

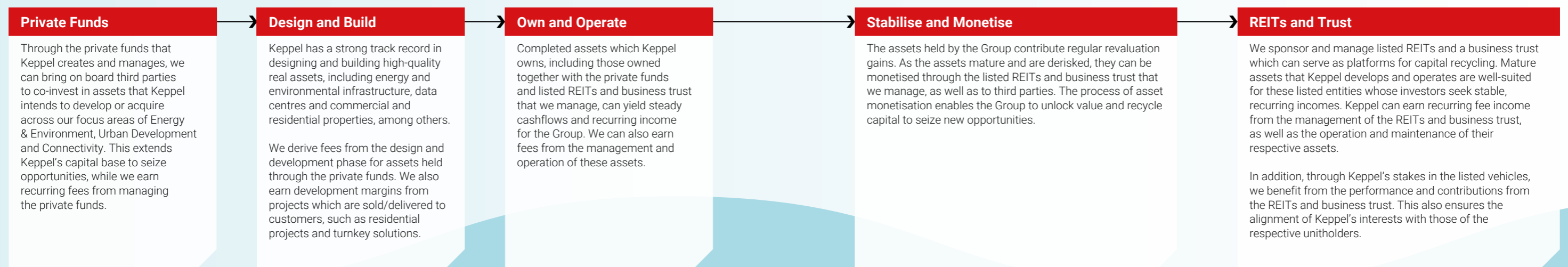
## Ecosystem for Value Creation

As a global asset manager with strong operating capabilities across Energy & Environment, Urban Development and Connectivity, we create solutions that help to build a sustainable future. We are accelerating the execution of Keppel's Vision 2030 plans, supporting our customers and communities on their journeys to net zero, while creating value for our investors and stakeholders.

Our business model, underpinned by strong collaboration and integration across business units, provides a robust ecosystem that allows us to create and capture value as OneKeppel. From the time an asset is being created till after its injection into a Keppel-managed trust or fund, our business model produces multiple income streams.

To fuel Keppel's growth, we are also expanding the Group's capital base, bringing on board like-minded co-investors through our private funds to seize opportunities and accelerate asset creation without putting a strain on our balance sheet. We can also turn our assets efficiently through our business model, unlocking value and recycling capital to achieve the best risk-adjusted returns.

### Our Value Creating Business Model



### Real Assets We Create, Operate and Maintain



Keppel Marina East Desalination Plant, Singapore



Data centre in Greater Beijing, China



Keppel Bay Tower, Singapore