GROUP STRUCTURE

KEPPEL CORPORATION LIMITED ENERGY & ENVIRONMENT URBAN DEVELOPMENT CONNECTIVITY ASSET MANAGEMENT Offshore & MarinePower & Renewables Urban Space Solutions End-to-End Master Development Asset Management REITs & Business Trust : Data Centres Subsea Cable Systems Environment Digital Connectivity Private Funds New Energy Logistics KEPPEL CAPITAL HOLDINGS PTE LTD KEPPEL TELECOMMUNICATIONS & TRANSPORTATION LTD² KEPPEL OFFSHORE & MARINE LTD **KEPPEL LAND LIMITED** KEPPEL URBAN SOLUTIONS PTE LTD KEPPEL INFRASTRUCTURE HOLDINGS PTE LTD M1 LIMITED³ KEPPEL REIT^{4,6} **47**% KEPPEL RENEWABLE ENERGY PTE LTD KEPPEL DC REIT^{5,6} ECO-CITY INVESTMENT AND DEVELOPMENT CO., LTD¹ KEPPEL PACIFIC OAK US REIT⁶ **GROUP CORPORATE SERVICES** Control & Accounts Human Resources Risk & Compliance Corporate Communications Information Technology Strategy & Development Cyber Security Internal Audit Sustainability Digital Office Legal Tax Health, Safety & Environment Mergers & Acquisitions Treasury

Notes:

- Owned by a Singapore Consortium, which is in turn 90%-owned by the Keppel Group.
 Owns 70% of Keppel Data Centres Holding Pte Ltd, with Keppel Land Limited owning the remaining 30%
- Owned by Keppel Telecommunications & Transportation Ltd (19%), and Konnectivity Pte Ltd (81%), which is in turn 80%-owned by the Keppel Group
- ⁴ Owned by Keppel Land Limited (40%) and Keppel Capital Holdings Pte Ltd (7%).
- Owned by Keppel Telecommunications & Transportation Ltd (19.6%) and Keppel DC REIT Management Pte Ltd (0.4%).
- Public listed company.

 $Updated\ as\ at\ 25\ February\ 2022.\ This\ Group\ Structure\ illustrates\ the\ key\ business\ units\ of\ Keppel\ Corporation\ Limited.\ A\ complete$ list of significant subsidiaries, associated companies and joint ventures is available in Note 40 of the Notes to Financial Statements in this Report.