

Keppel's Climate Transition Plan

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Keppel is committed to supporting the global ambition to reach net zero carbon emissions by 2050.

Keppel has a governance structure in place to manage sustainability-related topics, including climate change. We have identified Climate Action and Environmental Management as a material environmental, social and governance (ESG) factor for the Company. Climate change has also been identified as a key risk under Keppel's Enterprise Risk Management (ERM) Framework, and we have conducted climate scenario analyses, as well as qualitative and quantitative analyses of physical and transition risks relevant to our business.

We have also developed plans to address the risks and opportunities posed by climate change, and implemented disclosures guided by the Singapore Exchange (SGX) Sustainability Reporting Guide for climate-related disclosures, including the application of the International Financial Reporting Standards (IFRS) Sustainability Disclosure Standards, where relevant.

Sustainability Governance

Sustainability-related topics, which include climate change, are regularly discussed by the Board, while the Board Sustainability and Safety Committee (BSSC) provides greater focus on sustainability matters, including climate-related risks and opportunities, and related reporting.

At the management level, the Management Executive Committee (MExCo), chaired by the CEO, oversees Keppel's strategy and performance, including sustainability and climate-related issues. The Sustainability Working Committee, chaired by the Chief Sustainability Officer, monitors and executes Keppel's sustainability efforts, including climate-related issues.

Our Climate Transition Plan includes the three pillars of **business transformation, running our business sustainably, and making sustainability our business** through providing solutions that contribute to climate action and decarbonisation.

Business Transformation

As part of Keppel's Vision 2030, we have been progressively transforming our business. Keppel used to be known for being one of the world's leading builders of offshore jackup rigs, but we divested Keppel Offshore & Marine in 2023. In the same year, we announced Keppel's transformation to be a global asset manager and operator, focused on investing in and creating solutions for a sustainable future.

Today, Keppel provides a range of solutions that contribute to sustainability, including climate action, across our Infrastructure, Real Estate and Connectivity segments. These solutions include renewables and renewable energy importation; the development of Keppel Sakra Cogen Plant, Singapore's first hydrogen-compatible power plant; as well as other offerings such as the provision of Energy-as-a-Service, sustainable urban renewal (SUR) initiatives, and the greening of data centres.

Making Sustainability our Business

Keppel is also contributing to the climate transition with the solutions we invest in and create, such as renewables, clean energy, decarbonisation solutions, environmental solutions, SUR and greener data centres.

We have set a target to grow Keppel's portfolio of renewable energy assets to 7 GW by 2030. As at end-2025, we have a renewable energy portfolio of 4.7 GW, including battery energy storage systems and projects under development.

To highlight how Keppel's solutions such as waste-to-energy (WTE) plants, power plants, district cooling, SUR and green buildings contribute to the climate transition, we have been disclosing the avoided emissions arising from our offerings. In 2025, solutions provided by Keppel are estimated to have contributed around 1.12 million tCO₂e in avoided emissions. Details can be found on pages 48 to 50 of this report.

In January 2024, we launched Keppel's Sustainability-Linked Financing Framework, which includes Key Performance Indicators and Sustainability Performance Targets related to Keppel's sustainability strategy and operations. From the launch of the framework to end-2025, we secured about \$5 billion in sustainability-linked financing which can be used for general corporate purposes as well as the pursuit of business opportunities in sustainability.

Running our Business Sustainably

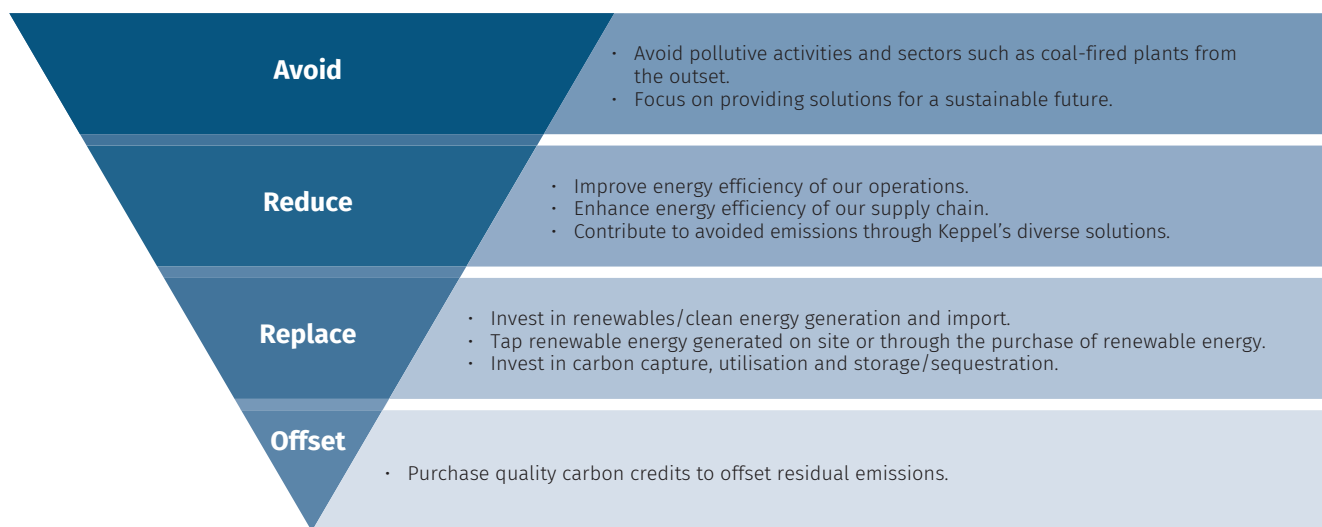
We have set targets to reduce carbon emissions in line with the goal of limiting global warming to 1.5°C above pre-industrial levels.

We have committed to halve Keppel’s Scope 1 and 2 emissions by 2030, compared to our 2020 baseline, and achieve net zero Scope 1 and 2 emissions by 2050. By the end of 2025, Keppel achieved a reduction of 87.6% in Scope 1 and 2 emissions to 21,312 tCO₂e, compared to 2020. We have also set a target for 100% of Keppel’s electricity use to be from renewables by 2030.

We are tracking all categories of Scope 3 emissions relevant to Keppel and working with our value chain and portfolio of investments to enhance energy efficiency and reduce their emissions where possible. In 2025, our Scope 3 emissions amounted to 6.7 million tCO₂e. The vast majority of Keppel’s current Scope 3 emissions relate to the sale and use of natural gas, which forms around 95% of the fuel mix for power generation in Singapore. As Singapore’s power grid decarbonises, we expect these Scope 3 emissions to reduce accordingly. In the meantime, Keppel is contributing to decarbonising the grid through initiatives such as the import of renewable energy, the development and operation of Singapore’s first hydrogen-compatible power plant, carbon capture and storage feasibility studies for the power sector in Singapore, and the front-end engineering and design study for Singapore’s first low-carbon ammonia power generation and bunkering solution on Jurong Island.

Keppel’s approach to mitigating our carbon emissions is guided by our carbon mitigation hierarchy, which prioritises avoiding and reducing emissions as much as possible, before replacing higher-emission sources with lower-emission alternatives. Where necessary, we will offset any residual emissions by purchasing carbon credits.

Keppel’s Carbon Mitigation Hierarchy



Since 2020, we have implemented shadow carbon pricing as a planning tool in the evaluation of new investments¹. We also consider climate-related risks and opportunities in our investment decisions to seize opportunities and reduce the risks of stranded assets in the low-carbon transition.

Keppel is working closely with stakeholders in our value chain to enhance their sustainability performance. We provide carbon management training for suppliers and include carbon emissions as an ESG risk factor in our supplier assessment process. As part of the process of engaging different stakeholders, we participate as members in various organisations that contribute to sustainability and climate action. In 2025, Keppel attended the United Nations Climate Change Conference (COP30), where we participated in an Ecosperity Conversations panel discussion as part of the Singapore Pavilion, on how businesses can harness adaptation and resilience strategies to generate long-term value. During the discussion, we highlighted Keppel’s commitment to climate action, as well as how the Company is contributing, as a global asset manager and operator, to climate action. Keppel and its management also participate as members in sustainability- and climate-related initiatives and organisations, including the United Nations (UN) Global Compact and UN Global Compact Network Singapore, Singapore Sustainable Finance Association, the Sustainability Taskforce of the REIT Association of Singapore and the Singapore Institute of Architects’ Sustainability Committee.

¹ The shadow carbon price, which is applied to Scope 1 and 2 emissions, is currently set at US\$30/tCO₂e, and progressively increases to US\$50/tCO₂e over time. It helps us identify and seize low-carbon opportunities, drive energy efficiency, reduce value chain emissions, navigate regulations, and guide the setting of climate-related policies and targets, where applicable. It is not applied to investments made by Keppel’s private funds, which have their respective evaluation criteria depending on the requirements of Limited Partners.

CONTRIBUTING TO THE CLIMATE TRANSITION

Fund Management and Investment Platforms

Keppel, through its Fund Management and Investment (FM&I) platforms, is a signatory to the United Nations-supported Principles for Responsible Investment and incorporates ESG considerations into its investment analysis and decision-making processes. These include considering climate-related risks and opportunities and contributing to global decarbonisation efforts.

Our Responsible Investment Policy, which communicates our overarching investment approach towards ESG issues, was enhanced in 2024 to sharpen the integration of ESG considerations in our investment process. The policy defines the kinds of investments that the Company will not engage in, such as direct investments in the mining of and electricity generation from thermal coal and peat. Keppel's FM&I platforms focus on investing in infrastructure, real estate and connectivity assets and businesses against the backdrop of macro trends such as the energy transition, climate change, urbanisation and digitalisation.

Various ESG factors are considered across Keppel's investment vehicles, to address material risks and opportunities throughout the life cycles of the investments.

Since 2024, Keppel has been using a third-party climate risk assessment tool, where appropriate, to help identify significant climate-related risks as part of its due diligence process.

As at end-2025, Keppel managed five EU Sustainable Finance Disclosure Regulation (SFDR) Article 8 compliant funds, which promote environmental or social characteristics, primarily through engagement to manage energy and water use¹.

All the listed REITs and business trust that Keppel manages have set carbon emissions reduction targets and are actively monitoring their progress towards them. Details of their respective Scope 1, 2 and 3 emissions can be found on page 48 of this report.

The private funds that Keppel manages have also been tracking their Scope 1 and 2 carbon emissions in line with their respective mandates and sector-specific considerations, and are working towards managing their emissions where possible. The Scope 1 and 2 emissions of the private funds managed by Keppel can be found on page 48 of this report.

In 2025, we scaled our SUR strategy's total Funds under Management² to about \$4.1 billion and expanded the portfolio with acquisitions in Singapore, Sydney and Osaka. Keppel's SUR strategy invests in value-add real estate opportunities with the goal of decarbonising the built environment. Its flagship fund, KSURF, works alongside Keppel's Real Estate Division to implement innovative asset enhancements and sustainability solutions, creating high-quality, sustainable buildings that are both energy- and cost-efficient.

Keppel is monitoring evolving best practices among global asset managers, and will explore setting targets for new private funds which are aligned with the global ambition of net zero by 2050.



The Kwinana Energy Recovery Facility in Perth, Western Australia, features Keppel's waste-to-energy technology.

- ¹ The SFDR Article 8 compliant private funds managed by Keppel are Keppel Education Asset Fund II, Keppel Data Centre Fund III, Keppel Private Credit Fund III, KSURF and Keppel Core Infrastructure Fund. As at end-2025, Keppel also managed two SFDR Article 6 compliant private funds, Keppel Education Asset Fund I and Keppel Asia Infrastructure Fund.
- ² Gross asset value of investments and uninvested capital commitments on a leveraged basis is used to project fully-invested Funds under Management (FUM). Leverage is defined as total debt over gross asset value. For the private funds, the typical leverage is not more than 60% on a portfolio basis. It includes 100% of FUM managed by subsidiary managers, joint ventures and associated entities, as well as share of FUM based on shareholding stake in associate with which Keppel has strategic alliance. FUM is reported in SGD based on closing exchange rates at the end of the reporting period.
- ³ The Real Estate Division's environmental targets apply to all projects where it has a majority stake and/or operational control.

Operating Platform

Keppel's Operating Platform contributes in different ways to sustainable development.

Infrastructure

Keppel's Infrastructure Division supports the energy transition by reducing the carbon intensity of essential infrastructure services across power, waste, water and cooling for urban, commercial and industrial built environments.

In Singapore, Keppel continues to enhance the reliability and efficiency of its power generation portfolio. The 600 MW hydrogen-compatible Keppel Sakra Cogen Plant, an advanced combined cycle gas turbine facility, is on track to achieve generation readiness in 1H 2026. Together with the Keppel Merlimau Cogen Plant, these assets strengthen national energy security while lowering emissions intensity through improved fuel efficiency and operational excellence.

Keppel is a pioneer in cross-border low-carbon electricity trade in ASEAN through the Lao PDR-Thailand-Malaysia-Singapore Power Integration Project (LTMS-PIP). The Company has been awarded conditional approval and a conditional license to import up to 1.3 GW of low-carbon electricity from Cambodia and Indonesia. In 2024, Keppel was granted a two-year extension of its electricity importer license under LTMS-PIP Phase 2, enabling it to double import capacity to 200 MW, with additional supply from Malaysia.

By expanding its renewables and low carbon energy portfolio, Keppel aims to lower the emissions intensity of its Singapore power portfolio.

The Infrastructure Division's WTE technology is widely adopted across Asia Pacific and Europe, providing effective solutions for sustainable waste management and energy recovery. Key projects, both operational and under development, include the Hong Kong Integrated Waste Management Facility (IWMF), Singapore's Tuas Nexus IWMF, which delivers large-scale, integrated solid waste management solutions, and the Kwinana Energy Recovery Facility in Perth, Western Australia. The Division has also completed the retrofit and life-extension of the Senoko WTE Plant in Singapore, and SingSpring Desalination Plant, establishing a benchmark for global retrofit and asset life-extension opportunities.

Keppel drives the adoption of a low-carbon, energy-water-digital nexus by offering Cooling-as-a-Service, AI-powered smart energy demand management, solar photovoltaics and battery energy storage systems and electric vehicle (EV) charging on a cost-effective subscription basis. The Infrastructure Division is also advancing innovation in ammonia, carbon capture, sustainable aviation fuel and bioenergy to support long-term decarbonisation pathways.

Real Estate

Our Real Estate Division has committed to reduce its absolute Scope 1 and 2 emissions by 100% and its Scope 3 emissions from purchased goods and services by 20% per square metre by 2030 from its 2020 base year. These targets were validated by the Science Based Targets initiative (SBTi). The Division has set the benchmark for all its new Singapore developments and overseas commercial projects to be certified to the Building and Construction Authority (BCA) Green Mark Gold^{PLUS} standard, or its equivalent, and for all new overseas residential developments to be certified to the BCA Green Mark Gold standard, or its equivalent. All newly acquired commercial buildings (completed) are also required to be certified to the BCA Green Mark Gold standard, or its equivalent, within two years³.

We are also pivoting from traditional property development to Real Estate-as-a-Service solutions that drive sustainable development, including SUR and consultancy services for large-scale developments. SUR solutions retrofit, future-proof and extend the lifespan of older commercial buildings, resulting in reduced energy use and avoided embodied carbon emissions.

Keppel's Real Estate Division is also leveraging its strong experience and track record in master development to provide smart and green development advisory for large-scale developments such as Suzhou Industrial Park and the Sino-Singapore Jinan Future Industry City in China. Keppel also leads the Singapore consortium in the development of the Sino-Singapore Tianjin Eco-City in China.

Connectivity

Our Connectivity Division aims to achieve net zero Scope 1 and 2 emissions for all its new data centre assets in Singapore by 2030.

We are creating solutions for more sustainable data centres through innovative proposals to reduce the carbon footprint of data centres, including floating data centres which are cooled by seawater. Keppel commenced construction of Singapore's first floating data centre in 1H 2026. By harnessing seawater cooling technologies, the floating data centre is designed to deliver improved power and water usage effectiveness.

Keppel's newest data centres in Singapore, Keppel DC Singapore 7 and 8 at Genting Lane, both achieved the BCA Green Mark Platinum Award.