



Financial Review

Keppel creates value through astute asset management, execution excellence and strong financial discipline.



3-YEAR ANNUALISED TOTAL SHAREHOLDER RETURNS¹

34.8%

Compared to STI's 11.9%
over the same period

FREE CASH INFLOW²

\$901m

In 2024 as compared to
the free cash outflow of
\$384 million in 2023

KEY PERFORMANCE INDICATORS

	2024 \$ million	2024 vs 2023 % +/-	2023 \$ million
Revenue ¹	6,601	(5)	6,967
Net profit	940	(77)	4,067
Net profit excluding legacy O&M assets ² and discontinued operations	1,064	5	1,015
Earnings per Share	51.6 cts	(77)	227.6 cts
Earnings per Share excluding legacy O&M assets ² and discontinued operations	58.4 cts	3	56.8 cts
Return on Equity	8.9%	(76)	37.9%
Return on Equity excluding legacy O&M assets ² and discontinued operations	10.1%	6	9.5%
Operating cash flow	200	245	58
Free cash flow ³	901	n.m.f.	(384)
Total dividend per share	\$0.34	(87)	\$2.70 ⁴
Total cash dividend per share	34.0 cts	–	34.0 cts

n.m.f. denotes no meaningful figure.

¹ Revenue from continuing operations.

² Effects of legacy O&M assets comprise the P&L effects from Seatrium shares, the legacy rigs, and contributions from stakes in Floatel and Dyna-Mac.

³ FY 2024's figure includes \$1.07 billion of cash consolidated on obtaining control over Rigco Holding Pte. Ltd. following the completion of a selective capital reduction exercise. FY 2023's figure included a \$500 million cash component realised as part of the divestment of discontinued operations, which is presented as cash inflow from financing activities in the financial statements. The inclusion herein is for better comparability and understanding of the free cash flow.

⁴ Includes dividends *in specie* of Sembcorp Marine (now Seatrium) shares worth \$2.19/share and Keppel REIT units worth \$0.167/share in FY 2023.

OVERVIEW

Keppel achieved a net profit of \$940 million, as compared to \$4.1 billion for 2023. Excluding legacy offshore and marine (O&M) assets³ and discontinued operations, net profit was \$1,064 million, which is 5% or \$49 million higher than \$1,015 million for 2023. All three segments were profitable in 2024, with Infrastructure continuing to deliver robust results and Connectivity recording a 45% earnings growth year on year. During the year, legacy O&M assets³ and discontinued operations registered a net loss of \$124 million, as compared to a net profit of \$3.1 billion for FY 2023. FY 2023 included the gain

on disposal of Keppel Offshore & Marine (KOM) of approximately \$3.3 billion. In addition, there were fair value losses on the remaining Seatrium shares in Keppel's segregated account as compared to gains in FY 2023, higher financing costs⁴ and amortisation⁵ of Day 1 fair value loss on note receivables. These were partly offset by the write-back of certain cost provisions made in 2023 relating to the combination of KOM and Sembcorp Marine (Combination Transaction), as well as recognition of indemnity claim receivable pursuant to agreements under the Combination Transaction.

¹ Source: Bloomberg

² FY 2024's figure includes \$1.07 billion of cash consolidated on obtaining control over Rigco Holding Pte. Ltd. following the completion of a selective capital reduction exercise. FY 2023's figure included a \$500 million cash component realised as part of the divestment of discontinued operations, which is presented as cash inflow from financing activities in the financial statements. The inclusion herein is for better comparability and understanding of the free cash flow.

³ Effects of legacy O&M assets comprise the P&L effects from Seatrium shares, the legacy rigs, and contributions from stakes in Floatel and Dyna-Mac.

⁴ Following the completion of the Asset Co Transaction in February 2023, the financing cost relating to the vendor notes is now reported under Corporate Activities, as compared to under Discontinued Operations in January – February 2023.

⁵ As required by accounting standards, the notes receivables have to be fair valued at initial recognition (Day 1) and the difference between the fair value and the transacted price is deferred and amortised over the expected life of the notes or when its fair value (or its inputs) can be observed directly from the market.

Financial Review

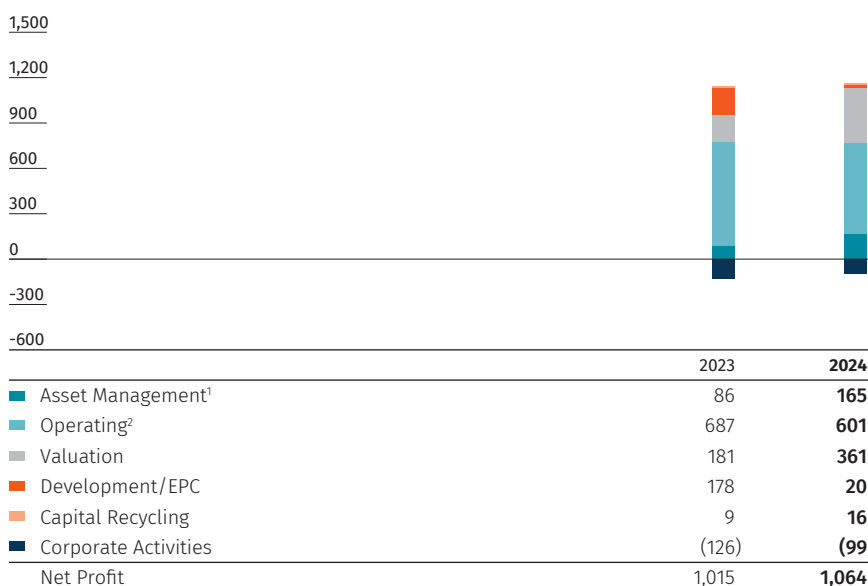
All three segments were profitable in 2024, with Infrastructure continuing to deliver robust results and Connectivity recording a 45% earnings growth year on year.

The full-year performance excluding legacy O&M assets¹ and discontinued operations translated to earnings per share of 58.4 cents, as compared to 56.8 cents in 2023. Correspondingly, Return on Equity (excluding legacy O&M assets¹ and discontinued operations) (ROE) was 10.1% as compared to 9.5% in 2023.

Free cash inflow² was \$901 million in 2024 as compared to the free cash outflow of \$384 million in 2023. Net cash from operating activities was higher at \$200 million as compared to \$58 million in the prior period mainly due to higher operational cash inflows and lower working capital requirements, partly offset by higher interests and income tax paid. Net cash from investing activities of \$701 million in FY 2024 was mainly attributable to cash balances of about \$1.07 billion consolidated upon obtaining control of Rigco Holding Pte. Ltd. (Rigco). Adjusted net debt to EBITDA³ was 3.7x as at end-December 2024, as compared to 3.3x as at end-2023. This was mainly due to an increase in adjusted net debt as a result of acquisitions and investments, such as the One Paramount project in India and Aermont Capital S.à r.l (Aermont). There were also additions of fixed assets, investment properties and dividend payments, partly offset by divestment proceeds and distributions received during the year.

The total cash dividends for FY 2024 would be 34 cents per Keppel share, the same as the total cash dividends for FY 2023. This comprises a proposed final cash dividend of 19 cents per share and an interim cash dividend of 15 cents per share paid in the third quarter of 2024.

MULTIPLE INCOME STREAMS (\$ million)



¹ Includes asset management, transaction and advisory fees on sponsor stakes and co-investments.

² Refers to recurring income from operations, including from the sale of gas, electricity and utilities; leasing and managing properties; telecommunication and information and communications technology (ICT) services; as well as investment income and share of recurring operating results of associated companies.

MULTIPLE INCOME STREAMS

FY 2024's net profit was supported by positive contributions from all income streams. Lower operating income⁴, partly offset by robust asset management earnings⁵, translated into a recurring income of \$766 million for FY 2024, which is comparable to \$773 million in the preceding year.

Valuation gains of \$361 million were higher than the prior year, led by higher fair value gains from investment properties in Singapore and Vietnam, as well as investments held by the Real Estate and Connectivity Segments. Development and Engineering, Procurement and Construction (EPC) earnings declined year on year mainly due to a decrease in profits from

property trading projects in China and Singapore. Excluding the loss arising from the dividend *in specie* of units in Keppel REIT in FY 2023, divestment gains declined year on year due to lower recognition from asset monetisation in FY 2024.

Net loss from Corporate Activities was lower than that of FY 2023 mainly due to the receipt of an award following a successful arbitration and divestment gains from the sale of non-core assets. These were partly offset by fair value losses from investments as compared to fair value gains in the prior year, as well as higher net interest and share plan expenses.

¹ Effects of legacy O&M assets comprise the P&L effects from Seatrium shares, the legacy rigs, and contributions from stakes in Floatel and Dyna-Mac.

² FY 2024's figure includes \$1.07 billion of cash consolidated on obtaining control over Rigco Holding Pte. Ltd. following the completion of a selective capital reduction exercise. FY 2023's figure included a \$500 million cash component realised as part of the divestment of discontinued operations, which is presented as cash inflow from financing activities in the financial statements. The inclusion herein is for better comparability and understanding of the free cash flow.

³ Adjusted net debt is defined as net debt of Keppel less net debt attributable to legacy O&M assets, while EBITDA refers to the last 12 months' profit before depreciation, amortisation, net interest expense and tax, excluding P&L effects from legacy O&M assets and discontinued operations.

⁴ Refers to recurring income from operations, including from the sale of gas, electricity and utilities; leasing and managing properties; telecommunication and ICT services; as well as investment income and share of recurring operating results of associated companies.

⁵ Includes asset management, transaction and advisory fees on sponsor stakes and co-investments.

SEGMENT OPERATIONS

Revenue of \$6,601 million was \$366 million or 5% lower than that in 2023.

Revenue from the Infrastructure Segment decreased by \$225 million or 5% to \$4,636 million. The integrated power business recorded lower revenue as a result of lower wholesale prices in 2024, in line with the stabilisation of the power market in Singapore. Asset management fee revenue was higher year on year mainly due to acquisition fees in relation to Keppel Infrastructure Trust (KIT)'s acquisitions in Germany and Australia, and higher transaction and advisory fees on sponsor stakes and co-investments, partly offset by lower management fees from KIT.

Revenue from the Real Estate Segment decreased by \$127 million to \$637 million largely due to lower revenue from property trading projects in China as a result of fewer units completed and handed over during the period. This was partly offset by higher revenue from property trading projects in Singapore. Asset management fee revenue remained stable year on year.

Revenue from the Connectivity Segment was comparable year on year. Higher divestment and acquisition fees from asset management, as well as higher facility management, leasing commission and project management revenues from the data centre business, were partly offset by lower handset and equipment sales from M1.

Net profit from continuing operations, excluding effects of legacy O&M assets¹, rose by 5% or \$49 million year on year to \$1,064 million.

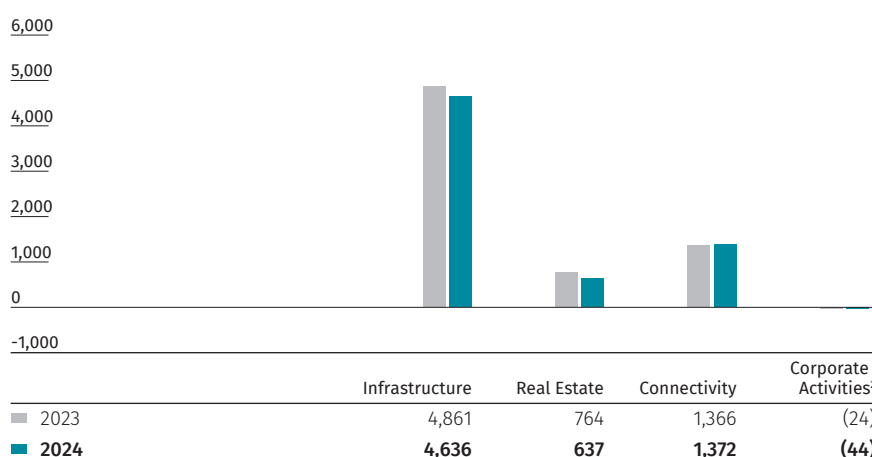
The Infrastructure Segment registered a net profit of \$673 million in 2024, which was \$26 million or 4% lower than the \$699 million net profit recorded in 2023. The decline in net profit was mainly due to lower share of results from an associated company, lower distributions from KIT, and lower fair value gains from sponsor stakes. These were partly offset by higher asset management net profit arising from an increase in fee

revenue (as mentioned above), as well as the strong performance of the integrated power business underpinned by higher contracted load.

Net profit from the Real Estate Segment decreased by \$9 million to \$306 million. In 2023, the segment recorded a \$111 million loss from the dividend *in specie* of Keppel REIT units. If excluded, net profit from the segment was \$120 million lower year on year. This was mainly due to lower contribution from property trading projects in China and Singapore, as well as higher

net interest expense. The segment also recorded lower share of results and share of fair value losses as compared to fair value gains in 2023 from associated companies and joint ventures, and fair value losses from sponsor stakes, which were partly offset by higher fair value gains from investment properties, and fair value gains from investments. In addition, there was lower divestment gains in 2024 as compared to 2023, which benefitted from monetisation of several assets across Vietnam, India, the Philippines, China, Myanmar and Singapore. Asset management net

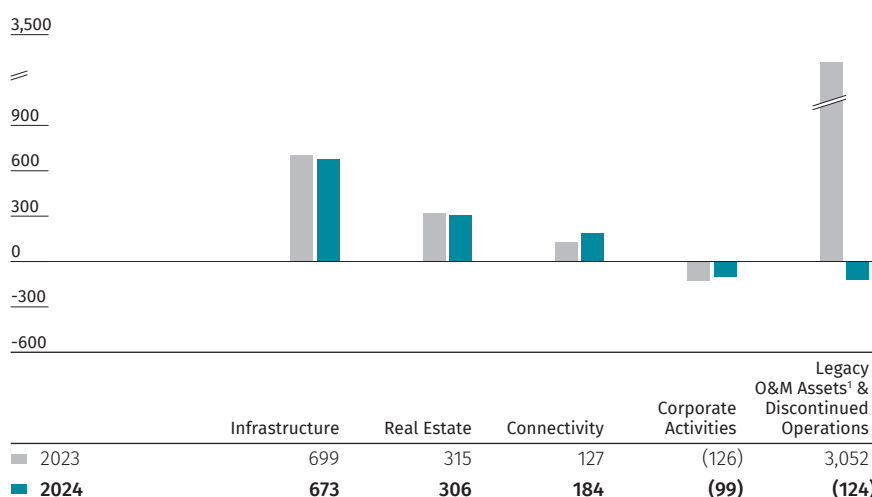
REVENUE¹ (\$ million)



¹ Numbers are for continuing operations.

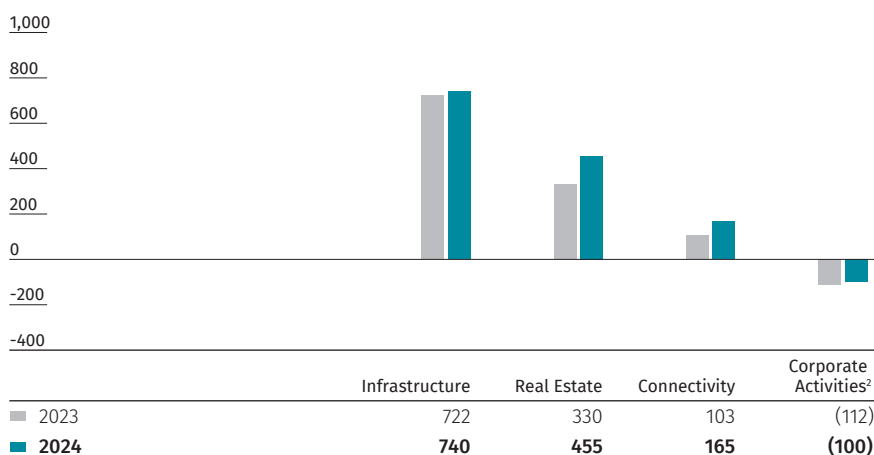
² Includes elimination.

NET PROFIT/(LOSS) (\$ million)



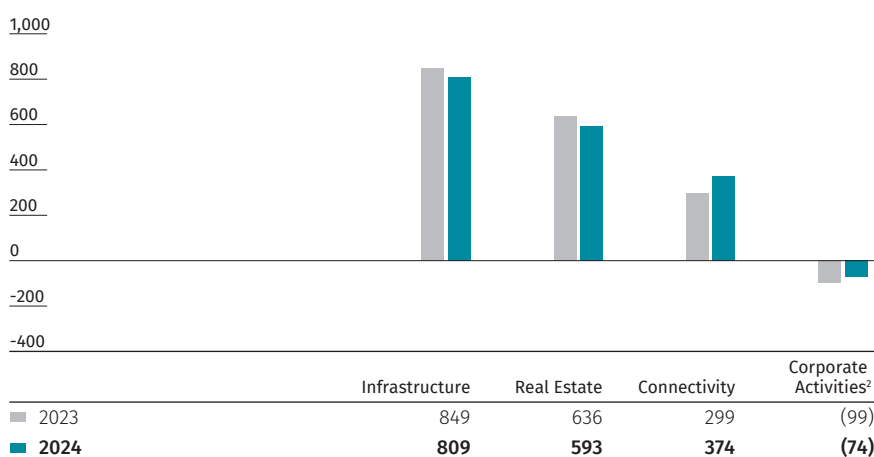
¹ Effects of legacy O&M assets comprise the P&L effects from Seatrium shares, the legacy rigs, and contributions from stakes in Floatel and Dyna-Mac.

Financial Review

OPERATING PROFIT/(LOSS)¹ (\$ million)

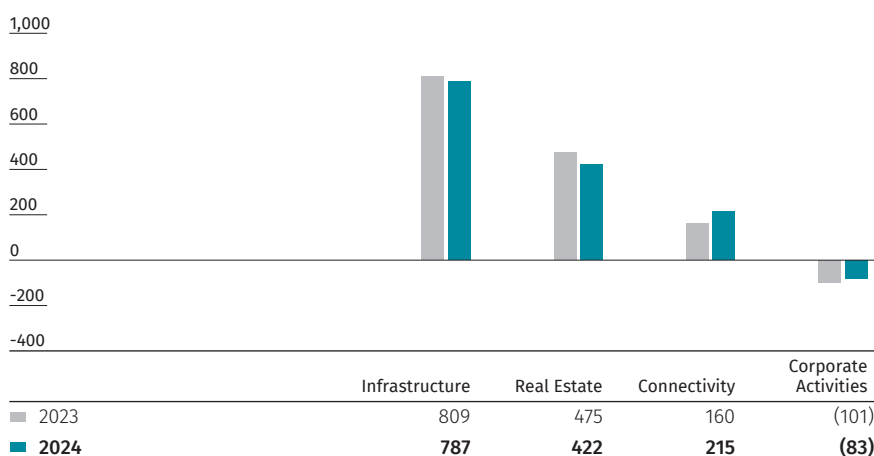
¹ Numbers are for continuing operations, excluding legacy O&M assets. Including legacy O&M assets, operating profit for FY 2024 and FY 2023 were \$1,215 million and \$1,076 million respectively.

² Includes elimination.

EBITDA¹ (\$ million)

¹ Numbers are for continuing operations, excluding legacy O&M assets. Including legacy O&M assets, EBITDA for FY 2024 and FY 2023 were \$1,646 million and \$1,699 million respectively.

² Includes elimination.

PROFIT/(LOSS) BEFORE TAX¹ (\$ million)

¹ Numbers are for continuing operations, excluding legacy O&M assets. Including legacy O&M assets, profit before tax for FY 2024 and FY 2023 were \$1,110 million and \$1,213 million respectively.

profit was higher year on year arising from the maiden contribution from Aermont following the completion of the initial 50% acquisition in April 2024, and unrealised exchange gain on borrowings.

The Connectivity Segment achieved a net profit of \$184 million, which was \$57 million higher than that of 2023, mainly due to improved asset management and project management revenues, lower overheads, higher returns from sponsor stakes, and higher fair value gains from data centre assets and investments. These were partly offset by lower gains from divestments and impairments of non-core assets, as well as lower earnings from M1.

Excluding effects of legacy O&M assets¹, net loss from Corporate Activities was \$99 million as compared to \$126 million in 2023, mainly due to an award from an arbitration and gains from assets disposal, which were partly offset by fair value losses from investments, higher net interest expense, and higher share plan expense. The legacy O&M assets¹ recorded higher net loss of \$232 million in 2024 mainly due to a fair value loss on Seatrium shares compared to a fair value gain in 2023, higher financing costs and amortisation expense on notes receivables (as the Asset Co transaction was completed at the end of February 2023), which were partly offset by a lower share of loss from an associated company. Arising from the completion of a selective capital reduction (SCR) undertaken by Rigco, the issuer of the notes receivables, Rigco became a wholly owned subsidiary of the Group on 31 December 2024. There was no material profit or loss impact arising from the completion of the SCR.

Keppel's taxation decreased mainly due to lower taxable profit from the Real Estate Segment. Taking into account income tax expenses, non-controlling interests and profit attributable to holders of perpetual securities, Keppel's net profit from continuing operations attributable to shareholders for 2024 was \$832 million, and \$1,064 million

Keppel's total cash dividend of 34 cents per share for FY 2024 translates into a gross yield of 5% on Keppel's share price of \$6.84 as at 31 December 2024.

if the effects of legacy O&M assets¹ were excluded. Including discontinued operations, Keppel's net profit attributable to shareholders was \$940 million, as compared to \$4,067 million in 2023.

The discontinued operations in 2024 pertains to the write-back of certain cost provisions made in 2023 pursuant to the Combination Transaction that was completed on 28 February 2023, as well as the recognition of an indemnity claim receivable pursuant to agreements in connection with the Combination Transaction. The discontinued operations in 2023 recorded a net profit of \$3,182 million, comprising two months' performance from KOM, excluding certain out-of-scope assets, for the period from 1 January to 28 February 2023, as well as a gain on the disposal of approximately \$3.3 billion following the completion of the disposal of KOM at the end of February 2023.

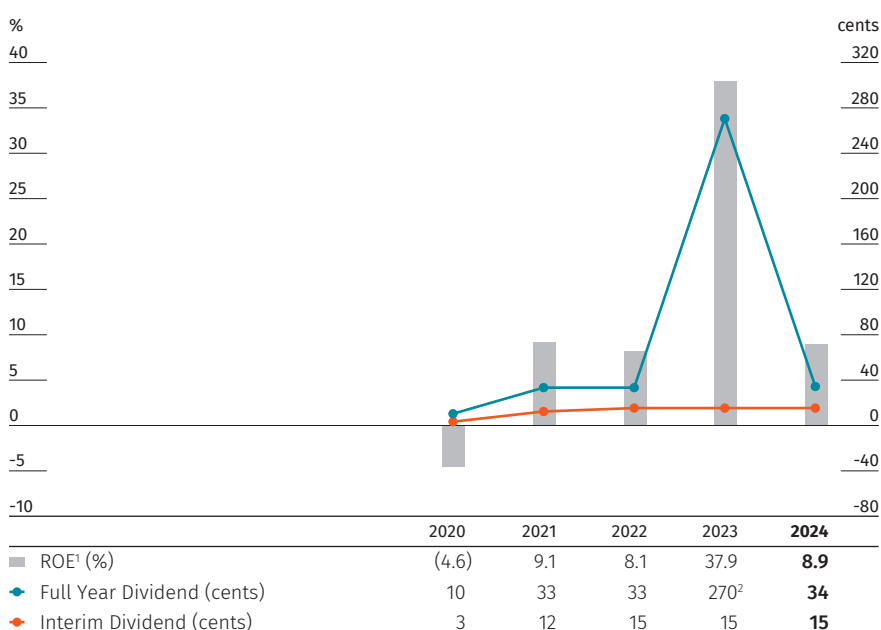


SHAREHOLDER RETURNS

ROE was 8.9%, compared to 37.9% in the previous year. Excluding legacy O&M assets¹, ROE for continuing operations was 10.1% as compared to 9.5% in the preceding year.

Taking into account Keppel's strong performance, and to reward shareholders for their confidence in Keppel, the Company will be distributing total dividends of 34 cents per share for FY 2024, comprising a proposed final cash dividend of 19 cents per share and the interim cash dividend of 15 cents per share distributed in the third quarter of 2024. On a per share basis, this translates into a gross yield of 5% on Keppel's share price of \$6.84 as at 31 December 2024.

ROE & DIVIDEND



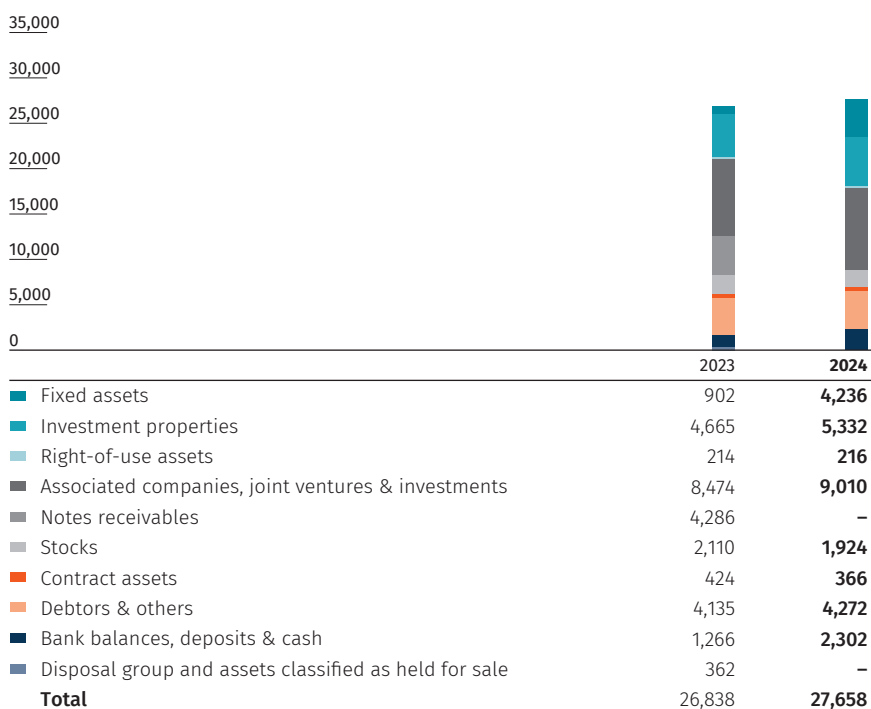
¹ Effects of legacy O&M assets comprise the P&L effects from Seatrium shares, the legacy rigs, and contributions from stakes in Floatel and Dyna-Mac.

¹ Excluding legacy O&M assets and discontinued operations, ROE for FY 2024 and FY 2023 were 10.1% and 9.5% respectively.

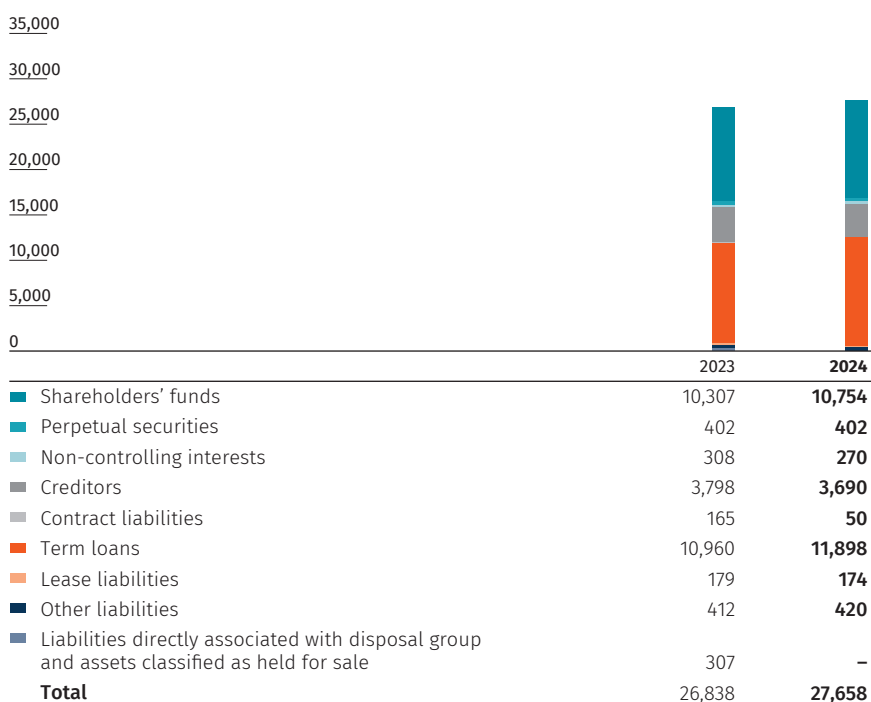
² Includes dividends *in specie* of Sembcorp Marine (now Seatrium) shares worth \$2.19/share and Keppel REIT units worth \$0.167/share in FY 2023.

Financial Review

TOTAL ASSETS OWNED (\$ million)



TOTAL LIABILITIES OWED AND CAPITAL INVESTED (\$ million)



FINANCIAL POSITION

Shareholders' funds increased by \$0.45 billion to \$10.75 billion as at 31 December 2024. The increase was mainly attributable to retained profits and transfer of treasury shares for an acquisition of a real estate asset manager, partly offset by payment of a final dividend of 19 cents per share in respect of FY 2023, payment of interim dividend of 15 cents per share in respect of the half-year ended 30 June 2024 and decrease in fair value reserves.

Total assets were \$27.66 billion as at 31 December 2024, \$0.82 billion higher than the previous year-end. This was mainly attributable to acquisitions (including acquisition of the real estate asset manager as mentioned above) and further investments in associated companies and joint ventures, as well as additions to and fair value gains on investment properties.

Management also took into consideration climate-related issues and there was no material impact on Keppel's financial reporting in FY 2024.

Total liabilities of \$16.23 billion as at 31 December 2024 were \$0.41 billion higher than the previous year-end. This was largely attributable to the net drawdown of term loans.

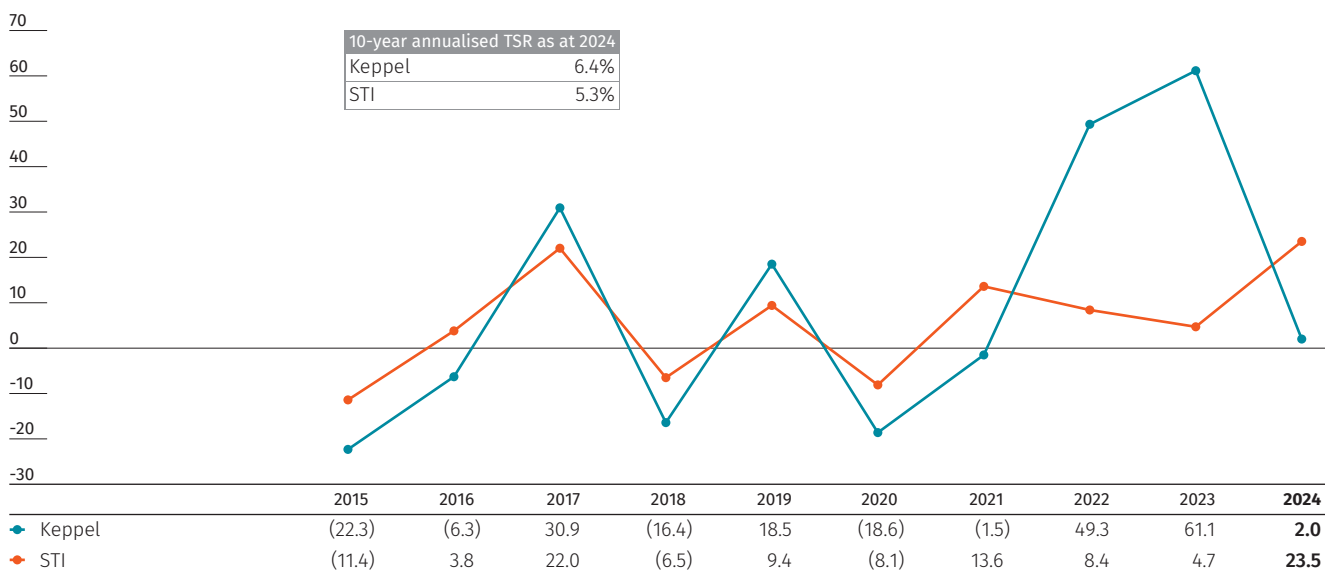
The consolidation of Rigco did not result in a material change in net asset value of the Group. Upon consolidation, Keppel derecognised the notes receivables and recognised fixed assets, stocks, cash and liabilities of Rigco at their acquisition date fair values.

Net debt decreased by \$0.10 billion to \$9.77 billion as at 31 December 2024 mainly due to the consolidation of Rigco's cash. Total equity increased by \$0.41 billion mainly due to an increase in shareholders' funds as explained above.

TOTAL SHAREHOLDER RETURN

Keppel's Total Shareholder Return (TSR) of 2% in 2024 was

TOTAL SHAREHOLDER RETURN (%)



Source: Bloomberg

21.5 percentage points below the benchmark Straits Times Index's (STI) TSR of 23.5%. However, over the past three years, Keppel has achieved an annualised TSR of 34.8% compared to STI's 11.9%. Keppel's 10-year annualised TSR growth rate of 6.4% was higher than STI's 5.3%.

CASH FLOW

Free cash inflow¹ was \$901 million in 2024 as compared to the free cash

outflow of \$384 million in 2023. Net cash from operating activities was higher at \$200 million as compared to \$58 million in the prior period mainly due to higher operational cash inflows and lower working capital requirements, partly offset by higher interests and income tax paid. Net cash from investing activities was \$701 million in FY 2024. This was mainly due to cash balances of about \$1.07 billion consolidated

¹ FY 2024's figure includes \$1.07 billion of cash consolidated on obtaining control over Rigco Holding Pte. Ltd. following the completion of a selective capital reduction exercise. FY 2023's figure included a \$500 million cash component realised as part of the divestment of discontinued operations, which is presented as cash inflow from financing activities in the financial statements. The inclusion herein is for better comparability and understanding of the free cash flow.

CASH FLOW

	2024 \$ million	2024 vs 2023 + / (-)	2023 \$ million
Operating profit	1,323	(2,949)	4,272
Depreciation, amortisation & other non-cash items	(226)	3,180	(3,406)
Cash flow provided by operations before changes in working capital	1,097	231	866
Working capital changes	(253)	145	(398)
Interest receipt and payment & tax paid	(644)	(234)	(410)
Net cash from operating activities	200	142	58
Investments & capital expenditure	(70)	1,329	(1,399)
Divestments & dividend income	820	(438)	1,258
Divestment of discontinued operations	-	468	(468)
Advance (to)/from associated companies, joint ventures and joint venture partner	(49)	(216)	167
Net cash from/(used in)	701	1,143	(442)
Free cash flow¹	901	1,285	(384)
Dividend paid to shareholders of the Company & subsidiaries	(635)	(37)	(598)

¹ FY 2024's figure includes \$1.07 billion of cash consolidated on obtaining control over Rigco Holding Pte. Ltd. following the completion of a selective capital reduction exercise. FY 2023's figure included a \$500 million cash component realised as part of the divestment of discontinued operations, which is presented as cash inflow from financing activities in the financial statements. The inclusion herein is for better comparability and understanding of the free cash flow.

Financial Review

About 65% of Keppel's borrowings, including perpetual securities, were on fixed rates as at the end of 2024, with an average cost of funds of 3.68% and weighted-average tenor of about three years.

SECURED/UNSECURED BORROWINGS (%)



Secured	9
Unsecured	91
Total	100

FIXED/FLOATING BORROWINGS (%)



Fixed ³	63
Floating	37
Total	100

BORROWINGS' MATURITY¹ (%)

>5 Years	10
4-5 Years	15
3-4 Years	13
2-3 Years	28
1-2 Years	22
<1 Year	12
Total	100

BORROWINGS BY CURRENCY (%)



SGD	59
USD	28
Others	13
Total	100

upon obtaining control of Rigco, divestments and dividend income of \$749 million and repayment received from notes receivables of \$71 million, partly offset by investments and capital expenditure of \$1.14 billion and advances to associated companies and joint ventures of \$49 million. Proceeds from divestments completed during the year included the divestment of non-core assets, which are part of Keppel's asset monetisation programme. In 2024, Keppel's investments included acquisitions of Rigco and a 50% stake in Aermont, as well as capital expenditures.

Total distribution to shareholders of the Company and non-controlling shareholders of subsidiaries for the year amounted to \$635 million.

BORROWINGS¹

Keppel's borrowings comprise money market loans, term loans, project finance loans, as well as medium- and long-term bonds. Total borrowings excluding lease liabilities as at the end of 2024 were \$11.9 billion (2023: \$11.0 billion). At the end of 2024, 12% (2023: 22%) of Keppel's borrowings were repayable within one year with the balance largely repayable more than two years later. As at the end of 2024, Keppel's Adjusted Net Debt to EBITDA² remained at a healthy 3.7x (2023: 3.3x).

Unsecured borrowings constituted 91% (2023: 93%) of total borrowings, with the balance secured by properties and other assets. Secured borrowings are mainly for financing of investment properties and property development projects. The net

¹ Borrowings exclude lease liabilities.

² Adjusted net debt is defined as net debt of Keppel less net debt attributable to legacy O&M assets, while EBITDA refers to last 12 months' profit before depreciation, amortisation, net interest expense and tax, excluding P&L effects from legacy O&M assets and discontinued operations.

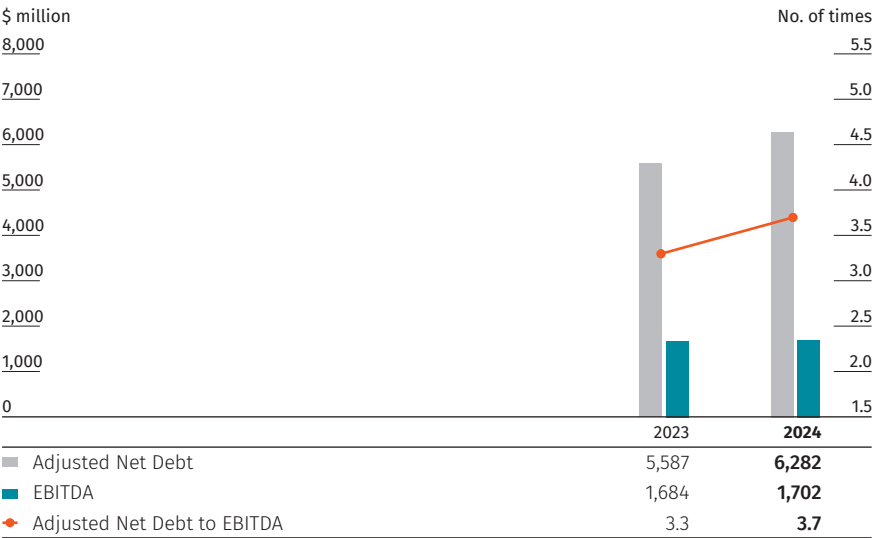
³ Excludes perpetual securities which have been accounted for as equity. Including perpetual securities, fixed rate borrowings would be 65% (2023: 66%).

book value of properties and assets pledged/mortgaged to financial institutions amounted to \$2.50 billion (2023: \$2.24 billion).

Fixed rate borrowings³ constituted 63% (2023: 64%) of total borrowings after taking into account the effect of derivative financial instruments. Excluding notional hedge amount relating to highly probable future borrowings, Keppel has cross-currency swap and interest rate swap agreements with notional amount totalling \$6,428 million whereby it receives foreign currency fixed rates and variable rates equal to USD SOFR and EURIBOR (in the case of the cross-currency swaps) and variable rates equal to SORA, USD SOFR and EURIBOR (in the case of interest rate swaps) and pays fixed rates of between 0.22% and 3.75% on the notional amount. Details of these derivative financial instruments are disclosed in the notes to the financial statements.

Singapore dollar borrowings represented 59% (2023: 60%) of total borrowings after taking into

ADJUSTED NET DEBT TO EBITDA



account the effect of derivative financial instruments. The balance was mainly in US dollars. Foreign currency borrowings were drawn to hedge against Keppel’s overseas investments and receivables that were denominated in foreign currencies.

The weighted average tenor of Keppel’s borrowings, including perpetual securities, was about three years at the end of 2024 and at the end of 2023, with an average cost of funds of 3.68% at the end of 2024 as compared to 3.75% at the end of 2023.



Financial Review



CAPITAL STRUCTURE & FINANCIAL RESOURCES

Keppel maintains a strong balance sheet and an efficient capital structure to maximise return for shareholders.

Capital Structure

Total equity at the end of 2024 was \$11.43 billion as compared to \$11.02 billion as at the end of 2023. Keppel was in a net debt (including lease liabilities) position of \$9,771 million as at the end of 2024, which was below the \$9,873 million as at the end of 2023.

During the year, the Company transferred 12,461,954 treasury shares to employees upon vesting of shares released under the Keppel Share Plans and 31,348,093 treasury

shares for the acquisition of a real estate manager. As at the end of the year, the Company had 14,453,554 treasury shares. Except for the transfer stated, there was no other sale, transfer, disposal, cancellation and/or use of treasury shares during the year.

Financial Resources

Keppel maintains adequate cash reserves as well as sufficient undrawn money market facilities, committed revolving credit facilities, commercial paper and debt capital market programmes. Funding of working capital requirements, capital expenditure and investment needs was made through a mix of money market loans, term loans, project finance loans, as well as medium- and long-term bonds.

As at the end of 2024, total available credit facilities, including cash held in Treasury and bank guarantee facilities, amounted to \$7.33 billion (2023: \$6.20 billion).

CRITICAL ACCOUNTING JUDGMENTS & ESTIMATES

Keppel's material accounting policy information is discussed in more detail in the notes to the financial statements. The preparation of financial statements requires management to exercise its judgments in the process of applying the accounting policies. It also requires the use of accounting estimates and assumptions which affect the reported amounts of assets, liabilities, income and expenses. Critical accounting judgments and estimates are described in Note 2.27 to the financial statements.

FINANCIAL CAPACITY

	\$ million	Remarks
Cash held in Treasury	271	12% of total cash of \$2.30 billion
Available credit facilities	7,054	Credit facilities of \$9.54 billion, of which \$2.49 billion was utilised
Total	7,325	