

The slide features decorative geometric shapes. On the left, a large red triangle points downwards, with two overlapping diagonal bars (one light grey, one dark grey) extending from its base towards the center. On the right, another large red triangle points upwards, meeting the bottom edge of the slide.

Briefing to Retail Shareholders

Hosted by SIAS

20 August 2019

Disclaimer

This presentation 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.

Note: An agenda decision on a clarification in relation to capitalisation of borrowing costs by property developer under IAS 23 Borrowing Costs was finalised by the International Financial Reporting Standards Interpretations Committee during the year. As the financial reporting framework applied by the Group is equivalent to International Financial Reporting Standards, the agenda decision has relevant impact to the Group's Property Division. Consequently, 2018 financial figures in this presentation have been restated.

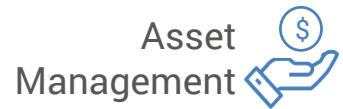
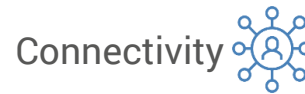
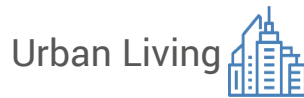
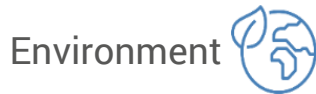
Address by CEO

Transforming to Deliver

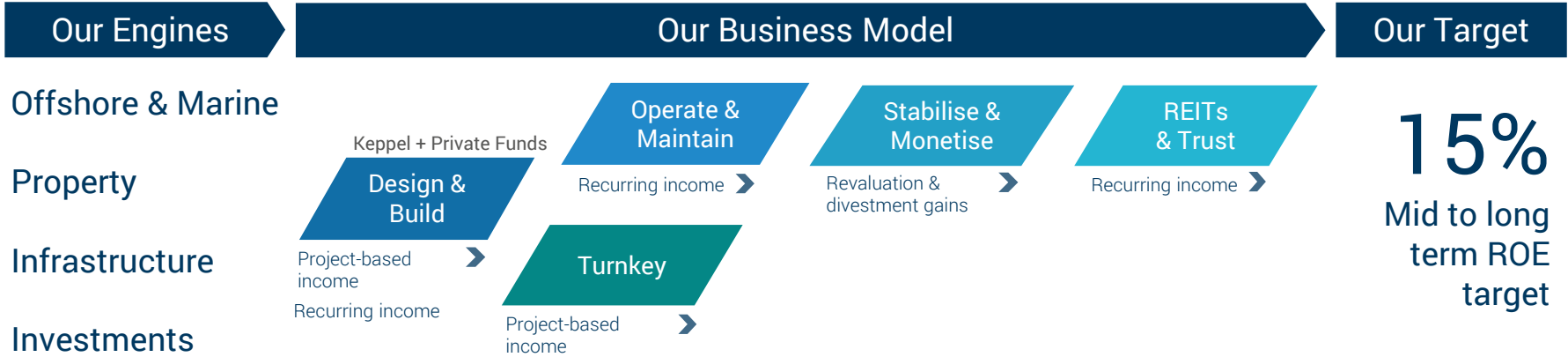
The key pieces of our transformation are in place and we are focused on executing our growth initiatives.



We are an eco-system of companies providing solutions for sustainable urbanisation.



Creating & Capturing Value



Collaborating for Growth



In 2019, we received Final Notice to Proceed to convert Golar's 2nd FLNG vessel, the Gimi, expanding our track record for gas solutions.

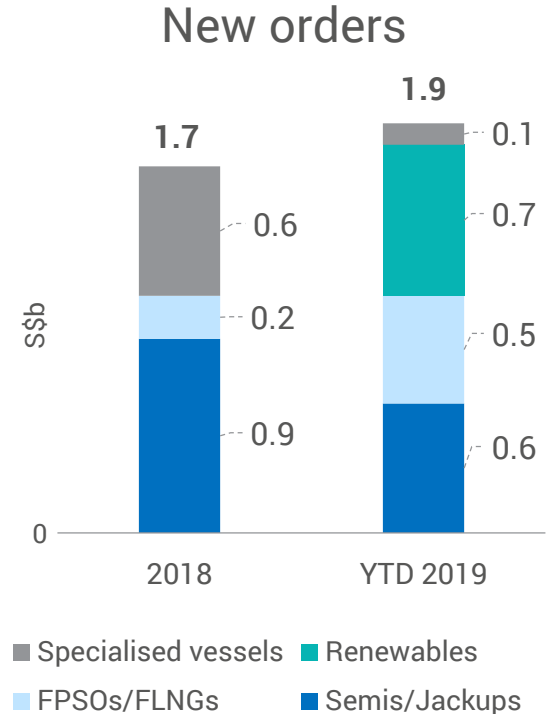
Hilli Episeyo, the world's first-of-its-kind converted FLNG vessel



Offshore & Marine



- Secured quality contracts worth S\$1.9b YTD, exceeding S\$1.7b won in 2018
- Offshore wind solutions gaining traction with ~S\$720m worth of contracts won in 2Q 2019
- Net orderbook of S\$5.5b as at end-Jun 2019 is the highest since 2016



Keppel Land continues to deepen its presence in fast-growing cities across China and Vietnam, and turn assets efficiently to achieve high returns.

Launch of The Infiniti in Ho Chi Minh City



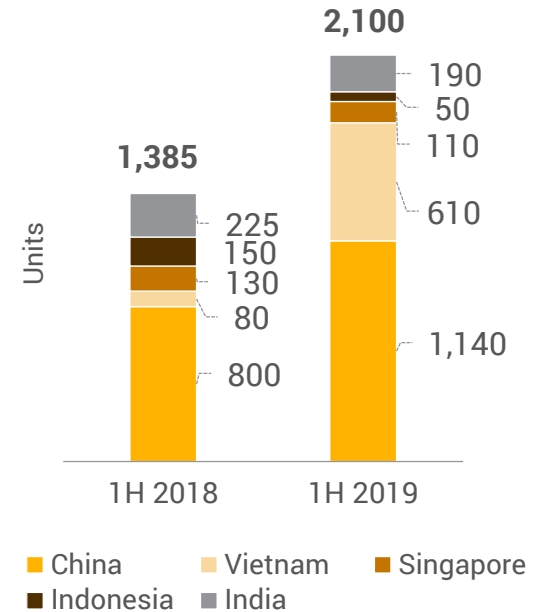


Property

Seizing opportunities

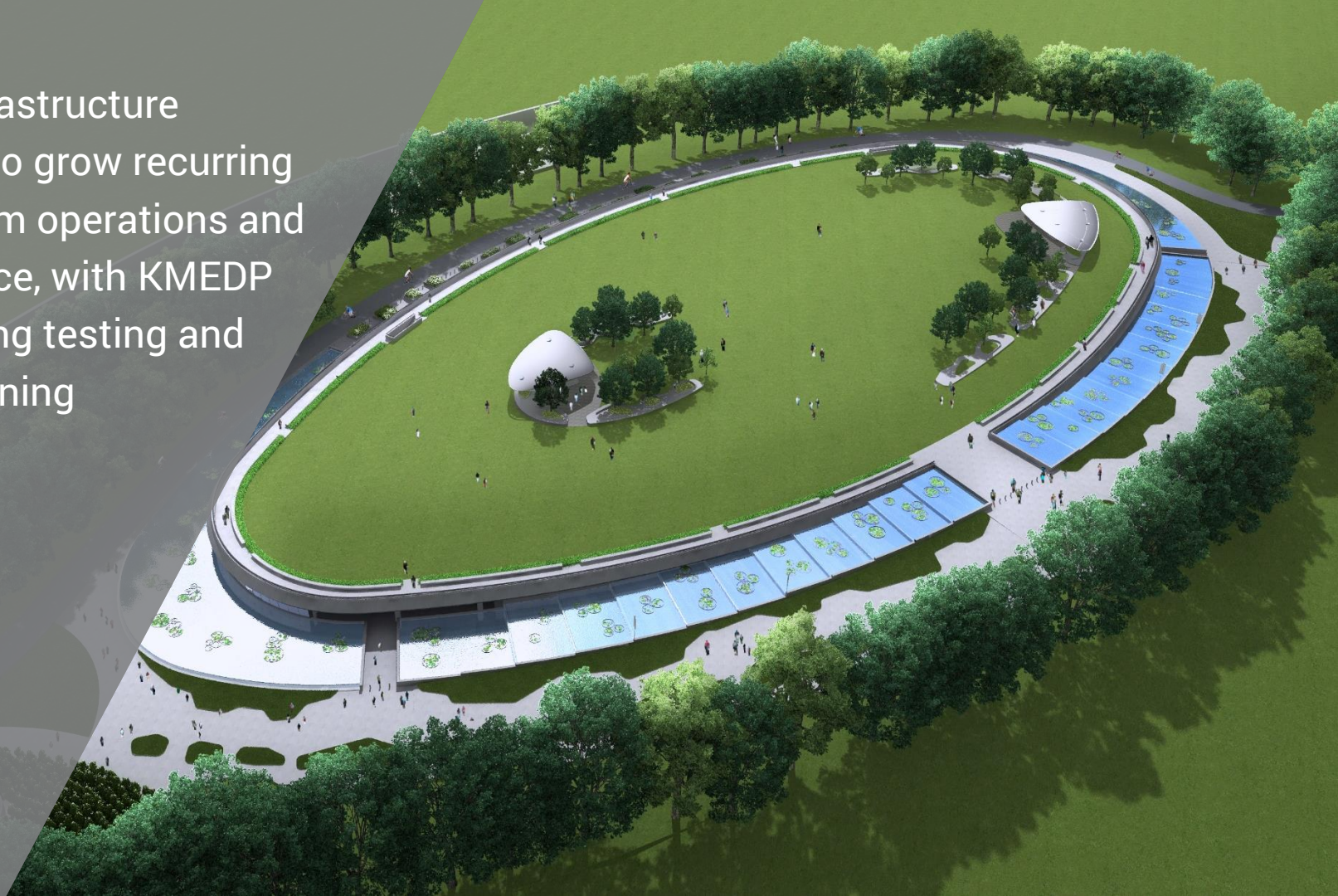
- Deepening presence in key cities such as Nanjing and Tianjin
- Acquired a commercial building in Shanghai with AAMTFⁱ III and co-investors
- Acquired stakes in three residential sites in HCMC
- Collaborating with Nam Long on residential township in Dong Nai

Home sales



Keppel Infrastructure continues to grow recurring income from operations and maintenance, with KMEDP commencing testing and commissioning in 3Q 2019.

*Keppel Marina East
Desalination Plant*



Growing Data Centre Portfolio

23

Data centre developments
across Asia-Pacific & Europe

S\$3.0b

Combined portfolio value

25%

Compounded annual growth rate
of net lettable area since 2014

Net Lettable Area (million sq ft)



The US\$1 billion Alpha Data Centre Fund continues to grow its portfolio of developmental assets.



We create value for shareholders by investing strategically, developing new growth engines and harnessing synergies across the Group.

*Saigon Sports City in
Ho Chi Minh City*



Fuelling Growth through Asset Management

Keppel Capital aims to grow AUM and connect investors with high-quality real assets in sectors fuelled by urbanisation trends.

Current vehicles		New asset classes	
Property	<p>Keppel REIT</p> <ul style="list-style-type: none"> Among SGX's largest Pan-Asian commercial REITs <p>Keppel KBS US REIT</p> <p>PRIME US REIT</p> <ul style="list-style-type: none"> Office REITs with properties in the US ⁱ 	<p>alphaInvestment Partners Limited</p> <ul style="list-style-type: none"> Manages private funds for real assets <p>Keppel Capital Alternative Asset</p> <ul style="list-style-type: none"> Manages private funds for alternative asset classes 	Private Funds
	Infrastructure	<p>Keppel Infrastructure Trust</p> <ul style="list-style-type: none"> Largest Singapore infrastructure trust on SGX <p>Keppel DC REIT</p> <ul style="list-style-type: none"> Asia's first data centre REIT on SGX 	

- ✓ Infrastructure assets
 - 30% stake in Gimi FLNG will be a seed asset for the new infrastructure fund
- ✓ Alternative assets
- ✓ Senior living
- ✓ Education fund

Driving M1's Transformation

FOCUS AREAS

- Accelerating core consumer growth
- Expanding B2B segment
- Improving cost efficiencies
- Pursuing regional opportunities
- Harnessing synergies

BUSINESS UPDATES

One Plan

>15,000 new customers secured in first month following launch of simplified plan and improved customer experience

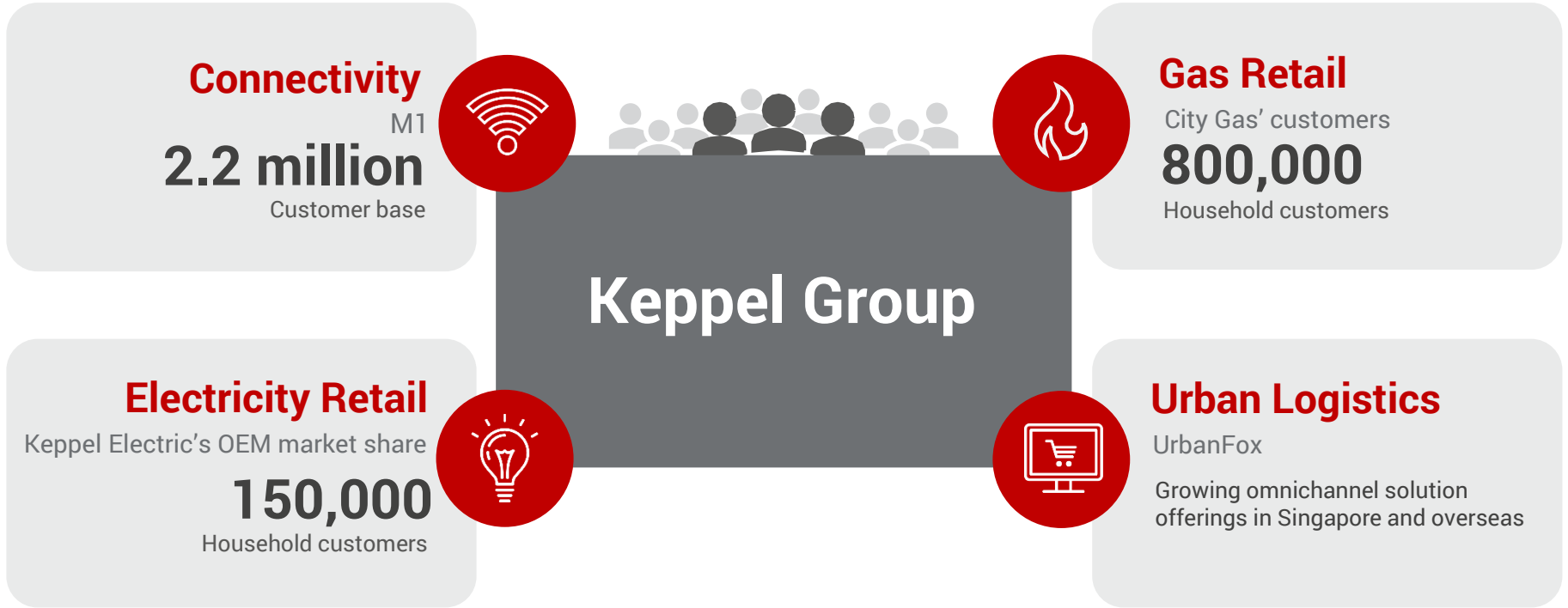
5G

Partnering IMDA and PSA to testbed 5G technologies for smart port operations, which can also be applied to other sectors

Collaboration

Working with Keppel O&M to provide connectivity for autonomous vessels

Growing B2C Business



Investing in Innovation

We have invested close to S\$100m in venture capital, businesses and startups focused on new technologies and innovations in the year to date.

FUND INVESTMENTS



Property
Technology

Fifth Wall Ventures



China Tech
Startups

Vertex Ventures



Enterprise &
Deep Tech

Wavemaker
Partners



Edge Data
Centre Solutions

Etix Group



Electric Vehicle
Batteries

Envision AESC
Group

Address by CFO

Key highlights

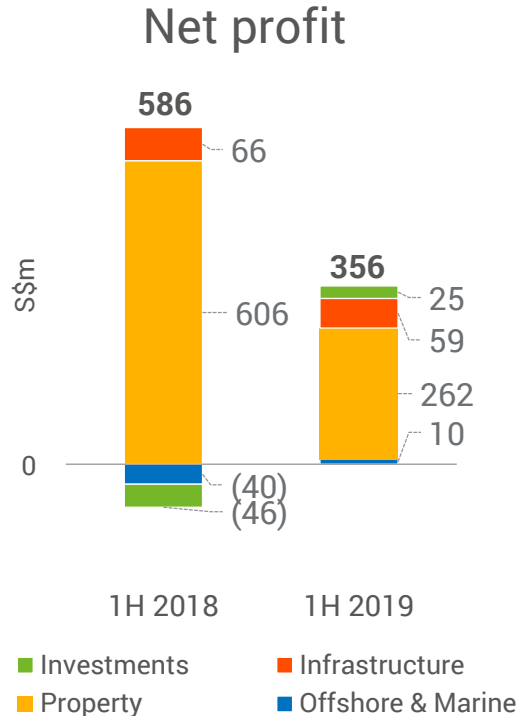
S\$356m

1H 2019 net profit down 39% yoy as 1H 2018 benefitted from en-bloc sales worth S\$416m

8 cts/share

Paid interim dividend for 1H 2019

Financial Performance



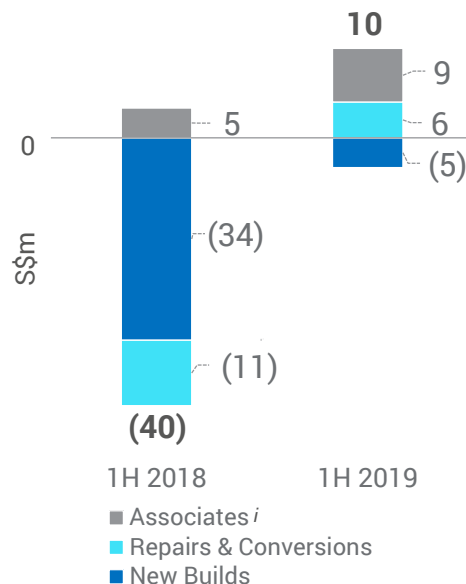
- Annualised ROE was 6.3%
- Free cash outflow of S\$614m in 1H 2019 vs inflow of S\$873m in 1H 2018
- Net gearing was 0.82x as at end-Jun 2019 vs 0.72x as at end-Mar 2019

Offshore & Marine

Key highlights

S\$m	1H 2018	1H 2019	%
Revenue	939	813	(13)
Operating profit	14	14	-
Net profit / (loss)	(40)	10	n.m.

Net profit



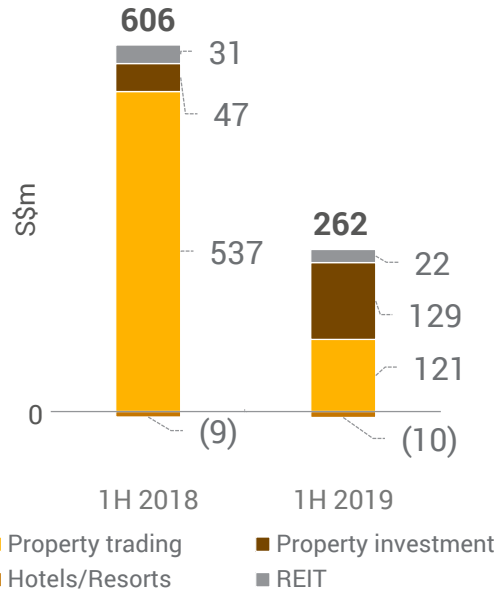
- S\$10m net profit recorded in 1H 2019 due mainly to higher investment income, lower net interest expense and higher contribution from associates

Property

Key highlights

S\$m	1H 2018	1H 2019	%
Revenue	787	628	(20)
Operating profit	699	270	(61)
Net profit	606	262	(57)

Net profit



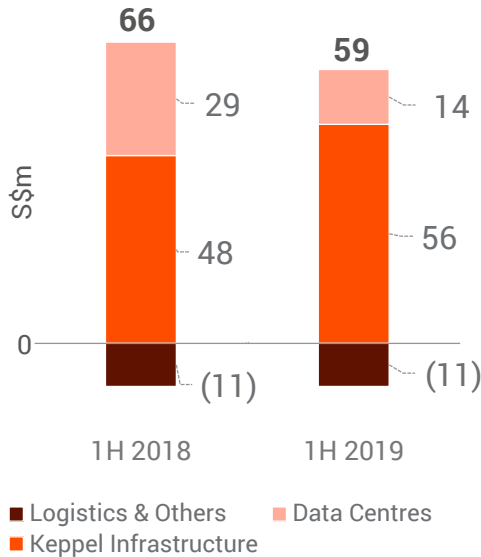
- 1H 2019 net profit lower yoy in the absence of gains from en-bloc sales worth S\$416m in 1H 2018
- Sale of 8,690 overseas units worth ~S\$2.9b recognisable from 2H 2019-2022

Infrastructure

Key highlights

S\$m	1H 2018	1H 2019	%
Revenue	1,211	1,425	18
Operating profit	52	39	(25)
Net profit	66	59	(11)

Net Profit



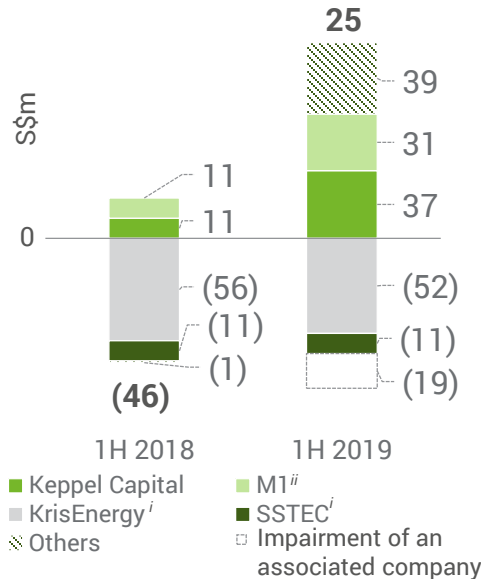
- 1H 2019 net profit lower yoy in the absence of dilution gain from Keppel DC REIT's private placement
- Keppel Infrastructure delivered strong earnings growth on improved performance across all its businesses

Investments

Key highlights

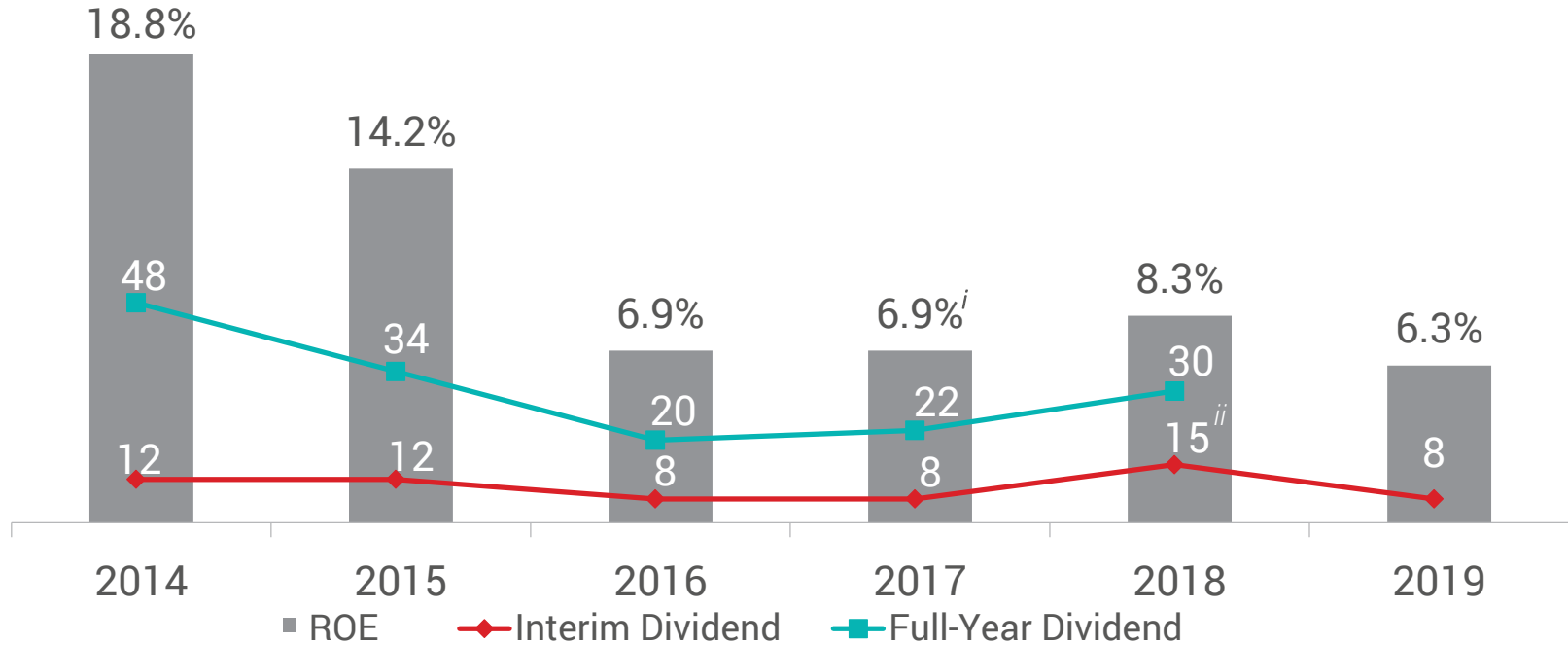
S\$m	1H 2018	1H 2019	%
Revenue	56	449	>500
Operating profit	1	159	>500
Net profit / (loss)	(46)	25	n.m.

Net Profit



- 1H 2019 net profit higher yoy due to improved earnings from Keppel Capital, higher contribution from M1 and re-measurement gain of previously held interest in M1

ROE & Dividend



ⁱ Excludes one-off financial penalty from global resolution & related costs

ⁱⁱ Includes special cash dividend of 5.0cts/share

Q&As