

Presentation to Investors

HONG KONG

30-31 August 2016

The logo for Keppel Corporation, featuring the word "Keppel" in white text on a grey rectangular background, followed by the word "Corporation" in red text.

Disclaimer

This release may contain forward-looking statements which are subject to risks and uncertainties that could cause actual results to differ materially from such statements. Such risks and uncertainties include industry and economic conditions, competition, and legal, governmental and regulatory changes. The forward-looking statements reflect the current views of Management on future trends and developments.

Solutions for Sustainable Urbanisation

Our vision is to be a global company at the forefront of our chosen industries, shaping the future for the benefit of all our stakeholders.

Keppel meets the world's sustainable urbanisation needs through key businesses in Offshore & Marine, Property, Infrastructure and Investments.



Keppel's Vision 2020

Financial

- Net profit target
- Sustainable ROE
- PE ratio target
- Higher recurring income
- Institutional quality balance sheet

People

- Strong succession pipeline
- Tapping global talent pool
- High employee satisfaction

Stakeholders

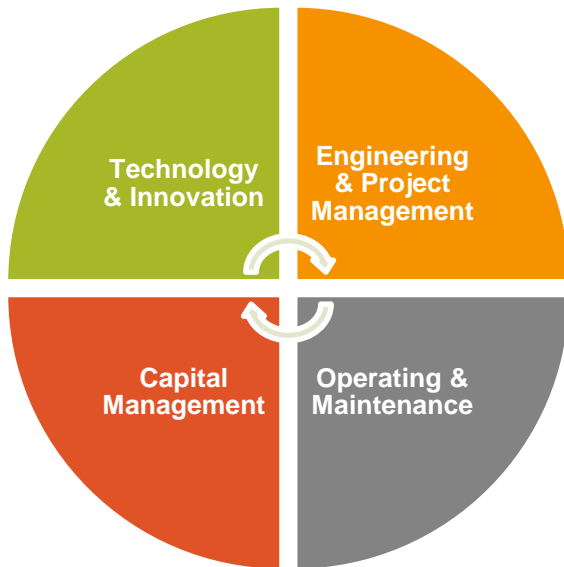
- Develop & grow new markets, products & customers
- Focus approach in CSR

Process

- Zero fatalities, zero audit failures
- Higher productivity
- Strong risk-management to support enterprise & innovation

Harnessing Strengths

Core Strengths:



Building Strong Verticals + Collaboration:



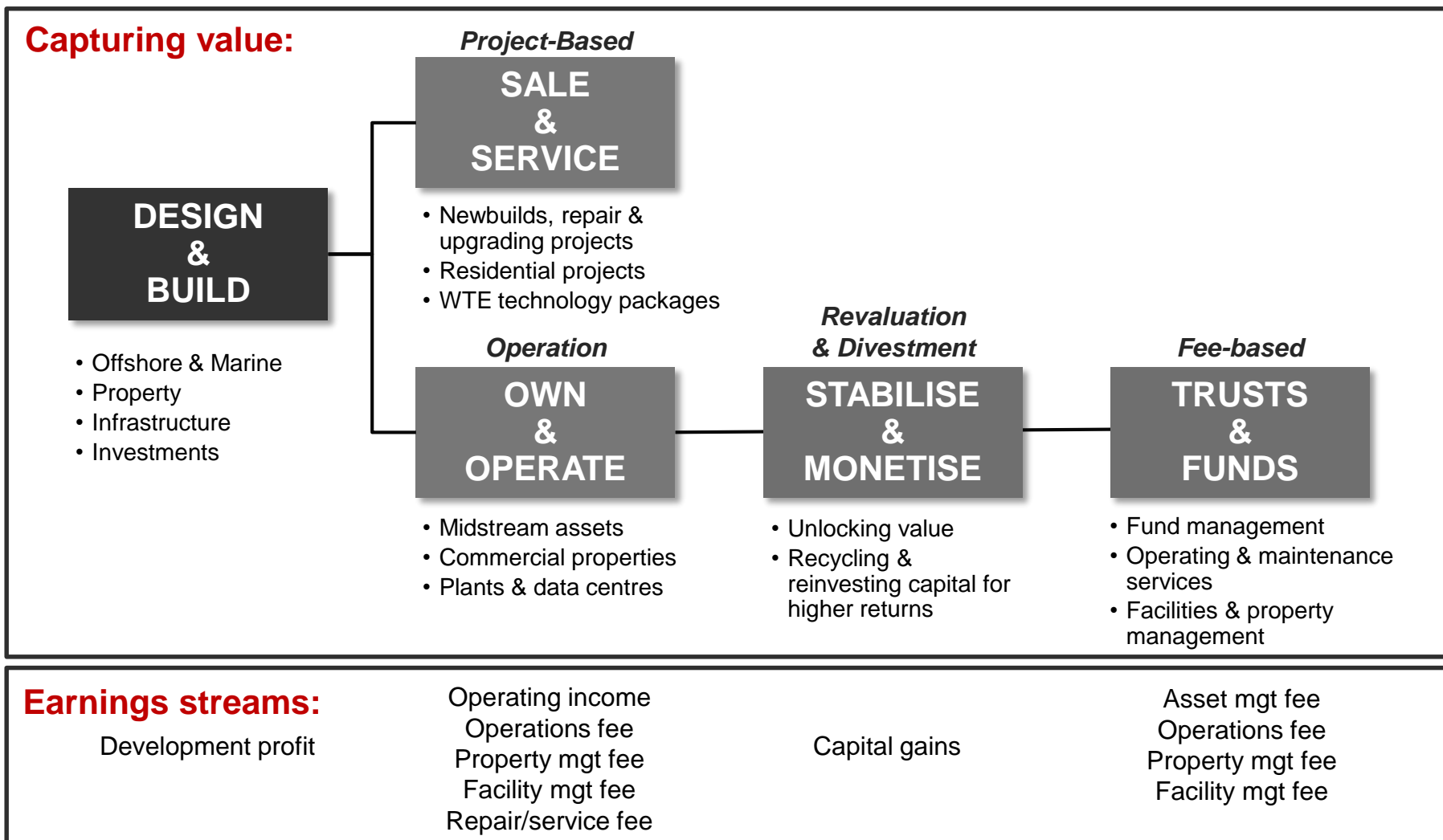
Scaling the Value Chain *(moving to the right)*

- The world is changing; business models must also evolve from asset heavy to asset light and high value adding businesses.

An example from the data centre industry:

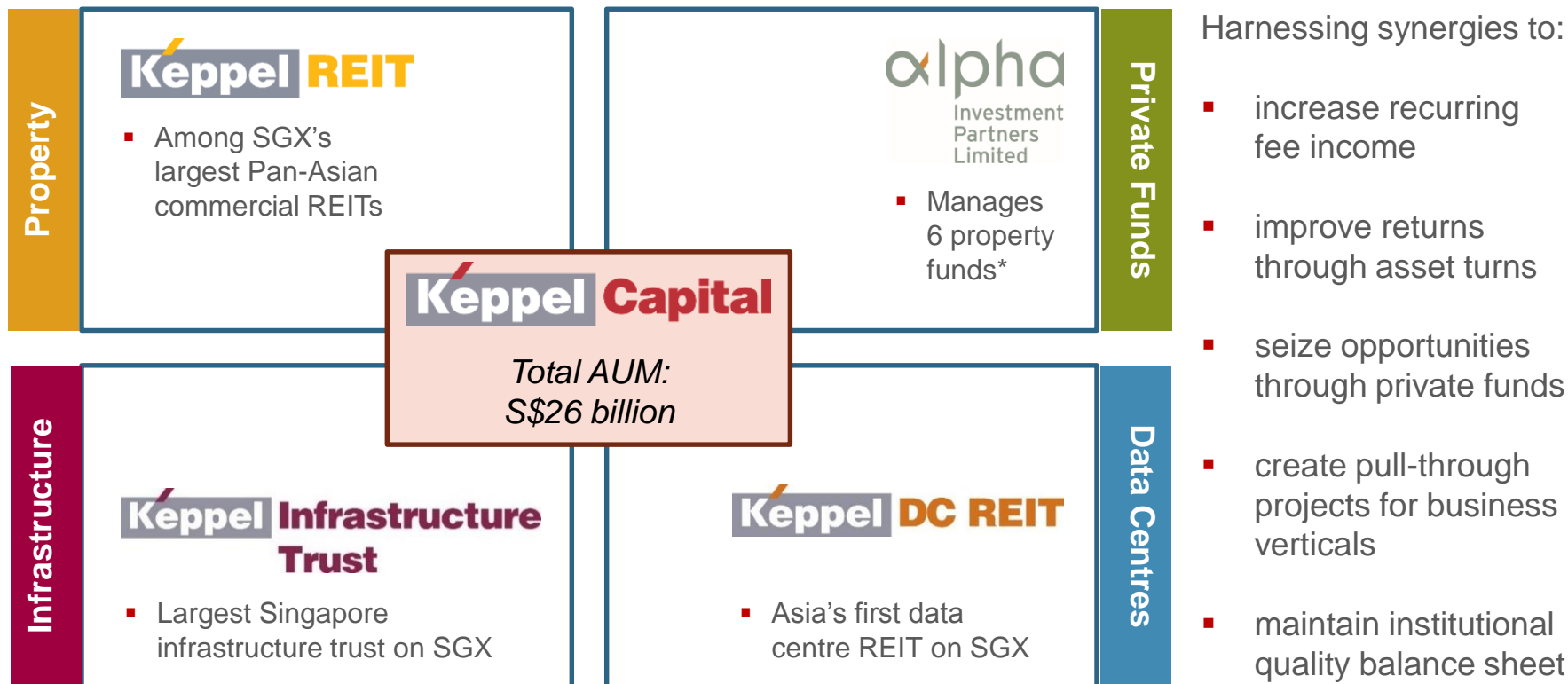


Creating & Capturing Sustainable Value



Fueling Growth through Asset Management

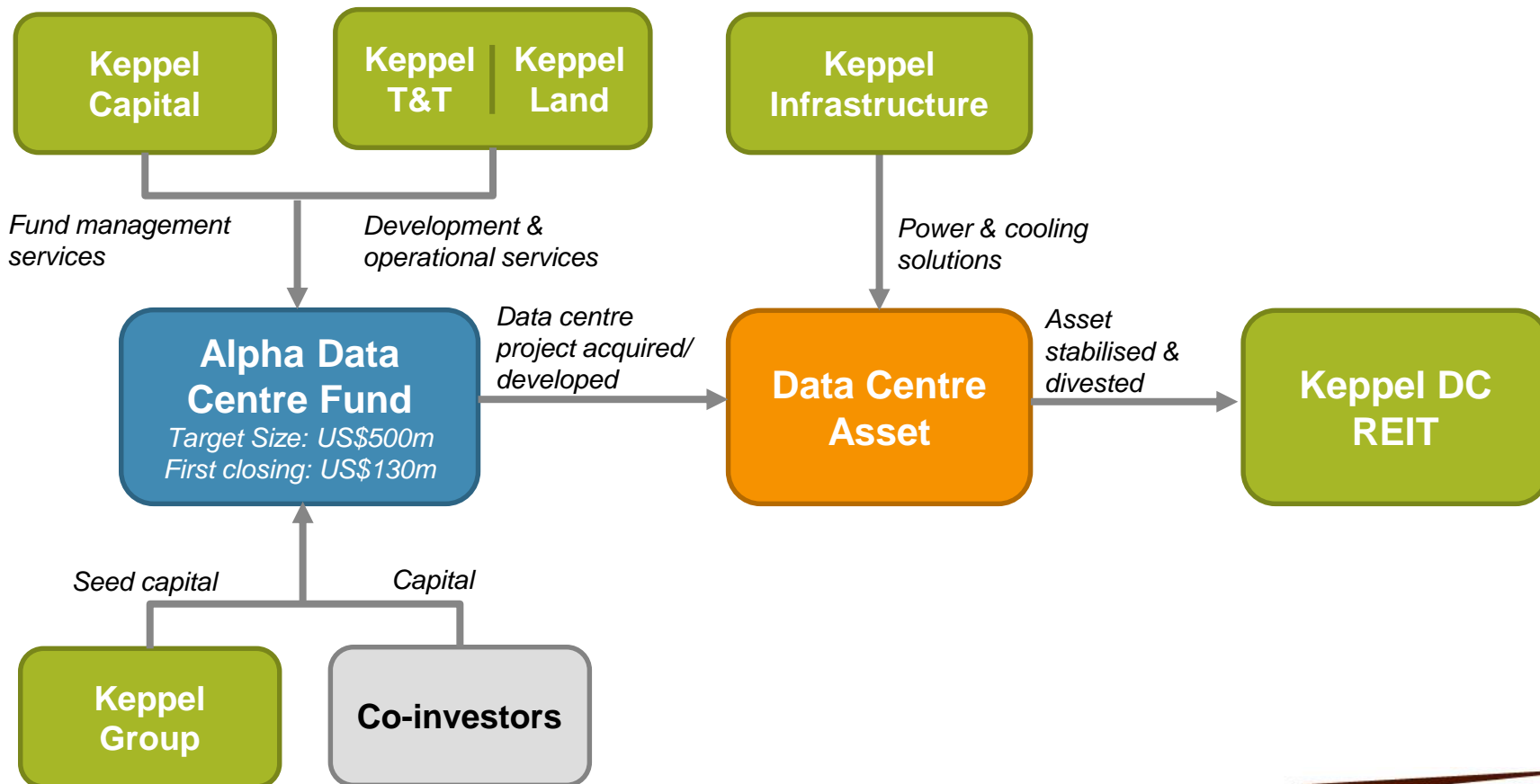
The Group will boost its capital recycling platform and expand its capital base with co-investors.



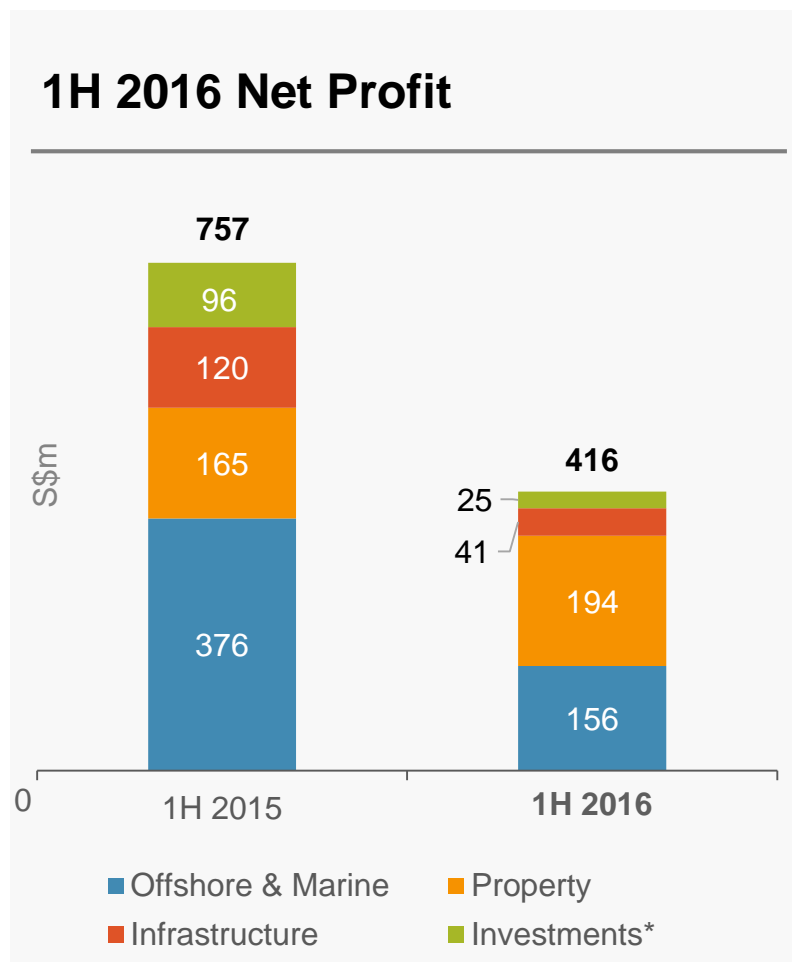
* Excludes the newly-launched Alpha Data Centre Fund and Alpha Asia Macro Trends Fund III.

Data Centre Fund

The Alpha Data Centre Fund harnesses synergies across the Group's business verticals to create sustainable value with capital efficiency.



Anchored on a Multi-Business Strategy

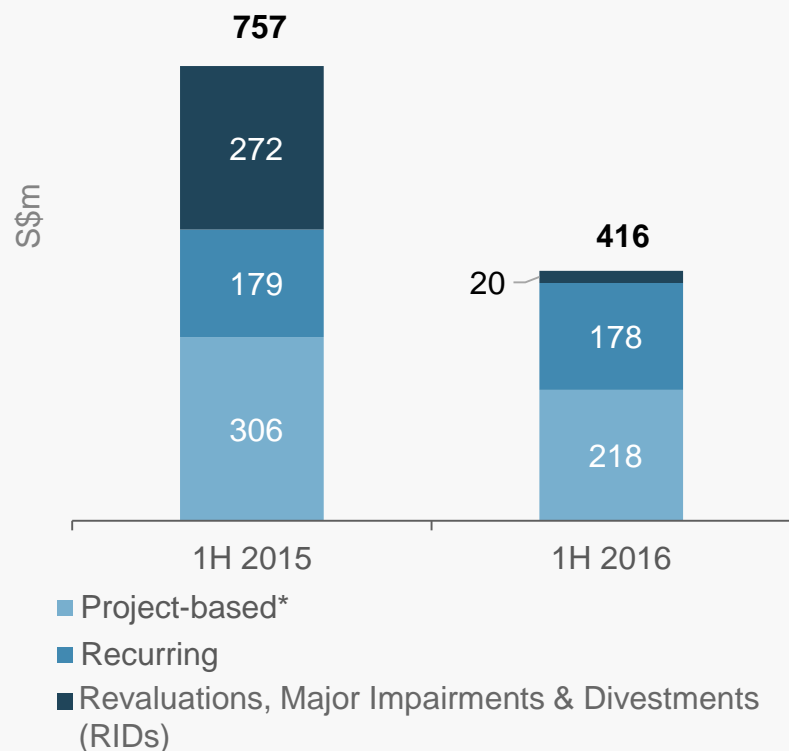


* Includes contributions from asset management businesses under Keppel Capital

- Resilient operations supported by rightsizing and prudent investments in new capabilities
- Stronger contributions from Property:
 - Improved home sales in China and Vietnam, riding on urbanisation trends
 - Over 70,000 homes and 1 million sm of commercial GFA under development in Asia
- Growing asset management business through Keppel Capital

Robust Earnings Streams

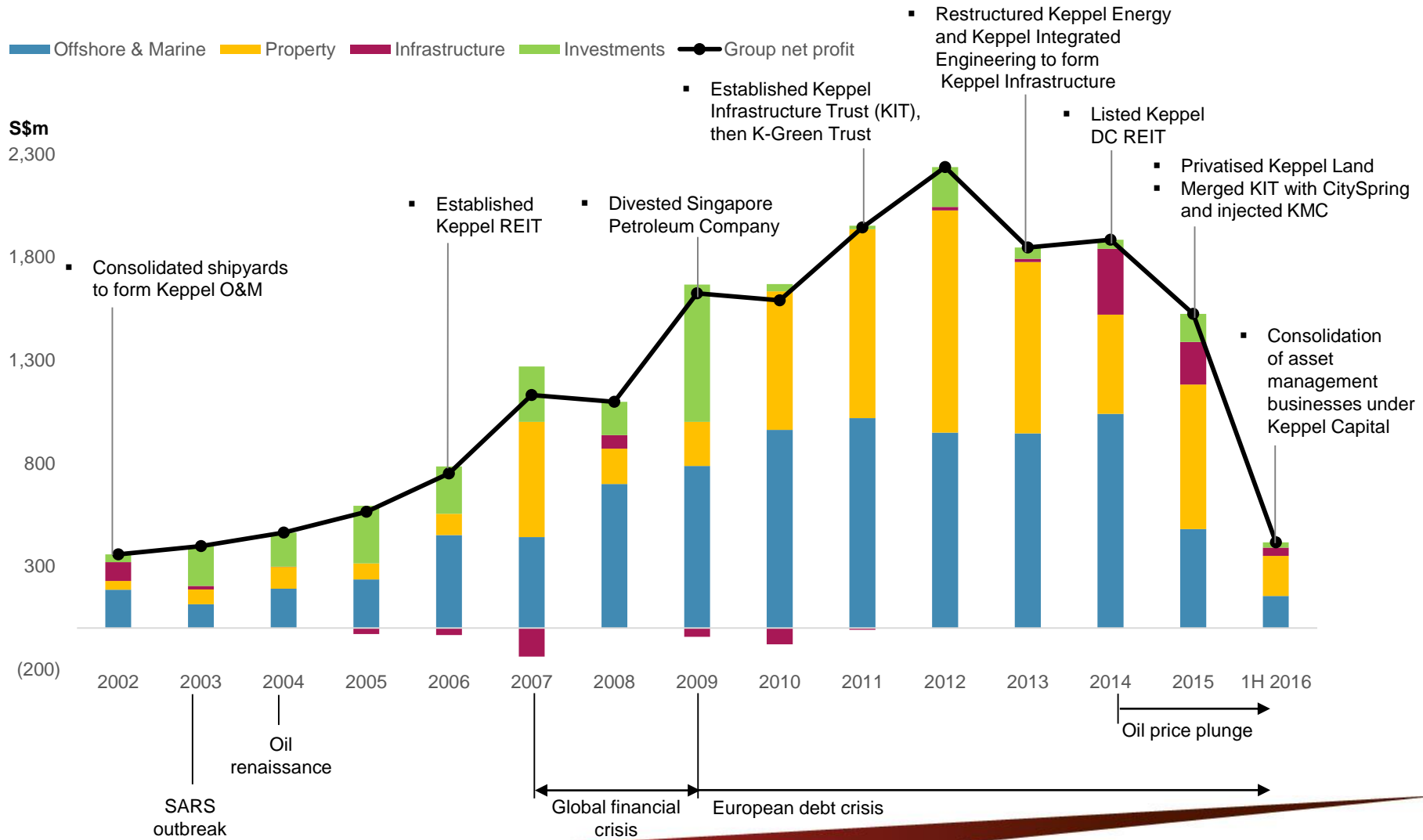
Net Profit by Income Type



- RIDs contributed an average of 23% to annual net profit since 2010
- Focused on growing stable recurring income for the long term

* Project-based earnings include income from rig building, specialised shipbuilding, property development and EPC projects.

Staying Resilient Through Cycles



We are staying the course on our multi-business strategy, driving collaboration across our verticals for synergy to create and capture higher value from all parts of Keppel.

ADDITIONAL SLIDES: FINANCIAL HIGHLIGHTS

Key Figures

S\$m	FY15	FY14	% Chg	1H16	1H15	% Chg
Revenue	10,296	13,283	(22)	3,368	5,377	(37)
Operating Profit	1,514	2,373	(36)	512	812	(37)
Net Profit	1,525	1,885	(19)	416	757	(45)
EPS	84.0cts	103.8cts	(19)	22.9cts	41.7cts	(45)
EVA	648	1,778	(64)	9	262	(97)
Free Cash Flow	(694)	729	<i>n.m</i>	(262)	(316)	<i>n.m.</i>
Annualised ROE	14.2%	18.8%	<i>Reduction of 460bps</i>	7.4%	13.1%	<i>Reduction of 570bps</i>
Net Gearing	0.53x	0.11x	<i>Increase of 0.42x</i>	0.62x	0.42x	<i>Increase of 0.2x</i>

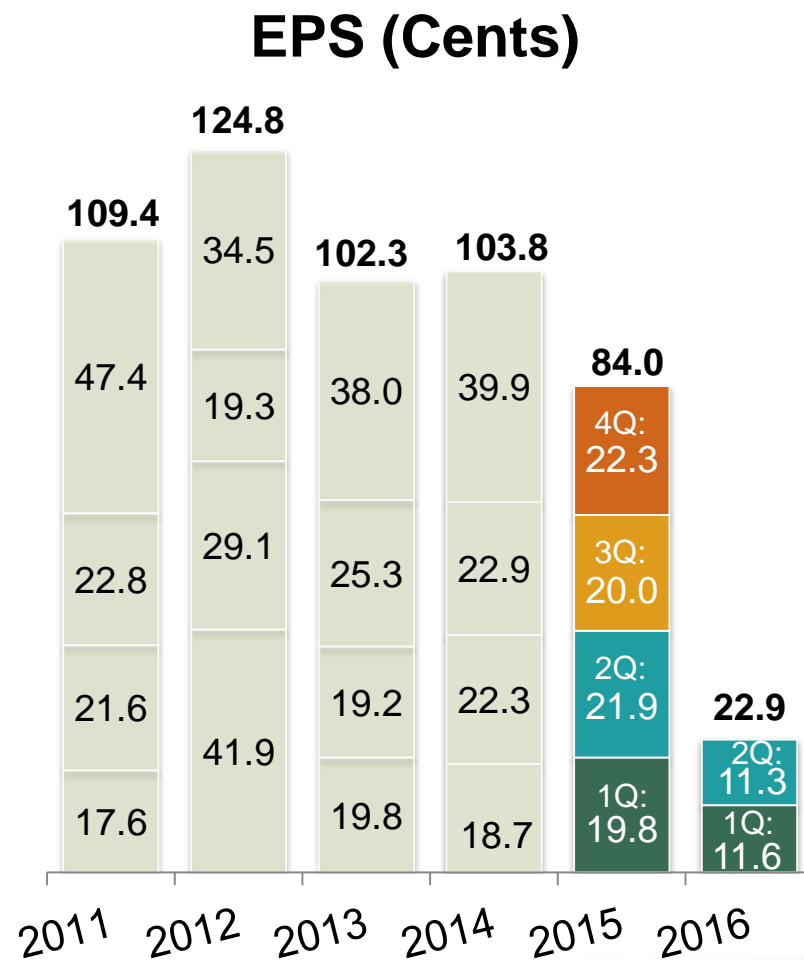
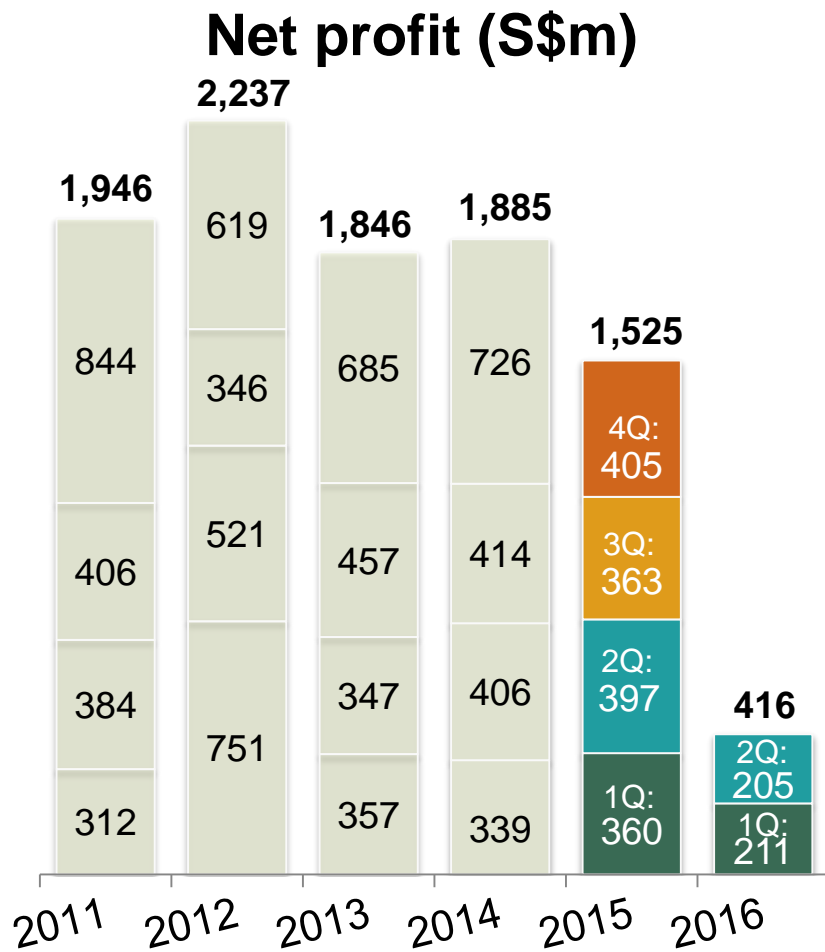
Revenue by Segments

S\$m	FY15	%	FY14	%	1H16	%	1H15	%
Offshore & Marine	6,241	61	8,556	64	1,538	46	3,507	65
Property	1,926	19	1,729	13	972	29	709	13
Infrastructure	2,058	20	2,934	22	794	23	1,047	20
Investments	71	-	64	1	64	2	114	2
Total	10,296	100	13,283	100	3,368	100	5,377	100

Net Profit by Segments

S\$m	FY15	%	FY14	%	1H16	%	1H15	%
Offshore & Marine	481	32	1,040	55	156	37	376	49
Property	701	46	482	26	194	47	165	22
Infrastructure	207	14	320	17	41	10	120	16
Investments	136	8	43	2	25	6	96	13
Total	1,525	100	1,885	100	416	100	757	100

Net Profit & EPS



ROE & Dividend

Annual dividend payout stayed at above 40% of net profit over the past 13 years.

ROE (%) & Dividend (Cents)

