



FY 2007 Results Announcement

31 January, 2008

Address By Executive Chairman

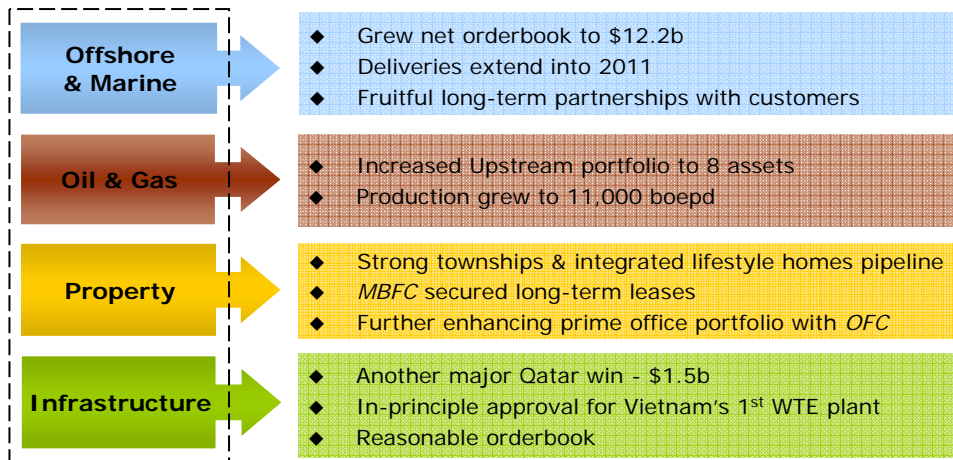
Delivering Another Record Year

- ✓ PATMI surpasses \$1b
- ✓ EPS of \$0.65, up 36%
- ✓ Earnings CAGR ~23% over last 7 yrs

- ✓ All key businesses performed better in 2007

*Creditable
financial results
&
performance
all-round*

Robust Platforms For Continued Growth



Leveraging collective network and competencies

Spearheading A Landmark Project

Sino-Singapore Tianjin Eco-City

- ◆ An international model city for sustainable development
- ◆ Holistic approach encompasses economic development, environmental protection and social harmony
- ◆ Keppel to lead Singapore consortium
- ◆ Phased development of 30km² site over 10-15 years

Showcasing solutions for sustainable development

Pushing Technology & Innovation Frontiers

Offshore & Marine

- ◆ Established KOM Technology Centre - augment current R&D initiatives
- ◆ Seeding \$150m over 5 yrs

Infrastructure

- ◆ Set-up Keppel Environmental Technology Centre – drive further R&D, forge research partnerships

Property

- ◆ Incorporating green features in new developments

**Endeavour To Continue
Increasing Shareholders' Value
Against Challenging Backdrop**

Group Financial Highlights

2007 Financial Achievements

PATMI	↑	37% to S\$1,026m
EPS	↑	36% to 64.9cts
Distribution	↑	from 28 cts/share to 64 cts/share
ROE	↑	from 19.1% to 21.8%
EVA	↑	S\$181m to S\$604m
Free cash flow	↓	22% to S\$1,151m
Net gearing	↓	from 0.24x to 0.09x

Financial Highlights

S\$m	<u>2007</u>	<u>2006</u>	<u>% Change</u>
Revenue	10,431	7,601	37
EBITDA	1,176	931	26
Operating Profit	1,051	804	31
Profit Before Tax	1,556	1,139	37
PATMI	1,026	751	37
EPS (cents)	64.9	47.7	36

Revenue by Segments

S\$m	<u>2007</u>	<u>%</u>	<u>2006</u>	<u>%</u>	<u>% Change</u>
Offshore & Marine	7,258	70	5,755	76	26
Property	1,835	17	1,155	15	59
Infrastructure	1,277	12	570	7	124
Investments	61	1	121	2	(50)
Total	10,431	100	7,601	100	37

Pretax Profits by Segments

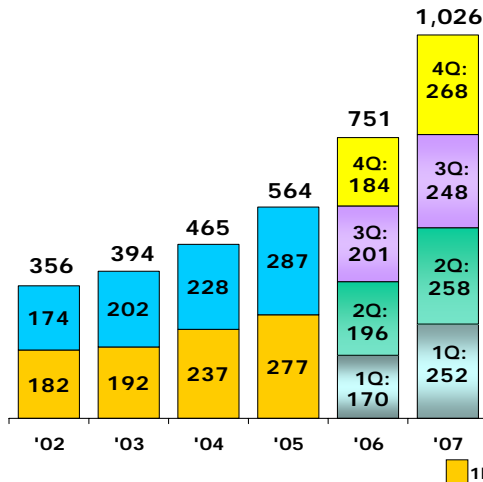
S\$m	<u>2007</u>	<u>%</u>	<u>2006</u>	<u>%</u>	<u>% Change</u>
Offshore & Marine	700	46	624	55	12
Property	471	30	233	20	102
Infrastructure	51	3	(24)	(2)	NM
Investments	334	21	306	27	9
Total	1,556	100	1,139	100	37

PATMI by Segments

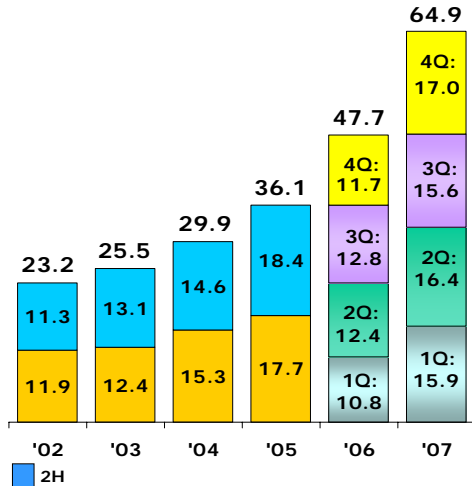
S\$m	<u>2007</u>	<u>%</u>	<u>2006</u>	<u>%</u>	<u>% Change</u>
Offshore & Marine	522	51	448	60	17
Property	209	20	96	13	118
Infrastructure	27	3	(35)	(5)	NM
Investments	268	26	242	32	11
Total	1,026	100	751	100	37

Consistent Earnings Growth

PATMI (\$m)



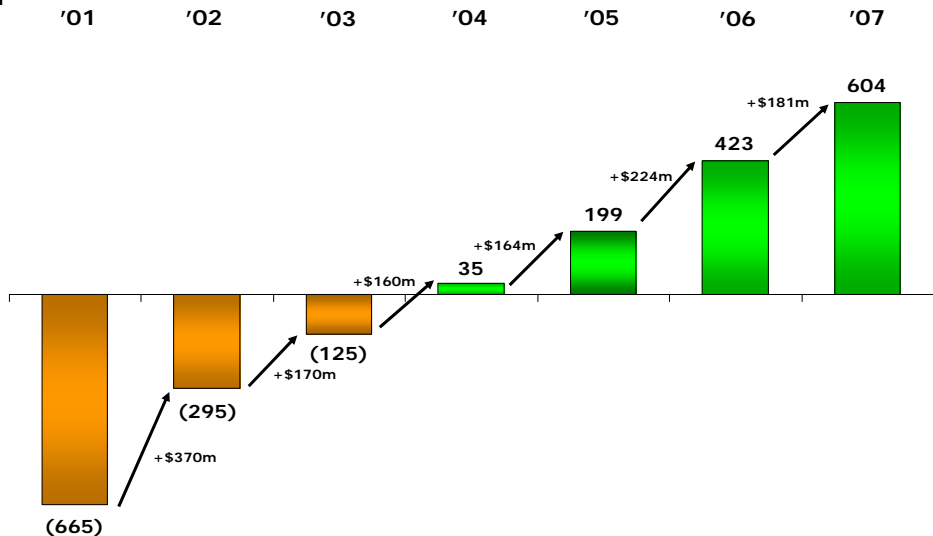
EPS* (Cents)



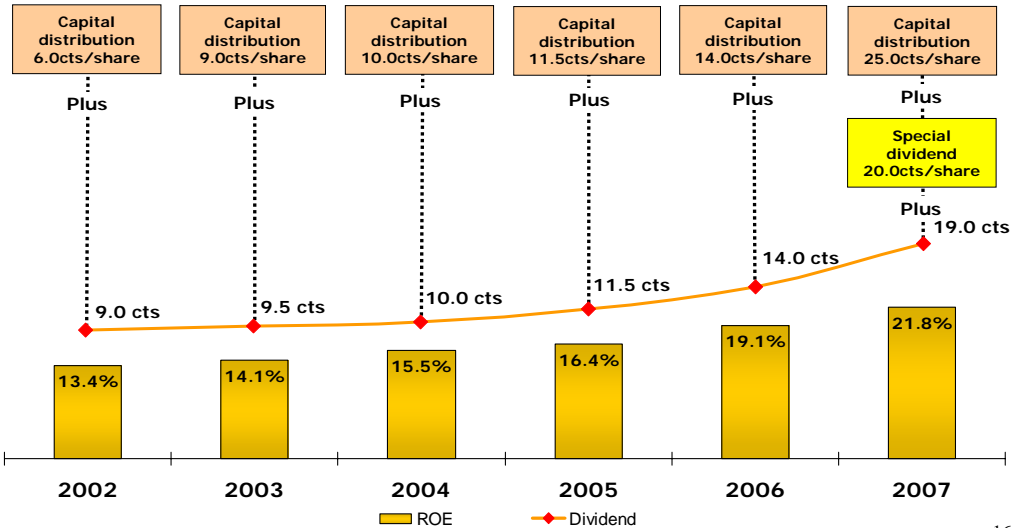
* Adjusted for the sub-division of shares

Continued EVA Growth

S\$m



Increasing ROE & Dividend



Dividend and capital distribution have been adjusted for the sub-division of shares

Healthy Free Cash Flow

	<u>2007</u>
	S\$m
Operating profit	1,051
Depreciation & other non-cash items	139
	<hr/>
	1,190
Working capital changes	638
Interest & tax paid	(131)
	<hr/>
Net cash from operating activities	1,697
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Investments & capex	(841)
Divestments & dividend income	295
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Net cash used in investing activities	(546)
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Free Cash Flow	1,151
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Dividends paid	(511)

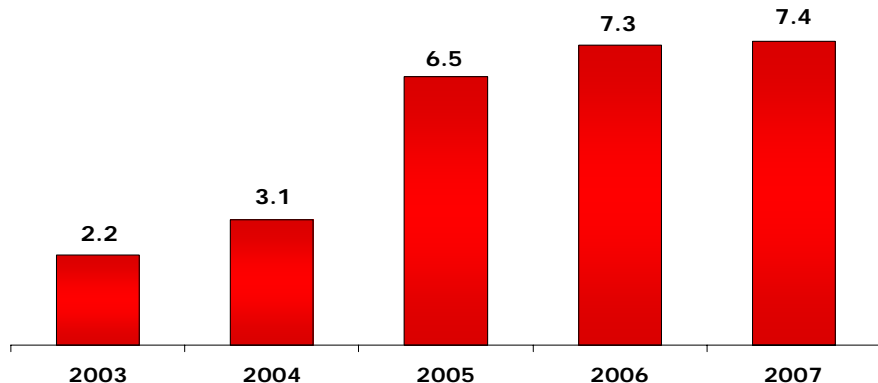
Business Review & Outlook

Offshore & Marine

Another Exceptional Performance

S\$b

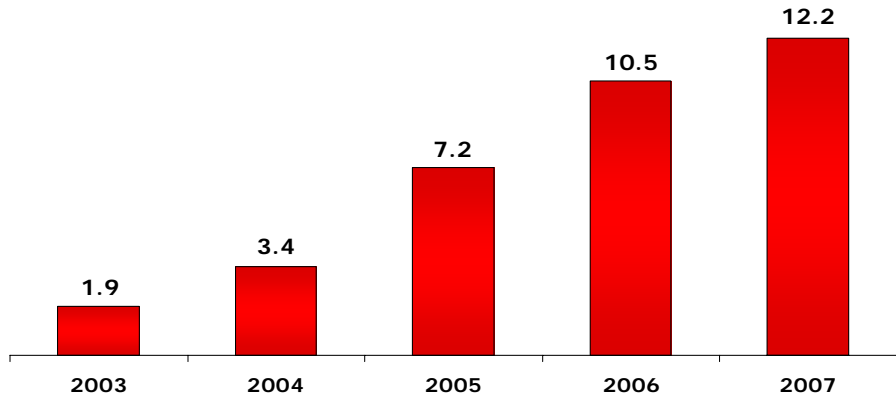
Contracts Secured



Extending Earnings Visibility Into 2011

S\$b

Net Orderbook



A Healthy Spread

Highlighting Some Wins In 2007

Production

- ◆ Petrobras' P-56
- ◆ 5 FPSO conversions

Accommodation

- ◆ 2 Floatels

Specialised Vessels

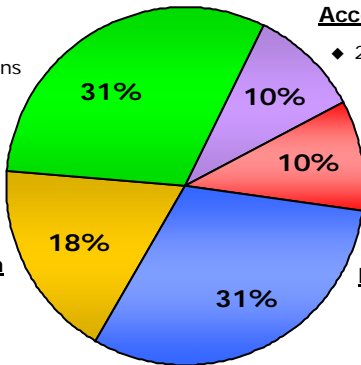
- ◆ 1st derrick pipelayer
- ◆ 2 Ice-class standby/ rescue vessels

Drilling & Production

- ◆ World's 1st FDPSO conversion
- ◆ 2 KFELS N Class

Drilling

- ◆ 4 jackups for Rowan
- ◆ 2 semis
- ◆ Drillship outfitting



Contracts Secured: \$7.4b

Continuing To Enhance Our Propositions

Near Market, Near Customer

- ◆ Developing yard with Qatar Gas, new strategic foothold in Middle East
- ◆ Awarded P-56 worth US\$1.2b

Technology Leadership

- ◆ New generation floatel, 1st for North Sea in >20yrs
- ◆ Repeat orders for KFELS N Class

Execution Track Record

- ◆ Delivered P-52; completing P-51
- ◆ 33 major deliveries in 2007

Proven competency in delivering complex projects

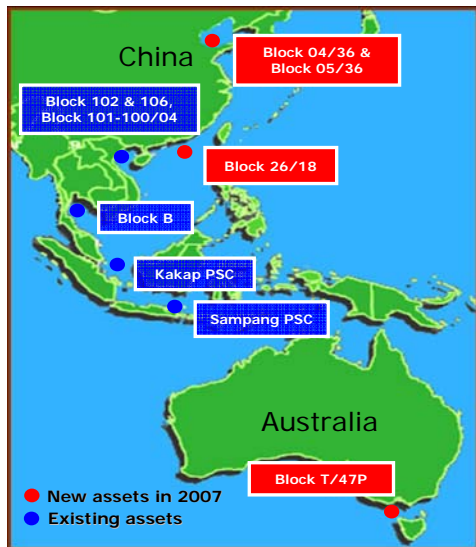
Robust Fundamentals Underpin E&P

- ◆ High oil prices and marginal growth in world's hydrocarbon reserves drive sustained E&P activities
- ◆ Search for hydrocarbons extends into challenging environments and marginal fields
- ◆ Deepwater and Arctic regions still under-explored, hold potential for more discoveries
- ◆ Technological competencies key to opening new markets

Positioned to leverage new opportunities and markets

Oil & Gas

Strategic Growth Beyond South-East Asia



◆ Entry into China

- Bohai Bay producing assets
- Pearl River Mouth Basin acreage

◆ 1st acreage in Australia

Growing Production Portfolio

4Q'07

Bohai Bay

4,300 bpd

+

3Q'07

Oyong

3,200 – 4,000 bpd

+

Production
Baseload

Kakap

2,540 boepd

Refining Fundamentals Remain Healthy

- ◆ Tight market dynamics
 - Robust regional economies spur demand
 - Moderate new refinery capacity in 2008
- ◆ New refineries face escalating costs

Property

Several Milestones Achieved In 2007

- 1 Fully sold *Reflections at Keppel Bay* Ph. 1 (620 units)
- 2 Reinforced leading position in Vietnam – 8 new projects (44m sf GFA)
- 3 Beachhead into the Middle East – Jeddah, Saudi Arabia
- 4 Grew presence in China – Shanghai, Shenyang & Tianjin
- 5 Pre-committed >50% of Marina Bay Financial Centre
- 6 K-REIT Asia portfolio expanded with ORQ stake

Positioned For Spore's Transformation

- ◆ Tangible results from Singapore's makeover as a key global business, financial & lifestyle hub
- ◆ Global wealth management hub
- ◆ Major int'l financial institutions demand premium office space to carry out world-class operations

Well-placed to meet premium office needs with substantial share of new core CBD supply – MBFC & OFC

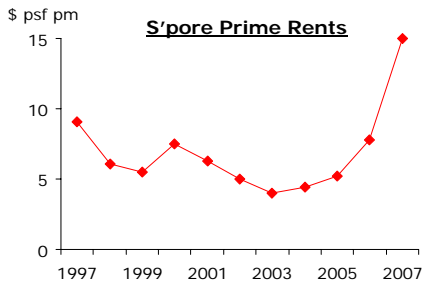
Healthy Office Rental Visibility

Marina Bay Financial Centre

- ◆ >50% of 2.9m sf NLA pre-committed – 2 yrs ahead of completion
- ◆ Long-term leases secured
 - Stanchart: 0.5m sf, 12-yr lease
 - DBS: 0.7m sf, 12-yr lease

K-REIT ASIA

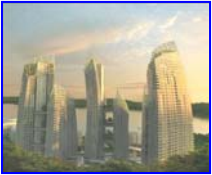
- ◆ Higher average rental reversions expected to benefit K-REIT



Tapping Luxury Homes Demand

- ◆ Singapore positioning as global “live, work & play” destination
- ◆ Rapidly growing high-net-worth individuals’ wealth
- ◆ Prices still competitive compared to other global cities like New York, London, Tokyo & Hong Kong

Reflections at Keppel Bay



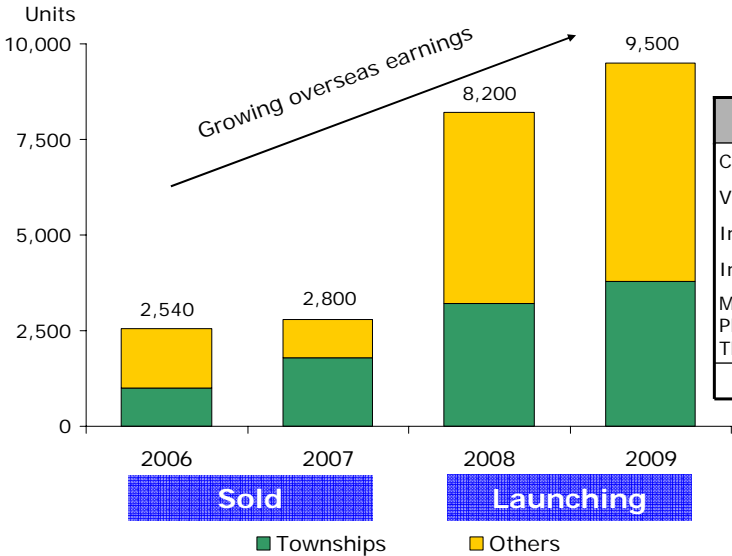
- ◆ Luxury waterfront living
- ◆ Ph. 1 (620 units) – Fully sold
- ◆ Ph. 2 (509 units)

Marina Bay Suites



- ◆ New Downtown luxury living
- ◆ 221 units
- ◆ Launch: 1Q'08

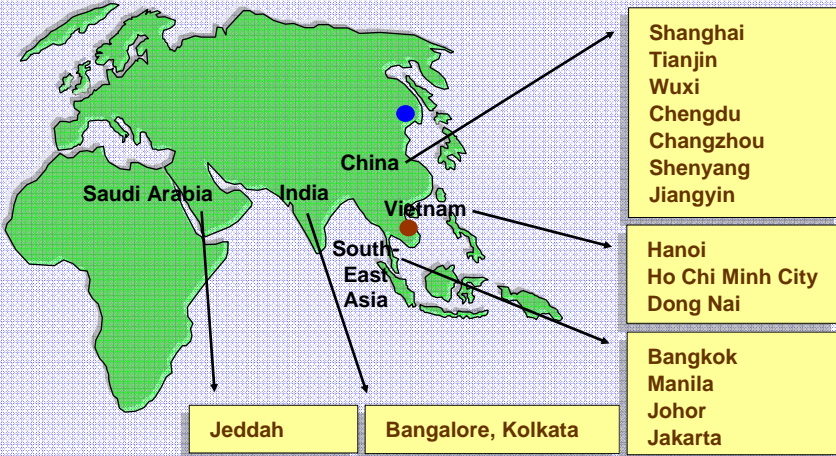
Launching 18,000 Regional Homes In 2008-09



New Launches
Regional Breakdown

Country	Units	%
China	7,600	43
Vietnam	3,800	21
India	2,700	15
Indonesia	1,700	10
Middle East, Philippines, Thailand	1,900	11
Total	17,700	100

Extensive Regional Reach



MOUs : ● Tianjin (Xin Li Zhen & Gegu) ● Hanoi (Sai Dong & North Thang Long)

Infrastructure

Secured Another Breakthrough

2004



Ulu Pandan
NEWater Plant

Water Reuse

2005



Tuas
Incineration Plant

Waste-To-Energy

2006



S\$1.7b Domestic
Solid Waste Mgt
Facility

2007



S\$1.5b Doha North
Wastewater
Treatment Facility

Water Reuse

Leveraging core competencies in WTE & Water Reuse technologies

Strengthening Infrastructure Platforms

Environmental Engineering

- ◆ NEWater plant in operation
- ◆ Secured projects in Europe, Middle East, North Africa, China, Australia & Vietnam (MOU)
- ◆ Global trend towards sustainable development offers market opportunities

Energy

- ◆ KMC 500MW Cogen in operation
- ◆ Commenced flow of Petronas gas – expect contribution from Keppel Energy to improve
- ◆ Temasek's divestment of Gencos – opportunity to grow

Prospects

**Delivering More
Scale & Spread**

Keppel Corporation FY 2007 Results

**Thank You
Q&A**

Additional Info

Keppel Corporation

Financial Highlights

S\$m	<u>4Q 2007</u>	<u>4Q 2006</u>	<u>% Change</u>
Revenue	3,358	2,442	38
EBITDA	302	258	17
Operating Profit	268	225	19
Profit Before Tax	421	275	53
PATMI	268	184	46

Revenue by Customers

	2007		
	<u>Total</u>	<u>Overseas</u>	<u>Singapore</u>
	S\$m	%	%
Offshore & Marine	7,258	94	6
Property	1,835	36	64
Infrastructure	1,277	25	75
Investments	61	41	59
Total	<u>10,431</u>	75	25

**75% of total revenue
came from overseas customers**

EBITDA by Segments

S\$m	<u>2007</u>	<u>%</u>	<u>2006</u>	<u>%</u>	<u>% Change</u>
Offshore & Marine	648	55	604	65	7
Property	453	39	251	27	80
Infrastructure	45	4	(19)	(2)	NM
Investments	30	2	95	10	(68)
Total	1,176	100	931	100	26

Capital/Gearing/ROE

S\$m	<u>31 Dec 2007</u>	<u>31 Dec 2006</u>
Shareholders' Funds	5,205	4,205
Capital Employed	7,035	5,598
Net Debt	634	1,339
Net Gearing	0.09x	0.24x
ROE	21.8%	19.1%

Offshore & Marine

Financial Highlights – Offshore & Marine

S\$m	<u>2007</u>	<u>2006</u>	<u>% Change</u>
Revenue	7,258	5,755	26
EBITDA	648	604	7
Operating Profit	570	539	6
Profit Before Tax	700	624	12
PATMI	522	448	17

Financial Highlights – Offshore & Marine

S\$m	<u>4Q 2007</u>	<u>4Q 2006</u>	<u>% Change</u>
Revenue	2,210	1,884	17
EBITDA	136	207	(34)
Operating Profit	114	189	(40)
Profit Before Tax	152	208	(27)
PATMI	113	166	(32)

Offshore & Marine Review

- ◆ S\$3.0b contracts secured in 4Q 2007:

1 semi newbuild, 4 JUs, 1 accommodation semi, 1 FDPSO conversion, 1 FPSO outfitting, 1 semi heavy lift upgrade, 2 AHT, 6 tugs

- ◆ Major contract completions in 4Q 2007:

1 semi newbuild, 2 accommodation platforms, 1 FPSO outfitting, 1 JU, 2 JU upgrades/repairs, 2 AHTS, 1 AHT, 3 tugs, 4 barges

Offshore & Marine Orderbook

	<u>Balance Order</u> <u>\$m</u>	<u>Clients</u>
<u>For delivery in 2008</u>		
3 Semis / 4 Semi Upgrades / 14 Jack Ups / 1 Jack Up Upgrade / 8 FPSO Conversions / 1 FPSO Outfitting / 1 FSRU Conversion / 11 AHTS / 2 Ice Breakers / 3 Tugs / 1 Derrick Barge Upgrade / 1 Sludge Vessel / 2 CALM Buoys / 1 Semi Heavy Lift Upgrade / 1 Tanker Barge / Barges & Pipe Racks	2,081	Petrobras / Maersk / Ensco / Diamond / Transocean / Fred. Olsen / GDI / Sinvest / Awilco / Scorpion / Jindal / Atwood / Seadrill / SBM / Prosafe / Emas Offshore / Perenco / Sevan / Golar / Hadi Hammam / Gulfmark / Whitesea / Lukoil / Keppel Smit / City of New York / Saipem / Batangas Bay Carriers / Agip KCO
<u>For delivery in 2009</u>		
6 Semis / 8 Jack Ups / 1 FSO / 4 AHTS / 3 PSVs / 1 Heavy Lift Vessel / 2 Ice Class Standby / Rescue Vessels / 1 Drillship Outfitting / 2 Tugs	3,924	Maersk / Ensco / GSF / QGP / Seadrill / Sinvest / Awilco / Mercator / Great Eastern / Petrovietnam / Perforadora Central / Lukoil / Whitesea / Seaways / Hadi Hammam / Greatship / MPU Offshore / Keppel Smit
<u>For delivery in 2010</u>		
5 Semis / 6 Jack Ups / 1 Derrick Pipelay Vessel / 3 AHTS / 1 PSV / 1 Tug	5,987	Maersk / Ensco / Floatel / Petrobras / Skeie / Rowan / Global Offshore / Hadi Hammam / Smit Int'l / Greatship / Keppel Smit
<u>For delivery in 2011</u>		
1 Jack Up / 6 Tugs	210	Rowan / Keppel Smit
TOTAL as at 31 Dec 2007	<u><u>12,202</u></u>	

Property

Financial Highlights - Property

S\$m	<u>2007</u>	<u>2006</u>	<u>% Change</u>
Revenue	1,835	1,155	59
EBITDA	453	251	80
Operating Profit	440	235	87
Profit Before Tax	471	233	102
PATMI	209	96	118

Financial Highlights - Property

S\$m	<u>4Q 2007</u>	<u>4Q 2006</u>	<u>% Change</u>
Revenue	485	396	22
EBITDA	129	49	163
Operating Profit	126	44	186
Profit Before Tax	130	50	160
PATMI	50	18	178

Infrastructure

Financial Highlights – Infrastructure

S\$m	<u>2007</u>	<u>2006</u>	<u>% Change</u>
Revenue	1,277	570	124
EBITDA	45	(19)	NM
Operating Profit	11	(65)	NM
Profit Before Tax	51	(24)	NM
PATMI	27	(35)	NM

Financial Highlights – Infrastructure

S\$m	<u>4Q 2007</u>	<u>4Q 2006</u>	<u>% Change</u>
Revenue	644	150	329
EBITDA	19	5	280
Operating Profit	9	(5)	NM
Profit Before Tax	20	8	150
PATMI	9	5	80

Investments

Financial Highlights - Investments

S\$m	<u>2007</u>	<u>2006</u>	<u>% Change</u>
Revenue	61	121	(50)
EBITDA	30	95	(68)
Operating Profit	30	95	(68)
Profit Before Tax	334	306	9
PATMI	268	242	11

Financial Highlights - Investments

S\$m	<u>4Q 2007</u>	<u>4Q 2006</u>	<u>% Change</u>
Revenue	19	12	58
EBITDA	18	(3)	NM
Operating Profit	19	(3)	NM
Profit Before Tax	119	9	1,222
PATMI	96	(5)	NM

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.