



**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:

- <sup>1</sup> Owned by a Singapore Consortium, which is in turn 90%-owned by the Keppel Group.
- <sup>2</sup> Owns 70% of Keppel Data Centres Holding Pte Ltd, with Keppel Land Limited owning the remaining 30%.
- <sup>3</sup> Owned by Keppel Telecommunications & Transportation Ltd (19%), and Connectivity Pte Ltd (81%), which is in turn 80%-owned by the Keppel Group.
- <sup>4</sup> Owned by Keppel Land Limited (40%) and Keppel Capital Holdings Pte Ltd (7%).
- <sup>5</sup> Owned by Keppel Telecommunications & Transportation Ltd (19.6%) and Keppel DC REIT Management Pte Ltd (0.4%).
- <sup>6</sup> 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.