

Growing Momentum

“In 2025, Keppel delivered a total shareholder return of 58.5%, supported by strong performance, distributions and a re-rating of the Company that reflects the market's increasing recognition of our transformation and growth strategy.”

DANNY TEOH, Chairman

DEAR SHAREHOLDERS,

2025 marked a year of strong progress for Keppel. Amidst a turbulent and uncertain global backdrop, set against geopolitical tensions and economic volatility, we remained focused on advancing Keppel's growth as a global asset manager and operator.

Since announcing the Company's strategic transformation in May 2023, we have steadily accelerated the growth of the New Keppel¹ – sharpening our focus, strengthening our asset-light model and growing recurring income. Our goal is clear: to deliver strong returns to our Limited Partners (LPs) and shareholders, while creating real assets and solutions that address the world's pressing needs, from sustainable development to the growing demand for digital connectivity.

DELIVERING STRONG PERFORMANCE

Keppel delivered a strong set of results in FY 2025. To provide greater

clarity on the Company's progress in transformation, we have distinguished the earnings of the New Keppel from the \$13.5 billion² portfolio of non-core assets that are no longer aligned with our strategy and will be divested over time.

In FY 2025, the New Keppel's net profit surged 39% year on year (yoy) to \$1.1 billion, supported by broad-based earnings growth across Infrastructure, Real Estate and Connectivity. Our Infrastructure Division achieved record profit of \$703 million³ despite moderating spark spreads, reflecting the resilience of its integrated power business and growing contributions from decarbonisation and sustainability solutions.

Including the non-core assets and discontinued operations, overall net profit for FY 2025 was \$789 million, compared with \$940 million in FY 2024, mainly due to a \$222 million⁴ accounting loss arising from the proposed sale of M1's telco business.

Beyond the headline earnings, both income quality and returns of the New Keppel continued to strengthen. Recurring income from asset management⁵ and operations⁶ grew 21% yoy to \$941 million in FY 2025, reinforcing the stability of our earnings base. Return on Equity⁷ of the New Keppel rose to 18.7% in FY 2025, up from 14.9% in FY 2024, while Net Debt to EBITDA⁸ improved to 2.0x as at end-2025, compared to 2.3x a year ago.

During the year, we remained laser-focused on optimising both the pace of divestment and exit value of our assets. We announced the monetisation of about \$2.9 billion in assets in 2025, including the proposed sale of M1's telco business, which is pending regulatory approval⁹. As at end-2025, our total asset monetisation announced since October 2020 had reached about \$14.5 billion¹⁰, with \$1.6 billion¹¹ completed in 2025. Looking ahead, we will continue to work towards substantially monetising our non-core



portfolio by the end of 2030. The value unlocked from monetisation will put us in good stead to fund the New Keppel's growth, reduce debt and also return capital to shareholders.

CREATING VALUE FOR SHAREHOLDERS

In 2025, Keppel delivered a total shareholder return of 58.5%¹², supported by strong performance, distributions and a re-rating of the Company that

reflects the market's increasing recognition of our transformation and growth strategy.

In appreciation of the support of our shareholders, the Board has proposed a final ordinary cash dividend of \$0.19 per share, bringing the full-year ordinary cash dividend to \$0.34 per share. This represents a payout ratio of approximately

56% of the New Keppel's net profit for FY 2025.

In addition, we aim to pay special dividends of 10-15% of the gross value of monetisation transactions completed during the financial year. The actual percentage each year would depend on the Company's growth needs and cash generated. Given the \$1.6 billion of asset monetisation completed in

¹ The New Keppel refers to Keppel excluding Non-Core Portfolio for Divestment (non-core portfolio) and Discontinued Operations. Non-core portfolio comprises mainly legacy offshore & marine (O&M) assets, residential landbank, selected property developments and investment properties, hospitality and logistics assets, associated cash and receivables, and other non-core investments that are not aligned with Keppel's strategic focus as an asset-light global asset manager and operator. Legacy O&M assets comprise Seatrium shares, the legacy rigs, Floatel, KrisEnergy and Dyna-Mac.

² Refers to gross asset carrying value as at 31 December 2025.

³ Refers to recurring income from Infrastructure Division, and includes returns (net of attributable financing costs) from sponsor stakes (in listed and private funds) and co-investments amounting to \$53 million in FY 2025 (FY 2024: -\$44 million).

⁴ The accounting loss is net of cessation of the depreciation, amortisation and equity accounting for the relevant assets classified under disposal group held for sale as at 31 December 2025. The actual loss at completion will depend on the sale consideration which is subject to post-completion adjustments and the carrying value of Keppel's effective interest in M1 Telco at the date of completion.

⁵ Includes asset management, transaction and advisory fees on sponsor stakes and co-investments (including for funds which are wholly owned).

⁶ Includes returns (net of attributable financing costs) from sponsor stakes (in listed and private funds) and co-investments.

⁷ Refers to the return generated on the average shareholders' funds of the New Keppel, i.e. excluding equity that is attributable to the non-core portfolio.

⁸ Net debt is defined as net debt of the Group less net debt attributable to the non-core portfolio, while EBITDA refers to profit before depreciation, amortisation, net interest expense and tax (i.e. including share of results of associated companies and joint ventures), excluding P&L effects from the non-core portfolio.

⁹ As at the latest practicable date on 2 March 2026.

¹⁰ This includes the \$4.7 billion Keppel Offshore & Marine divestment in 2023, including the Sembcorp Marine (now Seatrium) shares, which were distributed or held in the segregated account, at \$2.30 per share (or \$0.115 per share prior to the share consolidation undertaken by Seatrium in 2023; \$0.115 was the last traded price of the shares on the first market day immediately following the date of the combination) and the \$0.5 billion cash component.

¹¹ Refers to the monetisation deals, announced in or before 2025, but completed in 2025 based on their announced gross values.

¹² Source: Bloomberg

Chairman's Statement



Our Infrastructure Division achieved record profit despite moderating spark spreads, reflecting the resilience of its integrated power business and growing contributions from decarbonisation and sustainability solutions.

FY 2025, the Board has proposed a special dividend of approximately \$0.13 per share, comprising \$0.02 per share in cash and one Keppel REIT unit for every nine Keppel shares held, which is equivalent to about \$0.11 per share¹ based on Keppel REIT's closing price of \$0.98 on 3 February 2026.

Including the interim cash dividend of \$0.15 per share paid in August 2025, the total dividend for FY 2025 amounts to approximately \$0.47 per share, which is 38% higher yoy.

GROWING AS AN ASSET MANAGER AND OPERATOR

During the year, Keppel continued to strengthen its performance and capabilities as a global asset manager and operator for alternative real assets. Funds under Management² (FUM) grew to \$95 billion as at end-2025, up from \$88 billion a year ago, keeping us firmly on track to reach \$100 billion by end-2026, if not earlier. Reflecting the encouraging progress, asset management net profit rose 15% yoy to \$189 million in FY 2025.

This growth was driven by active fundraising across our private

funds and disciplined portfolio expansion within our listed REITs and infrastructure trust, which together added \$10.1 billion of new FUM during the year. In Europe, Aermont Capital continued to perform well and has begun marketing Fund VI, with first close targeted in 1H 2026.

With a deal flow pipeline of \$33 billion across Infrastructure, Real Estate and Connectivity, we see a strong runway to deploy capital and expand our asset management income.

With energy and digital infrastructure projects around the world growing larger and more capital intensive, Keppel's integrated ecosystem enables us to originate, develop and scale them alongside institutional investors, thus growing our business and extending our reach beyond the limits of our balance sheet.

Infrastructure continues to be a steady, and currently the largest, pillar of earnings in Keppel's operating platform. Our integrated power business delivered resilient earnings despite softer market conditions, supported by long-term contracted capacity and

disciplined execution. The 600 MW hydrogen-compatible Keppel Sakra Cogen Plant, with fully contracted capacity³ for 2026 and 2027, will further strengthen recurring income when it achieves generation readiness in 1H 2026. At the same time, our decarbonisation and sustainability solutions business has scaled meaningfully, with EBITDA rising 32% yoy to \$130 million, surpassing our earlier projection of \$100 million in 2025, and a fast-growing contract backlog of about \$7.1 billion, providing good earnings visibility over the next 10–15 years.

Our Connectivity Division positions Keppel at the forefront of digitalisation and AI infrastructure. During the year, we expanded our data centre powerbank⁴ in the Asia Pacific to over 1.0 GW, including through securing a prime site near Melbourne earmarked for a future 720 MW AI data centre campus. This strengthens our ability to deliver shovel-ready capacity in key markets. When fully activated, the over 1.0 GW powerbank has the potential to translate into approximately \$10 billion of data centre FUM over time.

Meanwhile, the Bifrost Cable System (Bifrost) commenced commercial traffic flow in December 2025, with its first two fibre pairs already committed to customers and contributing to earnings. In January 2026, we signed a binding term sheet for an additional fibre pair, reflecting continued demand for this landmark, high-capacity trans-Pacific cable system. Over its 25-year operating life, Bifrost is expected to generate durable recurring income from operation and maintenance, in line with Keppel's business model.

Alongside Infrastructure and Connectivity, our Real Estate Division continues to advance its Real Estate-as-a-Service strategy, contributing to sustainable development and recurring income for Keppel, while supporting our private funds in delivering strong risk-adjusted returns to LPs.

ANCHORED ON SUSTAINABILITY

Keppel is committed to sustainability, which is at the core of how we create value. Our sustainability performance continues to be recognised both in Singapore and internationally. Keppel was conferred the Impact Enterprise of the Year for Large Enterprises at the Sustainability Impact Awards 2025, presented by The Business Times and UOB, and was also named the Apex Winner in the Sustainable Solutions category of the Singapore Apex Corporate Sustainability Awards 2025, presented by the UN Global Compact Network Singapore.

We retained our MSCI AAA ESG rating and remained in the Dow Jones Best-in-Class World and Asia-Pacific Indices, among others. We were also named for the second consecutive year as one of the World's Most Sustainable Companies by TIME Magazine and Statista in 2025.

People are the cornerstone of our business, and we remain focused on deepening staff engagement. Our 2025 Employee Engagement Survey recorded a strong engagement score of 88%, four percentage points higher yoy, and higher than Mercer's global norm of 81%. Around 91% of Keppelites indicated that they are proud to work for Keppel and support our transformation – a powerful testament to the culture we are building.

We also believe in doing good while doing well. In 2025, Keppel invested about \$4.2 million in social investment spending and industry advancement, including about \$2.5 million disbursed in Singapore through Keppel Care Foundation. Keppelites also served the community actively, contributing more than 11,800 hours of volunteer service around the world.

ACKNOWLEDGEMENTS

As the Company has announced, I will be retiring from the Board on 17 April 2026, following the upcoming Annual General Meeting. I am pleased that Mr Piyush Gupta, currently Deputy Chairman,

will succeed myself as Chairman. Piyush is a highly-regarded business leader with deep experience in driving business and digital transformation. Since joining the Board in July 2025, he has contributed valuable counsel in refining and advancing Keppel's strategy. I am confident that Keppel will scale new heights as it continues to progress with focus and discipline under his chairmanship.

It has been a privilege to serve as Chairman of Keppel, one of Singapore's flagship companies, over the past five years, and as a Director of its Board for more than 15 years. This period has encompassed some of the most significant chapters in Keppel's journey as the Company exited its offshore and marine business, shed its conglomerate structure and repositioned itself as an asset-light global asset manager and operator.

I would like to thank my fellow directors for their steadfast service and guidance, and our management team and Keppelites for their professionalism and commitment to deliver on Keppel's transformation.

I am also grateful to our LPs, shareholders and stakeholders for their support and confidence in Keppel over the years.

While the international global environment remains complex, Keppel's direction is clear. With a focused strategy, disciplined capital management, as well as strong leadership and governance, I am confident that Keppel is well-positioned to continue delivering sustainable solutions and value to our stakeholders in the years ahead.

Yours sincerely,

DANNY TEOH
Chairman
2 March 2026



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¹ Based on Keppel's issued share capital of 1,801,659,827 shares (excluding treasury shares) as at 31 December 2025.

² Gross asset value of investments and uninvested capital commitments on a leveraged basis is used to project fully-invested FUM.

³ After factoring in required market reserves.

⁴ Capacity for future data centre development.