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Develop Human Capital

Continue Staff Engagement and Development

- Certified by Top Employers Institute as a Top Employer in Singapore and China, since 2020 and 2023 respectively.
- Achieved strong engagement score of 84%, above Mercer's global norm. 87% of staff indicated that they are proud to work for Keppel and 90% support the Company's transformation to be a global asset manager and operator. Maintained Employee Net Promoter Score at a healthy level.
- Implemented various initiatives, such as knowledge uplift programmes on fund management, to integrate employees into Keppel's new business model as a global asset manager and operator.
- Achieved average of more than 20 training hours per employee.

Enhance Succession Planning

- Deepened our talent bench strength.

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Enhance Governance, Compliance, Risk Management and Safety

Governance

- Adopted a Board Gender Diversity Policy to aim to have at least two female directors on the Board, and 30% female representation on the Board by 2030.
- CEO Mr Loh Chin Hua was named Outstanding Chief Executive of the Year at the Singapore Business Awards 2023/2024.
- Conferred the Singapore Corporate Governance Award (Big Cap) at the SIAS Investors' Choice Awards 2024.

Compliance and Risk Management

- Revamped the Enterprise Risk Management Framework to enable a more dynamic review of trending key risks impacting Keppel.
- Launched Risk & Compliance Week covering various topics such as anti-money laundering, data protection and cyber trends.
- Achieved zero major adverse risk management and compliance events.
- Monitored cybersecurity threat landscape and managed risks ensuring that Keppel's information and technology assets are safeguarded without cybersecurity incidents.
- Implemented a Cyber Culture Programme to raise awareness of cyber risks.
- Conferred Best Risk Management Award (Silver) at the Singapore Corporate Awards 2024.

Safety

- Achieved zero fatalities across global operations.
- Received four Workplace Safety and Health awards, comprising three performance awards and one innovation award.

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Champion Sustainability

Work Towards ESG Goals, including Carbon Emissions Reduction Targets¹

- Continued to reduce Scope 1 and 2 emissions, and track and disclose all relevant categories of Scope 3 emissions.
- Implemented climate-related disclosures in line with the recommendations of the Task Force on Climate-related Financial Disclosures².
- Launched inaugural Sustainability-linked Financing Framework, and secured about \$3.6 billion of sustainability-linked loans in FY 2024.
- Retained MSCI AAA ESG rating and remained in the Dow Jones Best-In-Class World and Asia Pacific Indices.
- Named one of the World's Most Sustainable Companies by TIME Magazine and Statista.
- Awarded the Singapore Corporate Sustainability Award (Big Cap) at the SIAS Investors' Choice Awards 2024.

Make a Positive Impact on the Community Volunteers

- More than 12,000 hours of community service, exceeding target of 10,000 hours.

Social Investments & Industry Advancement

- \$4.8 million contributed to social investment spending and industry advancement.

¹ Further details will be provided in Keppel's Sustainability Report to be published in May 2025.

² Task Force on Climate-related Financial Disclosures (TCFD) has fulfilled its remit and disbanded in October 2023. Following the publication of the inaugural ISSB Standards – IFRS S1 and IFRS S2 – the Financial Stability Board has asked the IFRS Foundation to take over the monitoring of the progress on companies' climate-related disclosures from TCFD.

Focus Areas in 2025



Accelerate Business Transformation and Growth as a Leading Global Asset Manager and Operator

- Drive fundraising and grow FUM towards \$100 billion by end-2026 and \$200 billion by 2030.
- Drive operational excellence across segments.
- Work towards \$10-\$12 billion in cumulative asset monetisation by end-2026.
- Work towards \$120 million in cumulative cost savings from synergy capture by end-2026.



Drive Financial Performance

- Achieve Vision 2030 financial targets, including mid- to long-term ROE target of 15%.
- Ensure strong recurring income.



Develop Human Capital

- Continue to deepen staff engagement.
- Develop talent pool and grow capabilities in line with Vision 2030 transformation.
- Enhance succession planning.



Enhance Governance, Compliance, Risk Management & Safety

- Ensure strong governance, risk management, compliance, controls and safety standards.
- Continue to execute Zero Fatality Strategy.



Champion Sustainability

- Work towards ESG goals, including long-term carbon emissions reduction targets.
- Make a positive impact on the community.