Group Structure

Keppel Corporation Limited Energy & Environment¹ Connectivity **Asset Management Urban Development** Asset Management REITs & Business Trust Urban Space Solutions End-to-End Master Development Data Centres Subsea Cable Systems Power & Renewables **Environment** Private Funds New Energy Digital Connectivity 100% 100% 100% 100% Keppel Capital Holdings Pte Ltd Keppel Infrastructure **Keppel Land Limited Keppel Telecommunications Holdings Pte Ltd** & Transportation Ltd 100% 100% 100% 47% Keppel REIT^{2,3} Keppel Renewable Energy Pte Ltd **Keppel Urban Solutions Pte Ltd** M1 Limited⁶ 20% 50% Sino-Singapore Tianjin Eco-City Investment and Keppel DC REIT^{3,4} Development Co., Ltd⁵ China 7% Keppel Pacific Oak US REIT³

Notes

- Excludes Keppel Offshore & Marine (Keppel O&M), as the combination of Keppel O&M and Sembcorp Marine Ltd was completed on 28 February 2023.
- Owned by Keppel Land Limited (40%) and Keppel Capital Holdings Pte Ltd (7%)
- Public listed company.

 Owned by Keppel Telecommunications & Transportation Ltd (19.6%) and Keppel DC REIT Management Pte Ltd (0.6%).

Control & Accounts

Cyber Security

Digital Office

Corporate Communications

Health, Safety & Environment

- Owned by a Singapore Consortium, which is in turn 90%-owned by the Keppel Group.
- Owned by Keppel Konnect Pte Ltd (19%), and Konnectivity Pte Ltd (81%), which are in turn 100%-owned and 80%-owned by the Keppel Group respectively.

Updated as at 2 March 2023. 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.

Human Resources

Internal Audit

Information Technology

Mergers & Acquisitions

Risk & Compliance

Sustainability

Treasury

Strategy & Development