<u>Keppel Ltd. FY 2025 Financial Results Webcast</u>

Transcript of the Question & Answer Session

5 February 2026, 10.00am, Keppel Bay Tower

LCH	Loh Chin Hua, CEO
CT	Christina Tan, CEO, Fund Management and Chief Investment Officer
KC	Kevin Chng, CFO
LL	Louis Lim, CEO, Real Estate
CL	Cindy Lim, CEO, Infrastructure
MSM	Manjot Singh Mann, CEO, Connectivity and CEO, M1

<u>Remarks by Loh Chin Hua, CEO of Keppel Ltd.</u>

Before we take questions, I would also like to mention that we have just announced this morning that Mr Danny Teoh will retire as Chairman of Keppel's Board immediately after the Company's upcoming Annual General Meeting (AGM) on 17 April 2026. Mr Piyush Gupta will be appointed non-executive Chairman and Independent Director of the Company on the same day.

I would like to express my deep appreciation to Danny for his strong support and counsel since he joined the Board in 2010, and over the years, when he served first as Chairman of the Audit Committee, and subsequently as Chairman of the Board. Danny's leadership and support were pivotal as Keppel undertook significant transformation to pave the way for its future growth.

Since joining the Board last July, Piyush has provided valuable advice in the sharpening and execution of Keppel's strategy. I do not think it is to anyone's surprise. The Board and management look forward to Piyush's leadership and guidance as we accelerate Keppel's transformation to create value for our Limited Partners, shareholders and other stakeholders.

We will now open the floor to questions.

<u>Question & Answer session</u>

<u>Questions from Mervin Song, JP Morgan</u>

Congratulations on the super strong results. The special dividend, I think everybody is quite pleased with that. Looks like you are taking the mantle of superstar CEO in Singapore from your new Chairman, so congratulations on that. Thank you for the clarity in terms of how much you aim to pay out for your special dividend going forward, at 10-15% of asset monetisation. In terms of helping us model the special dividend this year, do you have any clarity on quantum on divestments?

LCH: First and foremost, just to be very clear: the special dividends that are tied to monetisation, it is not based on what is announced. It is based on what was actually completed in FY 2025. So, what that means is the $1.6 billion that was completed in 2025.

Of course, there were some deals announced and completed last year, but there were also some that were announced earlier, say in 2024, that were only completed in 2025. So just to be very clear, it is based on what is completed in the financial year.

We have also made a statement consistently that the Non-Core Portfolio for Divestment is to be substantially monetised by 2030. I do not think that we can give any projections, whether it is a straight line or otherwise, because some of these deals can be quite lumpy. So I think that is how we would look at it.

In terms of buybacks, should we be assuming 50,000 shares to be purchased everyday as we saw during 4Q last year? Or would you think you could buy a bit more? I presume you will tell me that the share price is still undervalued.

LCH: I cannot really comment. I think we have only so far expended $116 million or so. So we have still got a fair bit to go. This share buyback serves a purpose – to fund our share plans as well as for us to use as currency if we do any mergers and acquisitions. As to the amount that we will buy back, I will leave you to watch the market. But, clearly on share buybacks, we are quite careful. So if there are any blackout periods or if we are in possession of price-sensitive information, the share buyback will cease.

Second series of questions I have is with regard to the Infrastructure segment. I am not sure if you can share with us the quantum of decline in spark spreads? Do you still expect spark spreads to normalise in FY 2026? And in terms of the decarbonisation and sustainability solutions business – it seems to be doing very well. Do you have a quantum in terms of the exit run-rate for end-December 2025? I do know that EBITDA was $130 million last year.

LCH: Cindy?

CL: Happy new year, Mervin. The integrated power business has indeed performed well. We have delivered resilient performance amidst softening spreads. To your question about the spread, we expect the spread to stabilise. However, to avoid the volatility of our integrated power earnings, we have diligently focused on our long-term contracting strategy. As you have seen in the presentation by CEO, about 67% of our power capacity has been contracted for three years and above.

On top of that, we are also expanding our generation capacity. Our Keppel Sakra Cogen Plant is on track to complete commissioning works by the first half of this year. The power capacity of Keppel Sakra Cogen Plant is fully contracted for 2026 and 2027, and you will be able to see that our entire power generation fleet in Singapore is by far the most efficient, with the H-class turbine and the two F-class turbines upgraded. This will continue to provide resilient EBITDA earnings from our integrated power business. We are not resting on our laurels. We are also focusing on how to expand our integrated power business beyond what you see in Singapore.

On the decarbonisation and sustainability solutions business – indeed, we have clocked a very strong book-to-bill ratio and the long-term contracted backlog is about $7.1 billion to be delivered over a period of 10 to 15 years. In fact, the weighted tenure is about 10.2 years. This will translate into strong, resilient EBITDA over time.

And, we have embedded AI in our origination, proposals generation as well as life-cycle operation efficiency. So I expect with this flywheel of a strong book-to-bill ratio and growing topline, this will deliver not just EBITDA growth, but also EBITDA margin expansion.

If you annualised the 31 December revenues, what would it be? I presume it is more than $130 million.

CL: Our current book-to-bill ratio is about 3.6x.

Questions from Goola Warden, The Edge Singapore

I have a couple of capital management questions. You have already answered the questions on the pipeline from monetisations this year.

I just wanted to ask whether the special dividends will include units in Keppel DC REIT, Keppel Infrastructure Trust (KIT) and KORE US REIT (KORE), given that KORE has the 6% overhang from the liquidation of Pacific Oak Strategic Opportunity REIT due to a bond default.

LCH: There are no current plans to include any other units that we hold of the REITs and Trust for future special dividend payouts.

Secondly, on the Keppel Sakra Cogen plant, since its capacity has been fully contracted for 2026 and 2027, would it be offered to KIT? Is it a pipeline asset for KIT? And at what point could it be?

LCH: Currently, the Keppel Sakra Cogen Plant is held by a private fund, together with our balance sheet. As the plant gets commissioned and gets ready for service in the first half this year, we will look at opportunities to monetise it for the fund. As to where it is going, there are no current plans to put it into KIT. We could also potentially put it into another fund.

You have not completed the divestment of M1 but you have booked the loss in FY 2025. Was there a reason for that?

LCH: I will ask my CFO to explain.

KC: Yes. That is purely an accounting treatment given the announcement that we made for the intended sale and it qualified the parameters for us to classify it as a disposal group, which is why it is under Discontinued Operations.

Questions from Brandon Lee, Citi

For this year, the special dividend was about 13 cents, and 11 cents came from Keppel REIT (KREIT). But if you were to work backwards, it seems that KREIT units were used to back up that 10-15% payout from the gross value of asset monetisation. So going forward, if there is not enough cash from the divestments to achieve the 10-15% payout ratio, will KREIT or any other stakes in your listed entities be used to sort of mitigate that loss?

LCH: I don't think we look at it this way. It is part of our capital management and we will then decide, first and foremost, what percentage of the gross value of monetisation. We have given a range of 10-15%. So it depends on the needs for our growth. Because as we mentioned, when we monetise the Non-Core Portfolio, it goes into three things.

One is to reduce debt; the second is to fund growth in the New Keppel; and last but not least, it is to return capital to shareholders. So we will have to look at all that before we decide. After we have decided the percentage, then we will look at whether it is hard cash, or in-specie distribution. So that would be decided at that point in time. But there are no current plans to do any additional in-specie distributions, whether it is KREIT or any of our REIT holdings.

So essentially what shareholders need to know is that you will stick to your 10-15% of gross value of monetisation as special dividend payout. That is all we need to know, right?

LCH: Yes. And just to be very clear, this is not based on what is announced, but what is completed.

Of course, hopefully you complete double the amount for this year.

LCH: I hope so too. That is the plan.

Just heading on to my next question on property. I realised that for FY 2025, you booked some fair value losses on both your investment properties and your development properties. Could you share a bit more colour on that? Also, if you look at the Real Estate segment of New Keppel, the operating income started turning into the black. Does this mark a turnaround in terms of the earnings?

LCH: Kevin, anything to add?

KC: Thanks, Brandon. We do not go into the specifics of detailing what we took impairments on. But fair to say – as we do every year, we will go through all our investment properties and make an assessment based on the valuations that we get. There is some softness, particularly in some of our China assets where we did take impairments.

The second part of your question is around the Real Estate operating profits. If you look at our Real Estate business today, a large part of it is in sponsor stakes. So it really depends on the performance of the investments that we make and a large part of that for this year is driven by some of those contributions. Obviously, we will continue to focus on that, and if you look at our Real Estate segment as a whole, it has done very well this year.

LCH: Louis, anything you want to add?

LL: Yes, I was going to second that. The sponsor stakes have become very important for us. But across the New Keppel, our Real-Estate-as-a-Service business is something that we have been focusing on growing as well; i.e. our urban solutions business, our sustainable urban renewal business, our retail business, as well as the senior living business that we bought in the US, which we completed in March 2025. So we are seeing that really turning around and we are looking forward to enjoying the tailwinds of that segment in the US.

<u>Questions from Xuan Tan, Goldman Sachs</u>

First question is on FY 2026 net profit. SGX has clarified that forward guidance is allowed and is also encouraged. Can I ask whether you could kindly guide us on net profit? If not, maybe what are the broad key drivers and risks to look out for?

LCH: Well, I read the same article that you did. We are not quite ready to give forward guidance on earnings. What I would say is that the New Keppel is still growing. Of course, there are a lot of challenges out there. But if you look at how our business is now positioned, one of the main drivers is really Funds Under Management (FUM).

So, if we continue to see growth and we can turn those FUM into fee income, that would obviously help our FY 2026 earnings. And we are seeing quite good traction on the fundraising side and also on the deployment side, as I have shown in the slides.

At the same time, I think the operating divisions will also have some tasks ahead of them, to continue to perform well. So I think we have the FUM growing and we continue to operate strongly in the various segments of Infrastructure, Connectivity and Real Estate, then that will power our growth for 2026.

But I am not, at this point, able to give you any guidance on what to put into your model.

Second question is on Keppel South Central. What is the carrying value? And when do you think that will be ready for divestment?

LCH: We do not disclose the carrying value. The leasing is doing well. The truth is that Keppel South Central is an investment property. So in order to achieve a good outcome, we will need to raise the occupancy rates. Louis and the team have done a great job in pushing for that. I think we have gotten quite good traction, particularly in the last few months.

I will invite Louis to share about leasing.

LL: On the leasing front, we are about 50% committed or in very active levels of negotiations already, so we do look forward to being in a position in the near-to-medium-term future to be able to figure out a monetisation path for this asset.

LCH: I think the rents that we are seeing are also improving as we have seen from various reports. The core CBD office rents are actually tightening. We are in the right market, so to speak. So I think getting the occupancy up is crucial; then after that, we will then look at a potential monetisation.

Last question is on legacy rigs. Can you elaborate more on the interest costs and also what is the timeline on monetisation? If not, what is the run rate of loss that we should expect from this?

LCH: On legacy rigs, this is something that we are obviously very focused on. We want to find a way to monetise this. In the last few months, the dayrates of jackup rigs have started to improve. Of our six rigs that are now working, four of them are being recontracted and the rates are about 8-10% higher than what it was. These are bareboat charter rates. We are quite encouraged by that.

On the floaters, the market is still a bit soft, but we expect that to improve towards the second half of this year. So we are watching this space very closely. There are some enquiries, whether to buy or to lease. That is something that we are working on.

<u>Questions from Lim Siew Khee, CGS</u>

Previously, you mentioned that you might actually look at paring down your stake of Asset Co into funds, but now you are talking about enquiries to buy or lease assets. So which is more likely in the near term?

LCH: The truth is that we are exploring all options, not unlike what we just mentioned about Keppel South Central.

I think if you look at the offshore rig market, we believe that, with no new supply coming on and older rigs becoming obsolete over time, the supply of rigs will tighten. So, until dayrates improve significantly, you will not justify new rigs being built. So I think we are sanguine about the medium- to longer-term outlook for rig prices.

At the same time, the key now is whilst we are waiting for the prices to improve on the rigs, we will put the rigs to work. And the jackup rigs that we have put to work have been very successful. So now the goal will be to try and see whether we can bareboat charter the other rigs. Once that happens, potentially it could be attractive to an investor, because you have got cash flow.

Now, in the meantime, if someone turns up and says, “Look, I am interested in buying a rig”, and if the price is right, we will obviously be opportunistically looking at that as well.

On M1 – why is there a delay? Maybe you can just share? I know you are waiting for IMDA approval. But are there any issues in terms of infrastructure or customers? When do you expect it to be completed?

LCH: You and I are waiting. I think you have to let the regulators do their work. The process has to take place.

We still remain very confident that the deal will get done. It is a bit delayed. I am just as impatiently waiting as you are. But as I said, we have to wait. We have to let the regulators do their work.

On Connectivity – the gains that you have actually recognised for the two pairs of Bifrost are already in 2H 2025. In your comments, you said that the capital recycling comprises gains from the lease extension of Keppel Data Centre Campus and the sale of two Bifrost fibre pairs? Would you be able to give us some insights? Is it more of the latter?

KC: It is inclusive of both, Siew Khee. We cannot give you the split.

LCH: Given that Bifrost is still quite new in terms of the cables that are operating, we would recognise O&M (operation and maintenance) fees more towards the end of this year.

I would say that the bulk of it is from the lease extension.

I know that you said that the monetisation pace is lumpy but last year, you were very helpful. You guided us that there would be $500 million of assets to be monetised in 2H 2025. And I think you did hit that. I guess the property trading is what you meant back then. So maybe you can actually just guide us on whether you would be able to do equally $1.6-$2 billion of asset monetisation this year, excluding M1?

LCH: The truth is that we want to do more but a lot of these are quite lumpy. So it is very difficult for us to guide because there are so many frying pans in the fire. We do not know which will be ready.

So I would say that the best way to look at it is that we have roughly $13.5 billion of Non-Core assets to monetise. We have about five years to do it. So we are working really hard. My colleague at the back of the room is the head of the Asset Monetisation Task Force.

We will work very hard to monetise because I think that is really the key. If you look at the results, the New Keppel is performing well and continues to perform well. We are also doing asset monetisation. But the key is we really need to get the Non-Core out of the way so that we can then all focus on the New Keppel.

<u>Questions from Foo Zhiwei, Macquarie</u>

Congratulations on this wonderful set of results. On Keppel South Central, we have been at 50% leasing for quite a while. Could you help us understand why isn't it moving along faster?

LL: I will take it. 50% was a broad number that we gave. But if you listen to what I said, the 50% is actually almost done. So it is committed or undergoing very active negotiations. Very frankly, people who come to the building love it. But there is still a lot of tension in the market, where people think they can negotiate better rentals. We are confident of the product, so we have actually held our prices. If not, it would be pretty much fully leased out. So I think there is that kind of balance that we need to strike.

Because if we want to pay out 10-15% of the gross value of monetisation, then we also have to uphold the rents to give you that valuation.

LCH: I think on Louis' point, we have to make sure that it is clear. I recall when we talked about 50% previously, it wasn't all done. I think there was a certain percentage that was done, and then the balance was in active negotiations at that time. Now we are basically saying 50% is more or less committed. And then, what he does not say is that there are more enquiries above the 50% that we are trying to convert.

The other point is that when you are trying to monetise an asset, the rent that you obtain is quite important, because that will determine what someone will pay on a psf basis, using a cap rate approach. So I think that is why we do not try to sacrifice rent for occupancy. If it was an asset that you are going to hold for the longer term on your balance sheet, and you do not have any timeframe for divestment, then it would be something where you can say, "Oh, I rent it out, and get occupancy up. And then at the next rent renewal, then I will get the rents up". But in this case, we are trying to optimise the exit price.

And this is something that you would have to understand. Even though we are quite committed to monetising the $13.5 billion Non-Core Portfolio, we are not doing a fire sale. As someone recently told me, "Even though I know you are selling, I can never get anything cheap from you". So, the point is that we are trying to get a fair value. We are not in a distressed situation to sell, but we do want to sell. So, we are a motivated seller, but it must be at the right price. I think these are things that we have to work on, to make sure that we get the right outcome for the shareholders.

On Infrastructure, on slide 12, you presented your EBITDA numbers for both the integrated power business and decarbonisation and sustainability solutions business. I think it adds up to about $790 million. Do I understand this as the total EBITDA of Infrastructure? Because when I compare it against the $405 million EBITDA for Infrastructure in 1H 2025, it implies a half-on-half decline in your EBITDA. So I'm trying to understand what is driving that decline down there? And should we expect one of the businesses to increase EBITDA in FY 2026 to offset that underlying decline?

CL: Yes, there are other contributions of EBITDA from the Infrastructure Division.

KC: In 1H and 2H 2025, on an EBITDA basis, it is quite stable. It was $405 million in 1H 2025 and $386 million in 2H 2025, so it was basically stable between the two halves.

CL: There are some timing differences as well. Some of it is linked to the operations and maintenance income from our waste and water business, so you cannot really compare half on half. But it is stable.

Now that Piyush is Chairman of Keppel, what great things can we expect going forward?

LCH: Piyush joined the board in July. I am sure it is no surprise to anyone here, but he has very quickly gotten to understand the business and has been very actively engaged with the rest of the Board and management. And he has taken a look at sharpening our strategy and how we can execute better. We are very excited that he will be taking over. I must say, he will only be taking over as Chairman in April. It is only after the AGM that Danny will step down and Piyush will take over. As I said, Danny has done a fantastic job guiding us, particularly through these last five years as Chair when we went through this transformation. I am very, very sure that Piyush would add to this in the coming years. So for myself, my team, and Keppelites, we are all very energised and excited about Piyush coming on as the Chair.

<u>Questions from Rachael Tan, UBS</u>

On your 67% contracted power capacity for your integrated power business, is it just for Keppel Merlimau Cogen Plant or does it include Keppel Sakra Cogen Plant?

LCH: Cindy, please, thank you.

CL: Yes, it includes the entire portfolio of Keppel Merlimau Cogen Plant and Keppel Sakra Cogen Plant.

You mentioned that you will pay out based on what was transacted in the year, so we note that M1 has not been transacted yet. Will M1 be included in your consideration of your special dividend, given that it is not actually included in your Non-Core Portfolio?

LCH: You are very sharp, Rachael. You picked up that M1 was still classified under core or New Keppel, when we started to split at the end of 1H 2025. Shortly after, in August, we announced the sale of M1 Telco. So, two quick answers.

First, it is not included in the $1.6 billion that was monetised and completed last year. Obviously, it was not included because it has not been completed, as it is subject to regulatory approval.

So assuming it is completed this year, then it will be included in the monetisation for 2026.

<u>Questions from Joy Wang, HSBC</u>

Can we talk a little bit about the recent Australian powerbank announcement? What is your plan down south? Also in terms of the second data centre Call for Application (CFA2) in Singapore, with the IMDA calling for another 200 MW of capacity – just following on that: if you win more data centre capacity, would you want to also increase your power generation capacity on the back of that?

LCH: Thank you. Mann, do you want to answer that?

MSM: Thanks, Joy, for the question. First, we did announce the powerbank of about 123 hectares in Melbourne. You know powerbanking is a very interesting way of reducing our time-to-market, in terms of the deployment of data centres. And what this allows us to do is to powerbank close to about 720 MW gross power, in an area which is quite energy-rich as well. So it gives us the opportunity of it being shovel-ready, as Chin Hua mentioned in his opening speech; so that whenever we have active interest from any of the customers, hyperscalers and so forth, we are able to reduce our time-to-market significantly for them to deploy the data centre. So this is something that we started a year back. We had about 300 MW in our powerbank. This adds another 700 MW, so it is about 1 GW of powerbank that we have.

Going forward, we will continue to deploy this strategy across Asia Pacific, so that we are able to act very quickly, because most of the customers want quick time-to-market from the time they decide on a location for data centres. So that is our strategy for Melbourne, and that is our strategy going forward as well.

LCH: On your question about CFA2, if we are successful, whether we will take on additional power projects to power them? I think it is going to be very competitive. We have a game plan. Unfortunately, I cannot disclose it. Thank you.

Second question is on Bifrost, you talked about looking at new systems. Can we get an update on that as well?

MSM: The other two cable systems that we are looking at are still under evaluation. You know, these cable systems are quite complex and require huge amount of pre-work in terms of regulatory requirements, landing station partners, and so on. So we are evaluating both cable systems at this point in time, and we have not yet come to a conclusion on which one will go first or second. But at this point in time, the evaluation is quite robust, I must say, and continuing in a very active manner.

Can I just follow up on the powerbanking? How quickly or what sort of conversion ratio should we look at?

MSM: We have not yet decided on the conversion ratio, but suffice to say that we do not powerbank blindly, because we do understand that this has to be converted into active data centres and capacity utilisation. So our work on powerbanking happens typically in conjunction with the customers that we work with, so that we get an idea of how and when we are going to develop that powerbank into an active data centre. But we have not yet defined our ratio at this point in time.

LCH: Maybe an interesting departure here: some of you here would have attended our Keppel NEXT conference last year. You might recall that we have developed an AI agent that looks at potential sites for data centres. So, this is very actively being used by us, where we map out all the publicly available information on power, water, connectivity, and our understanding of what hyperscalers are looking at. This is then used by the Company as part of our AI-enabled powerbanking strategy.

Questions from Tom Taylor, PEI Media

As global managers get bigger through consolidation (for example, BlackRock and Global Infrastructure Partners), where does Keppel win deals that they do not?

CT: Hi Tom, thanks for the question. I think we are very fortunate that Keppel is a global asset manager and operator, so unlike the financial General Partners in this world, who have to go out to buy assets or look for assets, we have our operating divisions that can actually create and develop these assets. So for example, if we are working with our Connectivity team on data centres, we are able to create the data centres right from greenfield.

Similarly, we worked closely with Louis in terms of Real Estate, providing sustainable urban solutions, greening older buildings and increasing the net operating income for such buildings and creating value for investors.

Similarly, for Infrastructure as well, we work closely with Cindy's team in terms of whether it is powerbanking, creating more power plants, and also looking at environmental, water, waste and all these. So we are very fortunate that we do not need to just go out competitively to look for assets and deals, we are able to source deals internally within Keppel, but also at the right price. We will always consider external deal flows when they come through.

Which parts of the remaining Non-Core Portfolio are proving hardest to exit?

LCH: I kind of touched on it earlier. Whether it is hard or not hard, we will find ways to monetise over the next five years. I think it might be instructive to look at some of the things that we, especially the Real Estate team, have been able to monetise over the past few years. We have monetised assets, ranging from those in the Philippines to Myanmar over the last few years. These are tough assets to divest, and I think Louis and the team have done a great job doing that. At the same time, we have also sold a piece of land in Tianjin, China last year, and we were able to book quite a significant value gain from that as well. So, it is never easy, but you know, we will still get it done.

For projects like the Keppel Sakra Cogen Plant and the Melbourne data centre powerbank, what percentage of development risk is Keppel retaining on balance sheet versus syndicating to Limited Partners (LPs)?

LCH: Typically, how this is done is that during the very early stages, Keppel will come in with our balance sheet, because initially the amount of capital required is not significant when we are doing our pre-Final Investment Decision (FID). In the case of the powerbank in Melbourne, this is through options for a lease, with an option to be able to buy later on a freehold basis. So the team has structured quite a clever deal where we are able to minimise our upfront investment whilst we work through with potential customers.

So typically, what happens is that once the project is more or less derisked, and when we have customers and we have completed our FID, that is when the funds come in, and that is also when the capital requirement is much greater. So this is what gets LPs very interested to work with us, because we can provide some of the early-risk capital. But the development risk when we start is usually taken together, *pari passu* with the LPs.

Question from Alvin Chua, Retail Investor

Over the next 12 to 24 months, which business segment does management have the highest earnings growth conviction in? How do you expect progress in monetising legacy rigs to support returns and capital recycling during this period?

LCH: I mentioned earlier about the rigs. We are working actively on it, but we do not give projections when that will be done. As far as business segments, I think all my colleagues are equally charged up to do better.

Questions from Joel Siew, DBS

Congratulations on the strong set of results and dividend uplift. On Keppel Sakra Cogen Plant, how does the potential margin compare vs Keppel Merlimau Cogen Plant?

LCH: Cindy, you want to answer that?

CL: What is germane is we run as an integrated power business. So instead of looking at each as one unit of power generation, we look at the entire portfolio in the integrated power business. This includes how diligent we are in contracting gas and optimising the cost of gas, how efficient we are in terms of the power generation units, and more importantly, also our portfolio contracting in terms of the type of customer – high-value, high-volume customer, vis-a-vis strategic, long-term customer. And how we help our customers transit to low carbon solutions.

This is also reinforcing Joy's earlier question about supporting hyperscalers or CFA2. Bringing green pathways to such high-value, high-volume customers is one of our unique value propositions. This includes the low carbon ammonia-to-power pathfinder project, on which we are working with the regulators and industry players.

Monetisation has been outstanding in 2025. Does 2026 look like a better year with falling interest rates? How would you see monetisation of your China Tianjin landbank panning out.

LCH: I think that one is already done.

LL: I don't think they are talking about Tianjin Fulong, I think they mean the SSTEC (Sino-Singapore Tianjin Eco-City Investment and Development Co Ltd) landbank which is held at historical cost.

LCH: That one is quite interesting. The market is quite challenging at the moment, but SSTEC has no net debt and has a significant cash balance. So you know, we are very healthy, and the land cost, as Louis said, is held below market value. So the market may not be constructive in the near term, but we remain quite positive in the medium to long term.

On monetisation for 2026, would falling interest rates help? Maybe it will help the real estate market to a certain extent. It won't hurt, I would say. Monetisation of each of the assets will not just happen because interest rates are lower, but it certainly won't harm us.

[Note: SSTEC is part of New Keppel.]

Are there any new Business Trusts and REITs that could be launched in future?

LCH: Chris?

CT: We will always be open to having new Business Trusts or REITs in the future, but for now, our strategy is really to scale up our existing REITs and Trust. We are already in the right sectors, in the real estate, infrastructure and connectivity sectors. So I think we are quite happy with what we have right now. The main thing is our strategy to scale up and improve efficiency and margins, so that as the FUM grows, our margins will grow and there will be more profits for Keppel.

<u>Questions from Ho Pei Hwa, DBS</u>

I have to congratulate you for the good results. I just have two follow-up questions on Infrastructure. Firstly, to confirm what Rachael asked just now on the contracting profile, which takes into consideration the new capacity. Does that mean that the new power capacity is also contracted out for more than three years?

Hope that you could give us a bit more colour on the power spreads. How is the new capacity spread compared to our average power spread? Where do we see the bottoming? It has been under pressure of late and will likely remain so with the commencement of new power plants. So just wanted to get your sense in terms of outlook, and how do we expect your average power spread to trend forward?

CL: From the Singapore merchant market's perspective, it is always a function of supply and demand, and we all know that the existing power generation units in Singapore are ageing. In fact, we were the first to do the planting of high-efficiency power generation back in 2022, and we will be the first to come onstream in the middle of this year.

You would have also heard the announcement from the Singapore government about unlocking Jurong Island for 700 MW of data centre capacity. You have also heard the push behind electrification, as well as attracting more advanced manufacturing investment in Singapore. All these are auguring well for power demand. Besides just power, there are more requirements for efficiency and reliability. So it is more instructive to look at it from a longer-term perspective, rather than the instantaneous USEP volatility.

Our retail team and our portfolio and commercial team are very diligent in constructing our contracted base, such that it provides resilient earnings, and as I mentioned earlier, high-value, high-volume customers. For such customers, we work very closely with them in terms of their long-term needs, their growth, and also their glide path towards decarbonisation.

We will augment it at the right time with our renewable importation. For that, we are also the frontrunner, and like I said, whether it is ammonia and the other low-carbon fuels later on, it will also supplement our value proposition to the customer. That will help from the market perspective, if all GenCos play to the four switches which Singapore has announced, that supports a more stable spread in the years to come.

Questions from Mervin Song, JP Morgan

On slide 11, you have six funds you are targeting to raise funds for. Are you able to share the potential FUM for that? In terms of existing funds, in terms of upsizing, is there any FUM size that you can share with us?

LCH: Can I get Chris to answer this?

CT: Sure. On fundraising, I think we are in a very fortunate position that we are in the right place at the right time, because Keppel has a real assets portfolio. We have alternative real assets with strong cash flows that investors really like. Right now, with all the uncertainty in the world, the volatility that we see, most investors are reallocating from the US into Europe and Asia. So I think Keppel is very well-placed and positioned in terms of taking advantage of what is happening globally. I think we are still working through very strong tractions, a lot of discussions and negotiations with our investors as well. Even when we want to bring them in, we also want to make sure that we get good fees for that. We do not provide forward guidance on numbers, but I think we are more than confident to go above and beyond the $100 billion FUM that we promised by 2026.

On the powerbank in Melbourne, what is the source of the power? Is it brown coal? If it is so, does this provide a challenge to securing tenants or hyperscalers who are more ESG-sensitive? And how does the special relationship you have with Amazon Web Services (AWS) fit in this powerbank?

LCH: Thank you. Mann?

MSM: Our powerbank in Melbourne has both powers available – brown as well as green. So depending on the customer and the cost, and the future plans with the customer, we could find a pathway, from brown to green as well if need be. So both powers are available at that particular site, and that is why that site is so interesting, because if the customer prefers green, then we are able to provide green power as well.

On our strategic framework agreement (SFA) with AWS, yes, of course, we have an agreement with AWS, but it is not exclusive either. We have the ability to understand and work with other hyperscalers, whether from the US or from other parts of the world. So, we are looking at their demand and how they would be looking at Australia in their future plans. For us, while there is an AWS SFA, it is important to us that we are also working with others. So, we will be looking at how hyperscalers look at Australia and working with anyone of them, whoever prefers to be in that place.

Chin Hua, you still look very youthful, full of energy and vigour. But in terms of Piyush's mandate, is he also looking at succession planning, or do you plan to stay on for another five years?

LCH: Thank you for saying that I still look youthful. Some days, I don't feel that way.

Keppel is always run by a team, and as any good CEO will tell you, we are constantly looking at succession plans, not just for myself but for my colleagues as well. I think I am still having fun, and there is still, I believe, unfinished business that we need to get done. At the same time, the time that I serve, how long I serve – I really serve at the pleasure of the Board. So I would not want to predict anything. So long as I am here, I will do my best and look forward to working with

Piyush. I think he has a lot of things I can learn from, and that my colleagues can learn from, so let us leave it at that.

Questions from Dexter Low, Bloomberg

Good morning. Can I ask quickly in terms of divestment, do you actually break down how much the monetisation comes from the Non-Core Portfolio? Because I noted that the Real Estate's pie reduced by $0.7 billion in the end. So is most of that going out through monetisations or is that through revaluations?

LCH: Kevin?

KC: The Non-Core Portfolio for Divestment of $13.5 billion comprises many different variables, so we do not split up the details between the different asset classes. We have said that the plan is for us to pursue monetisation for this bucket, and we will leave it as that.

You guys did a Paramount deal in India last time. Do you have plans for an office India fund? Is that still in the pipeline?

CT: On One Paramount and the India office funds, we have a sustainable urban renewal solutions fund, and in that mothership fund, we can actually create sleeves if we want. So a possible sleeve could be an India office fund, but actually, what we do is we encapsulate everything into the SUR strategy. Instead of just doing value-adding, we are always looking to turn buildings from brown to green.

On the $100 billion FUM target, are you expecting more organic growth on the fund side, or is it more in terms of acquisitions?

LCH: We already completed the deal with Aermont Capital, and we have not done any other deals, so in that sense, we will treat it all as organic.

Just two big-picture questions for me. First one on AI and data centres. There has been a lot of talk on AI bubbles – are you adjusting your strategy in any way in terms of data centre investments, etc.?

LCH: I have mentioned in my speech, and I am not commenting on the valuation of AI-related stocks, but looking at AI as a kind of macrotrend: we still feel that it is at very early innings. Because even for ourselves, as a consumer of AI, looking to embed AI into our organisation and into our businesses. Like most companies, we started with a lot of sandboxes, maybe four or five years ago. And then in the last two years, starting from early 2024, we have started to take it very seriously and this is something that we call an "AI-first mindset", not just for Fund Management and Investment, but across the whole organisation, including our operating divisions.

What I will say is that for ourselves, as a potential user of AI, we see tremendous opportunities. And every time we look at it again, we say, "Oh wow, this is what you can do". It is not just about efficiency gains; it is really about building core competencies or giving us a superpower to do better. We become more competitive, whether we are a fund manager or operator or building infrastructure assets. So based on our own experience, I will say that we think our AI journey is still at a very early stage.

Secondly, I remember CapitaLand has said that they are also interested in looking at infrastructure. Have you talked to them at all? Are you concerned that there might be overlaps?

LCH: We are two separate companies, so I think you have to talk to them. We have been doing infrastructure for quite a long time. If you look at this since the days when we started, it has been at least 30 years. So it is not just something that happened by and by.

We have also been involved in real estate for about 50 years. Connectivity, even for data centres, we have been involved for over 20 years. And asset management, over 20 years. So we do just wake up one morning and say, "I want to be an asset manager", or "I want to be an operator". It comes with a lot of track record and history.

<u>Questions from Mayank Maheshwari, Morgan Stanley</u>

Now with GasCo coming into play this year, how do you think about the impact in terms of your business, both from a spreads perspective as well as competition perspective?

CL: With regard to GasCo, we, as an industry, are collaborating and working very closely with the regulators for the setting up of GasCo and the implications to us as a GenCo. But bear in mind the establishment of GasCo was not overnight. The notice that GasCo will be established was given to GenCos about two years ago, so along the process, we have taken the necessary steps to strengthen and defend our gas procurement strategies. Existing gas supply agreements will be grandfathered.

We will continue to support and work with the GasCo to make sure it is beneficial for GenCos and the sector. It augurs well because this will instill discipline in gas procurement, prevent oversupply and also avoid the volatility due to fragmented small-volume buys from some of the gas offtakers. These are pretty positive for us and the market.

On the $13.5 billion of assets you have in the Non-Core Portfolio, what are the related liabilities and debt around it, if you can give us that? And a question around the total investment that you are doing in the core side of your portfolio, which is around $1 billion in 2025. Do you think that the trend of slowdown in terms of investments and capex will start to slow further in 2026 and 2027?

KC: Hi Mayank, on the $13.5 billion, that is the asset value that we have disclosed. If you recall in the past, when we first disclosed it in 1H 2025, it was $14.4 billion. And you will naturally see this number coming down as we monetise.

Your specific question is how much debt might be associated with the Non-Core Portfolio. We do not provide that split publicly. Internally, there is a measure for us. I think it would be fair to say, as we have said before, that the focus on monetisation is so important for us because it allows us to do the three things that CEO has covered. A large part of it is paying down debt. So naturally you would assume that a large part of our debt is captured under the Non-Core Portfolio section. But we do not provide the breakdown to the market.

Questions from Derek Chang, Morgan Stanley

First question, are there plans to involve Keppel DC REIT in development opportunities, as some other sponsors have done?

LCH: I think the answer is no.

CT: Because the unitholders actually like stable cash yields and to make sure that the unitholders are rewarded, KDC REIT would prefer to have a stabilised pool of assets to make sure that it gives sustainable dividends back to unitholders.

Can you also share when KDC SGP 9 will turn operational and likely ripe for divestment?

LCH: Maybe Mann?

MSM: The plan is to start construction in end-2026. It should be operational about 18 months from there.

LCH: This is currently held by a fund. The fund is a closed-ended fund. So at some point, it will come up for divestment. But at this point in time, it is too early to say when we will do that.

Does Keppel have a comfort level when it comes to its ownership stake in KREIT? Is there further scope to reduce towards 20% perhaps, especially as you head towards your 60th anniversary in two years?

LCH: Wow, looking very far ahead! Well, the truth is that I think we are very comfortable with the current ownership of the stake that we have in KREIT. There are no current plans to further distribute our stake. And the 60th anniversary is in two years, so we will think about it.

-END-

Unless explicitly indicated otherwise, all monetary values denoted as '$' within this document are to be interpreted as referring to Singapore dollars.