Address by Mr Loh Chin Hua, CEO of Keppel Ltd.

FIRST HALF ENDED 30 JUNE 2024

Accelerating transformation

Keppel continued to make encouraging progress towards our Vision 2030 goals in the first six months of 2024.

Reflecting our transformation to be a global asset manager and operator, our earnings from the asset management business more than doubled year on year to S$75 million in 1H24, while Funds under Management[1] (FUM) rose 55% to S$85 billion since end-December 2023. This was the result of both stronger performance by our private funds and listed entities, as well as the successful acquisition of Aermont Capital in April 2024.

Amidst a challenging macroenvironment, we continued to press forward with our asset monetisation plans, announcing about S$280 million of divestments in 1H24. This brings us to over S$5.6 billion in asset monetisation announced since October 2020, not including the divestment of platforms such as Keppel Offshore & Marine. We remain focused on working towards our interim monetisation target of S$10 to S$12 billion by the end of 2026. Asset monetisation is a key pillar of our Vision 2030 goals, and we will look for opportunities to re-accelerate this when market conditions improve.

We have also reaped substantial synergies as one integrated company mainly from amalgamating and optimising the Company's centralised functions as well as digitalising our operations. Since embarking on Project Darwin at the start of 2023, we have achieved an annualised run-rate of over S$50 million in recurring cost savings, on track towards our target of S$60 to S$70 million by end-2026. Our business processes have also been streamlined, and we can explore more automation as we further digitalise. Machine learning and AI are very much part of the new Keppel as we look for areas to improve efficiencies, provide insights and enable our investment processes as well as operations.

In 2H24, we will continue to focus on running a tight ship as we pursue our transformation goals and growth initiatives.

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[1] Gross asset value of investments and uninvested capital commitments on a leveraged basis to project fully-invested FUM.

Delivering stronger performance

In 1H24, we achieved a net profit of S$513 million from continuing operations, excluding the effects of the legacy offshore and marine (O&M) assets. This is 7% higher than S$481 million recorded in 1H23 on the same basis. All segments were profitable with strong improvements in performance by our Infrastructure and Connectivity segments offsetting a decline in Real Estate contributions.

The losses from the legacy O&M assets relate to the impact from Seatrium shares held in our segregated account, the Asset Co Vendor Notes, as well as contributions from Keppel's stakes in Floatel and Dyna-Mac, the latter of which was divested in May 2024. Including the effects of the legacy O&M assets, net profit from continuing operations in 1H24 was S$304 million compared to S$445 million in 1H23.

To give a clearer picture of our progress as an asset manager and operator, I will, for the rest of this presentation, refer to our financial performance from continuing operations as the "new Keppel". This will exclude the effects of these legacy O&M assets that will be sold over time. Continuing operations do not include the S$3.2 billion profit from discontinued O&M operations when we divested this business in 2023.

For 1H24, we achieved an annualised Return on Equity of 9.8%, compared to 8.7% in 1H23 on the back of our efforts to drive capital-efficient growth. As at the end of June 2024, our Adjusted Net Debt to EBITDA[2] remained at a healthy 3.7x. About 63% of our borrowings were on fixed rates, with an interest cost of 3.79% and a weighted tenor of about three years[3]. We will continue to be prudent and nimble in capital management, keeping our cost of funds competitive amidst the volatile landscape.

At the end of June 2024, we had total assets of S$27.7 billion on our balance sheet compared to S$32.3 billion as at end-2021. Over the same period, our FUM has more than doubled to S$85 billion and is generating attractive fee income at an annualised fee-to-FUM ratio[4] of 55 basis points. Our asset-light strategy is bearing fruit. We have shown our increasing ability to do more with less — pursuing growth while also rewarding our shareholders well.

In appreciation of the support and confidence of our shareholders, the Board of Directors has approved an interim cash dividend of 15.0 cents per share for 1H24. The interim cash dividend, which will be paid to shareholders on 23 August 2024, is the

[2] Adjusted net debt is defined as net debt less carrying value of vendor notes, 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.
[3] Includes perpetual securities. For reference, the SGD 3-year swap rate was 3.05% as at end-June 2024.
[4] 1H24 Fee-to-FUM ratio is on a run-rate basis.

same as last year's interim dividend of 15.0 cents per share, reflecting the Board and management's confidence in Keppel's growth trajectory.

Growing recurring income

Our recurring income rose 14% year on year to S$388 million in 1H24, making up about 76% of our net profit, compared to about 71% in 1H23. The improved recurring income was bolstered by higher contributions from both asset management, which more than doubled to S$75 million year on year, as well as stronger operating performance in Infrastructure and Connectivity.

Our Infrastructure Division continues to register strong improvements in its integrated power business, securing higher contracted loads with longer durations while optimising its operations. At the end of June this year, about 60% of our contracted generation capacity was locked in for three years and above.

The Division has also actively expanded its long-term technology solutions and energy services contracts, which grew over 20% in the first six months of this year to S$5.2 billion by the end of June 2024.

Driving growth in asset management

1H24 was a busy period for our asset management business as we doubled down on our growth initiatives. We raised about S$435 million in equity and completed S$2.3 billion worth of acquisitions and divestments across our listed REITs, business trust and private funds. We also achieved the first close for our flagship KSURF fund, bringing the total FUM in our Sustainable Urban Renewal (SUR) strategy to over US$1.7 billion.

In the first six months of 2024, asset management fees[5] grew to S$203 million, up by about 75% year on year, mainly due to the improved performance of our private funds and listed vehicles, and with the inclusion of Aermont. With an increased FUM of S$85 billion, we are close to our halfway mark of S$100 billion by end-2026, which we are confident of achieving as planned, or even earlier. With a combined dry powder of about S$25 billion, we are in a good position to seize opportunities to acquire attractive assets that may become available when markets go through dislocations. Between Keppel and Aermont, we are also concurrently pursuing an extended deal flow pipeline of S$27 billion.

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[5] Includes 100% fees from subsidiary managers, joint ventures and associated entities, as well as share of fees based on shareholding stake in associate with which Keppel has strategic alliance.

Looking ahead, investors are expected to remain highly selective of investment strategies and asset classes that can provide steady cashflows, long-term returns and portfolio diversification. This continues to augur well for Keppel's strength in alternative real assets, which are underpinned by resilient macrotrends, such as the energy transition, climate action and digitalisation.

In addition to growing our existing flagship funds, we have also been fielding good investor interest for three new funds for data centres, education assets and private credit, which we plan to launch this year. On the back of robust investor demand for Keppel's data centre offerings, we are hopeful of achieving the first close for our third data centre fund with a target size of US$2 billion later this year.

Our deep value-added strategies, coupled with the proprietary expertise to develop and operate many of these critical real assets, put Keppel in a strong position to create alphas for our private funds. We can provide further channels of liquidity to our Limited Partners through our listed real estate and infrastructure trusts, which will in turn benefit from the extended pipelines of high-quality assets.

Expanding with Aermont Capital

We are pleased to have Aermont onboard as our European real estate platform, following the completion of our acquisition of an initial 50% stake in April this year. Aermont currently has five flagship funds including Fund V, a continuation fund in which Keppel has a share of the carry.

Aermont continued to perform well, posting stronger financial performance in 1H24 compared to our initial projections. On an FUM of over S$25 billion, Aermont achieved an annualised fee-to-FUM ratio of about 50 basis points.

Aermont remains focused on deploying Fund V well. With substantial dry powder from their EUR 3.8 billion Fund V, Aermont is well positioned to seize opportunities in the European markets.

Meanwhile, together with Aermont, we are in the early stages of working on a separate sleeve in data centres for Europe. We will share more details on this initiative in due course.

Creating value with strong operating expertise

In our Operating Platform, Infrastructure continues to be an exciting space as we capture growth opportunities amidst the rapidly evolving energy transition landscape.

Our Infrastructure Division is enhancing the performance and resilience of the Keppel Merlimau Cogen power plant by upgrading its second gas turbine. The first turbine was upgraded successfully a year ago. Together with the new and advanced high-efficiency Keppel Sakra Cogen Plant, which will come onstream in early-2026, Keppel's power generation fleet will be the best-in-class in Singapore and the region.

Our Keppel-led consortium has also been shortlisted in a closed request for proposal by the Singapore authorities to carry out the pre-FEED for low- or zero-carbon ammonia power generation and bunkering solutions on Jurong Island. Beyond Singapore, we have also announced a collaboration with Japan's Sojitz Corporation to jointly pursue decarbonisation and clean energy business opportunities in the Asia Pacific.

Currently, our long-term technology solutions and energy services contracts produce an EBITDA of more than S$40 million per annum. We see a huge addressable market for us to expand our energy, cooling and decarbonisation services both here in Singapore and overseas as well. Our target is to expand this recurring business to one that can generate more than S$100 million in EBITDA contributions a year by 2027.

In Real Estate, we continued to gain traction in offering asset-light, Real Estate-as-a-Service solutions. Our Real Estate Division is currently implementing SUR solutions across a pipeline of six projects with a combined asset value[6] of S$3 billion. This includes the announced acquisition of One Paramount in Chennai, where our SUR asset enhancement initiatives will raise its sustainability performance and also improve rentals, drive down operating costs and provide an uplift to both net operating income and the asset's value. We plan to create a fund to tap the interest of investors in the Indian office market, where developments such as One Paramount could be a potential seed asset. In China, we are also providing larger-scale green and smart city consultancy services to Suzhou Industrial Park and the Sino-Singapore Cooperation Zone in Jinan, Shandong.

In our Connectivity Division, reflecting Keppel's commitment to green data centres while also delivering strong returns, our latest data centre Keppel DC Singapore 8, or SGP 8 for short, has achieved the BCA Green Mark Platinum award. The second of three planned buildings in the Keppel Data Centre Campus at Genting Lane, SGP 8 is fully-leased to clients from across the cloud services, internet enterprise and telecommunications sectors, and is expected to be ready for service in phases starting from 3Q 2024. The Division is concurrently working with the authorities to finalise

[6] SUR to be applied to Keppel South Central, Wilkie Edge, Saigon Centre, INNO88 Tower, Kohinoor and One Paramount. Asset values as of end-June 2024.

details of the first Floating Data Centre Module in Singapore. We expect to take the Final Investment Decision in 2H24.

Meanwhile, M1 continues to make good progress growing its enterprise business. In the consumer business, having substantially completed the customer migration to its new cloud native digital platform, M1 is now progressively decommissioning its legacy tech stack, which when completed, will boost customer acquisition and lower its cost to acquire and serve.

Conclusion

To conclude, while 2024 continues to be challenging, we see exciting opportunities ahead as investors' growing preference for defensive, cashflow generative assets is driving demand for alternative real assets in infrastructure, connectivity and private credit, areas where Keppel has strong expertise.

Drawing on our deep domain expertise and operating capabilities, we will continue to build on Keppel's unique value proposition to drive stronger returns for our Limited Partners and greater value for our shareholders.

Our CFO, Kevin, will now take you through details of the Company's financial performance.

KEPPEL LTD.

HALF YEAR ENDED 30 JUNE 2024

Overview of 1H24 Results (Slide 13)

1. Thank you, CEO, and a very good morning to all. I shall now take you through Keppel's financial performance.

2. For 1H 2024, Keppel's net profit was $304 million, as compared to $3.6 billion in 1H 2023. 1H 2023 included $3.2 billion of profits from discontinued operations, mainly due to the gain on disposal of Keppel Offshore & Marine (KOM) of approximately $3.3 billion.

3. Excluding discontinued operations, net profit was $304 million, as compared to $445 million in 1H 2023.

4. The lower year-on-year results was largely due to higher net loss from legacy O&M assets[1] amounting to $209 million. This arose from fair value losses on the remaining Seatrium shares in our segregated account as compared to gains in 1H 2023, as well as a higher share of loss from an associate. For context, around 60% of our holdings in Seatrium shares were monetised in 2023 at an average price of around $2.60[2]. In 1H 2024, we also recognised higher financing costs[3] and amortisation[4] of Day 1 fair value loss on note receivables as the Asset Co transaction was completed at the end of February 2023.

5. In the next few slides, I will present the financials excluding the effects of the legacy O&M assets[1] so as to provide greater clarity on the financial performance of the "new" Keppel as a global asset manager and operator.

Overview of 1H24 Results (excluding legacy O&M assets) (Slide 14)

6. Net profit for the first six months of 2024 improved by 7% to $513 million from $481 million in 1H 2023.

7. All three segments were profitable, with better performance in Infrastructure and Connectivity segments.

8. Annualised ROE increased to 9.8% in 1H 2024 from 8.7% in 1H 2023.

9. I will further elaborate on the performance of each segment later.

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[1] *Effects of legacy O&M assets comprise the P&L effects from Seatrium shares, the Rigco vendor notes, and contributions from stakes in Floatel and Dyna-Mac.*

2 Based on average of selling price of 13 cents adjusted for the 20-to-1 Seatrium share consolidation.

[3] *Following the completion of the Asset Co Transaction in Feb 23, the financing cost relating to the vendor notes is now reported under Corporate Activities, as compared to under Discontinued Operations in Jan – Feb 23.*

[4] *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.*

10. Adjusted net debt to EBITDA[5] was 3.7x as at end June 2024, as compared to 3.3x as at end 2023. This was mainly due to increase in net debt as a result of dividend payments, investments and additions of fixed assets and investment properties, partly offset by divestments during the period.

11. Free cash outflow was $216 million as compared to free cash outflow of $732 million[6] in the same period last year. In 1H 2024, there was lower net cash used in operating activities driven by healthy operational cash flows and lower working capital requirements. Net cash used in investing activities was also lower in the current period as 1H 2023 saw a net cash outflow arising from the divestment of KOM.

Horizontal Reporting (excluding legacy O&M assets) (Slides 15)

12. 1H 2024 net profit was supported by positive contributions from all income streams.

13. Underpinned by robust asset management earnings as well as stronger operating performance from Infrastructure and Connectivity, recurring income grew 14% to $388 million from $340 million in the same period last year.

14. Valuation gains of $167 million was higher compared to $22 million in the prior year, supported by higher fair value gains from investment properties in Singapore.

15. Development and EPC earnings were lower year-on-year mainly due to a decrease in profits from trading projects in Singapore and China.

16. Due to slower asset monetisation, gains from capital recycling decreased by $12 million.

17. Net loss from Corporate Activities was higher than that of 1H 2023 mainly due to lower net interest income and higher share plan expense.

Infrastructure (Slide 17)

18. Moving on to the segmental performance.

19. The Infrastructure segment achieved a net profit of $363 million in 1H 2024, 25% or $72 million higher than the $291 million in 1H 2023.

20. This was led by strong asset management earnings growth from $4 million in 1H 2023 to $44 million in 1H 2024, mainly due to fees from better performance achieved by Keppel Infrastructure Trust (KIT) which is managed by Keppel, acquisition fees in relation to KIT's

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[5] Adjusted net debt is defined as net debt less carrying value of vendor notes, while EBITDA refers to last twelve months (LTM) profit before depreciation, amortisation, net interest expense and tax, excluding P&L effects from legacy O&M assets.
[6] Includes $500m 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 FCF.

acquisitions of a German solar portfolio and an Australian transportation business, as well as higher management fees earned during the period.

21. Our integrated power business continued to deliver robust operating income growth driven by higher contracted spreads. This was partly offset by lower contributions from an associated company in Europe and lower distributions from KIT. In 1H 2023, there was a stub distribution from KIT.

22. The segment also recorded fair value gains from its sponsor stakes in the infrastructure private funds in 1H 2024.

Real Estate (Slide 18)

23. Amidst challenging market conditions, Real Estate recorded a net profit of $129 million, 31% lower than the $186 million in 1H 2023.

24. Asset management net profit was comparable year-on-year arising from stable fee revenues as well as the maiden contribution from Aermont Capital, which were offset by higher overheads.

25. The decline in operating income was a result of higher interest expense and lower contributions from our sponsor stakes, mainly in Keppel REIT partly due to our reduced unitholding interests following the dividend *in-specie* paid out to Keppel shareholders in November 2023.

26. Valuation gains were $112 million higher, largely from fair value gains on investment properties in Singapore, partly offset by share of fair value loss from Keppel REIT on its investment properties in 1H 2024.

27. Development earnings were $140 million lower year-on-year mainly due to a decrease in profits from trading projects in Singapore and China.

28. As compared to 1H 2023 which had benefitted from enbloc sales of projects in India and Vietnam, there were no divestment gains recognised in 1H 2024.

Connectivity (Slide 19)

29. Net profit from the Connectivity segment of $76 million was more than double the $37 million recorded in 1H 2023.

30. Asset management net profit was higher year-on-year mainly due to divestment, and acquisition fees in relation to Keppel DC REIT’s data centre asset in Australia, as well as lower overheads.

31. The higher operating income was a result of higher project management fees and lower overheads. Earnings from M1 were stable year-on-year.

32. The segment also recorded higher fair value gains from sponsor stakes in private funds, as well as higher gains from the disposal of non-core assets and a share of Keppel DC REIT's gain from the disposal of its data centre asset.

Corporate Activities (Slide 20)

33. Net loss from Corporate Activities was $55 million as compared to $33 million in 1H 2023.

34. This was mainly due to lower fair value gains on investments, lower net interest income from corporate treasury operations, and higher share plan expenses recognised in 1H 2024.

35. These were partly offset by divestment gains from the sale of non-core assets.

36. With that, we have come to the end of the presentation, and I shall hand the time back to CEO, for the Q&A session. Thank you.