fund Management (Trustee-Manager of Keppel Infrastructure Trust), and 50% interests in Keppel DC REIT Management (Manager of Keppel DC REIT), Keppel Pacific Oak US REIT Management (Manager of Keppel Pacific Oak US REIT), and 30% interest in KBS US Prime Property Management Pte. Ltd. (Manager of Prime US REIT).

OneKeppel: Harnessing Synergies to Create Quality Solutions and Returns

OneKeppel
value proposition

DEVELOPER

Asset
creation



OPERATOR

Operational
expertise



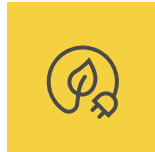
MANAGER

Track record
in public &
private markets

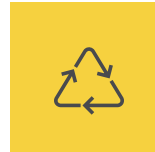
Proprietary Deal Flow
Cost Efficiencies & Synergy
Evergreen Capital Solution

Diversified product
offerings through
the Keppel
Ecosystem

Existing Real Asset Development
& Operating Capabilities



Energy



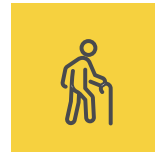
Environment



Real Estate



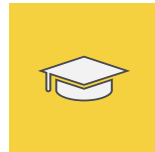
Data Centres



Senior Living



Logistics



Education



Private Credit

Fund Management
Capabilities

5

REITs and
Business Trusts

12

Private Funds &
More in Pipeline

2

Overseas AMC
Licenses
(China & Korea)

Sustainability at the Core of Keppel Group's Strategy


Sustainability as our business

- Seize opportunities in green developments, renewables, new energy and circular economy solutions



Focused portfolio

- Guide our portfolio towards sustainable solutions through:
 - Climate risk assessments
 - Internal carbon pricing




High-impact sustainability goals

- Business targets for deployment of sustainable solutions
- Operational targets including carbon emissions, waste and water



Governance & incentives

- Strengthen board oversight
- Include environmental sustainability in executive remuneration



Keppel Corporation: Harnessing Renewables, Clean Energy, Decarbonisation and Environmental Solutions

Growing renewables portfolio

- Actively pursuing opportunities including 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
- Strong pipeline of deals spanning solar, wind, new energy, energy storage systems across Europe & Asia



Refocus portfolio on sustainable urbanisation solutions



Tap renewable energy



Lower emissions intensity of infrastructure assets

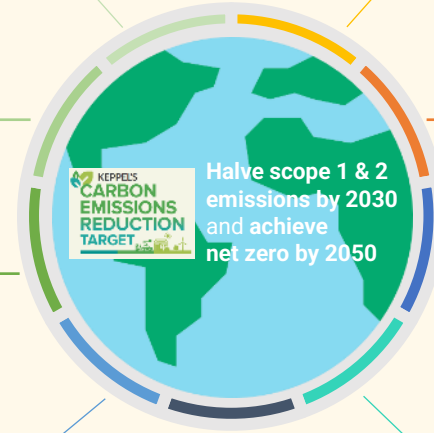


Green the Group's properties



Keppel's Climate Action Roadmap

Towards ESG excellence



Invest in sustainability-related innovation



Advance circular economy through waste and water treatment solutions



Design and develop high efficiency district cooling



Invest in clean new businesses



Reduce carbon footprint of data centres

Keppel Capital - Growing AUM and Recurring Income

Harnessing Keppel Corporation's strong engineering, project execution and operating capabilities, Keppel Capital is an increasingly pivotal horizontal that pulls the Group together to hunt as a pack and realise synergies.

Accelerating AUM and recurring income growth

S\$3.3b

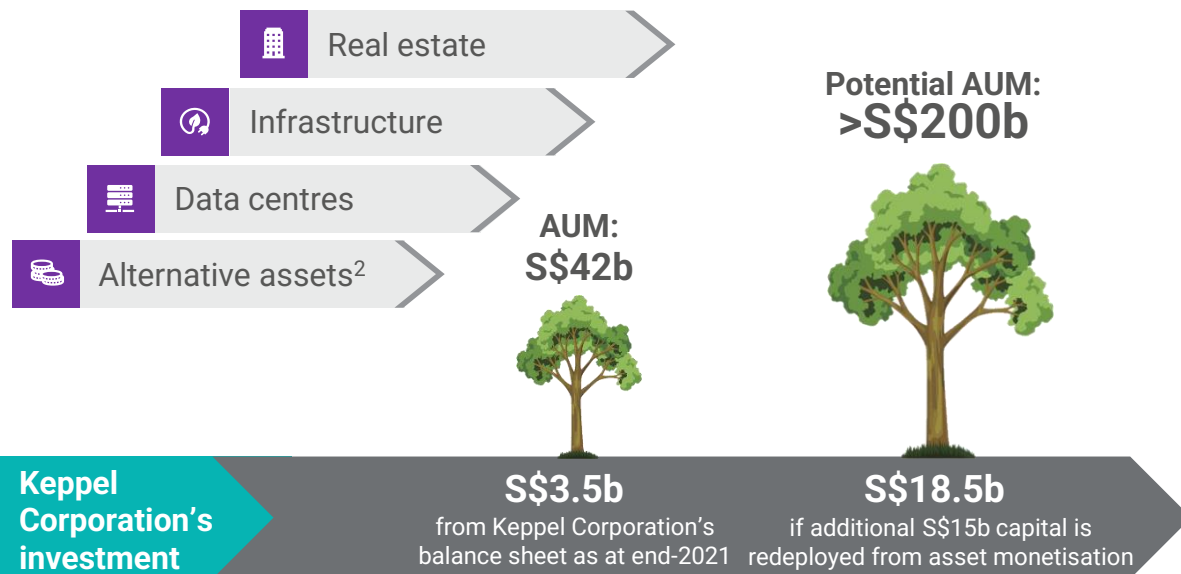
of acquisitions and divestments completed in 1H22

S\$126m

Asset management fees¹ grew 14% for 1H22

New flagship funds

Plans in progress to launch Keppel Core Infrastructure Fund and Keppel Sustainable Urban Renewal Fund



1. 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.

2. Includes senior living, education and logistics funds, as well as private credit fund.

Keppel Capital: Our Value Propositions

OUR VISION

To be the **best-in-class asset manager**, serving as **the trusted partner** for our investors.

OUR MISSION

Guided by our operating principles and core values, we will **create value** for our investors through **harnessing the strengths** of the Keppel Group to build **sustainable business platforms** for long-term growth.



Global mindset with local execution

- Led by a team of industry veterans with in-depth expertise and decades of experience working in local and international markets, and with global institutional investors



Strong investment track record with value creation along the entire value chain

- Expertise and proven capabilities in investor management, portfolio composition, efficient tax structuring, active currency and interest rate management
- Proactive asset management of global AUM of S\$42b¹ across both private and public markets



Fiduciary mindset with strong compliance and governance practices

- Socially responsible fund manager that creates value while integrating sustainable practices into our invested assets

1. Gross asset value of investments and uninvested capital commitments on leveraged basis to project fully-invested AUM; as at 31 December 2021.



Thank You

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