



9 Months 2007 Results Announcement

25 October, 2007

Scope of Briefing

- ◆ Address by Executive Chairman
- ◆ Group Financial Highlights
- ◆ Business Review & Outlook

Address By Executive Chairman

Sterling Results

- ◆ 3Q'07 PATMI up 23% to \$248m
- ◆ On course for another earnings milestone
- ◆ All business units contributed to strong performance

Growing strength and depth of our businesses

Several Milestones Achieved

Infrastructure

- ◆ Awarded another landmark Qatar project
 - \$1.5b DBO wastewater treatment facility

Oil & Gas

- ◆ Upstream foray into China
 - Pearl River Mouth Basin – sole operator role
 - Bohai - acquired producing fields & exploration blocks

**Diversifying
Earnings
Base**

Property

- ◆ Vietnam - added 40m sf GFA YTD (up >5X to 49m sf)
- ◆ Middle East – gained foothold with new waterfront site
- ◆ China - raised GFA to >100m sf with Shenyang township

O&M

- ◆ Continually enhancing deepwater & production solutions
- ◆ Comprehensive solutions & global network – 20 shipyards

Making Green Our Business

- ◆ Early efforts
 - The Tresor – Green Mark Gold Award in 2006
 - Marina Bay Residences – Green Mark Gold Award in 2007
 - Ocean Financial Centre – showcasing green building features

- ◆ SBUs continue green business initiatives

Committed to environmental preservation

Maintain Course As We Grow

Group Financial Highlights

9M Financial Achievements

PATMI	↑	34% to S\$758m
EPS	↑	33% to 47.9cts
Annualised ROE	↑	from 19.1% to 21.1%
EVA	↑	S\$275m to S\$587m
Free cash flow	↑	11% to S\$1,292m
Net gearing	↓	from 0.24x to 0.08x

Financial Highlights

S\$m	<u>9M 2007</u>	<u>9M 2006</u>	<u>% Change</u>
Revenue	7,073	5,159	37
EBITDA	874	673	30
Operating Profit	783	579	35
Profit Before Tax	1,135	864	31
PATMI	758	567	34
EPS (cents)	47.9	36.0	33

Revenue by Segments

S\$m

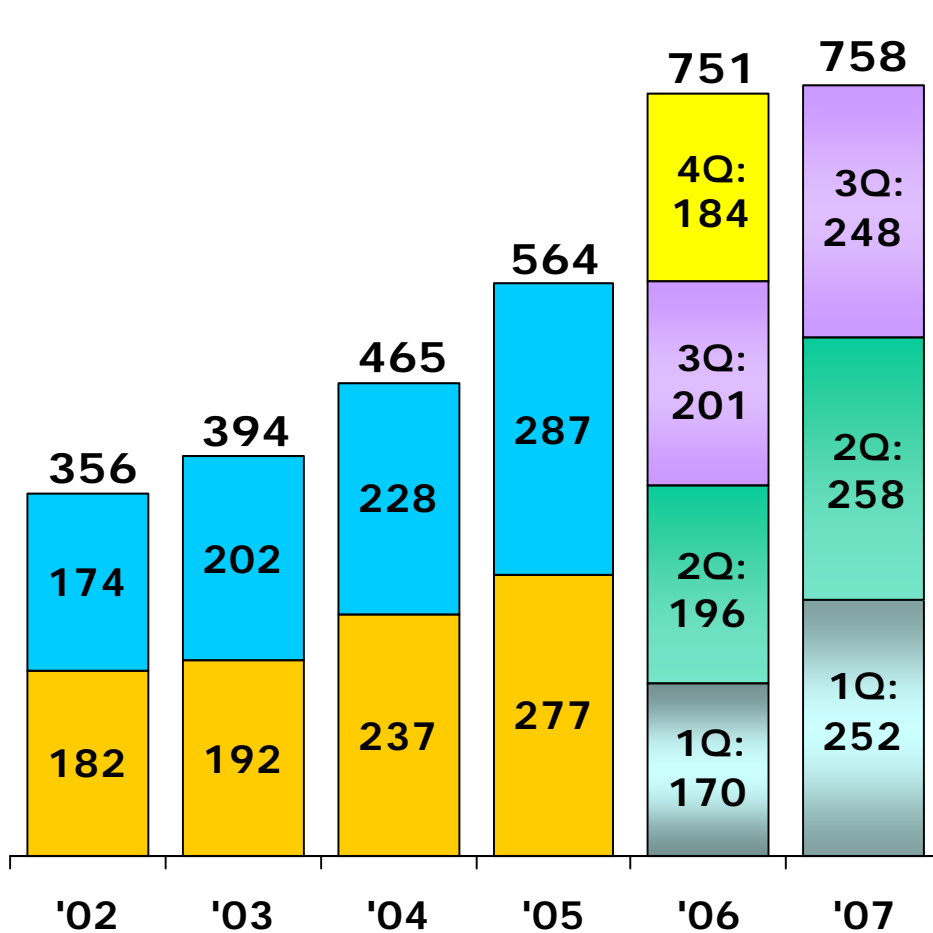
	<u>9M 2007</u>	<u>%</u>	<u>9M 2006</u>	<u>%</u>	<u>% Change</u>
Offshore & Marine	5,048	71	3,871	75	30
Property	1,350	19	759	15	78
Infrastructure	633	9	420	8	51
Investments	42	1	109	2	(61)
Total	7,073	100	5,159	100	37

PATMI by Segments

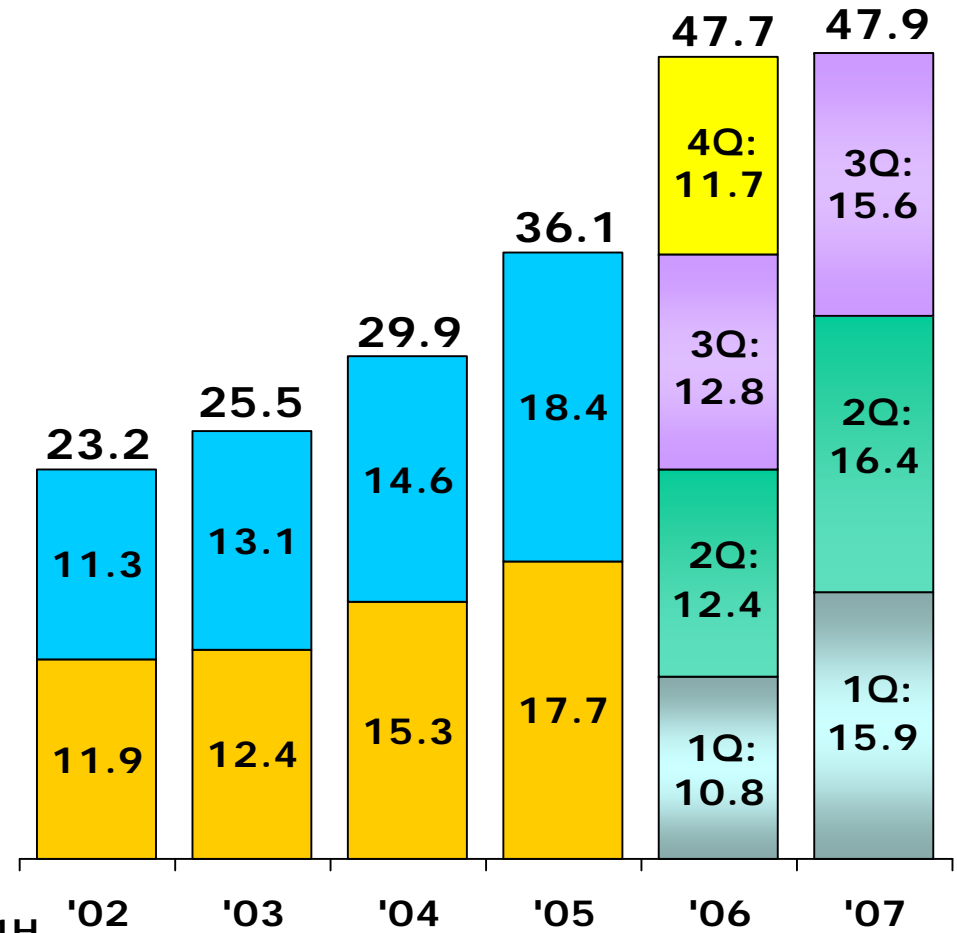
S\$m	<u>9M 2007</u>	<u>%</u>	<u>9M 2006</u>	<u>%</u>	<u>% Change</u>
Offshore & Marine	409	54	282	50	45
Property	159	21	78	14	104
Infrastructure	18	2	(40)	(7)	NM
Investments	172	23	247	43	(30)
Total	758	100	567	100	34

Consistent Earnings Growth

PATMI (S\$m)



EPS* (Cents)

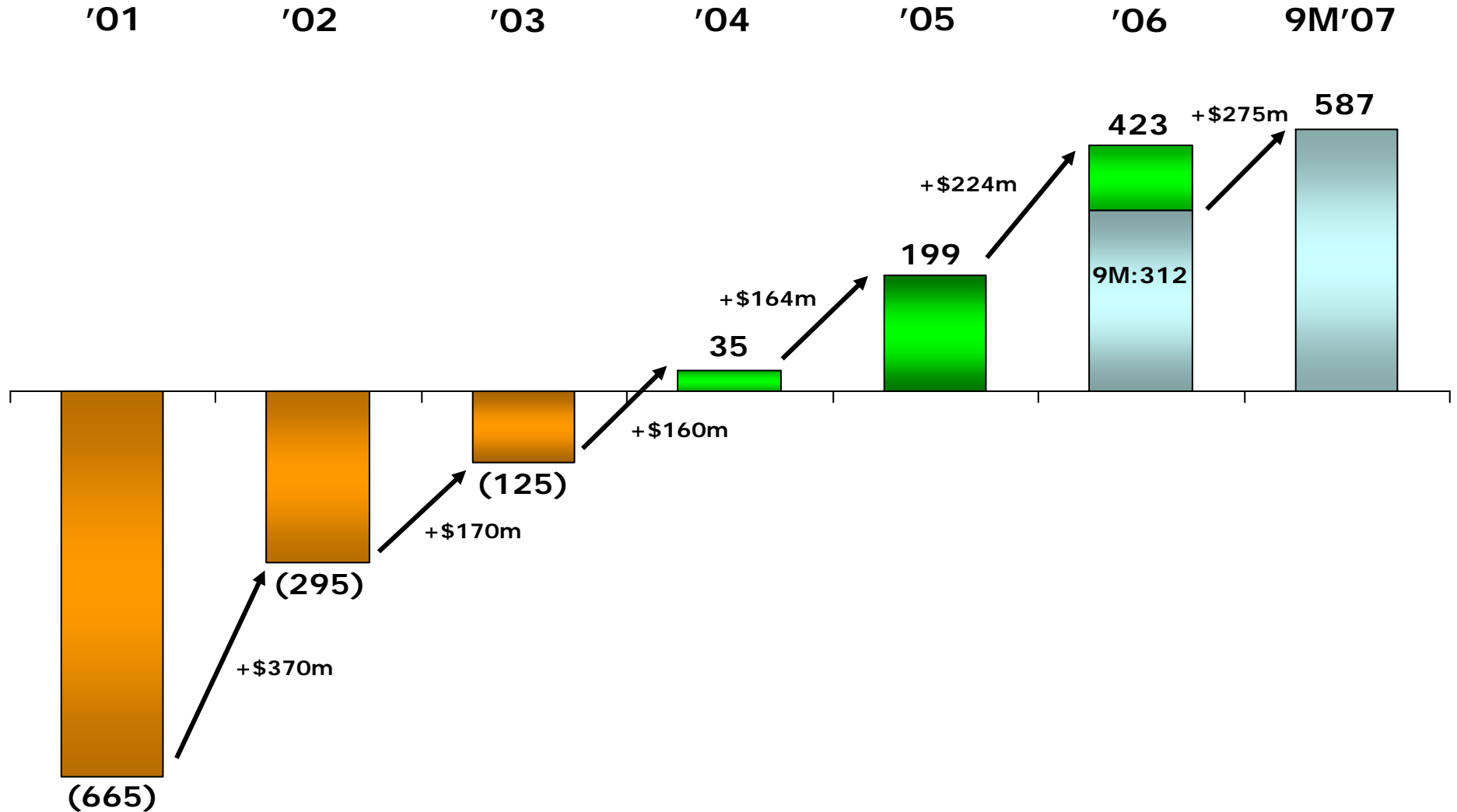


1H
2H

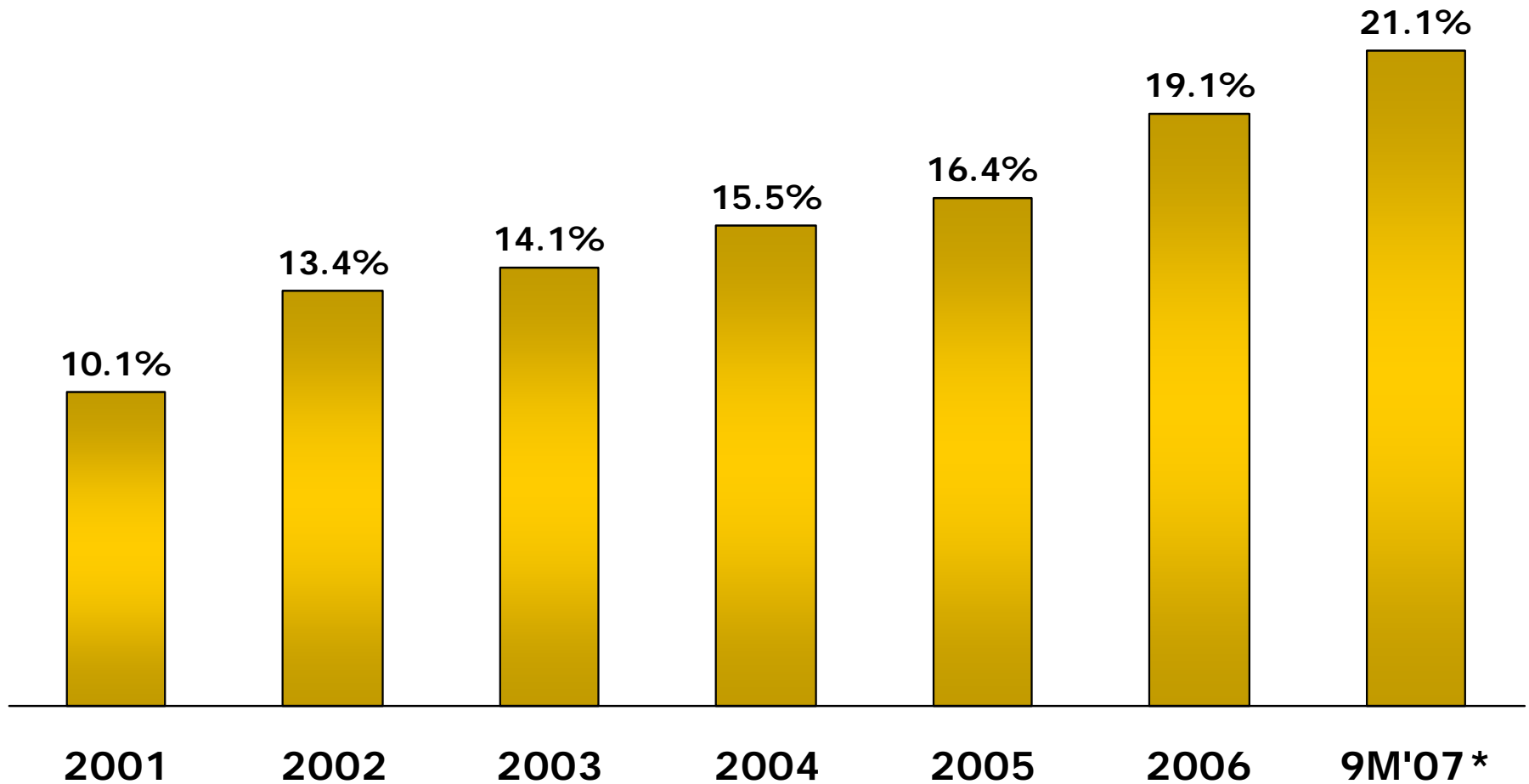
* Adjusted for the sub-division of shares

Continued EVA Growth

S\$m



Increasing ROE



* Annualised ROE

Healthy Free Cash Flow

	<u>9M 2007</u>
	S\$m
Operating profit	783
Depreciation & other non-cash items	99
	<hr/> 882
Working capital changes	999
Interest & tax paid	(100)
Net cash from operating activities	<hr/> 1,781 <hr/>
Investments & capex	(738)
Divestments & dividend income	249
Net cash used in investing activities	<hr/> (489) <hr/>
Free Cash Flow	<hr/> 1,292 <hr/>
Dividends paid	<hr/> (502) <hr/>

Business Review & Outlook

Offshore & Marine

Continuing To Secure Orders

S\$b

Contracts Secured

7.3

6.5

3.1

2.2

4.4

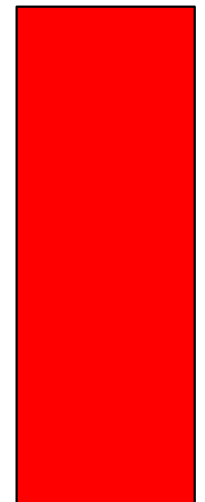
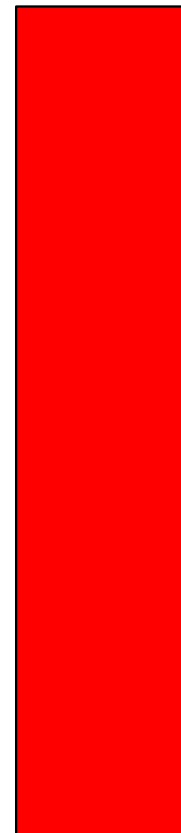
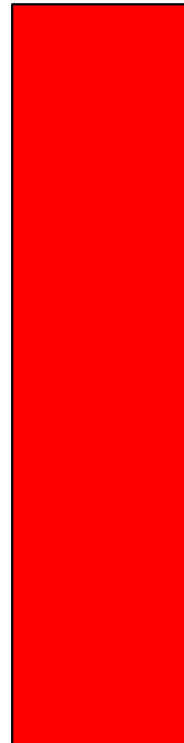
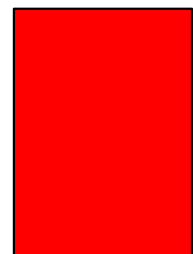
2003

2004

2005

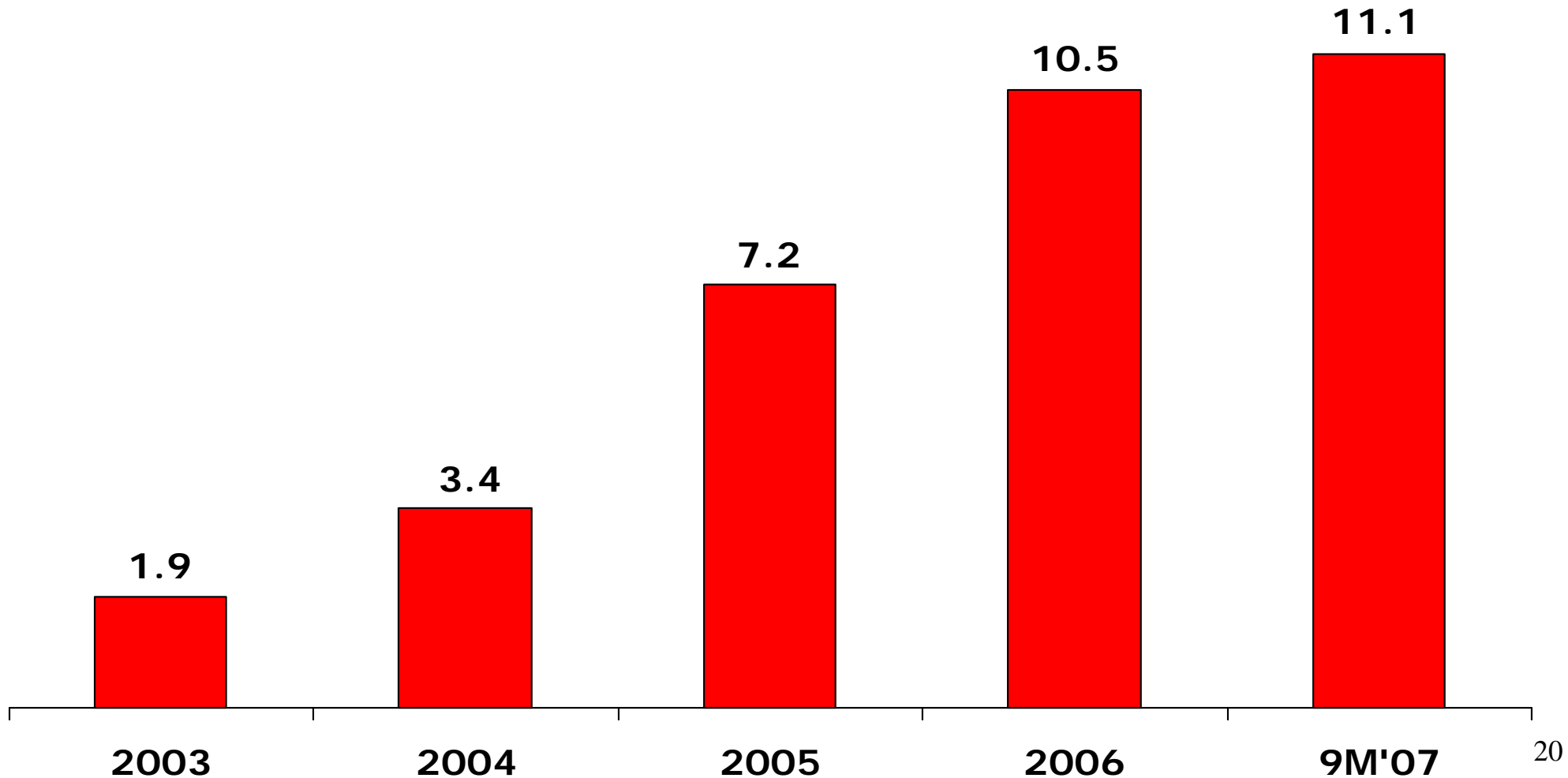
2006

9M'07

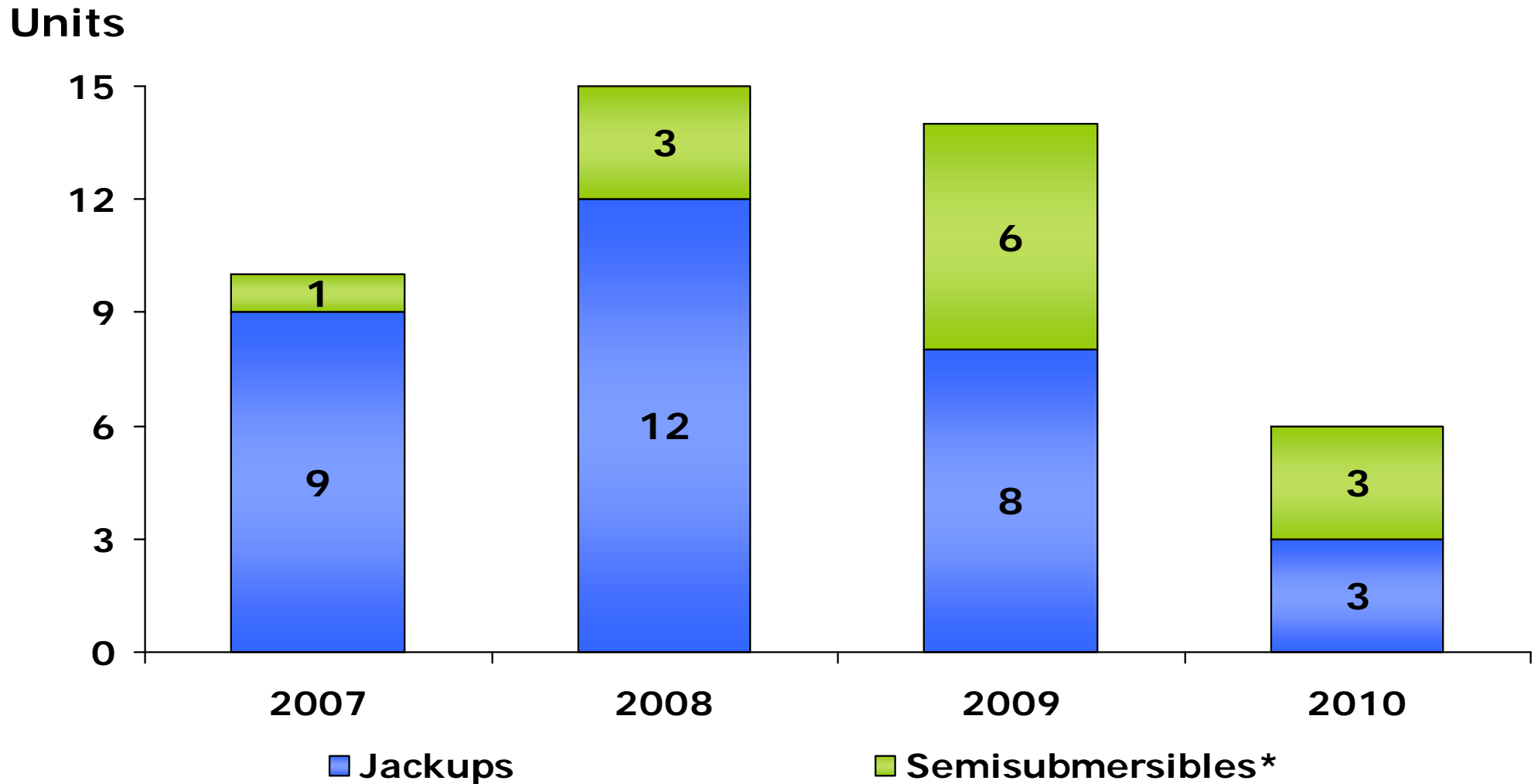


Net Orderbook Remains Robust

S\$b



Deliveries Into 2010



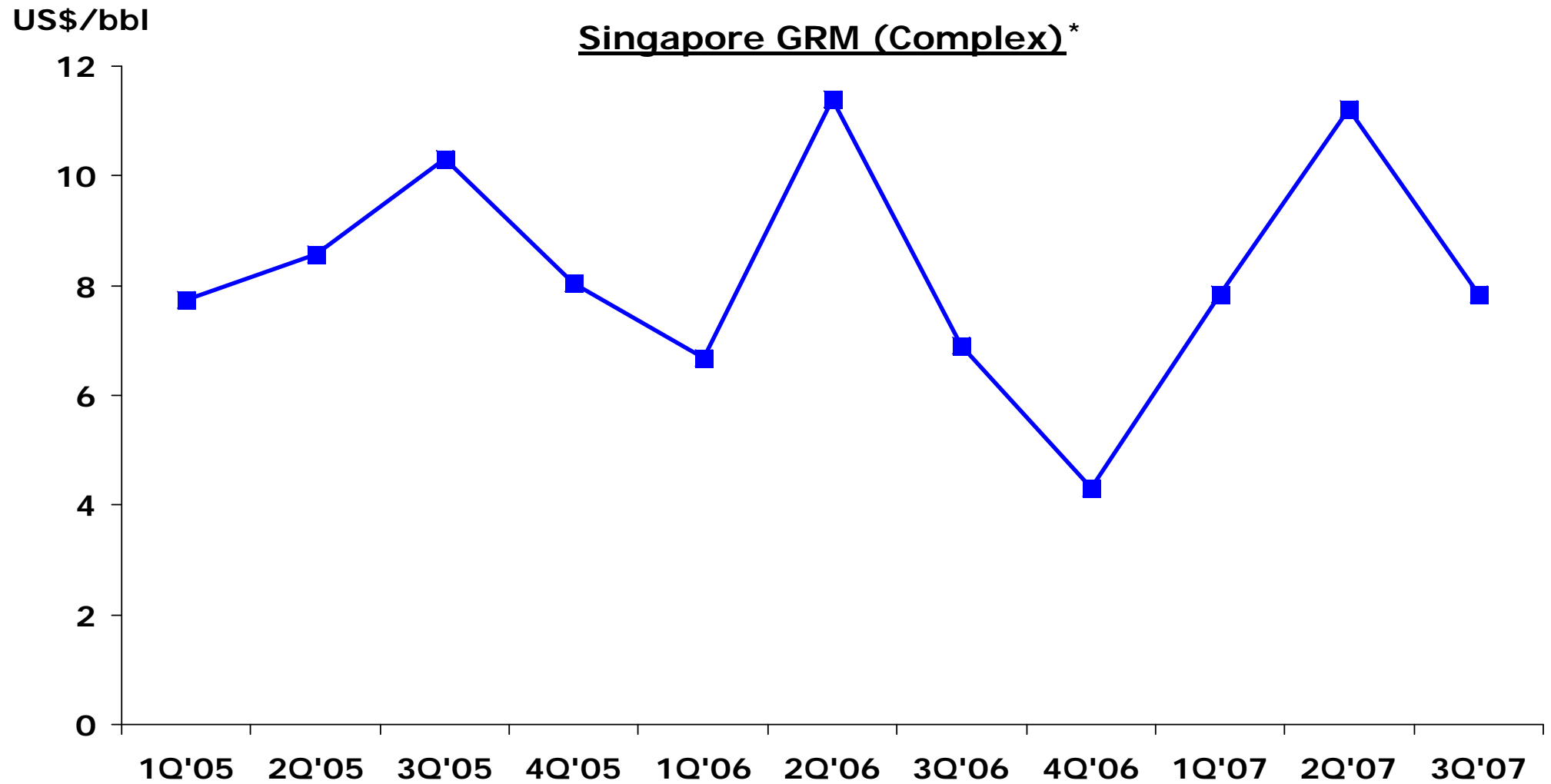
(* Includes semi drilling tender & accommodation semi)

Outlook Remains Favourable

- ◆ Sustained high oil prices continue to drive E&P capex
- ◆ Oil consumption projected to increase, boosted by growing emerging economies
- ◆ Rig supply-demand dynamics remain tight
- ◆ No let-up in E&P activities as search for hydrocarbons moves into deeper waters

Oil & Gas

Refining Margins Dip In 3Q'07



* Source: Merrill Lynch

Property

Reshaping Our Office Skyline

Marina Bay Financial Centre



- ◆ Ph. 1
 - 1.6m sf NLA
 - Completion: 2010
- ◆ Ph. 2
 - 1.3m sf NLA
 - Completion: 2011

Ocean Financial Centre



- ◆ Ocean Building redevelopment
- ◆ 850,000 sf NLA
- ◆ Completion: 2011

Large floor plates & green building features

Continued Inroads Into Key Residential Markets

Vietnam

- ◆ Secured HCMC prime condo project
 - 1,500 homes in District 2
 - Ph. 1 launch: 2009
- ◆ '07 YTD - 5 projects & 2 township MOUs

China

- ◆ Clinched Shenyang township project
 - 5,400 homes
 - Ph. 1 launch: 2009
- ◆ Launched Wuxi & Chengdu townships
 - Sold >90% of launched units

Increasing Our Middle East Presence

Waterfront development in Jeddah, Saudi Arabia



- ◆ Prestigious North Corniche residential precinct
- ◆ 1,000 homes
- ◆ Launch: 2008

Growing Our Fund Management Portfolio

K-REIT Asia

One Raffles Quay
(1/3 stake)

Keppel Towers

GE Tower

Prudential Tower¹

Bugis Junction Towers

¹ Approx 44% of strata area

+

Alpha AUM: S\$4b*

Alpha Core Plus Real Estate Fund

Asia No. 1 Property Fund

Islamic Shariah Fund

AIB Alpha Japan Fund

* When fully leveraged & invested

Infrastructure

Another Infra Landmark Win

DOHA NORTH FACILITY, QATAR



SYNOPSIS

- ◆ Landmark S\$1.5b water project in Qatar
 - Largest Middle East wastewater treatment & water reuse facility
 - Treats up to 439,000 m³/day

SCOPE

- ◆ Design-Build-Operate
 - Cash flow positive with recurring income
 - 30-mth EPC (contract value: ~S\$1b); 10-yr O&M

Other Recent Project Wins

Algeria

- ◆ 2 wastewater treatment plants
 - Reuse treated water for irrigation
 - Completion: 2008/09; O&M: 2yrs

Australia

- ◆ Biosolids thermal drying installation
 - Use treated biosolids as fertiliser or green fuel
 - Completion: 2009

Providing solutions for sustainable development

Outlook

**Strong Strategic Platforms For
Broad-Based Earnings Growth**

Keppel Corporation

9M 2007 Results

Thank You
Q&A

Additional Info

Keppel Corporation

Financial Highlights

S\$m	<u>3Q 2007</u>	<u>3Q 2006</u>	<u>% Change</u>
Revenue	2,591	1,969	32
EBITDA	322	249	29
Operating Profit	289	218	33
Profit Before Tax	394	277	42
PATMI	248	201	23

Revenue by Customers

	9M 2007		
	<u>Total</u>	<u>Overseas</u>	<u>Singapore</u>
	S\$m	%	%
Offshore & Marine	5,048	95	5
Property	1,350	34	66
Infrastructure	633	34	66
Investments	42	35	65
Total	<u><u>7,073</u></u>	78	22

**78% of total revenue
came from overseas customers**

EBITDA by Segments

S\$m	<u>9M 2007</u>	<u>%</u>	<u>9M 2006</u>	<u>%</u>	<u>% Change</u>
Offshore & Marine	512	59	397	59	29
Property	324	37	202	30	60
Infrastructure	26	3	(24)	(4)	NM
Investments	12	1	98	15	(88)
Total	874	100	673	100	30

Capital/Gearing/ROE

S\$m	<u>30 Sep 2007</u>	<u>31 Dec 2006</u>
Shareholders' Funds	4,633	4,205
Capital Employed	6,100	5,598
Net Debt	507	1,339
Net Gearing	0.08x	0.24x
ROE	21.1%*	19.1%

* Annualised ROE

Offshore & Marine

Financial Highlights – Offshore & Marine

S\$m	<u>9M 2007</u>	<u>9M 2006</u>	<u>% Change</u>
Revenue	5,048	3,871	30
EBITDA	512	397	29
Operating Profit	456	350	30
Profit Before Tax	548	416	32
PATMI	409	282	45

Financial Highlights – Offshore & Marine

S\$m	<u>3Q 2007</u>	<u>3Q 2006</u>	<u>% Change</u>
Revenue	1,789	1,459	23
EBITDA	166	143	16
Operating Profit	147	126	17
Profit Before Tax	185	153	21
PATMI	126	108	17

Offshore & Marine Review

- ◆ S\$1.045b contracts secured in 3Q 2007:
 - 1 JU, 1 FPSO conversion, 1 FSO conversion, 1 Semi upgrade/repair, 1 JU repair, 1 Derrick Pipelay Vessel, 4 PSVs, 2 Ice Class Standby/Rescue Vessels, 2 AHTS, 2 Tugs, 1 Drillship Outfitting, 1 Tanker Barge
- ◆ Major contract completions in 3Q 2007:
 - 1 JU, 1 JU repair, 2 Semis upgrades, 2 FPSO conversions

Offshore & Marine Orderbook

	<u>Balance Order S\$m</u>	<u>Clients</u>
<u>For delivery in 2007</u>		
1 Semi / 3 Jack Ups / 3 Jack Up Upgrades/Repairs / 1 FPSO Outfitting / 1 Sludge Vessel / 4 AHTS / 5 Tugs / 2 CALM Buoys / 2 Accommodation Platforms	248	Petrobras / Maersk / GDI / Scorpion / Awilco / Transocean / Pride / Sevan / City of New York / Hadi Hammam / Gulfmark / Seaways / Keppel Smit / SBM / Pemex
<u>For delivery in 2008</u>		
3 Semis / 4 Semi Upgrades / 12 Jack Ups / 7 FPSO Conversions / 1 FSRU Conversion / 10 AHTS / 2 Ice Breakers / 1 Tug / 1 Derrick Barge Upgrade / 1 Tanker Barge/Barges & Pipe Racks	2,742	Petrobras / Maersk / Ensco / Diamond / Transocean / Fred. Olsen / Sinvest / Awilco / Scorpion / Jindal / Atwood / Seadrill / SBM / Prosafe / Emas Offshore / Perenco / Golar / Hadi Hammam / Gulfmark / Whitesea / Lukoil / Keppel Smit / 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	4,726	Maersk / Ensco / GSF / OGP / 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>		
3 Semis / 3 Jack Ups / 1 Derrick Pipelay Vessel / 1 AHTS / 1 PSV / 1 Tug	3,427	Maersk / Ensco / Floatel / Skeie / Global Offshore / Hadi Hammam / Greatship / Keppel Smit
TOTAL as at 30 Sep 2007	<u><u>11,143</u></u>	

Property

Financial Highlights - Property

S\$m	<u>9M 2007</u>	<u>9M 2006</u>	<u>% Change</u>
Revenue	1,350	759	78
EBITDA	324	202	60
Operating Profit	314	191	64
Profit Before Tax	341	183	86
PATMI	159	78	104

Financial Highlights - Property

S\$m	<u>3Q 2007</u>	<u>3Q 2006</u>	<u>% Change</u>
Revenue	503	302	67
EBITDA	145	58	150
Operating Profit	142	54	163
Profit Before Tax	138	45	207
PATMI	65	23	183

Infrastructure

Financial Highlights – Infrastructure

S\$m	<u>9M 2007</u>	<u>9M 2006</u>	<u>% Change</u>
Revenue	633	420	51
EBITDA	26	(24)	NM
Operating Profit	2	(60)	NM
Profit Before Tax	31	(32)	NM
PATMI	18	(40)	NM

Financial Highlights – Infrastructure

S\$m	<u>3Q 2007</u>	<u>3Q 2006</u>	<u>% Change</u>
Revenue	286	140	104
EBITDA	9	(13)	NM
Operating Profit	(1)	(24)	(96)
Profit Before Tax	8	(15)	NM
PATMI	4	(15)	NM

Investments

Financial Highlights - Investments

S\$m	<u>9M 2007</u>	<u>9M 2006</u>	<u>% Change</u>
Revenue	42	109	(61)
EBITDA	12	98	(88)
Operating Profit	11	98	(89)
Profit Before Tax	215	297	(28)
PATMI	172	247	(30)

Financial Highlights - Investments

S\$m	<u>3Q 2007</u>	<u>3Q 2006</u>	<u>% Change</u>
Revenue	13	68	(81)
EBITDA	2	61	(97)
Operating Profit	1	62	(98)
Profit Before Tax	63	94	(33)
PATMI	53	85	(38)

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.