

Independent Auditor's Report

to the Members of Keppel Ltd.

REPORT ON THE AUDIT OF THE FINANCIAL STATEMENTS

Our opinion

In our opinion, the accompanying consolidated financial statements of Keppel Ltd. ("the Company") and its subsidiaries ("the Group") and the balance sheet and statement of changes in equity of the Company are properly drawn up in accordance with the provisions of the Companies Act 1967 ("the Act"), Singapore Financial Reporting Standards (International) ("SFRS(I)s") and IFRS Accounting Standards so as to give a true and fair view of the consolidated financial position of the Group and the financial position of the Company as at 31 December 2025 and of the consolidated financial performance, consolidated changes in equity and consolidated cash flows of the Group and of the changes in equity of the Company for the financial year ended on that date.

What we have audited

The financial statements of the Company and the Group comprise:

- the balance sheets of the Group and of the Company as at 31 December 2025;
- the consolidated profit or loss account of the Group for the financial year then ended;
- the consolidated statement of comprehensive income of the Group for the financial year then ended;
- the consolidated statement of changes in equity of the Group for the financial year then ended;
- the statement of changes in equity of the Company for the financial year then ended;
- the consolidated statement of cash flows of the Group for the financial year then ended; and
- the notes to the financial statements, including material accounting policy information.

Basis for opinion

We conducted our audit in accordance with Singapore Standards on Auditing ("SSAs"). Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Statements* section of our report.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Independence

We are independent of the Group in accordance with the Accounting and Corporate Regulatory Authority Code of Professional Conduct and Ethics for Public Accountants and Accounting Entities ("ACRA Code"), as applicable to audits of financial statements of public interest entities, together with the ethical requirements that are relevant to audits of the financial statements of public interest entities in Singapore. We have also fulfilled our other ethical responsibilities in accordance with these requirements and the ACRA Code.

Our audit approach

As part of designing our audit, we determined materiality and assessed the risks of material misstatement in the accompanying financial statements. In particular, we considered where management made subjective judgements; for example, in respect of significant accounting estimates that involved making assumptions and considering future events that are inherently uncertain. As in all of our audits, we also addressed the risk of management override of internal controls, including among other matters consideration of whether there was evidence of bias that represented a risk of material misstatement due to fraud.

Key audit matters

Key audit matters are those matters that, in our professional judgement, were of most significance in our audit of the financial statements for the financial year ended 31 December 2025. These matters were addressed in the context of our audit of the financial statements as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters.

Key Audit Matter	How our audit addressed the Key Audit Matter
<p>1. Impairment assessment of rigs (Refer to Notes 2.25(b)(vii), 7 and 18 to the financial statements)</p> <p>As of 31 December 2025, the Group owns rigs, comprising:</p> <ul style="list-style-type: none"> (i) Fixed assets amounting to \$3,119 million; and (ii) Stocks under work-in-progress (“WIP”) amounting to \$49 million. <p>In 2025, the Group recognised impairment of fixed assets and provision for stocks of \$25 million and \$1 million respectively.</p> <p>We focused on this area because significant judgement and assumptions are required in:</p> <ul style="list-style-type: none"> (i) estimating the recoverable amount of the fixed assets; and (ii) estimating the net realisable value (“NRV”) of the stocks. <p>Fixed assets An impairment assessment was performed on the rigs as at 31 December 2025. Where the recoverable amount of the rigs is determined to be less than their carrying amount, an impairment loss will be recognised.</p> <p>Management has considered the most likely outcome is for the Group to complete the construction of the rigs and charter them out to work with an operator. On this basis, the recoverable amount of the rigs, is their Value-in-use (“VIU”). The VIU was determined by estimating the discounted cash flows (“DCF”) expected to be generated from chartering each rig over its useful life. Management also adopted a similar basis to estimate the NRV of the rigs classified as stocks.</p> <p>Management engaged an independent professional firm to assist in determination of the VIU of the rigs. In addition to the independent professional firm responsible for estimating the VIU, management engaged a separate industry expert to provide a view of the market outlook, assumptions and industry parameters used as inputs to the VIU calculations of the rigs. The most significant inputs to the estimation of the VIU include dayrates, cost assumptions, utilization rates, discount rates and estimated commencement of deployment of the assets.</p> <p>Stocks For the two encumbered Drilling Rig Units (“DRUs”) that were built for Sete Brasil (“Sete”), management had also considered possible outcomes in estimating the NRV of the DRUs, which include the option of repossessing these uncompleted units, complete the construction and charter out and option of abandonment. The assessment of the likelihood of the possible outcomes and their impact on the estimation of the NRV of the DRUs require significant judgement and assumptions.</p>	<p>We reviewed management’s estimation of the recoverable amount and NRV of the rigs. Our procedures included:</p> <ul style="list-style-type: none"> • Evaluated the competency and capabilities of the professional firm engaged by management to assess the rigs’ VIU which was determined using the DCF model. This included assessing the industry expert who provided inputs used in the DCF calculations. • Held discussions with the independent professional firm and industry expert to understand the approach adopted in estimating the VIU of the rigs, including market outlook and industry parameters. • Involved our valuation expert to assess the appropriateness of the DCF calculations in determining the VIU of the rigs, including the discount rates applied. • Validated the key inputs applied by management in the DCF calculations of the rigs, including the estimated cost of completing the construction of the uncompleted rigs. We have assessed the total costs of completing the construction of the rigs by agreeing to vendor agreements. • Reviewed management’s assessment of the NRV of the DRUs and the consideration of the likelihood and expected financial impact of the various possible outcomes. In addition, we reviewed the estimated cost of completing the construction of the rigs and cancellation costs under the possible outcomes. <p>Based on our procedures, we found management’s key judgements and estimation of the recoverable amount and NRV of the rigs to be reasonable.</p> <p>We also considered the adequacy of the disclosures in the financial statements in respect of this matter and found the disclosures in the financial statements in respect of the key judgements and sources of estimation uncertainty to be adequate.</p>

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<p>2. Accounting for proposed sale of M1 Limited's ("M1") Telco business and impairment assessment of goodwill relating to the Technology Solutions and Services ("TSS") business (formerly the Information and Communications Technology ("ICT") business) (Refer to Notes 2.25(b)(i), 10 and 38 to the financial statements)</p> <p>On 11 August 2025, the Group entered into a share purchase agreement to divest M1's Telco business, subject to regulatory approval and post-completion adjustments. The proposed divestment excludes the TSS business which the Group will retain. The proposed divestment has not been completed as at 31 December 2025. Accordingly, the assets and liabilities related to the Telco business had been presented in the Group's balance sheet as "Disposal group classified as held for sale" and "Liabilities directly associated with disposal group classified as held for sale", and its results were presented separately on the consolidated profit or loss account as "Discontinued operations" for the financial year ended 31 December 2025.</p> <p>Following the classification of M1's Telco business as a disposal group held for sale, goodwill was allocated between the Telco business and the retained TSS business based on their relative fair values. Significant judgement was involved in estimating the relative fair values from the point of classification as held for sale, particularly in determining the appropriate valuation methodology to be used. The relative fair values were determined using a market-based valuation approach with reference to market multiples.</p> <p>Accordingly, goodwill of \$790 million was allocated to the Telco business and included in the carrying amount of the disposal group, while \$198 million of goodwill was retained by the TSS business. The net assets of the Telco business are measured at the lower of carrying amount and fair value less costs to sell. As a result, an estimated loss on remeasurement of \$321 million was recognised, representing the excess of the carrying amount of the disposal group, including the allocated goodwill, over the estimated sale price less selling costs.</p> <p>As at 31 December 2025, total goodwill allocated to the TSS business as a cash generating unit ("CGU") amounted to \$215 million, which includes goodwill arising from the acquisition of ADG National Investment and Technology Development Corp ("ADG") during the year. An impairment assessment was performed on the TSS CGU, with its recoverable amount determined based on value in use ("VIU"), calculated using a discounted cash flow model.</p> <p>The assessment of the VIU of TSS business required significant judgment in estimating the underlying assumptions including the revenue growth rate, long term growth rate and discount rate. Based on management's assessment, no impairment loss was recognised as the recoverable amount was estimated to be higher than the carrying value (including goodwill) of the TSS business.</p>	<p>We evaluated the appropriateness of management's accounting for the allocation of goodwill between the Telco and TSS businesses, including whether the basis used to determine the relative fair values of these two businesses.</p> <p>We also reviewed the classification and measurement of the Telco business as a disposal group held for sale, including assessing whether the disposal group was appropriately measured at the lower of carrying amount and fair value less costs to sell.</p> <p>For the impairment assessment on the goodwill attributable to the TSS business as a CGU, we assessed the appropriateness of the key assumptions and underlying management's cash flow projections used, including the revenue growth expectations, long term growth rate and the discount rate, taking into account economic and industry conditions relevant to the TSS business. We considered whether the cash flow projections were consistent with the approved business plan and involved our valuation specialists to evaluate the valuation methodology and the reasonableness of the long term growth rate and discount rate applied. We also assessed the sensitivity of the cash flow projections and related key assumptions to reasonably possible changes, and the resulting impact on the headroom over the carrying value of the TSS business, including its associated goodwill.</p> <p>Based on the procedures performed, we found the accounting for the goodwill allocation and the measurement of the disposal group held for sale to be appropriate. We were also satisfied that management's estimates and assumptions used in the impairment assessment of the goodwill associated with the TSS CGU were reasonable.</p> <p>We also considered the adequacy of the disclosures in the financial statements in respect of this matter. We found the disclosures in the financial statements to be adequate.</p>

Key Audit Matter	How our audit addressed the Key Audit Matter
<p>3. Valuation of investment properties <i>(Refer to Notes 2.25(b)(iv) and 8 to the financial statements)</i></p> <p>As at 31 December 2025, the Group owns a portfolio of investment properties of \$4,869 million comprising mainly office buildings, hotels, retail malls and mixed-use development projects, located primarily in China, Singapore, Indonesia, Vietnam and India.</p> <p>Investment properties are stated at their fair values determined by independent professional property valuers.</p> <p>We focused on this area as the valuation process involves significant judgment in determining the appropriate valuation methodology to be used, and in estimating the underlying assumptions to be applied. The valuations are highly sensitive to key assumptions applied such as the capitalisation rate, discount rate, net initial yield and price of comparable plots and properties.</p>	<p>We evaluated the qualifications and competence of the independent professional property valuers. We found that the valuers engaged by management are members of recognised professional bodies for professional property valuers and they possessed the requisite competency and experience to assist management in the assessment of the valuations.</p> <p>We considered the valuation methodologies used against those applied by other valuers for similar property types in determining the valuation of investment properties. We also considered other alternative valuation methods. We found the valuation methodologies used to be in line with generally accepted market practices and the key assumptions used were within the range of market data.</p> <p>We tested the reliability of the projected cash inflows and outflows used in the valuation against supporting lease agreements, construction contracts and other documents. We corroborated other inputs such as the capitalisation rate, net initial yield, discount rate and price of comparable plots used in the valuation methodology by comparing them against historical rates and available industry data, taking into consideration comparability and market factors. Where the inputs were outside the expected range, we undertook further procedures to understand the reasons for these and, where necessary, held further discussions with the valuers.</p> <p>We also considered the adequacy of the disclosures in the financial statements, in describing the inherent degree of subjectivity and key assumptions used in the estimates on the valuation of investment properties, as we consider them as likely to be significant to users of the financial statements given the estimation uncertainty and sensitivity of the valuations. We found the disclosures in the financial statements to be adequate.</p>

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<p>4. Valuation of properties held for sale (Refer to Notes 2.25(b)(v) and 18 to the financial statements)</p> <p>As at 31 December 2025, the Group has residential properties held for sale of \$968 million mainly in China, Singapore, Indonesia and Vietnam.</p> <p>Properties held for sale are stated at the lower of cost and net realisable values. The determination of the carrying value and whether to recognise any foreseeable losses for properties held for sale is highly dependent on the estimated cost to complete each development and the estimated selling price.</p> <p>For certain development projects, fair values based on independent valuation reports are used to determine the net realisable value of these properties.</p> <p>We focused on this area as significant judgment is required in making estimates of future selling prices and the estimated cost to complete the development project. In instances where independent valuation reports are used, the valuation process involves significant judgment in determining the appropriate valuation methodology to be used, and in estimating the underlying assumptions to be applied. The valuations are highly sensitive to key assumptions applied in deriving the discount rate and price of comparable plots and properties.</p> <p>Continued unfavourable market conditions in certain markets in which the Group operates might exert downward pressure on transaction volumes and residential property prices. This could lead to future trends in these markets departing from known trends based on past experience. There is, therefore, a risk that the estimates of carrying values at the date of these financial statements exceed future selling prices, resulting in losses when the properties are sold.</p>	<p>We found that, in making its estimates of future selling prices, the Group took into account macroeconomic and real estate price trend information in the estimates. Management applied their knowledge of the business in their regular review of these estimates.</p> <p>We corroborated the Group's forecast selling prices by comparing the forecast selling price to, where available, recently transacted prices and prices of comparable properties located in the same vicinity as the properties held for sale.</p> <p>We compared management's budgeted total development costs against underlying contracts with vendors and supporting documents. We discussed with the project managers to assess the reasonableness of estimated cost to complete and corroborated the underlying assumptions made with our understanding of past completed projects.</p> <p>For projects where management has used independent valuation reports as a basis to determine the net realisable value, we evaluated the qualifications and competence of the external valuers and considered the valuation methodologies used against those applied by other valuers for similar property type. We tested the reliability of inputs used in the valuation and corroborated key inputs such as the discount rate and price of comparable plots and properties used in the valuation by comparing them against historical rates and available industry data, taking into consideration comparability and market factors. Where the inputs were outside the expected range, we undertook further procedures to understand the effect of additional factors and, when necessary, held further discussions with the valuers.</p> <p>We focused our work on development projects with slower than expected sales or with low or negative margins. For projects which are expected to sell below cost, we checked the computations of the foreseeable losses.</p> <p>We also considered the adequacy of the disclosures in the financial statements, in describing the allowance for foreseeable losses made for properties held for sale.</p> <p>Based on our procedures, we were satisfied that management's estimates and assumptions were reasonable. We also found the related disclosures in the financial statements to be adequate.</p>

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<p>5. Revenue recognition based on measurement of progress towards performance obligation (Refer to Notes 2.25(b)(ii), 24 and 26 to the financial statements)</p> <p>During the financial year, the Group recognised \$359 million of revenue from continuing operations from long-term engineering contracts (“construction contracts”). The Group recognises revenue over time by reference to the Group’s progress towards completing the construction of the contract work.</p> <p>The stage of completion was measured by reference to the proportion of contract costs incurred to date to the estimated total contract costs.</p> <p>When it is probable that the costs of a contract will exceed the contract revenue, the expected loss is recognised as an expense immediately. As at 31 December 2025, management assessed that for some projects, total contract costs of each project would exceed the total contract sum. Costs yet to be incurred for these projects as at 31 December 2025 had been included in provision for onerous contracts amounting to \$12 million as presented in Note 24.</p> <p>We focused on this area because of the significant management judgment required in:</p> <ul style="list-style-type: none"> • the estimation of the expected completion dates of the contracts, including expectations of any potential delays; and • the estimation of total costs on the contracts, including contingencies that could arise from variations to original contract terms, and claims. 	<p>In respect of construction contracts where progress was measured based on the proportion of contract costs incurred to date to the estimated total contract costs, we evaluated the effectiveness of management’s controls over the estimation of total costs and assessed the reasonableness of key inputs in the cost estimation. We tested the appropriateness of estimated costs by comparing these against actual costs incurred.</p> <p>We then recomputed the revenues recognised for the current financial year based on the respective percentage of completion and traced these to the accounting records.</p> <p>In relation to total contracts costs, we:</p> <ul style="list-style-type: none"> • validated costs incurred by tracing to supplier invoices or subcontractor progress billings; • reviewed management’s estimates of cost-to-complete for projects that were in-progress at the year end, by agreeing the costs to quotations and contracts entered for subcontracting costs and reviewing the estimation of construction costs with reference to the remaining activities of the projects, including the consideration for the expectation of potential delays and cost escalations; and • reviewed claims from suppliers and subcontractors and traced to the recording of the costs. <p>We assessed the need for provision for liquidated damages via discussions with management and project managers and examination of project documentation.</p> <p>We also considered the adequacy of the Group’s disclosures in respect of this matter.</p> <p>Based on our procedures, we found assumptions made in the measurement of the progress of construction contracts and the estimation of total contract costs to be reasonable. We also found the disclosures in the financial statements to be adequate.</p>

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Other information

Management is responsible for the other information. The other information comprises the "Directors' Statement" (but does not include the financial statements and our auditor's report thereon), which we obtained prior to the date of this auditor's report, and the other sections of the Keppel Ltd. Annual Report 2025 ("the Other Sections"), which are expected to be made available to us after that date.

Our opinion on the financial statements does not cover the other information and we do not and will not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information identified above and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit, or otherwise appears to be materially misstated.

If, based on the work we have performed on the other information that we obtained prior to the date of this auditor's report, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

When we read the Other Sections, if we conclude that there is a material misstatement therein, we are required to communicate the matter to the directors and take appropriate actions in accordance with SSAs.

Responsibilities of management and directors for the financial statements

Management is responsible for the preparation of financial statements that give a true and fair view in accordance with the provisions of the Act, SFRS(I)s and IFRS Accounting Standards, and for devising and maintaining a system of internal accounting controls sufficient to provide a reasonable assurance that assets are safeguarded against loss from unauthorised use or disposition; and transactions are properly authorised and that they are recorded as necessary to permit the preparation of true and fair financial statements and to maintain accountability of assets.

In preparing the financial statements, management is responsible for assessing the Group's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Group or to cease operations, or has no realistic alternative but to do so.

The directors' responsibilities include overseeing the Group's financial reporting process.

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with SSAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with SSAs, we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Group's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Group to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Plan and perform the group audit to obtain sufficient appropriate audit evidence regarding the financial information of the entities or business units within the Group as a basis for forming an opinion on the group financial statements. We are responsible for the direction, supervision and review of the audit work performed for purposes of the group audit. We remain solely responsible for our audit opinion.

We communicate with the directors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

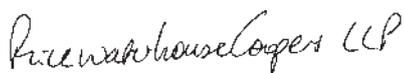
We also provide the directors with a statement that we have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, actions taken to eliminate threats or safeguards applied.

From the matters communicated with the directors, we determine those matters that were of most significance in the audit of the financial statements of the current period and are therefore the key audit matters. We describe these matters in our auditor's report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, we determine that a matter should not be communicated in our report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

Report on other legal and regulatory requirements

In our opinion, the accounting and other records required by the Act to be kept by the Company and by those subsidiary corporations incorporated in Singapore of which we are the auditors have been properly kept in accordance with the provisions of the Act.

The engagement partner on the audit resulting in this independent auditor's report is Lam Hock Choon.



PricewaterhouseCoopers LLP

Public Accountants and Chartered Accountants

Singapore
2 March 2026