

Media Release

Keppel achieves \$1.06 billion net profit from continuing operations, up 5% yoy excluding legacy O&M assets

- *Strong growth as a global asset manager & operator:*
 - *FUM¹ grew 60% yoy to \$88 billion at end-2024.*
 - *Asset management fees² grew 54% yoy to \$436 million.*
- *All horizontal segments were profitable in FY24:*
 - *Robust earnings from Infrastructure of \$673 million.*
 - *Steady earnings contribution from Real Estate at \$306 million.*
 - *Connectivity earnings surged 45% yoy to \$184 million.*
- *Good progress on transformation:*
 - *Recurring income of \$766 million made up 72% of net profit³.*
 - *Announced \$1.5 billion⁴ in asset monetisation in 2024, up 61% yoy.*
 - *Achieved target of \$70 million p.a. run-rate cost savings two years early; announced additional \$50 million p.a. by end-2026.*
- *Free cash inflow⁶ of \$901 million in FY24 compared to outflow⁷ of \$384 million in FY23.*
- *Announced plans to pursue two new subsea cable systems with 30 fibre pairs connecting Singapore with the rest of Asia and beyond.*
- *Proposed final cash dividend of 19.0 cts/share brings total cash dividend to 34.0 cts/share for FY24.*

Singapore, 5 February 2025 – Keppel Ltd. (Keppel) reported a net profit of \$1,064 million from continuing operations for the full year ended 31 December 2024, 5% higher than the \$1,015 million reported for FY23, excluding the effects of its legacy offshore and marine

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

² Includes 100% fees from subsidiary managers, joint ventures and associated entities, annualised fees for platform/asset acquired during the year, as well as share of fees based on shareholding stake in associate with which Keppel has strategic alliance. Also includes asset management, transaction and advisory fees on sponsor stakes and co-investments.

³ Refers to net profit from continuing operations excluding effects of legacy O&M assets.

⁴ Includes \$635.9 million from Asset Co which is based on \$1,070.0 million cash in Asset Co as at 31 December 2024 and \$71.3 million cash payment received from Asset Co in 1Q24, less \$505.4 million from the 3 jackup rigs sold to Borr Drilling as announced in 2022.

(O&M) assets⁵. This translates into a Return on Equity of 10.1%, compared to 9.5% in FY23.

All three segments – Infrastructure, Real Estate and Connectivity – were profitable in FY24. The Infrastructure Segment contributed 63% of Keppel's net profit³ with stable recurring income, while the fast-growing Connectivity Segment added 17% to net profit³, bolstered by a 45% earnings growth year on year (yoy). Recurring income of \$766 million was stable yoy, making up 72% of FY24's net profit³. The Company's cash position has also improved with a free cash inflow⁶ of \$901 million in FY24 compared to an outflow⁷ of \$384 million a year ago.

In his speech announcing Keppel's full-year results, Mr Loh Chin Hua, CEO of Keppel, highlighted how the Company had transformed from a diverse conglomerate into a global asset manager and operator, seizing opportunities amidst the energy transition, digitalisation and the AI wave, and growing demand for alternative real assets.

Mr Loh said, "Keppel's multi-year transformation into a global asset manager and operator has yielded strong results. Amidst the volatile global environment, we delivered higher earnings bolstered by steady recurring income which anchored 72% of net profit³ in FY24. Our asset management fees² in FY24 grew strongly by 54% to \$436 million as we selectively made investments and raised FUM¹ from \$55 billion to \$88 billion. As we accelerate Keppel's growth, leveraging our integrated ecosystem to provide connectivity and sustainability solutions that the world needs, we will deliver strong returns to both our shareholders and Limited Partners."

Keppel's transformation scorecard

Asset Management: Funds Under Management¹ grew by about 2.4x from \$37 billion in 2020 to \$88 billion in 2024, while asset management fees² grew to \$436 million, at a compounded annual growth rate of about 25% over the same period. Keppel has broadened its markets from Asia Pacific to Europe with the acquisition of Aermont Capital in 2024. Apart from Real Estate, the Company has established itself in new asset classes such as energy, environmental infrastructure, data centres and private credit. As a trusted investment partner, Keppel has been delivering an average Internal Rate of Return of 20% across deals with an equity multiple of 2.0x to its Limited Partners since 2002.

Asset Monetisation: Since starting its asset monetisation programme in October 2020, Keppel has announced close to \$7 billion in monetisation, including \$1.5 billion⁴ in 2024. Keppel is making good progress towards its interim target of \$10 - \$12 billion by end-2026.

⁵ 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.

⁶ Includes net cash of \$1.07 billion from consolidation of Asset Co.

⁷ Includes \$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.

Including the \$4.7 billion⁸ divestment of Keppel Offshore & Marine in 2023, the total asset monetisation would be \$11.7 billion to date.

Recurring Income: Keppel has improved the quality of its earnings significantly, with more income from recurring sources. In 2024, the Company's recurring income was \$766 million, representing 72% of FY24's net profit from continuing operations excluding the effects of the legacy O&M assets, up from 21% three years ago in FY21.

Cost Savings: Since starting its transformation in early 2023, Keppel has achieved its target of \$70 million in recurring annual run-rate cost savings, two years ahead of schedule. Keppel is now furthering its target by another \$50 million per annum to reach \$120 million in annual cost savings by end-2026.

Shareholder Returns: Over the past three years, Keppel has achieved an annualised Total Shareholder Return⁹ of 34.8% compared to the Straits Times Index's 11.9%.

FY24 final dividend

The Board has proposed a final cash dividend of 19.0 cents per share for FY24, to be paid to shareholders on 9 May 2025, after approval at the Company's annual general meeting. Including the interim dividend of 15.0 cents per share paid to shareholders in August 2024, the total cash dividend for FY24 is 34.0 cents per share. Including the final dividend declared for FY24, Keppel would have paid a total of \$3.37 per share in dividends and distributions in-specie over the past three financial years.

– END –

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⁸ This includes the Sembcorp Marine (now Seatrium) shares, which were distributed or held in the segregated account, at \$2.30 per share (or \$0.115 per share prior to the share consolidation undertaken by Seatrium in 2023; \$0.115 was the last traded price of the shares on the first market day immediately following the date of the combination) and the \$0.5 billion cash component.

⁹ Source: Bloomberg

About Keppel Ltd.

Keppel Ltd. (SGX:BN4) is a global asset manager and operator with strong expertise in sustainability-related solutions spanning the areas of infrastructure, real estate and connectivity. Headquartered in Singapore, Keppel operates in more than 20 countries worldwide, providing critical infrastructure and services for renewables, clean energy, decarbonisation, sustainable urban renewal and digital connectivity. Keppel creates value for investors and stakeholders through its quality investment platforms and diverse asset portfolios, including private funds and listed real estate and business trusts.

APPENDIX

Segmental highlights

The Infrastructure Segment has delivered strong earnings growth, underpinned by recurring income over the past few years. The Segment's net profit of \$673 million in FY24 was 4.9x that of \$137 million in FY21¹⁰. Over the years, Keppel has successfully converted volatile power trading profits into stable earnings, with 70% of its power capacity secured for three years or more. The hydrogen-compatible Keppel Sakra Cogen Plant is 85% complete and is on track to start operations in 1H 2026.

The Segment has also shifted from being an EPC player in waste and water infrastructure to offering technology solutions and operating and maintenance services which generate recurring income. What was once a subscale infrastructure business, primarily focused on Singapore, has now expanded into China, India, Thailand, and Vietnam, deploying AI and machine learning to offer decarbonisation and sustainability solutions at scale. As at end-2024, the Segment had about \$6 billion in long-term non-power related contracts, which are expected to generate over \$100 million in annual EBITDA from 2025. Keppel's Infrastructure Division is also leveraging Keppel's private funds and recycling capital through Keppel Infrastructure Trust to seize opportunities in renewables, clean energy and decarbonisation.

The Real Estate Segment continued its pivot into an asset-light solutions provider. From \$15.7 billion as at end-2017, total assets in the Real Estate Segment have reduced to \$14.1 billion by end-2024. As at end-2024, the Company had a remaining landbank¹¹ in China of about \$1.1 billion held at historical costs, compared to the \$3.1 billion landbank in 2017, thus significantly derisking its exposure to China property. Notably, about 51% of Keppel's \$7 billion total asset monetisation announced as at end-2024 was made up of real estate assets. As part of restructuring the real estate operating division, over \$100 million in cost savings were achieved in the past two years.

Keppel's Connectivity business has grown to be a leading digital infrastructure solutions

¹⁰ Based on Keppel Infrastructure's net profit as reported in Keppel's FY21 results.

¹¹ Includes effective carrying values for those held by associated companies and joint ventures. It does not include the carrying value of SSTECC.

provider, seizing opportunities from the digitalisation and AI wave. The Segment's net profit of \$184 million in FY24 was 45% higher than \$127 million in FY23, and 2.5x that of S\$74 million in FY18¹². The data centre portfolio's gross power capacity¹³ has also grown 2.7x from 240 MW in 2018 to 650 MW in 2024, with plans underway to expand this to 1.2 GW in the next few years, leveraging third-party capital. With the Bifrost Cable System slated for completion in 2H25, Keppel is exploring the development of two more subsea cable systems with over 30 fibre pairs connecting Southeast Asia with the rest of Asia, and beyond.

Since its privatisation five years ago, M1 has evolved from a traditional telco into a digital-first network operator, synergising with Keppel as part of its integrated connectivity ecosystem. Despite challenging conditions, M1's EBITDA¹⁴ grew by 10.7% from \$196 million in FY22 to \$217 million in FY24. M1 has also unlocked \$580 million from the separation of its network assets and became more asset-light.

As part of its digital transformation, M1 refreshed its technology stack, migrated all customers to its cloud-native platform, and saved about \$10 million by retiring old systems. Currently, about 90% of M1's customer transactions are conducted online through its digital platform, compared to 65% in 2019. M1's cost to serve has also been declining, and is expected to yield 20% in annual savings per customer from 2025, compared to 2020. M1 expanded from Singapore into the region, and grew its enterprise revenue by 82% from 2021 to 2024.

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

¹² Based on net profit contributions from Keppel T&T and M1, prior to both companies' privatisations in 2019, as disclosed in Keppel's FY18 results.

¹³ Includes projects under development.

¹⁴ EBITDA refers to profit before depreciation, amortisation, net interest expense and tax. It includes share of associates' results.

KEPPEL LTD.
Co Reg No. 196800351N
(Incorporated in the Republic of Singapore)

**CONDENSED CONSOLIDATED INTERIM FINANCIAL STATEMENTS & DIVIDEND
ANNOUNCEMENT**

FOR THE SIX MONTHS AND FULL YEAR ENDED 31 DECEMBER 2024

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CONDENSED CONSOLIDATED PROFIT OR LOSS ACCOUNT

For the six months and full year ended 31 December 2024

	Note	Second Half			Full Year		
		31.12.2024 \$'000	31.12.2023 \$'000	+/- %	31.12.2024 \$'000	31.12.2023 \$'000	+/- %
Continuing operations							
Revenue	7	3,377,610	3,250,503	+3.9	6,601,158	6,966,128	-5.2
Materials, subcontract and other costs		(2,453,090)	(2,320,643)	+5.7	(4,736,536)	(4,998,415)	-5.2 (i)
Staff costs		(375,299)	(342,538)	+9.6	(712,104)	(704,133)	+1.1 (ii)
Depreciation and amortisation		(106,940)	(120,964)	-11.6	(207,516)	(221,440)	-6.3
Expected credit loss on financial assets	8	(15,329)	(16,496)	-7.1	(19,699)	(24,119)	-18.3
Loss from dividend <i>in specie</i>	8	-	(110,816)	n.m.f.	-	(110,816)	n.m.f.
Other operating income - net	8	282,757	165,142	+71.2	289,904	168,707	+71.8
Operating profit		709,709	504,188	+40.8	1,215,207	1,075,912	+12.9
Investment income		28,238	47,025	-40.0	60,637	78,391	-22.6 (iii)
Interest income		45,914	39,468	+16.3	81,889	64,886	+26.2 (iv)
Interest expenses		(215,865)	(180,171)	+19.8	(409,388)	(328,053)	+24.8 (v)
Share of results of associated companies and joint ventures	2	108,641	200,567	-45.8	161,867	322,418	-49.8 (vi)
Profit before tax		676,637	611,077	+10.7	1,110,212	1,213,554	-8.5
Taxation		(124,486)	(150,102)	-17.1	(244,104)	(289,706)	-15.7 (vii)
Profit from continuing operations for the period / year		552,151	460,975	+19.8	866,108	923,848	-6.2
Discontinued operations							
Profit/(loss) from discontinued operations, net of tax	15	108,106	(329)	n.m.f.	108,106	3,181,232	-96.6
Profit for the period / year		660,257	460,646	+43.3	974,214	4,105,080	-76.3
Attributable to:							
Shareholders of the Company:							
- from continuing operations		527,899	440,274	+19.9	832,046	885,219	-6.0
- from discontinued operations		108,106	(329)	n.m.f.	108,106	3,181,433	-96.6
		636,005	439,945	+44.6	940,152	4,066,652	-76.9
Perpetual securities holders		5,847	5,848	-	11,568	11,600	-0.3
Non-controlling interests		18,405	14,853	+23.9	22,494	26,828	-16.2
		660,257	460,646	+43.3	974,214	4,105,080	-76.3
Earnings per ordinary share							(viii)
- basic		34.9 cts	24.6 cts	+41.9	51.6 cts	227.6 cts	-77.3
- diluted		34.6 cts	24.4 cts	+41.8	51.1 cts	225.6 cts	-77.3
Earnings per ordinary share - Continuing operations:							
- basic		29.0 cts	24.6 cts	+17.9	45.7 cts	49.5 cts	-7.7
- diluted		28.7 cts	24.4 cts	+17.6	45.2 cts	49.1 cts	-7.9

n.m.f. - No Meaningful Figure

- (i) Materials, subcontract and other costs decreased for the current year in line with lower revenue.
- (ii) Staff costs increased for the current year mainly due to increase in share-based payment expenses from higher share price and vesting level.
- (iii) Investment income for the current year was lower mainly due to absence of stub and special distributions received by the Infrastructure segment from a business trust in FY2023, partly offset by higher distributions received by Corporate Activities.
- (iv) Higher interest income for the current year was largely attributable to the Infrastructure segment.

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- (v) Higher interest expense was mainly attributable to higher weighted average interest rates on borrowings and higher gross borrowings.
- (vi) Lower share of results from associated companies and joint ventures for the current year was mainly due to lower share of profits from Real Estate and Infrastructure segments.
- (vii) Taxation expenses for the current year were lower mainly due to lower taxable profits in the Real Estate segment, and write-back of prior years' tax provision under Corporate Activities.
- (viii) Earnings per ordinary share

	31.12.2024	31.12.2023	+/-%
Earnings per ordinary share of the Group based on net profit attributable to shareholders:-			
(i) Based on weighted average number of shares:			
- Profit for the year from continuing operations	45.7 cts	49.5 cts	-7.7
- Profit for the year from discontinued operations	5.9 cts	178.1 cts	-96.7
Profit for the year	51.6 cts	227.6 cts	-77.3
- Weighted average number of shares (excluding treasury shares) ('000)	1,821,500	1,786,608	+2.0
(ii) On a fully diluted basis			
- Profit for the year from continuing operations	45.2 cts	49.1 cts	-7.9
- Profit for the year from discontinued operations	5.9 cts	176.5 cts	-96.7
Profit for the year	51.1 cts	225.6 cts	-77.3
- Adjusted weighted average number of shares (excluding treasury shares) ('000)	1,841,566	1,802,932	+2.1

n.m.f. - No Meaningful Figure

KEPPEL LTD. & ITS SUBSIDIARIES

CONDENSED CONSOLIDATED STATEMENT OF COMPREHENSIVE INCOME

For the six months and full year ended 31 December 2024

	Second Half			Full Year		
	31.12.2024 \$'000	31.12.2023 \$'000	+/- %	31.12.2024 \$'000	31.12.2023 \$'000	+/- %
Profit for the period / year	660,257	460,646	+43.3	974,214	4,105,080	-76.3
<u>Items that may be reclassified subsequently to profit or loss account:</u>						
Cash flow hedges						
- Fair value changes arising during the period / year, net of tax	(32,654)	(79,244)	-58.8	89,940	(82,706)	n.m.f. (i)
- Realised and transferred to profit or loss account	(43,075)	(14,525)	+196.6	(84,804)	(59,040)	+43.6 (ii)
Foreign exchange translation						
- Exchange differences arising during the period / year	16,943	(81,680)	n.m.f.	(39,180)	5,849	n.m.f. (iii)
- Realised and transferred to profit or loss account	19,228	20,608	-6.7	18,745	123,900	-84.9
Share of other comprehensive income of associated companies and joint ventures						
- Cash flow hedges	(29,132)	(35,436)	-17.8	(25,816)	(39,983)	-35.4
- Foreign exchange translation	(22,172)	(30,612)	-27.6	(39,581)	(57,506)	-31.2
	(90,862)	(220,889)	-58.9	(80,696)	(109,486)	-26.3
<u>Items that will not be reclassified subsequently to profit or loss account:</u>						
Financial assets, at FVOCI						
- Fair value changes arising during the period / year	(30,112)	(136,848)	-78.0	(71,560)	(146,931)	-51.3 (iv)
Foreign exchange translation						
- Exchange differences arising during the period / year	(2,497)	(11,641)	-78.5	(3,074)	(15,607)	-80.3 (iii)
Share of other comprehensive income of associated companies and joint ventures						
- Financial assets, at FVOCI	502	(301)	n.m.f.	635	(1,431)	n.m.f.
	(32,107)	(148,790)	-78.4	(73,999)	(163,969)	-54.9
Other comprehensive loss for the period / year, net of tax	(122,969)	(369,679)	-66.7	(154,695)	(273,455)	-43.4
Total comprehensive income for the period / year	537,288	90,967	+490.6	819,519	3,831,625	-78.6
Attributable to:						
Shareholders of the Company:						
- from continuing operations	407,678	82,476	+394.3	680,445	565,212	+20.4
- from discontinued operations	108,106	(329)	n.m.f.	108,106	3,244,417	-96.7
	515,784	82,147	>+500	788,551	3,809,629	-79.3
Perpetual securities holders	5,847	5,848	-	11,568	11,600	-0.3
Non-controlling interests	15,657	2,972	+426.8	19,400	10,396	+86.6
	537,288	90,967	+490.6	819,519	3,831,625	-78.6

n.m.f. - No Meaningful Figure

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- (i) Fair value differences were mainly due to the hedging differential on interest rate swaps, forward exchange contracts and fuel oil forward contracts.
- (ii) These represented cash flow hedges, which were transferred to profit or loss account upon realisation.
- (iii) These exchange differences arose from the translation of financial statements of foreign operations whose functional currencies are different from that of the Group's presentation currency as well as from the translation of foreign currency loans that form part of the Group's net investment in foreign operations. The translation losses in the current year arose largely from the weakening of foreign currencies, such as Vietnamese Dong and Renminbi against Singapore dollar.

The translation losses in the prior year arose from weakening of foreign currencies, such as Renminbi against Singapore dollar, offset by translation gains from the discontinued operations largely from the strengthening of foreign currencies, such as United States dollar against Singapore dollar.

- (iv) Fair value changes were attributable to movements in prices of financial assets measured at fair value with fair value changes recognised in other comprehensive income.

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CONDENSED CONSOLIDATED BALANCE SHEETS

As at 31 December 2024

	Note	Group		Company	
		31.12.2024	31.12.2023	31.12.2024	31.12.2023
		\$'000	\$'000	\$'000	\$'000
Share capital	6	1,305,668	1,305,668	1,305,668	1,305,668
Treasury shares		(96,082)	(387,316)	(96,082)	(387,316)
Reserves		9,544,611	9,389,089	6,447,016	6,345,501
Share capital & reserves		10,754,197	10,307,441	7,656,602	7,263,853
Perpetual securities		401,521	401,521	401,521	401,521
Non-controlling interests		269,943	307,598	–	–
Total equity		11,425,661	11,016,560	8,058,123	7,665,374
Represented by:					
Fixed assets		4,236,095	902,149	1,779	2,853
Investment properties		5,331,793	4,665,064	–	–
Right-of-use assets		215,723	213,730	4,923	7,923
Intangibles		1,501,570	1,534,302	–	–
Subsidiaries		–	–	7,933,797	7,183,858
Associated companies and joint ventures	2	7,114,144	6,601,853	–	–
Investments		1,744,887	1,618,886	17,483	18,013
Deferred tax assets		85,219	78,520	–	8,862
Derivative assets		93,837	100,524	81,007	82,083
Contract assets		17,030	18,674	–	–
Notes receivables	3	–	4,286,354	–	–
Long term assets		698,959	452,098	182,100	58,744
		21,039,257	20,472,154	8,221,089	7,362,336
Current assets					
Stocks		1,923,662	2,109,941	–	–
Contract assets		349,126	405,715	–	–
Amounts due from:					
- subsidiaries		–	–	9,068,794	8,500,662
- associated companies and joint ventures		258,517	256,933	80	64
Debtors		1,624,727	1,693,963	28,361	72,524
Derivative assets		10,450	18,771	3,087	5,134
Short term investments	4	151,082	253,109	147,895	167,524
Bank balances, deposits & cash		2,301,533	1,265,660	274,831	272,601
		6,619,097	6,004,092	9,523,048	9,018,509
Assets classified as held for sale	15	–	361,656	–	–
		6,619,097	6,365,748	9,523,048	9,018,509
Current liabilities					
Creditors		2,730,241	2,586,430	95,514	168,581
Derivative liabilities		64,851	91,280	52,658	78,607
Contract liabilities		49,821	165,494	–	–
Provisions		138,420	50,797	–	–
Amounts due to:					
- subsidiaries		–	–	184,010	210,923
- associated companies and joint ventures		94,999	101,264	472	897
Term loans	5	1,389,004	2,421,680	1,098,473	1,547,129
Lease liabilities	5	37,615	37,408	4,188	4,129
Taxation		266,093	377,474	9,900	52,762
		4,771,044	5,831,827	1,445,215	2,063,028
Liabilities directly associated with assets classified as held for sale	15	–	307,001	–	–
		4,771,044	6,138,828	1,445,215	2,063,028
Net current assets		1,848,053	226,920	8,077,833	6,955,481
Non-current liabilities					
Term loans	5	10,509,001	8,537,958	8,161,900	6,505,384
Lease liabilities	5	136,528	142,055	781	4,606
Deferred tax liabilities		419,607	411,815	333	3,198
Derivative liabilities		63,694	114,563	49,629	109,693
Other non-current liabilities		332,819	476,123	28,156	29,562
		11,461,649	9,682,514	8,240,799	6,652,443
Net assets		11,425,661	11,016,560	8,058,123	7,665,374
<i>Group net debt</i>		<i>9,770,615</i>	<i>9,873,441</i>	<i>n.a.</i>	<i>n.a.</i>
<i>Group net gearing ratio</i>		<i>0.86x</i>	<i>0.90x</i>	<i>n.a.</i>	<i>n.a.</i>

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(i) Net asset value

	Group			Company		
	31.12.2024	31.12.2023	+/-%	31.12.2024	31.12.2023	+/-%
Net asset value per ordinary share *	\$5.95	\$5.85	+1.7	\$4.24	\$4.12	+2.9
Net tangible asset per ordinary share *	\$5.12	\$4.98	+2.8	\$4.24	\$4.12	+2.9

* Based on share capital of 1,806,104,213 ordinary shares (excluding treasury shares) as at the end of the financial year (31 December 2023: 1,762,294,166 ordinary shares (excluding treasury shares)).

(ii) Balance sheet analysis

Group 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 (Note 2), partly offset by payment of final dividend of 19.0 cents per share in respect of financial year 2023, payment of interim dividend of 15.0 cents per share in respect of the half year ended 30 June 2024 and decrease in fair value reserves.

Group 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 the 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.

Group 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 Holding Pte. Ltd. ("Rigco") (Note 14) did not result in a material change in net asset value of the Group. Upon consolidation, the Group derecognised the notes receivables and recognised fixed assets, stocks, cash and liabilities of Rigco at their acquisition date fair values.

Group 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. As a result, group net gearing ratio as at 31 December 2024 was 86%, a decrease from 90% as at 31 December 2023.

KEPPEL LTD. & ITS SUBSIDIARIES

CONDENSED CONSOLIDATED STATEMENTS OF CHANGES IN EQUITY

For the year ended 31 December 2024

Group 2024	Attributable to owners of the Company								
	Share Capital \$'000	Treasury Shares \$'000	Capital Reserves* \$'000	Revenue Reserves \$'000	Foreign Exchange Translation Account \$'000	Share Capital & Reserves \$'000	Perpetual Securities \$'000	Non- controlling Interests \$'000	Total Equity \$'000
As at 1 January 2024	1,305,668	(387,316)	196,079	9,971,301	(778,291)	10,307,441	401,521	307,598	11,016,560
Total comprehensive income for the year									
Profit for the year	-	-	-	940,152	-	940,152	11,568	22,494	974,214
Other comprehensive income **	-	-	(91,585)	-	(60,016)	(151,601)	-	(3,094)	(154,695)
Total comprehensive income for the year	-	-	(91,585)	940,152	(60,016)	788,551	11,568	19,400	819,519
Transactions with owners, recognised directly in equity									
<u>Contributions by and distributions to owners</u>									
Dividends paid	-	-	-	(608,092)	-	(608,092)	-	-	(608,092)
Share-based payment	-	-	51,940	-	-	51,940	-	-	51,940
Dividend paid to non-controlling shareholders	-	-	-	-	-	-	-	(26,425)	(26,425)
Treasury shares reissued pursuant to share plans	-	82,843	(82,843)	-	-	-	-	-	-
Treasury shares reissued pursuant to acquisition (Note 2)	-	208,391	6,031	-	-	214,422	-	-	214,422
Transfer to revenue reserves	-	-	(34,554)	34,554	-	-	-	-	-
Contribution by non-controlling shareholders	-	-	-	-	-	-	-	14,421	14,421
Distribution paid to perpetual securities holders	-	-	-	-	-	-	(11,568)	-	(11,568)
Contributions to defined benefits plans	-	-	(65)	-	-	(65)	-	119	54
Total contributions by and distributions to owners	-	291,234	(59,491)	(573,538)	-	(341,795)	(11,568)	(11,885)	(365,248)
<u>Changes in ownership interests in subsidiaries</u>									
Disposal of interest in subsidiaries	-	-	-	-	-	-	-	(45,170)	(45,170)
Total change in ownership interests in subsidiaries	-	-	-	-	-	-	-	(45,170)	(45,170)
Total transactions with owners	-	291,234	(59,491)	(573,538)	-	(341,795)	(11,568)	(57,055)	(410,418)
As at 31 December 2024	1,305,668	(96,082)	45,003	10,337,915	(838,307)	10,754,197	401,521	269,943	11,425,661

* Includes share plans reserve, fair value reserve, hedging reserve, bonus issue by subsidiaries and other reserves.

** Details of other comprehensive income have been included in the condensed consolidated statement of comprehensive income.

KEPPEL LTD. & ITS SUBSIDIARIES

Group	Attributable to owners of the Company								
	Share Capital	Treasury Shares	Capital Reserves*	Revenue Reserves	Foreign Exchange Translation Account	Share Capital & Reserves	Perpetual Securities	Non-controlling Interests	Total Equity
2023	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
As at 1 January 2023	1,305,668	(456,015)	544,909	10,632,860	(849,163)	11,178,259	401,521	333,560	11,913,340
Total comprehensive income for the year									
Profit for the year	–	–	–	4,066,652	–	4,066,652	11,600	26,828	4,105,080
Other comprehensive income **	–	–	(329,266)	–	72,243	(257,023)	–	(16,432)	(273,455)
Total comprehensive income for the year	–	–	(329,266)	4,066,652	72,243	3,809,629	11,600	10,396	3,831,625
Transactions with owners, recognised directly in equity									
<u>Contributions by and distributions to owners</u>									
Dividends paid	–	–	–	(581,520)	–	(581,520)	–	–	(581,520)
Dividends <i>in specie</i>	–	–	–	(4,139,456)	–	(4,139,456)	–	–	(4,139,456)
Share-based payment	–	–	40,777	–	–	40,777	–	–	40,777
Dividend paid to non-controlling shareholders	–	–	–	–	–	–	–	(15,993)	(15,993)
Treasury shares reissued pursuant to share plans	–	68,699	(68,699)	–	–	–	–	–	–
Transfer of statutory, capital and other reserves from revenue reserves	–	–	8,606	(7,235)	(1,371)	–	–	–	–
Distribution paid to perpetual securities holders	–	–	–	–	–	–	(11,600)	–	(11,600)
Contributions to defined benefits plans	–	–	(248)	–	–	(248)	–	(143)	(391)
Total contributions by and distributions to owners	–	68,699	(19,564)	(4,728,211)	(1,371)	(4,680,447)	(11,600)	(16,136)	(4,708,183)
<u>Changes in ownership interests in subsidiaries</u>									
Acquisition of additional interest in subsidiaries	–	–	–	–	–	–	–	(14,316)	(14,316)
Disposal of interest in subsidiaries	–	–	–	–	–	–	–	(5,906)	(5,906)
Total change in ownership interests in subsidiaries	–	–	–	–	–	–	–	(20,222)	(20,222)
Total transactions with owners	–	68,699	(19,564)	(4,728,211)	(1,371)	(4,680,447)	(11,600)	(36,358)	(4,728,405)
As at 31 December 2023	1,305,668	(387,316)	196,079	9,971,301	(778,291)	10,307,441	401,521	307,598	11,016,560

* Includes share plans reserve, fair value reserve, hedging reserve, bonus issue by subsidiaries and other reserves.

** Details of other comprehensive income have been included in the condensed consolidated statement of comprehensive income.

KEPPEL LTD. & ITS SUBSIDIARIES

STATEMENTS OF CHANGES IN EQUITY

For the year ended 31 December 2024

	Attributable to owners of the Company						Total \$'000
	Share Capital \$'000	Treasury Shares \$'000	Capital Reserves* \$'000	Revenue Reserves \$'000	Share Capital & Reserves \$'000	Perpetual Securities \$'000	
Company							
2024							
As at 1 January 2024	1,305,668	(387,316)	187,697	6,157,804	7,263,853	401,521	7,665,374
Total comprehensive income for the year							
Profit for the year	-	-	-	735,009	735,009	11,568	746,577
Other comprehensive income	-	-	(530)	-	(530)	-	(530)
Total comprehensive income for the year	-	-	(530)	735,009	734,479	11,568	746,047
Transactions with owners, recognised directly in equity							
Dividends paid	-	-	-	(608,092)	(608,092)	-	(608,092)
Share-based payment	-	-	51,940	-	51,940	-	51,940
Treasury shares reissued pursuant to share plans	-	82,843	(82,843)	-	-	-	-
Treasury shares reissued pursuant to acquisition (Note 2)	-	208,391	6,031	-	214,422	-	214,422
Distribution paid to perpetual securities holders	-	-	-	-	-	(11,568)	(11,568)
Total transactions with owners	-	291,234	(24,872)	(608,092)	(341,730)	(11,568)	(353,298)
As at 31 December 2024	1,305,668	(96,082)	162,295	6,284,721	7,656,602	401,521	8,058,123
2023							
As at 1 January 2023	1,305,668	(456,015)	217,036	9,361,110	10,427,799	401,521	10,829,320
Total comprehensive income for the year							
Profit for the year	-	-	-	1,517,670	1,517,670	11,600	1,529,270
Other comprehensive income	-	-	(1,417)	-	(1,417)	-	(1,417)
Total comprehensive income for the year	-	-	(1,417)	1,517,670	1,516,253	11,600	1,527,853
Transactions with owners, recognised directly in equity							
Dividends paid	-	-	-	(581,520)	(581,520)	-	(581,520)
Dividends <i>in specie</i>	-	-	-	(4,139,456)	(4,139,456)	-	(4,139,456)
Share-based payment	-	-	40,777	-	40,777	-	40,777
Treasury shares reissued pursuant to share plans	-	68,699	(68,699)	-	-	-	-
Distribution paid to perpetual securities holders	-	-	-	-	-	(11,600)	(11,600)
Total transactions with owners	-	68,699	(27,922)	(4,720,976)	(4,680,199)	(11,600)	(4,691,799)
As at 31 December 2023	1,305,668	(387,316)	187,697	6,157,804	7,263,853	401,521	7,665,374

* Includes share plans reserve, fair value reserve, hedging reserve and other reserves.

KEPPEL LTD. & ITS SUBSIDIARIES

CONDENSED CONSOLIDATED STATEMENT OF CASH FLOWS

For the year ended 31 December 2024

	Full Year	
	31.12.2024	31.12.2023
	\$'000	\$'000
OPERATING ACTIVITIES		
Operating profit	1,323,313	4,272,704
Adjustments:		
Depreciation and amortisation	207,516	221,440
Share-based payment expenses	53,906	37,337
Gain on sale of fixed assets and investment properties	(7,799)	(53,931)
Gain on disposal of subsidiaries	B (116,458)	(3,320,201)
Gain on disposal of a business	(2,301)	–
Gain on disposal of associated companies and joint ventures	(1,251)	(69,774)
Gain from sale of interests in associated companies and joint ventures	(443)	(36,636)
Provision of impairment of right-of-use assets and fixed assets	25,032	1,023
Loss from dividend <i>in specie</i>	–	110,816
Impairment of joint ventures	17,970	–
Fair value gain on investment properties	(342,344)	(149,532)
(Gain)/loss from change in interest in associated companies	(37,604)	1,427
Fair value gain on investments, associated companies and joint ventures	(58,383)	(69,028)
Net fair value loss/(gain) on notes receivables	19,162	(965)
Gain from reclassification of associated company to investment carried at fair value through profit or loss	(12,711)	–
Fair value loss on remeasurement of remaining interest in a joint venture	17,430	–
Unrealised foreign exchange differences	12,115	(78,420)
Operational cash flow before changes in working capital	1,097,150	866,260
Working capital changes:		
Stocks	198,091	295,878
Contract assets	49,605	(274,574)
Debtors	(116,363)	(24,685)
Creditors	(281,233)	(185,342)
Contract liabilities	(116,731)	(104,795)
Trade amount due from/(to) associated companies and joint ventures	13,425	(104,168)
	843,944	468,574
Interest received	81,889	70,231
Interest paid	(409,406)	(364,290)
Net income taxes paid, net of refunds received	(316,084)	(116,086)
Net cash from operating activities	200,343	58,429

KEPPEL LTD. & ITS SUBSIDIARIES

	Full Year	
	31.12.2024	31.12.2023
	\$'000	\$'000
INVESTING ACTIVITIES		
Acquisition of subsidiaries	A 940,201	504
Acquisition and further investment in associated companies and joint ventures	(399,130)	(419,157)
Acquisition of fixed assets, investment properties, intangible assets and investments	(611,418)	(921,090)
Disposal of subsidiaries	B (27,175)	(890,641)
Disposal of a business	2,002	–
Proceeds from disposal of fixed assets, investment properties, and investments	128,710	411,437
Proceeds from disposal of associated companies and joint ventures and return of capital	287,367	505,052
Deposit paid for acquisition of a real estate asset manager	–	(44,912)
Loan extended in relation to a potential acquisition	–	(14,324)
(Advances to)/repayment from associated companies, joint ventures and joint venture partner	(48,814)	166,516
Repayment received from notes receivables	71,288	–
Deposit received from divestment of a subsidiary	7,472	–
Dividends received from investments, associated companies and joint ventures	350,431	263,901
Net cash from/(used in) investing activities	700,934	(942,714)
FINANCING ACTIVITIES		
Acquisition of additional interest in subsidiaries	–	(14,316)
Proceeds from non-controlling shareholders of subsidiaries	14,421	–
Proceeds from term loans	4,960,280	4,958,307
Repayment of term loans	(4,217,338)	(3,582,576)
Principal element of lease payments	(40,019)	(40,005)
Dividend paid to shareholders of the Company	(608,092)	(581,520)
Dividend paid to non-controlling shareholders of subsidiaries	(26,425)	(15,993)
Net advances from non-controlling shareholders of certain subsidiaries	65,345	10,646
Distribution to perpetual securities holders	(11,568)	(11,600)
Net cash from financing activities	136,604	722,943
Net increase/(decrease) in cash and cash equivalents	1,037,881	(161,342)
Cash and cash equivalents as at beginning of year	1,265,091	1,444,773
Effects of exchange rate changes on the balance of cash held in foreign currencies	(11,963)	(18,340)
Cash and cash equivalents as at end of year	C 2,291,009	1,265,091

KEPPEL LTD. & ITS SUBSIDIARIES

NOTES TO CONDENSED CONSOLIDATED STATEMENT OF CASH FLOWS

A. Acquisition of subsidiaries

During the financial year, net assets of subsidiaries acquired at their fair values were as follows:

	Full Year	
	31.12.2024	31.12.2023
	\$'000	\$'000
Fixed assets	3,283,008	–
Investment properties	345,590	–
Associated companies and joint ventures	3,212	–
Stocks	52,673	–
Debtors and other assets	30,995	29,380
Bank balances and cash	1,088,911	7,261
Creditors and other liabilities	(128,907)	(4,201)
Provisions	(100,903)	–
Borrowings and lease liabilities	(182,394)	–
Current and deferred taxation	(24,988)	–
Total identifiable net assets at fair value	4,367,197	32,440
Amount previously accounted for as associated companies or joint ventures	–	(40,888)
Goodwill on consolidation	–	15,205
Total purchase consideration	4,367,197	6,757
Less: Non-cash purchase consideration (Note 1.3(v))	(4,218,487)	–
Less: Bank balances and cash acquired	(1,088,911)	(7,261)
Cash inflow on acquisition	(940,201)	(504)

Arising from the completion of a selective capital reduction (“SCR”) undertaken by Rigco Holding Pte. Ltd. (“Rigco”), the issuer of the notes receivables, Rigco became a wholly owned subsidiary of the Group on 31 December 2024. The principal activities of Rigco are that of asset owning and chartering of rig drilling assets. With control over Rigco, the Group will be able to effectively manage when and how the legacy assets are monetised, with the goal of achieving the best risk-adjusted returns. Further details of the net assets acquired at their fair values of the transaction is disclosed in Note 14.

Other acquisitions during the year relates to the acquisition of 100% interest in RMZ Infinity (Chennai) Private Limited (“RICPL”), Bogor DC Investment Pte. Ltd. (“Bogor DC”) and Dubnium DC Pte. Ltd. (“Dubnium DC”).

In the prior year, acquisition relates to acquisition of remaining 50% interest in Keppel Credit Fund Management Pte. Ltd. (previously known as Pierfront Capital Fund Management Pte. Ltd.) and gain of control of the Group’s 64% owned joint ventures, VN Glory Pte. Ltd., VN Fortune Pte. Ltd. and VN Growth Pte. Ltd. via a capital reduction after the exit of a joint venture partner. Subsequent to the capital reduction, the Group holds 91% interest in these entities. The fair value of the net identifiable assets is determined on a provisional basis.

KEPPEL LTD. & ITS SUBSIDIARIES

B. Disposal of subsidiaries

During the financial year, the book values of net assets of subsidiaries disposed were as follows:

	Full Year	
	31.12.2024	31.12.2023
	\$'000	\$'000
Fixed assets	(16,017)	(268,241)
Investment properties	(264,075)	–
Right-of-use assets	–	(10,336)
Stocks	–	(92)
Debtors and other assets	(2,221)	(39,939)
Amount due to associated companies and joint ventures	–	31,579
Bank balances and cash	(49,169)	(4,493)
Disposal group classified as held for sale	(365,613)	(9,710,455)
Creditors and other liabilities	910	202,005
Borrowings and lease liabilities	–	8,640
Liabilities directly associated with disposal group classified as held for sale	377,769	4,438,191
Current and deferred taxation	47,664	(37)
Non-controlling interests deconsolidated	45,170	5,513
Net assets disposed, less provision for transaction costs and other liabilities	(225,582)	(5,347,665)
Net gain on disposal	(8,352)	(3,320,201)
Amount accounted for as an associated company	192,425	40,223
Realisation of cashflow hedge reserve	(12,156)	42,719
Realisation of foreign currency translation reserve	(5,841)	(105,072)
Sale proceeds	(59,506)	(8,689,996)
Less: Bank balances and cash disposed	49,169	972,519
Less: Proceeds receivable	41,213	3,669
Less: Deferred proceeds received	(3,701)	(4,722)
Less: Consideration in relation to disposal of discontinued operations	–	8,609,171
Cash outflow on disposal	27,175	890,641

During the year, disposal of subsidiaries relates to the divestment of Keppel Digi Pte. Ltd., disposal of Marina East Water Pte. Ltd. (“MEW”) (Note 15) as well as the partial divestment of shareholding interest in Keppel Land Watco-IV Company Limited, and Keppel Land Watco-V Company Limited to 68%. The Group also received deferred proceeds from the disposal of Willowville Pte Ltd in 2023.

Included in net gain on disposal is a non-cash gain from discontinued operations of \$108,106,000, which was recognised in current year arising from write-back of cost provisions and recognition of claim receivable in relation to the prior year’s disposal of subsidiaries pertaining to the Asset Co Transaction and the Proposed Combination (Note 15).

In the prior year, disposal of subsidiaries relates to Asset Co Transaction and the Proposed Combination (Note 15), Willowville Pte Ltd, Greenfield Development Pte. Ltd., as well as dilution of shareholding interest in Asgard Investment Holdings Pte. Ltd. to 40% and dilution of shareholding interest in Keppel Sakra Cogen Pte. Ltd. to 30%. The Group also received deferred proceeds from the sale of Shanghai Fengwo Apartment Management Co Ltd in 2022.

KEPPEL LTD. & ITS SUBSIDIARIES

C. Cash and cash equivalents

Cash and cash equivalents consist of cash on hand and balances with banks. Cash and cash equivalents in the condensed consolidated statement of cash flows comprise the following balance sheet amounts:

	31.12.2024	31.12.2023
	\$'000	\$'000
Bank balances, deposits and cash	2,026,782	998,555
Amounts held under a segregated account in relation to the proceeds from sale of the Retained Consideration Shares (Note 4)	274,751	267,105
	2,301,533	1,265,660
Amounts held under escrow accounts for overseas acquisition of land, payment of construction cost, claims and other liabilities	(10,524)	(569)
	2,291,009	1,265,091

D. Cash flow analysis

Full Year

Net cash from operating activities was \$200 million as compared to \$58 million in the prior year mainly due to higher operational cash inflows and lower working capital requirements, partly offset by higher income tax paid.

Net cash from investing activities was \$701 million. This was mainly due to cash balances of about \$1.07 billion consolidated upon obtaining control of Rigco Holding Pte. Ltd., divestments and dividend income of \$749 million and repayment received from notes receivables of \$71 million, partly offset by investments and capex of \$1.14 billion and advances to associated companies and joint ventures of \$49 million.

Net cash from financing activities was \$137 million. This was mainly attributable to the net drawdown of term loans of \$743 million offset by dividends of \$635 million paid to shareholders of the Company and non-controlling shareholders of subsidiaries.

KEPPEL LTD. & ITS SUBSIDIARIES

NOTES TO THE CONDENSED CONSOLIDATED INTERIM FINANCIAL STATEMENTS

As at and for the six months and full year ended 31 December 2024

1. MATERIAL ACCOUNTING POLICY INFORMATION

1.1 Basis of Preparation

With effect from 1 January 2024, the name of the Company has been changed from “Keppel Corporation Limited” to “Keppel Ltd.”.

The condensed consolidated interim financial statements as at and for the six months and full year ended 31 December 2024 have been prepared in accordance with Singapore Financial Reporting Standards (International) 1-34 *Interim Financial Reporting* (SFRS(I) 1-34). This condensed consolidated interim financial statements do not include all the disclosures included in the Group’s financial report. Accordingly, this report should be read in conjunction with the Group’s Annual Report for the financial year ended 31 December 2023 and any public announcements made by Keppel Ltd. during the interim reporting period.

1.2 Changes in Accounting Policies

The accounting policies adopted by the Group in the preparation of the condensed consolidated interim financial statements are consistent with those followed in the preparation of the Group’s Annual Report for the financial year ended 31 December 2023, except for the adoption of new and revised standards effective as of 1 January 2024 and those as disclosed below.

The following are the new or amended SFRS(I)s, SFRS(I) Interpretations and amendments to SFRS(I)s, that are relevant to the Group:

- Amendments to SFRS(I) 1-1 *Presentation of Financial Statements - Classification of Liabilities as Current or Non-current* (effective for annual periods beginning on or after 1 January 2024)
- Amendments to SFRS(I) 16 *Leases: Lease liability in a Sale and Leaseback* (effective for annual periods beginning on or after 1 January 2024)

The adoption of the above new or amended SFRS(I)s, SFRS(I) Interpretations and amendments to SFRS(I)s did not have any significant impact on the condensed consolidated interim financial statements of the Group.

1.3 Critical Accounting Judgments and Estimates

The significant judgements made by management in applying the Group’s accounting policies and the key sources of estimation uncertainty were the same as those described in the last annual financial statements as at and for the year ended 31 December 2023.

The key assumptions, applied by management as at and for the year ended 31 December 2024, concerning the future and other key sources of estimation uncertainty at the balance sheet date that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities, are as follows:

(i) Revaluation of investment properties

The Group carries its investment properties at fair value with changes in fair value being recognised in the profit or loss account, determined annually by independent professional valuers on the highest and best use basis except for significant investment properties which are revalued on a half-yearly basis.

For the purpose of the condensed consolidated interim financial statements for the year ended 31 December 2024, valuations were obtained from the valuers for the Group’s investment properties, and the resultant fair value changes were recognised in the profit or loss account.

In determining the fair values, the valuers have used valuation techniques which involve certain estimates. The key assumptions to determine the fair value of investment properties include market-corroborated capitalisation rate, price of comparable plots and properties and discount rate.

KEPPEL LTD. & ITS SUBSIDIARIES

NOTES TO THE CONDENSED CONSOLIDATED INTERIM FINANCIAL STATEMENTS As at and for the six months and full year ended 31 December 2024

In relying on the valuation reports, management has exercised its judgment to ensure that the valuation methods and estimates are reflective of current market conditions.

(ii) Revenue recognition and contract cost

The Group recognises contract revenue over time for long-term construction contracts by reference to the proportion of contract costs incurred to-date to the estimated total contract costs. The stage of completion is measured in accordance with the Group's revenue recognition accounting policy as stated in the audited financial statements for the year ended 31 December 2023. When it is probable that the total contract costs will exceed the total contract revenue, the expected loss is recognised as an expense immediately.

Significant assumptions are required in determining the stage of completion and significant judgment is required in the estimation of the proportion of the contract work completed for the contracts; and the estimation of total costs on the contracts, including contingencies that could arise from variations to original contract terms and claims. In making the assumption, the Group evaluates by relying on past experience, the work of engineers as well as quotations and references from other projects.

Revenue from construction contracts is disclosed in Note 7.

(iii) Fair value measurement of unquoted investments

In determining the fair value of unquoted investment funds, the Group relies on the net asset values as reported in the latest available capital account statements provided by third-party fund managers.

The fund managers measure the fair value of underlying investments of the funds based on:

- a. Last quoted bid price for all quoted investments;
- b. Valuation technique for unquoted investments where there is no active market.

Valuation techniques used by the third-party fund managers include using recent arm's length transactions between knowledgeable, willing parties (if available), reference to the current fair value of other instruments that are substantially the same, comparable company approach, discounted cash flow analyses, option pricing models, and latest round of fund raising.

For other unquoted investments, the Group uses various valuation techniques including the income and market approaches to determine the fair value. The availability of observable inputs can vary from investment to investment. For certain investments classified under Level 3 of the fair value hierarchy, the valuation could be based on models or inputs that are less observable or unobservable in the market and the determination of the fair values require significant judgement. Those estimated values do not necessarily represent the amounts that may be ultimately realised due to the occurrence of future events which could not be reasonably determined as at the balance sheet date.

These unobservable inputs that require significant judgement have been disclosed in Note 12.

(iv) Impairment testing of M1 Limited

As at 31 December 2024, goodwill arising from the acquisition of M1 Limited amounted to \$988,288,000.

The recoverable amount of M1 as a CGU was determined based on its value-in-use ("VIU") using a discounted cash flow model based on probability weighted cash flow projections by management covering a 5-year period, and cash flows beyond the 5-year period were extrapolated using a terminal growth rate of 1.96% (2023: 2.00%), premised on the estimated long term growth rate for the country where the CGU operates. Cash flows were discounted using a discount rate of 6.5% (2023: 7.2%) per annum. The recoverable amount was

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estimated to be higher than the carrying value of the M1 Limited CGU. Accordingly, no impairment of goodwill was recognised in 2024.

The assessment of the VIU of M1 CGU required significant judgment in estimating the cash flow projections, terminal growth rate and discount rate. The calculation of VIU for the CGU is sensitive to the terminal growth rate and discount rate applied:-

- If the terminal growth rate were to decrease by 0.18% (2023: no impairment even if terminal growth rate decreases by 0.5%) and holding all other variables constant, the recoverable amount would equate the carrying value and any further decrease in terminal growth rate would result in impairment for the financial year ended 31 December 2024. If the terminal growth rate were to decrease by 0.5% and holding all other variables constant, the recoverable amount would decrease and there would be an impairment of \$123 million for the financial year ended 31 December 2024.
- If the discount rate were to increase by 0.16% (2023: 1.6%) and holding all other variables constant, the recoverable amount would decrease and equate the carrying amount, and any further increase in discount rate would result in impairment for the financial year ended 31 December 2024. If the discount rate were to increase by 1% and holding all other variables constant, the recoverable amount would decrease and there would be an impairment of \$340 million for the financial year ended 31 December 2024.

(v) Acquisition of Rigco Holding Pte. Ltd. ("Rigco") - purchase price allocation ("PPA")

Arising from the completion of a selective capital reduction ("SCR") undertaken by Rigco Holding Pte. Ltd. ("Rigco"), Rigco became a wholly owned subsidiary of the Group on 31 December 2024. This transaction is a business combination and accounted for using the acquisition method under SFRS(I) 3 *Business Combination*. Accordingly, the identifiable assets acquired and the liabilities assumed are measured at their fair values at the acquisition date. Note 14 sets out the fair values of the identifiable assets acquired and liabilities assumed.

The determination of the fair values of the acquired assets and liabilities required significant judgement and assumptions.

Valuation of fixed assets and stocks

SFRS(I) 13 *Fair Value Measurement* requires fair value of a non-financial asset to be measured based on its highest and best use from market participants' perspective. Under this premise, an income approach was adopted to measure the fair values of the rigs (fixed assets and stocks), through estimating the net present value of cash flows from chartering the rigs out to work with an operator. Management has engaged an independent professional firm to assist in determination of the fair values as at 31 December 2024 based on the Discounted Cash Flow ("DCF") calculations that cover each class of rig assets. In addition to the independent professional firm responsible for calculation of the fair values, management has also engaged a separate industry expert to provide a view of the market outlook, assumptions and industry parameters which are used as inputs to the DCF model. Key inputs into the estimation of the fair values include dayrates, cost assumptions, utilisation rates, discount rates and estimated commencement of deployment of the assets.

Fixed assets

The fair value of these rigs as at the date of acquisition was estimated to be approximately \$3,283 million.

The valuation of the rigs was based on the DCF calculations. Key inputs into the DCF include dayrates, cost assumptions, utilisation rates, discount rates and estimated commencement of deployment of the assets. These inputs are subject to risk and uncertainty. The valuation of the rigs based on the DCF calculations was most sensitive to discount rates, dayrates and the delay in estimated commencement of deployment. With all other variables held constant, the following

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demonstrates the sensitivity to a reasonably possible change in discount rates, dayrates and delay in estimated commencement of deployment on the fair value of rigs:-

- Discount rates of 9.6% as computed by the independent professional advisor was used in the valuation as at 31 December 2024. A 1% increase in discount rate would lead to approximately \$373 million decrease in fair value.
- A decrease in dayrates of US\$5,000 per day across the entire asset remaining useful life would lead to approximately \$170 million decrease in fair value.
- A delay in commencement of deployment of 12 months would lead to approximately \$336 million decrease in fair value.

Stocks

There are two Drilling Rig Units ("DRUs") that were built for Sete Brasil ("Sete") (which had filed for bankruptcy protection in 2016). Following the termination of engineering, procurement and construction ("EPC") contracts in 2021, the asset title of the two DRUs were split between a subsidiary of Rigco (previously under Keppel Offshore & Marine) and Sete. Rigco is currently working with Sete for Rigco's subsidiary to obtain full title of these assets and to procure the release of the mortgage on these assets.

In assessing the fair values of the two encumbered DRUs, management had considered possible outcomes, which included the option of repossessing the units, complete the construction and charter out to extract value from the uncompleted units and the option of abandonment.

The fair value of the DRUs was assessed at approximately \$53 million with the following key assumptions, and taking into consideration the likelihood and expected financial impact of the possible outcomes:

- a. Regain clean title of the units, complete the construction and charter them out to another operator;
- b. The future cost of construction of the units is not materially different from management's current estimation; and
- c. In the case of abandonment, the costs of settling committed purchases are not materially different from management's current estimation.

Fair value of purchase consideration

In 2023, the Group subscribed to notes ("notes receivables") amounting to approximately \$4,251,144,000 issued by Rigco. In determining the fair value of purchase consideration, management considered that the fair value of the notes receivables to be the deemed fair value of the purchase consideration. The notes receivables is a deemed purchase consideration as the notes receivables held by Keppel will be eliminated upon acquisition of Rigco. Effectively the notes receivables is derecognised in exchange of the net assets of Rigco. The deemed fair value is determined by the recoverability of the notes receivables, which approximates the fair value of net identifiable assets of Rigco.

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2. ASSOCIATED COMPANIES AND JOINT VENTURES

	2024 \$'000
At 1 January	6,601,853
Share of profits for the year – continuing operations	161,867
Dividends received	(289,794)
Share of reserves	(66,915)
Impairment loss	(17,970)
Additions	822,198
Advances to associated companies and joint ventures	3,289
Disposals and return of capital	(276,423)
Gain from change in interest in associated companies	37,604
Reclassification from/(to)	
- Subsidiaries upon acquisition of additional interest	(718)
- Subsidiary to joint venture upon loss of control	192,425
- Investments	(58,254)
Others	4,982
	<u>7,114,144</u>
At 31 December	<u>7,114,144</u>

Movements in the provision for impairment of associated companies and joint ventures are as follows:

	2024 \$'000
At 1 January	94,159
Impairment loss	17,970
Disposal	(1,050)
Exchange differences	46
	<u>111,125</u>
At 31 December	<u>111,125</u>

The carrying amount of the Group's material associated companies and joint venture, all of which are equity accounted for, are as follows:

	31.12.2024 \$'000	31.12.2023 \$'000
Keppel REIT	1,602,735	1,633,309
Keppel DC REIT	594,991	480,349
Sino-Singapore Tianjin Eco-City Investment and Development Co., Limited	671,428	660,983
Aermont Capital S.à r.l	533,633	–
Other associated companies and joint ventures	3,711,357	3,827,212
	<u>7,114,144</u>	<u>6,601,853</u>

On 29 November 2023, the Group entered into an agreement to acquire an initial 50% stake in a real estate manager, Aermont Capital S.à r.l, in 2024 (Phase 1) with full acquisition in 2028 (Phase 2). The Group paid cash deposit for Phase 1 amounting to \$45 million (equivalent to €31 million) in 2023.

On 29 April 2024, the Group completed the acquisition of Phase 1. During the financial year ended 31 December 2024, the Group paid the purchase consideration, comprising cash of \$161 million (equivalent to €110 million) and issued 31,348,093 of treasury shares at fair value of \$214 million (equivalent to €154 million). The balance consideration, based on maximum consideration payable for Phase 1, of approximately \$87 million (equivalent to €62 million) is expected to be paid by first half of 2025 and is recorded under Creditors.

Maximum consideration payable for Phase 2 of approximately \$811 million (equivalent to €575 million), which can be funded through a combination of cash and treasury shares, is expected to be paid on the completion of Phase 2 in 2028 (Note 9).

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3. NOTES RECEIVABLES

Arising from the completion of a selective capital reduction (“SCR”) undertaken by Rigco Holding Pte. Ltd. (“Rigco”), the issuer of the notes receivables, Rigco became a wholly owned subsidiary of the Group on 31 December 2024. Upon consolidation of Rigco, the Group derecognised the notes receivables and recognised the assets acquired and liabilities assumed of Rigco at their fair values as of 31 December 2024 (Notes 1.3(v) and 14).

Movements in the notes receivables for the full year ended 31 December 2024 are as follows:

	<u>Fair value</u> \$'000	<u>Deferred loss</u> \$'000	<u>Carrying value</u> \$'000
At 1 January 2024	3,178,853	1,107,501	4,286,354
Amortisation to profit or loss ¹	–	(158,127)	(158,127)
Fair value remeasurement, including interest income ²	1,093,054	(954,089)	138,965
Repayment received	(71,288)	–	(71,288)
Exchange differences ³	17,868	4,715	22,583
Derecognised (Note 1.3(v))	<u>(4,218,487)</u>	<u>–</u>	<u>(4,218,487)</u>
At 31 December 2024	<u>–</u>	<u>–</u>	<u>–</u>

¹ The amortisation of the deferred loss is recognised in the profit or loss and presented as “fair value (gain)/loss – Notes receivables” in Note 8.

² The fair value of the notes receivables becomes observable when the notes receivables is deemed to be the purchase consideration for the business combination (Note 14). The fair value of the notes receivables (including deferred loss) is remeasured to approximate the fair value of net identifiable assets of Rigco as at 31 December 2024.

³ The foreign exchange gain arising from the USD denominated notes receivables and the USD denominated unamortised deferred loss are recognised in the profit or loss and presented as “foreign exchange (gain)/loss” in Note 8.

4. SHORT TERM INVESTMENTS

The cash proceeds arising from the sale of Retained Consideration Shares (as disclosed in Note 38 of the financial statements in the Group’s Annual Report for the financial year ended 31 December 2023) are placed in the segregated account, together with the remaining Retained Consideration Shares, for a duration not exceeding 48 months from 28 February 2023. As at 31 December 2024, the related cash and remaining shares amounted to approximately \$274,751,000 and \$142,002,000 and are recorded within “Bank balances, deposits & cash” and “Short term investments” respectively.

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5. BORROWINGS AND LEASE LIABILITIES

Group's borrowings, debt securities and lease liabilities

	31.12.2024		31.12.2023	
	Due within one year \$'000	Due after one year \$'000	Due within one year \$'000	Due after one year \$'000
Group				
Keppel Medium Term Notes	726,109	1,220,111	150,000	1,845,968
Keppel Management Ltd. Medium Term Notes	–	279,873	129,966	279,783
Bank and other loans				
- secured	213,912	778,734	85,515	686,256
- unsecured	448,983	8,230,283	2,056,199	5,725,951
Lease liabilities	37,615	136,528	37,408	142,055
	1,426,619	10,645,529	2,459,088	8,680,013

(i) Amount repayable in one year or less, or on demand

As at 31.12.2024		As at 31.12.2023	
Secured \$'000	Unsecured \$'000	Secured \$'000	Unsecured \$'000
251,527	1,175,092	122,923	2,336,165

(ii) Amount repayable after one year

As at 31.12.2024		As at 31.12.2023	
Secured \$'000	Unsecured \$'000	Secured \$'000	Unsecured \$'000
915,262	9,730,267	828,311	7,851,702

(iii) Details of any collateral and securities

Certain subsidiaries of the Company pledged their assets in order to obtain loans from financial institutions. The Group has mortgaged certain properties and assets of up to an aggregate amount of \$2,376,661,000 (31 December 2023: \$2,242,773,000) to banks for loan facilities. Included in secured borrowings as at 31 December 2024 are current lease liabilities of \$37,615,000 (31 December 2023: \$37,408,000) and non-current lease liabilities of \$136,528,000 (31 December 2023: \$142,055,000) which are secured over the right-of-use assets of \$215,723,000 (31 December 2023: \$213,730,000).

(iv) The fair values of term loans for the Group are \$11,733,716,000 (31 December 2023: \$10,699,937,000).

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6. SHARE CAPITAL

Issued share capital and treasury shares

	Number of ordinary shares	
	Issued Share Capital	Treasury Shares
As at 1 January 2024	1,820,557,767	58,263,601
Treasury shares transferred pursuant to share plans	–	(12,461,954)
Treasury shares transferred pursuant to acquisition (Note 2)	–	(31,348,093)
As at 31 December 2024	1,820,557,767	14,453,554

Treasury shares

During the year ended 31 December 2024, the Company transferred 12,461,954 (31 December 2023: 10,334,248) 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 asset manager (Note 2). There was no treasury shares purchased as at 31 December 2024 and 31 December 2023.

As at 31 December 2024, the number of treasury shares held by the Company represented 0.80% (31 December 2023: 3.31%) of the total number of issued shares (excluding treasury shares). Other than as disclosed above, there was no other sale, disposal, cancellation and/or other use of treasury shares during the year ended 31 December 2024.

Keppel Performance Share Plan (“Keppel PSP”)

As at 31 December 2024, there were no contingent shares granted but not released (31 December 2023: 1,972,017) for Keppel PSP.

Keppel Performance Share Plan – M1 Transformation Incentive Plan (“Keppel PSP-M1 TIP”)

As at 31 December 2024, the number of contingent shares granted but not released were 349,349 (31 December 2023: 378,664) for Keppel PSP-M1 TIP. Based on the achievement factor, the actual release of the awards in ordinary shares of the Company could range from zero to a maximum of 524,024 under Keppel PSP-M1 TIP.

Keppel Performance Share Plan 2020 (“Keppel PSP 2020”)

As at 31 December 2024, the number of contingent shares granted but not released were 5,677,720 (31 December 2023: 5,934,617) for Keppel PSP 2020. Based on the achievement factor, the actual release of the awards in ordinary shares of the Company could range from zero to a maximum of 8,516,580 under Keppel PSP 2020.

Keppel PSP 2020 Transformation Incentive Plan (“Keppel PSP 2020-TIP”)

As at 31 December 2024, the number of contingent shares granted but not released were 12,806,451 (31 December 2023: 13,106,751) for Keppel PSP 2020-TIP. Based on the achievement factor, the actual release of the awards in ordinary shares of the Company could range from zero to a maximum of 19,209,677 under Keppel PSP 2020-TIP.

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Keppel Restricted Share Plan 2020 – Deferred Shares (“Keppel RSP 2020-Deferred Shares”)

There are no contingent shares granted but not released as at 31 December 2024 and 31 December 2023. As at 31 December 2024, the number of awards released but not vested was 5,617,240 (31 December 2023: 7,350,026) for Keppel RSP 2020-Deferred Shares.

Movements in the number of shares under the Keppel PSP, Keppel PSP-M1 TIP, Keppel PSP 2020, Keppel PSP 2020-TIP and Keppel RSP 2020-Deferred Shares are as follows:

Contingent awards:

Date of Grant	Number of shares					
	At 1.1.24	Contingent awards granted	Adjustments	Released	Cancelled	At 31.12.24
<u>Keppel PSP</u>						
31.3.2020	1,972,017	–	986,009	(2,958,026)	–	–
	1,972,017	–	986,009	(2,958,026)	–	–
<u>Keppel PSP-M1 TIP</u>						
17.2.2020	378,664	–	–	–	(29,315)	349,349
	378,664	–	–	–	(29,315)	349,349
<u>Keppel PSP 2020</u>						
30.4.2021	1,892,322	–	946,162	(2,838,484)	–	–
29.4.2022	2,197,295	–	–	–	(81,181)	2,116,114
28.4.2023	1,845,000	–	–	–	(133,394)	1,711,606
29.4.2024	–	1,850,000	–	–	–	1,850,000
	5,934,617	1,850,000	946,162	(2,838,484)	(214,575)	5,677,720
<u>Keppel PSP 2020-TIP</u>						
30.7.2021	12,234,451	–	–	–	(171,600)	12,062,851
29.4.2022	872,300	–	–	–	(128,700)	743,600
	13,106,751	–	–	–	(300,300)	12,806,451

Awards:

Date of Grant	Number of shares					
	At 1.1.24	Awards granted	Adjustment upon release	Released	Cancelled	At 31.12.24
<u>Keppel RSP 2020-Deferred Shares</u>						
15.2.2024	–	5,159,276	–	(5,159,276)	–	–
	–	5,159,276	–	(5,159,276)	–	–

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Awards released but not vested:	Number of shares					
	Date of Grant	At 1.1.24	Released	Vested	Cancelled	Other adjustments
<u>Keppel PSP</u>						
31.3.2020	–	2,958,026	(2,958,026)	–	–	–
	–	2,958,026	(2,958,026)	–	–	–
<u>Keppel PSP-M1 TIP</u>						
30.4.2021	–	2,838,484	(2,838,484)	–	–	–
	–	2,838,484	(2,838,484)	–	–	–
<u>Keppel RSP 2020- Deferred Shares</u>						
15.2.2022	2,364,540	–	(2,355,901)	(4,223)	–	4,416
08.2.2023	93,373	–	(46,686)	–	–	46,687
15.2.2023	4,462,449	–	(2,296,887)	(82,030)	–	2,083,532
01.3.2023	429,664	–	(214,821)	(2,135)	–	212,708
15.2.2024	–	5,159,276	(1,751,149)	(138,230)	–	3,269,897
	7,350,026	5,159,276	(6,665,444)	(226,618)	–	5,617,240

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7. REVENUE

	Second Half		Full Year	
	31.12.2024 \$'000	31.12.2023 \$'000	31.12.2024 \$'000	31.12.2023 \$'000
<u>Revenue from contracts with customers</u>				
Sale of electricity, utilities and gases	1,757,132	1,951,563	3,698,403	4,177,977
Revenue from telecommunication and ICT services	408,092	489,018	782,505	770,286
Sale of goods	216,810	158,598	428,130	475,898
Revenue from construction contracts	441,576	248,854	633,835	381,575
Sale of property	203,448	108,643	382,673	523,025
Revenue from other services rendered	198,155	105,819	362,957	328,231
Revenue from asset management services	102,921	120,984	226,318	208,346
	3,328,134	3,183,479	6,514,821	6,865,338
<u>Other sources of revenue</u>				
Rental income from investment properties	49,476	67,024	86,337	100,790
	3,377,610	3,250,503	6,601,158	6,966,128

Breakdown of sales

	2024 \$'000	2023 \$'000	+/-%
<u>First Half</u>			
Sales reported for first half year	3,223,548	3,715,625	-13.2
Profit from continuing operations before deducting profit attributable to perpetual securities holders and non-controlling interests reported for first half year	313,957	462,873	-32.2
<u>Second Half</u>			
Sales reported for second half year	3,377,610	3,250,503	+3.9
Profit from continuing operations before deducting profit attributable to perpetual securities holders and non-controlling interests reported for second half year	552,151	460,975	+19.8

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8. OPERATING PROFIT

Operating profit from continuing operations is arrived at after charging/(crediting) the following:

	Second Half			Full Year			
	31.12.2024 \$'000	31.12.2023 \$'000	+/ %	31.12.2024 \$'000	31.12.2023 \$'000	+/ %	
Share-based payment expenses	25,753	18,219	+41.4	53,906	36,827	+46.4	(i)
(Gain)/loss on sale of fixed assets and investment properties	561	(15,866)	n.m.f.	(7,799)	(15,756)	-50.5	(ii)
Provision for stocks	4,398	6,862	-35.9	9,412	6,777	+38.9	(iii)
Expected credit loss							
- Debtors and receivables	14,643	16,215	-9.7	19,013	23,838	-20.2	(iv)
Bad debts write-off	686	281	+144.1	686	281	+144.1	
Fair value (gain)/loss							
- Investments, associated companies and joint ventures	(78,243)	(12,695)	>+500	(58,383)	(69,028)	-15.4	(v)
- Notes receivables (Note 3), comprising of:	(2,020)	(807)	+150.3	19,162	(965)	n.m.f.	
a) Amortisation of the deferred loss	78,744	90,287	-12.8	158,127	149,694	+5.6	
b) Fair value remeasurement, including interest income	(80,764)	(91,094)	-11.3	(138,965)	(150,659)	-7.8	
- Financial derivatives	246	(6,551)	n.m.f.	–	111	n.m.f.	
Foreign exchange (gain)/loss	(7,993)	14,547	n.m.f.	(5,452)	21,147	n.m.f.	(vi)
Impairment of joint ventures	4,410	–	n.m.f.	17,970	–	n.m.f.	(vii)
Impairment/write-off of right-of-use assets and fixed assets	25,032	323	>+500	25,032	1,023	>+500	(viii)
Gain on disposal of subsidiaries	(8,096)	(21,123)	-61.7	(8,352)	(28,338)	-70.5	(ix)
Gain on disposal of associated companies and joint ventures	(14)	(69,729)	-100.0	(1,251)	(69,774)	-98.2	(x)
Gain from sale of interests in associated companies and joint ventures	(442)	(36,761)	-98.8	(443)	(36,636)	-98.8	(xi)
Loss from dividend <i>in specie</i>	–	110,816	n.m.f.	–	110,816	n.m.f.	(xii)
Fair value gain on investment properties	(195,728)	(106,371)	+84.0	(342,344)	(149,532)	+128.9	(xiii)
(Gain)/loss from change in interest in associated companies	(34,039)	(721)	>+500	(37,604)	1,427	n.m.f.	(xiv)
Gain from reclassification of an associated company to investment carried at fair value through profit or loss	(12,711)	–	n.m.f.	(12,711)	–	n.m.f.	(xv)
Fair value loss on remeasurement of remaining interest in a joint venture	17,430	–	n.m.f.	17,430	–	n.m.f.	(xvi)

n.m.f. - No Meaningful Figure

- (i) Higher share-based payment expenses due to higher vesting level of performance share plans, and higher share price.
- (ii) Gain on sale of fixed assets for the current year was largely attributable to disposal of fixed assets under Corporate Activities. Gain on sale of fixed assets & investment properties in the prior year was largely attributable to disposal of investment properties in the Real Estate business.
- (iii) The provision for stocks was related to certain overseas projects in the Real Estate segment.
- (iv) Expected credit loss on debtors and receivables for the current year was mainly attributable to the Connectivity segment on trade receivables, as well as expected credit loss from Infrastructure segment for amount due from a joint venture and claim receivable. The expected credit loss on debtors and receivables in the prior year was attributable to the Connectivity segment on trade receivables, as well as expected credit loss from Infrastructure segment for shareholder loan, claim and trade receivables.

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- (v) Fair value gain on investment portfolio for the current year was driven largely by unquoted investments, partly offset by fair value loss from quoted investments.
- (vi) The foreign exchange gain for the current year was mainly attributable to the revaluation of Euro denominated loan, with Euro having depreciated against functional currency of a subsidiary in Real Estate, and revaluation of Japanese Yen denominated bank deposits, with the Japanese Yen having appreciated against the functional currency of a subsidiary in Infrastructure segment. The foreign exchange loss in the prior year was mainly attributable to the revaluation in Infrastructure and Connectivity.
- (vii) Impairment of joint ventures was attributable to Real Estate segment.
- (viii) Impairment of fixed assets for the current year was attributable to Connectivity segment. Impairment of right-of-use and fixed assets in the prior year was mainly attributable to the Infrastructure segment.
- (ix) Gain on disposal of subsidiaries was mainly attributable to Real Estate segment partial divestment of Saigon Centre Phase 3. In the prior year, gain on disposal of subsidiaries was mainly attributable to the divestment of Asgard Investment Holdings Pte Ltd, Willowville Pte Ltd and Greenfield Development Pte Ltd.
- (x) Gain on disposal of associated companies for the current year arose mainly from Infrastructure segment. In the prior year, gain on disposal of associated companies and joint ventures was mainly attributable to the divestment of stake in SM Keppel Land and SVOA Public Company Limited, partly offset by loss from divestment of Chengdu Taixin Real Estate Development Co Ltd.
- (xi) In the prior year, gain from sale of interest in associated companies and joint ventures mainly relates to gain on partial disposal of interest in a joint venture in Vietnam under the Real Estate business.
- (xii) In the prior year, the loss arose from the dividend *in specie* of units in Keppel REIT to the Company's shareholders.
- (xiii) Higher fair value gain on investment properties was mainly attributable to higher fair value gains on investment properties in Vietnam and Singapore, partly offset by fair value loss on investment properties in China.
- (xiv) Gain from change in interest in associated companies in the current year was mainly attributable to gain from change in interest in Keppel DC REIT. In the prior year, loss from change in interest in associated companies was mainly attributable to loss from change in interest in Keppel REIT and Keppel DC REIT, partly offset by partial realisation of suspended profits for past transactions with Keppel REIT.
- (xv) Gain from reclassification of an associated company to investment carried at fair value through profit or loss arose from the loss of significant influence over the Group's former associated company.
- (xvi) The fair value loss from remeasurement of remaining interest in a joint venture arose from the partial disposal with loss of control over the Group's former subsidiary.

KEPPEL LTD. & ITS SUBSIDIARIES

NOTES TO THE CONDENSED CONSOLIDATED INTERIM FINANCIAL STATEMENTS As at and for the six months and full year ended 31 December 2024

9. COMMITMENTS

	Group	
	31.12.2024 \$'000	31.12.2023 \$'000
<i>Capital expenditure/commitments not provided for in the financial statements</i>		
In respect of contracts placed or agreements entered:		
- for purchase and construction of investment properties	32,788	204,465
- for purchase of fixed assets	177,421	65,376
- for purchase/subscription of shares	210,257	206,601
- for commitments to associated companies and joint ventures	1,237,387	1,016,256
- for commitments to private funds	15,337	20,709
- for acquisition of a real estate asset manager (Note 2)	811,498	1,306,086
- for construction and upgrading of rigbuilding	325,932	–
Amounts approved by Directors in addition to contracts placed:		
- for purchase and construction of investment properties	320,987	509,770
- for purchase of fixed assets	281,295	272,423
- for purchase/subscription of shares mainly in property development companies	18,472	97,302
	<u>3,431,374</u>	<u>3,698,988</u>
Less: Non-controlling shareholders' share	<u>(45,401)</u>	<u>(43,969)</u>
	<u>3,385,973</u>	<u>3,655,019</u>

There was no significant future capital expenditure/commitment for the Company.

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NOTES TO THE CONDENSED CONSOLIDATED INTERIM FINANCIAL STATEMENTS As at and for the six months and full year ended 31 December 2024

10. CONTINGENT LIABILITIES AND GUARANTEES

	Group	
	31.12.2024	31.12.2023
	\$'000	\$'000
Guarantees in respect of banks and other loans granted to subsidiaries, associated companies and joint ventures	662,775	320,795
Bank guarantees	292,408	365,642
Share of lease rental guarantees granted by associated companies and joint ventures	81,218	90,882
Guarantees in respect of performance on a contract by a related party granted to a third party, and related guarantees in respect of a bank loan granted to a related party and payment of contract sum to third parties (Note 10(i))	524,922	517,342
Guarantee in favour of a third party in respect to performance by a related party (Note 10(ii))	342,048	–
	<u>1,903,371</u>	<u>1,294,661</u>
	Company	
	31.12.2024	31.12.2023
	\$'000	\$'000
Guarantees in respect of banks and other loans granted to subsidiaries, associated companies and joint ventures	<u>285,562</u>	<u>369,761</u>

- (i) The Group has entered into a separate indemnification contract with a related party at the point the guarantees were entered. The Group will be fully indemnified for losses which may be incurred in relation to the guarantees amounted to \$524,922,000 (2023: \$517,342,000).
- (ii) The Group has entered into a separate indemnification contract with a related party, which the Group has an effective equity interest of 21% at the point the guarantees were entered. The Group will be fully indemnified for losses which may be incurred in relation to the guarantees amounted to \$342,048,000.

KEPPEL LTD. & ITS SUBSIDIARIES

NOTES TO THE CONDENSED CONSOLIDATED INTERIM FINANCIAL STATEMENTS As at and for the six months and full year ended 31 December 2024

11. SIGNIFICANT RELATED PARTY TRANSACTIONS

In addition to the related party information disclosed elsewhere in the condensed consolidated interim financial statements, the Group has significant related party transactions as follows:

	Group	
	31.12.2024	31.12.2023
	\$'000	\$'000
Sales of goods, services and/or fixed assets to		
- associated companies	506,666	248,962
- joint ventures	85,391	46,803
- other related parties	68,084	147,194
	<u>660,141</u>	<u>442,959</u>
Purchase of goods and/or services from		
- associated companies	270,366	236,861
- joint ventures	119,191	93,471
- other related parties	343,320	195,119
	<u>732,877</u>	<u>525,451</u>
Treasury transactions with		
- associated companies	41,078	15,151
- joint ventures	5,237	7,171
	<u>46,315</u>	<u>22,322</u>

12. FINANCIAL RISK MANAGEMENT

The Group operates internationally and is exposed to a various of financial risks, comprising market risk (including currency risk, interest rate risk and price risk), credit risk and liquidity risk. The Keppel Central Finance Committee has oversight of financial risk management which is carried out by the Keppel Treasury department in accordance with established Keppel policies and guidelines that are updated from time to time to take into account changes in the operating environment. The Keppel Central Finance committee is chaired by the Chief Financial Officer of the Company and includes senior finance management personnel and support function specialists.

There was no instance of significant updates to the Group's financial risk management since the audited financial statements as at 31 December 2023, except for the following:

(a) Fair Value of Financial Instruments and Investment Properties

The Group classifies fair value measurement using a fair value hierarchy that reflects the significance of the inputs used in making the measurement. The fair value hierarchy has the following levels:

- Level 1 - Quoted prices (unadjusted) in active markets for identical assets or liabilities.
- Level 2 - Inputs other than quoted prices included within Level 1 that are observable for the asset or liability, either directly (i.e. as prices) or indirectly (i.e. derived from prices).
- Level 3 - Inputs for the asset or liability that are not based on observable market data (unobservable inputs). Fair value is determined by reference to the net tangible assets of the investments.

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NOTES TO THE CONDENSED CONSOLIDATED INTERIM FINANCIAL STATEMENTS
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The following table presents the assets and liabilities measured at fair value.

	<u>Level 1</u> \$'000	<u>Level 2</u> \$'000	<u>Level 3</u> \$'000	<u>Total</u> \$'000
Group				
31 December 2024				
Financial assets				
Derivative financial instruments	–	104,287	–	104,287
Call option	–	–	249,403	249,403
Investments				
- Investments at fair value through other comprehensive income	500,245	1,955	250,185	752,385
- Investments at fair value through profit or loss	72,853	–	919,649	992,502
Short term investments				
- Investments at fair value through other comprehensive income	1,674	–	–	1,674
- Investments at fair value through profit or loss	143,515	–	5,893	149,408
	<u>718,287</u>	<u>106,242</u>	<u>1,425,130</u>	<u>2,249,659</u>
Financial liabilities				
Derivative financial instruments	–	128,545	–	128,545
	<u>Level 1</u> \$'000	<u>Level 2</u> \$'000	<u>Level 3</u> \$'000	<u>Total</u> \$'000
Non-financial assets				
Investment properties				
- Commercial, completed	–	–	3,484,712	3,484,712
- Commercial, under construction	–	–	1,847,081	1,847,081
Associates and joint venture at fair value through profit or loss	–	–	439,803	439,803
	<u>–</u>	<u>–</u>	<u>5,771,596</u>	<u>5,771,596</u>

The following table presents the reconciliation of financial instruments measured at fair value based on significant unobservable inputs (Level 3).

	Group 2024 \$'000
At 1 January	5,579,067
Additions/Capital call	46,581
Redemption/ Return of capital	(6,078)
Reclassification to long term assets	(5,000)
Notes receivables (Note 3)	
- Amortisation to profit or loss	(158,127)
- Fair value gain remeasurement, including interest income	138,965
- Repayment received	(71,288)
- Exchange differences	22,583
- Derecognised (Note 1.3(v))	(4,218,487)
Fair value loss recognised in other comprehensive income	(41,708)
Fair value gain recognised in profit or loss ¹	137,915
Exchange differences	707
At 31 December	<u>1,425,130</u>

¹ The fair value gain recognised in profit or loss of \$137,915,000 comprises \$80,115,000 fair value gain attributable to an unquoted investment in an office space provider.

KEPPEL LTD. & ITS SUBSIDIARIES

NOTES TO THE CONDENSED CONSOLIDATED INTERIM FINANCIAL STATEMENTS As at and for the six months and full year ended 31 December 2024

The following table presents the reconciliation of investment properties measured at fair value based on significant unobservable inputs (Level 3).

	Group 2024 \$'000
At 1 January	4,665,064
Development expenditure	259,980
Fair value gain	342,344
Subsidiary acquired	345,590
Subsidiary disposed	(264,075)
Exchange differences	(17,110)
At 31 December	<u>5,331,793</u>

There have been no significant transfers between Level 1, Level 2 and Level 3 for the Group in the year ended 31 December 2024.

The fair value of financial instruments categorised under Level 1 of the fair value hierarchy is based on published market bid prices at the balance sheet date.

The fair value of financial instruments categorised under Level 2 of the fair value hierarchy are fair valued under valuation techniques with market observable inputs. These include forward pricing and swap models utilising present value calculations using inputs such as observable foreign exchange rates (forward and spot rates), interest rate curves and forward rate curves and discount rates that reflects the credit risks of various counterparties.

The following table presents the valuation techniques and key inputs that were used to determine the fair value of financial instruments and investment properties categorised under Level 3 of the fair value hierarchy.

Description	Fair value as at 31 December 2024 \$'000	Valuation Techniques	Unobservable Inputs	Range of unobservable Inputs
Investments	1,175,727	Net asset value, discounted cash flow, binomial option pricing method and probability-weighted expected return method	Net asset value* Discount rate Growth rate Discount for lack of control Discount for lack of marketability	Not applicable 16.81% to 19.90% 4.00% 15.00% to 26.00% 10.50% to 10.90%
Call option	249,403	Discounted cash flow method	Transacted price of comparable properties (psf) Capitalisation rate Discount rate	\$2,978 to \$3,617 3.20% to 3.35% 6.75%
Associates and joint venture at fair value through profit or loss	439,803	Net asset value	Net asset value	Not applicable

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NOTES TO THE CONDENSED CONSOLIDATED INTERIM FINANCIAL STATEMENTS
As at and for the six months and full year ended 31 December 2024

Description	Fair value as at 31 December 2024 \$'000	Valuation Techniques	Unobservable Inputs	Range of unobservable Inputs
Investment properties				
- Commercial, completed	3,484,712	Discounted cash flow method and/or direct comparison method Income capitalisation method	Discount rate Capitalisation rate Offering price of comparable land plots (psm) Transacted price of comparable properties in different geographies/cities (psf)	5.75% to 14.50% 4.00% to 8.50% \$4,642 to \$6,330 \$109 to \$3,352
- Commercial, under construction	1,847,081	Discounted cash flow method, direct comparison method and/or residual value method	Discount rate Capitalisation rate Offering price of comparable land plots (psm) Transacted price of comparable properties (psf) Gross development value (\$'million)	6.50% to 17.00% 2.80% to 8.50% \$10,972 to \$12,660 \$2,978 to \$3,230 \$127 to \$192

* Fair value of unquoted equity instruments is determined by reference to the underlying assets value of the investee companies, which comprise mainly investment properties stated at fair value or assets measured using valuation techniques that take into account key inputs such as revenue multiples, long term growth rate and discount rate. (see further details in Note 1.3 (iii)).

The financial instruments and investment properties categorised under Level 3 of the fair value hierarchy are generally sensitive to the various unobservable inputs tabled above. A significant movement of each input would result in significant change to the fair value of the respective asset/liability.

As at 31 December 2024, the total fair value on investments of \$1,175,727,000 (2023: \$1,088,815,000) comprises \$996,070,000 (2023: \$992,394,000) valued based on net asset value, of which \$431,802,000 (2023: \$423,707,000) is attributable to an unquoted investment fund which primarily invests in high-performance batteries for electric vehicles and energy storage systems business. A reasonably possible alternative assumption is when the net asset value of investments increase/decrease by 5%, which would lead to a \$49,803,000 (2023: \$49,620,000) increase/decrease in fair value.

The Group revalues its investment property portfolio on an annual basis except for significant investment properties which are revalued on a half-yearly basis. The fair value of investment properties is determined by external, independent professional valuers which have appropriate recognised professional qualifications and experience in the location and category of property being valued. Management reviews the appropriateness of the valuation methodologies and assumptions adopted, and the reliability of the inputs used in the valuations.

Other than as disclosed above, the fair values of current financial assets and liabilities carried at amortised cost approximate their carrying amounts.

KEPPEL LTD. & ITS SUBSIDIARIES

NOTES TO THE CONDENSED CONSOLIDATED INTERIM FINANCIAL STATEMENTS

As at and for the six months and full year ended 31 December 2024

13. SEGMENT ANALYSIS

The Group is organised in a simplified horizontally integrated model with four reportable segments, namely Infrastructure, Real Estate, Connectivity and Corporate Activities.

(i) **Infrastructure**

The Infrastructure segment business provide energy and environmental solutions and services that are essential for sustainable development. Principal activities include commercial power generation, renewables, environmental engineering, construction, and infrastructure operation and maintenance. The operating segment has operations in China, Singapore, Switzerland, the United Kingdom, and other countries.

(ii) **Real Estate**

The Real Estate segment business provide sustainable and innovative urban space solutions, focusing on sustainable urban renewal and senior living. Principal activities include property development and investment, as well as master development. The segment has operations in China, India, Indonesia, Singapore, Vietnam and other countries.

(iii) **Connectivity**

Principal activities include the development and operation of data centres, provision of telecommunications services, sales of telecommunications and information technology equipment and provision of system integration solutions and services. The segment has operations in China, Singapore and other countries.

(iv) **Corporate Activities**

The Corporate Activities segment consists mainly of Rigco Holding Pte. Ltd., treasury operations, research & development, investment holdings, provision of management and other support services.

Management monitors the results of each of the above segments for the purpose of making decisions about resource allocation and performance assessment. Segment performance is evaluated based on net profit or loss. Information regarding the Group's reportable operating segments is presented in the following table:

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NOTES TO THE CONDENSED CONSOLIDATED INTERIM FINANCIAL STATEMENTS

As at and for the six months and full year ended 31 December 2024

Year ended 31 December 2024

	<u>Infrastructure</u> \$'000	<u>Real Estate</u> \$'000	<u>Connectivity</u> \$'000	<u>Corporate Activities</u> \$'000	<u>Elimination</u> \$'000	<u>Total</u> \$'000
Revenue						
External sales	4,615,639	636,178	1,347,370	1,971	–	6,601,158
Inter-segment sales	19,666	836	24,353	105,844	(150,699)	–
Total	4,635,305	637,014	1,371,723	107,815	(150,699)	6,601,158
Segment Results						
Operating profit	739,516	454,771	165,028	(140,201)	(3,907)	1,215,207
Investment income	36,979	1,294	371	21,993	–	60,637
Interest income	73,917	29,595	13,177	796,166	(830,966)	81,889
Interest expenses	(56,510)	(173,724)	(39,134)	(974,893)	834,873	(409,388)
Share of results of associated companies and joint ventures	(7,236)	110,547	75,155	(16,599)	–	161,867
Profit before tax	786,666	422,483	214,597	(313,534)	–	1,110,212
Taxation	(119,888)	(97,734)	(29,929)	3,447	–	(244,104)
Profit from continuing operations for the year	666,778	324,749	184,668	(310,087)	–	866,108
Attributable to:						
Shareholders of Company Perpetual securities holders	672,517	305,960	183,829	(330,260)	–	832,046
Non-controlling interests	–	–	–	11,568	–	11,568
	(5,739)	18,789	839	8,605	–	22,494
	666,778	324,749	184,668	(310,087)	–	866,108
Profit from discontinued operations, net of tax and NCI						108,106
Profit for the year attributable to shareholders of the Company						940,152
External revenue from contracts with customers						
- At a point in time	39,801	151,696	438,743	–	–	630,240
- Over time	4,575,838	401,781	905,032	1,930	–	5,884,581
	4,615,639	553,477	1,343,775	1,930	–	6,514,821
Other sources of revenue	–	82,701	3,595	41	–	86,337
Total	4,615,639	636,178	1,347,370	1,971	–	6,601,158

KEPPEL LTD. & ITS SUBSIDIARIES

NOTES TO THE CONDENSED CONSOLIDATED INTERIM FINANCIAL STATEMENTS

As at and for the six months and full year ended 31 December 2024

Other Information

Segment assets	4,904,321	14,084,943	4,449,278	12,580,965	(8,361,153)	27,658,354
Segment liabilities	2,795,405	7,172,737	3,031,951	11,593,753	(8,361,153)	16,232,693
Net assets	2,108,916	6,912,206	1,417,327	987,212	-	11,425,661

Investment in associated companies and joint ventures	1,147,494	4,860,735	892,333	213,582	-	7,114,144
Additions to non-current assets	151,210	485,955	288,955	334	-	926,454
Depreciation and amortisation	38,729	26,640	133,446	8,701	-	207,516
Impairment loss on non-financial assets	11	26,853	25,550	-	-	52,414
Allowance for expected credit loss and bad debt written-off	7,847	555	11,265	32	-	19,699

GEOGRAPHICAL INFORMATION

	Singapore	China/ Hong Kong	Other Far East & ASEAN Countries	Other Countries	Elimination	Total
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
External sales	6,087,708	298,310	167,249	47,891	-	6,601,158
Non-current assets	11,258,134	3,544,764	2,227,298	1,369,129	-	18,399,325

Other than Singapore, no single country accounted for 10% or more of the Group's revenue for the year ended 31 December 2024.

INFORMATION ABOUT A MAJOR CUSTOMER

Revenue of \$1,436,172,000 is derived from a single external customer and is attributable to the Infrastructure segment for the year ended 31 December 2024.

Note: Pricing of inter-segment goods and services is at fair market value.

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NOTES TO THE CONDENSED CONSOLIDATED INTERIM FINANCIAL STATEMENTS

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Year ended 31 December 2023

	<u>Infrastructure</u> \$'000	<u>Real Estate</u> \$'000	<u>Connectivity</u> \$'000	<u>Corporate Activities</u> \$'000	<u>Elimination</u> \$'000	<u>Total</u> \$'000
Revenue						
External sales	4,845,450	763,663	1,351,068	5,947	–	6,966,128
Inter-segment sales	15,491	647	14,883	53,392	(84,413)	–
Total	4,860,941	764,310	1,365,951	59,339	(84,413)	6,966,128
Segment Results						
Operating profit						
- Loss from dividend <i>in specie</i> of Keppel REIT units	–	(110,816)	–	–	–	(110,816)
- Other operating profit	721,838	441,029	103,253	(76,546)	(2,846)	1,186,728
Investment income	69,507	5,770	334	2,780	–	78,391
Interest income	52,680	31,276	14,120	664,698	(697,888)	64,886
Interest expenses	(52,714)	(146,612)	(28,066)	(801,395)	700,734	(328,053)
Share of results of associated companies and joint ventures	18,079	254,494	70,200	(20,355)	–	322,418
Profit before tax	809,390	475,141	159,841	(230,818)	–	1,213,554
Taxation	(122,904)	(130,717)	(23,104)	(12,981)	–	(289,706)
Profit from continuing operations for the year	686,486	344,424	136,737	(243,799)	–	923,848
Attributable to:						
Shareholders of Company Perpetual securities holders	699,226	314,623	127,231	(255,861)	–	885,219
Non-controlling interests	–	–	–	11,600	–	11,600
	(12,740)	29,801	9,506	462	–	27,029
	686,486	344,424	136,737	(243,799)	–	923,848
Profit from discontinued operations, net of tax and NCI						3,181,433
Profit for the year attributable to shareholders of the Company						4,066,652
External revenue from contracts with customers						
- At a point in time	23,173	318,114	469,328	–	–	810,615
- Over time	4,822,277	348,331	878,207	5,908	–	6,054,723
	4,845,450	666,445	1,347,535	5,908	–	6,865,338
Other sources of revenue						
	–	97,218	3,533	39	–	100,790
Total	4,845,450	763,663	1,351,068	5,947	–	6,966,128

KEPPEL LTD. & ITS SUBSIDIARIES

NOTES TO THE CONDENSED CONSOLIDATED INTERIM FINANCIAL STATEMENTS

As at and for the six months and full year ended 31 December 2024

Other Information

Segment assets	4,951,077	13,480,053	4,165,341	12,546,696	(8,305,265)	26,837,902
Segment liabilities	3,100,431	7,125,042	2,890,377	11,010,757	(8,305,265)	15,821,342
Net assets	1,850,646	6,355,011	1,274,964	1,535,939	–	11,016,560

Investment in associated companies and joint ventures	1,172,102	4,322,587	878,576	228,588	–	6,601,853
Additions to non-current assets	242,238	619,851	238,290	1,609	–	1,101,988
Depreciation and amortisation	38,983	45,528	125,711	11,218	–	221,440
Impairment loss on non-financial assets	676	6,138	661	325	–	7,800
Allowance for expected credit loss and bad debt written-off	14,578	297	9,240	4	–	24,119

GEOGRAPHICAL INFORMATION

	<u>Singapore</u>	<u>China/ Hong Kong</u>	<u>Other Far East & ASEAN Countries</u>	<u>Other Countries</u>	<u>Elimination</u>	<u>Total</u>
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
External sales	6,210,349	503,756	194,895	57,128	–	6,966,128
Non-current assets	7,801,486	3,618,276	1,708,774	788,562	–	13,917,098

Other than Singapore, no single country accounted for 10% or more of the Group's revenue for the year ended 31 December 2023.

INFORMATION ABOUT A MAJOR CUSTOMER

Revenue of \$1,988,863,000 is derived from a single external customer and is attributable to the Infrastructure segment for the year ended 31 December 2023.

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Second half ended 31 December 2024

	<u>Infrastructure</u> \$'000	<u>Real Estate</u> \$'000	<u>Connectivity</u> \$'000	<u>Corporate Activities</u> \$'000	<u>Elimination</u> \$'000	<u>Total</u> \$'000
Revenue						
External sales	2,332,738	338,479	705,551	842	–	3,377,610
Inter-segment sales	8,984	780	13,085	52,567	(75,416)	–
Total	2,341,722	339,259	718,636	53,409	(75,416)	3,377,610
Segment Results						
Operating profit	325,693	287,304	105,975	(4,648)	(4,615)	709,709
Investment income	27,145	393	164	536	–	28,238
Interest income	40,717	12,031	6,613	404,475	(417,922)	45,914
Interest expenses	(29,446)	(92,965)	(19,973)	(496,018)	422,537	(215,865)
Share of results of associated companies and joint ventures	(4,497)	62,816	28,968	21,354	–	108,641
Profit before tax	359,612	269,579	121,747	(74,301)	–	676,637
Taxation	(51,147)	(69,792)	(17,305)	13,758	–	(124,486)
Profit from continuing operations for the period	308,465	199,787	104,442	(60,543)	–	552,151
Attributable to:						
Shareholders of Company Perpetual securities holders	309,772	176,767	107,994	(66,634)	–	527,899
Non-controlling interests	–	–	–	5,847	–	5,847
	(1,307)	23,020	(3,552)	244	–	18,405
	308,465	199,787	104,442	(60,543)	–	552,151
Profit from discontinued operations, net of tax and NCI						108,106
Profit for the period attributable to shareholders of the Company						636,005
External revenue from contracts with customers						
- At a point in time	17,143	62,610	229,447	–	–	309,200
- Over time	2,315,595	228,213	474,304	822	–	3,018,934
	2,332,738	290,823	703,751	822	–	3,328,134
Other sources of revenue	–	47,656	1,800	20	–	49,476
Total	2,332,738	338,479	705,551	842	–	3,377,610

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**NOTES TO THE CONDENSED CONSOLIDATED INTERIM FINANCIAL STATEMENTS
As at and for the six months and full year ended 31 December 2024**

Other Information

Depreciation and amortisation	19,060	12,425	71,053	4,402	–	106,940
Impairment loss on non-financial assets	6	8,109	25,725	–	–	33,840
Allowance for expected credit loss and bad debt written-off	7,347	964	7,007	11	–	15,329

GEOGRAPHICAL INFORMATION

	<u>Singapore</u>	<u>China/ Hong Kong</u>	<u>Other Far East & ASEAN Countries</u>	<u>Other Countries</u>	<u>Elimination</u>	<u>Total</u>
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
External sales	3,086,055	164,716	102,425	24,414	–	3,377,610

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Second half ended 31 December 2023

	<u>Infrastructure</u> \$'000	<u>Real Estate</u> \$'000	<u>Connectivity</u> \$'000	<u>Corporate Activities</u> \$'000	<u>Elimination</u> \$'000	<u>Total</u> \$'000
Revenue						
External sales	2,305,433	232,584	708,817	3,669	–	3,250,503
Inter-segment sales	7,554	(862)	7,768	32,680	(47,140)	–
Total	2,312,987	231,722	716,585	36,349	(47,140)	3,250,503
Segment Results						
Operating profit						
- Loss from dividend <i>in specie</i> of Keppel REIT units	–	(110,816)	–	–	–	(110,816)
- Other operating profit	402,614	242,075	66,010	(88,481)	(7,214)	615,004
Investment income	40,872	3,252	176	2,725	–	47,025
Interest income	34,221	13,558	6,802	343,868	(358,981)	39,468
Interest expenses	(28,813)	(74,714)	(14,311)	(428,528)	366,195	(180,171)
Share of results of associated companies and joint ventures	12,131	151,593	45,398	(8,555)	–	200,567
Profit before tax	461,025	224,948	104,075	(178,971)	–	611,077
Taxation	(60,562)	(79,464)	(8,497)	(1,579)	–	(150,102)
Profit from continuing operations for the period	400,463	145,484	95,578	(180,550)	–	460,975
Attributable to:						
Shareholders of Company	408,221	128,632	90,312	(186,891)	–	440,274
Perpetual securities holders	–	–	–	5,848	–	5,848
Non-controlling interests	(7,758)	16,852	5,266	493	–	14,853
	400,463	145,484	95,578	(180,550)	–	460,975
Profit from discontinued operations, net of tax and NCI						(329)
Profit for the year attributable to shareholders of the Company						439,945
External revenue from contracts with customers						
- At a point in time	11,992	80,068	157,732	–	–	249,792
- Over time	2,293,441	87,304	549,294	3,648	–	2,933,687
	2,305,433	167,372	707,026	3,648	–	3,183,479
Other sources of revenue	–	65,212	1,791	21	–	67,024
Total	2,305,433	232,584	708,817	3,669	–	3,250,503

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**NOTES TO THE CONDENSED CONSOLIDATED INTERIM FINANCIAL STATEMENTS
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Other Information

Depreciation and amortisation	20,543	29,550	65,693	5,178	–	120,964
Impairment loss/(write-back) on non-financial assets	(7)	6,137	730	325	–	7,185
Allowance for expected credit loss and bad debt written-off	11,670	207	4,617	2	–	16,496

GEOGRAPHICAL INFORMATION

	<u>Singapore</u> \$'000	<u>China/ Hong Kong</u> \$'000	<u>Other Far East & ASEAN Countries</u> \$'000	<u>Other Countries</u> \$'000	<u>Elimination</u> \$'000	<u>Total</u> \$'000
External sales	2,918,993	234,228	69,394	27,888	–	3,250,503

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NOTES TO THE CONDENSED CONSOLIDATED INTERIM FINANCIAL STATEMENTS As at and for the six months and full year ended 31 December 2024

REVIEW OF SEGMENT PERFORMANCE

Revenue by Segments

Group 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, 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 data centre division, were partly offset by lower handset & equipment sales from M1.

Net profit by Segments

Group net profit from continuing operations, excluding effects of legacy O&M assets, 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 lower net profit was mainly due to lower fair value gains from sponsor stakes, lower share of results from an associated company, and lower distributions from KIT, which were partly offset by higher asset management net profit arising from 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 \$111 million loss from the distribution-in-specie of Keppel REIT units ("DIS loss"), if excluded, net profit from the segment was \$120 million lower. 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 benefited from monetisation of seven assets across Vietnam, India, Philippines, China, Myanmar and Singapore. Asset management net profit was higher year-on-year arising from maiden contribution from Aermont Capital S.à r.l following the completion of the acquisition in April 2024, and unrealised exchange gain on borrowings. The Connectivity segment achieved net profit of \$184 million which was \$57 million higher than that in 2023, mainly due to improved asset management and project management revenues, lower overheads, higher returns from sponsor stakes, 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, and lower earnings from M1. Excluding effects of legacy O&M assets, net loss from Corporate Activities was \$99 million as compared to \$126 million in 2023, mainly due to 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 assets recorded higher net loss of \$232 million in 2024 mainly due to fair value loss on Seatrium shares compared to fair value gain in 2023, higher financing costs and amortisation expense on note receivables (as the Asset Co transaction was completed at the end of February 2023), which were partly offset by lower share of loss from an associated company. Arising from the completion of a selective capital reduction ("SCR") undertaken by Rigco Holding Pte. Ltd. ("Asset Co"), the issuer of the notes receivables, Asset Co 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. The Group's taxation decreased mainly due to lower taxable

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NOTES TO THE CONDENSED CONSOLIDATED INTERIM FINANCIAL STATEMENTS As at and for the six months and full year ended 31 December 2024

profit from the Real Estate segment. Taking into account income tax expenses, non-controlling interests and profit attributable to holders of perpetual securities, the Group's net profit from continuing operations attributable to shareholders for 2024 was \$832 million, and \$1,064 million if the effects of legacy O&M assets were excluded. Including discontinued operations, the Group'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 (combination between Keppel Offshore & Marine and Sembcorp Marine) that was completed on 28 February 2023, as well as the recognition of claim against Seatrium Limited in respect of certain liabilities pursuant to an agreement in connection with the Combination Transaction. The discontinued operations in 2023 recorded a net profit of \$3,182 million, comprising 2 months performance from Keppel Offshore & Marine, excluding certain out-of-scope assets, for the period 1 January to 28 February 2023, as well as a gain on disposal of approximately \$3.3 billion following the completion of the disposal of Keppel Offshore & Marine at the end of February 2023.

Revenue by Geographical Segments

Revenue from Singapore of \$6,088 million was \$123 million lower than that of prior year, due largely to lower revenue from Infrastructure, Connectivity and Corporate Activities segments, partly offset by higher revenue from Real Estate segment.

14. BUSINESS COMBINATION

Arising from the completion of a selective capital reduction ("SCR") undertaken by Rigco Holding Pte. Ltd. ("Rigco"), the issuer of the notes receivables, Rigco became a wholly owned subsidiary of the Group on 31 December 2024. The net assets of Rigco acquired at fair values were as follows:

	31.12.2024 \$'000
Fixed assets	3,283,008
Stocks	52,673
Debtors and other assets	11,929
Bank balances and cash	1,070,039
Creditors and other liabilities	(72,675)
Provisions	(100,903)
Current and deferred taxation	(25,584)
Total identifiable net assets at fair value acquired	<u>4,218,487</u>
Goodwill on consolidation	-
Total purchase consideration	4,218,487
Less: Non-cash purchase consideration (Note 1.3(v))	(4,218,487)
Less: Bank balances and cash acquired	<u>(1,070,039)</u>
Cash inflow on acquisition	<u>(1,070,039)</u>

Other acquisitions during the year are disclosed in Note A of the notes to condensed consolidated statement of cash flows.

As the SCR undertaken by Rigco had completed on 31 December 2024, there was no consolidation of revenues and net profit of Rigco for the financial year ended 31 December 2024. Had Rigco been acquired from 1 January 2024, the Group's revenue and net profit attributable to shareholders of the Company for the year ended 31 December 2024 would have been \$7,100,459,000 and \$892,689,000 respectively.

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NOTES TO THE CONDENSED CONSOLIDATED INTERIM FINANCIAL STATEMENTS

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15. DISCONTINUED OPERATIONS AND ASSETS CLASSIFIED AS HELD FOR SALE AND LIABILITIES DIRECTLY ASSOCIATED WITH ASSETS CLASSIFIED AS HELD FOR SALE

Discontinued operations

On 27 February 2023 and 28 February 2023, the Asset Co Transaction and the Proposed Combination (as disclosed in the financial statements in the Group's Annual Report for the financial year ended 31 December 2023) were completed respectively. Consequent to the completion, in accordance with SFRS(I) 5 *Non-current Assets Held for Sale and Discontinued Operations*, the performance of Keppel O&M, as a separate reportable operating segment, excluding certain out-of-scope assets, for the period from 1 January to 28 February 2023 and the gain arising from the Proposed Combination were reported as discontinued operations.

The net profit from discontinued operations in 2024 of \$108,106,000 pertains to the write-back of certain cost provisions made in 2023 pursuant to the Proposed Combination that was completed on 28 February 2023 (relating to the reimbursement by the Company to Keppel O&M (now known as Seatrium Offshore & Marine Limited) for certain expenditures incurred by Keppel O&M before the completion of the Proposed Combination), as well as the recognition of claim against Seatrium Limited in respect of certain liabilities pursuant to an agreement in connection with the Proposed Combination. While Seatrium has not accepted the claim, the Group, supported by external legal advice, believes it has strong grounds for the claim.

The amount of \$108,106,000 relates to other operating income within profit or loss from discontinued operations.

Assets classified as held for sale and liabilities directly associated with assets classified as held for sale

On 30 June 2022, Keppel Infrastructure Holdings Limited ("Keppel Infrastructure"), a wholly-owned subsidiary of the Company, and Keppel Infrastructure Fund Management Pte Ltd ("KIFM"), as Trustee-Manager of Keppel Infrastructure Trust ("KIT"), have signed a non-binding term sheet with the intention to enter into definitive agreements with respect to the sale and purchase of the Group's interest in Marina East Water Pte. Ltd. ("Proposed Transaction"). The Proposed Transaction was subject to customary closing conditions including approvals by shareholders and PUB, as well as the receipt of applicable regulatory approvals.

The Proposed Transaction was completed on 27 December 2024 and the financial effects were not material for the financial year ended 31 December 2024.

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For the six months and full year ended 31 December 2024

1. AUDIT

The financial statements have not been audited nor reviewed by our auditors.

2. AUDITORS' REPORT

Not applicable.

3. REVIEW OF GROUP PERFORMANCE

(i) Second Half

Group revenue of \$3,377 million was \$126 million or 4% higher than that in 2H 2023. Revenue from the Infrastructure segment of \$2,342 million was 1% higher year-on-year. The higher revenue from the development of the hydrogen-ready Keppel Sakara Cogen Plant was offset by lower energy prices and lower management fees from Keppel Infrastructure Trust (KIT) managed by Keppel. Revenue from the Real Estate segment increased by \$108 million to \$339 million largely due to higher revenue from property trading projects in Singapore and Indonesia, partly offset by lower revenue from property trading projects in China. Asset management fee revenue remained stable year-on-year. Revenue from the Connectivity segment was comparable year-on-year. Higher acquisition fees from asset management, as well as higher facility management revenue and leasing commission from data centre division, were partly offset by lower handset & equipment sales from M1.

Group net profit attributable to shareholders was \$636 million as compared to \$440 million in 2H 2023. Group net profit from continuing operations of \$528 million was \$88 million or 20% higher than that in the same period in 2023. Excluding net loss from legacy O&M assets, group net profit from continuing operations increased by 3% to \$551 million from \$534 million in 2H 2023. The Infrastructure segment registered a net profit of \$310 million in 2H 2024, which was \$98 million lower than the \$408 million net profit recorded in 2H 2023. The segment recorded fair value losses from sponsor stakes, lower share of results from an associated company, lower distribution from Keppel Infrastructure Trust, as well as lower contributions from the integrated power business due to planned major maintenance of a power plant in 2H 2024. Asset management net profit was also lower year-on-year mainly due to lower management fees and higher overheads. Net profit from the Real Estate segment increased by \$48 million to \$177 million. In 2H 2023, the segment recorded \$111 million loss from the distribution-in-specie of Keppel REIT units ("DIS loss"), if excluded, net profit from the segment was \$63 million lower. This was mainly due to lower contribution from property trading projects in China, 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 2H 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 2H 2024 as compared to 2H 2023 which benefited from monetisation of five assets across Vietnam, Philippines, China, Myanmar and Singapore. Asset management net profit was higher year-on-year arising from maiden contribution from Aermont Capital S.à r.l following the completion of the acquisition in April 2024, and unrealised exchange gain on borrowings. The Connectivity segment's net profit of \$108 million was \$18 million higher than that in 2H 2023, mainly due to improved revenues from asset management and data centre division as described above, higher returns from sponsor stakes, and fair value gains from data centres and investments, which were partly offset by lower gains from divestments and impairments of non-core assets, and lower earnings from M1. Excluding effects of legacy O&M assets, net loss from Corporate Activities was \$44 million as compared to \$93 million in the same period last year. This was mainly due to award from an arbitration, lower fair value losses from investments and write-back of prior years' tax provision, which were partly offset by higher net interest expense. The legacy O&M assets recorded lower net loss of \$23 million in 2H 2024 compared to \$94 million in 2H 2023 mainly due to fair value gain on Seatrium shares, share

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of profit from an associated company compared to share of loss in 2H 2023, which were partly offset by higher financing costs and amortisation expense on notes receivables as the Asset Co transaction was completed in February 2023. Arising from the completion of a selective capital reduction ("SCR") undertaken by Rigco Holding Pte. Ltd. ("Asset Co"), the issuer of the notes receivables, Asset Co 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. The Group's taxation decreased mainly due to lower taxable profit from the Infrastructure segment and Real Estate segment. Taking into account income tax expenses, non-controlling interests and profit attributable to holders of perpetual securities, the Group's net profit from continuing operations attributable to shareholders for 2H 2024 was \$528 million, and \$551 million if the effects of legacy O&M assets were excluded. Including discontinued operations, the Group's net profit attributable to shareholders of \$636 million was \$196 million higher than prior year. The discontinued operations in 2H 2024 of \$108 million pertains to the write-back of certain cost provisions made in 2023 pursuant to the Combination Transaction (combination between Keppel Offshore & Marine and Sembcorp Marine) that was completed on 28 February 2023, as well as the recognition of claim against Seatrium Limited in respect of certain liabilities pursuant to an agreement in connection with the Combination Transaction.

(ii) Full Year

Group net profit attributable to shareholders was \$940 million as compared to \$4,067 million in 2023. Consequently, earnings per share was 51.6 cents as compared to 227.6 cents for 2023. Return on equity was 8.9%. Excluding discontinued operations, group net profit from continuing operations was \$832 million as compared to \$885 million in 2023. Earnings per share from continuing operations was 45.7 cents as compared to 49.5 cents for 2023, and return on equity was 7.9%. Excluding net loss from legacy O&M assets, group net profit from continuing operations increased by 5% to \$1,064 million from \$1,015 million in 2023. Earnings per share was 58.4 cents as compared to 56.8 cents in 2023, and ROE rose from 9.5% in 2023 to 10.1% in 2024.

Group 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, 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 data centre division, were partly offset by lower handset & equipment sales from M1.

Group net profit from continuing operations, excluding effects of legacy O&M assets, 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 lower net profit was mainly due to lower fair value gains from sponsor stakes, lower share of results from an associated company, and lower distributions from KIT, which were partly offset by higher asset management net profit arising from 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 \$111 million loss from the distribution-in-specie of Keppel REIT units ("DIS loss"), if excluded, net profit from the segment was \$120 million lower. This was mainly due to lower

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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 benefited from monetisation of seven assets across Vietnam, India, Philippines, China, Myanmar and Singapore. Asset management net profit was higher year-on-year arising from maiden contribution from Aermont Capital S.à r.l following the completion of the acquisition in April 2024, and unrealised exchange gain on borrowings. The Connectivity segment achieved net profit of \$184 million which was \$57 million higher than that in 2023, mainly due to improved asset management and project management revenues, lower overheads, higher returns from sponsor stakes, 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, and lower earnings from M1. Excluding effects of legacy O&M assets, net loss from Corporate Activities was \$99 million as compared to \$126 million in 2023, mainly due to 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 assets recorded higher net loss of \$232 million in 2024 mainly due to fair value loss on Seatrium shares compared to 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 lower share of loss from an associated company. Arising from the completion of a selective capital reduction (“SCR”) undertaken by Rigco Holding Pte. Ltd. (“Asset Co”), the issuer of the notes receivables, Asset Co 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. The Group’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, the Group’s net profit from continuing operations attributable to shareholders for 2024 was \$832 million, and \$1,064 million if the effects of legacy O&M assets were excluded. Including discontinued operations, the Group’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 (combination between Keppel Offshore & Marine and Sembcorp Marine) that was completed on 28 February 2023, as well as the recognition of claim against Seatrium Limited in respect of certain liabilities pursuant to an agreement in connection with the Combination Transaction. The discontinued operations in 2023 recorded a net profit of \$3,182 million, comprising 2 months performance from Keppel Offshore & Marine, excluding certain out-of-scope assets, for the period 1 January to 28 February 2023, as well as a gain on disposal of approximately \$3.3 billion following the completion of the disposal of Keppel Offshore & Marine at the end of February 2023.

4. VARIANCE FROM FORECAST STATEMENT

No forecast was previously provided.

5. PROSPECTS

Global Asset Manager and Operator

Keppel Ltd. is a global asset manager and operator with strong expertise in infrastructure, real estate and connectivity. The Company’s operations are organised in a horizontally-integrated model comprising a Fund Management Platform, an Investment Platform and an Operating Platform.

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Fund Management & Investment Platform

As a global asset manager and operator, Keppel creates value for investors and stakeholders through its quality investment platforms and diverse asset portfolios, including private funds and listed real estate and business trusts.

In 2024, Keppel significantly expanded its asset management business beyond the Asia-Pacific with the acquisition of an initial 50% stake in leading European asset manager, Aermont Capital in April 2024. This has given Keppel an immediate and strong foothold in Europe, as well as broadened the Company's global network of Limited Partners. The integration of Aermont Capital as Keppel's European platform has progressed well, with Keppel contributing to Aermont's successful acquisition of its maiden data centre platform Nabiax, which is Spain's leading data centre group.

As at end-December 2024, Keppel had approximately \$100 billion of total assets under management, including some \$12 billion of real assets on the Group's balance sheet[^], that can be potentially converted into fee-bearing Funds Under Management (FUM). Keppel plans to significantly scale its FUM to \$200 billion by 2030, and is close to achieving its interim FUM target of \$100 billion by end-2026, if not earlier.

In October 2024, Keppel announced plans to more than double its data centre FUM, from \$9 billion to \$19 billion in the near term, with the upcoming Keppel Data Centre Fund III, as well as further co-investments from investors. This access to multiple pools of capital, beyond Keppel's balance sheet, will contribute to accelerating the Company's data centre power capacity expansion from 650 MW to 1.2 GW over the same period. As at end-December 2024, Keppel had announced a total of approximately \$1.5 billion in asset monetisation, considerably higher than the \$950 million achieved in 2023, despite the challenging environment. This brings the Company's cumulative asset monetisation to about \$6.9 billion since October 2020. Keppel will continue to drive its asset monetisation programme towards a cumulative target of \$10-\$12 billion by the end of 2026. Proceeds from asset monetisation would be used to invest in new growth engines, reduce leverage as well as reward shareholders.

Amidst the volatile global economy, the Company sees a growing pool of investors seeking to allocate capital to alternative real assets, which offer greater stability compared to traditional investments. Such alternative real assets can provide a strong anchor to investment portfolios, mitigating risks and generating robust returns against the backdrop of economic uncertainty and inflation risks. Investors are increasingly seeking opportunities in assets that can help to combat climate change, fuel the energy transition, as well as support the exponential growth in AI, machine learning and Generative AI. With deep capabilities in sustainability and connectivity solutions, Keppel is well-poised to provide solutions that the world needs, while delivering strong returns to investors of its private fund and listed trusts as well as the Company's shareholders.

Given the significant investments needed for large scale and technologically advanced infrastructure and connectivity solutions, Keppel's asset-light model offers a significant strategic advantage, by enabling Keppel to seize growth opportunities without being constrained by its balance sheet. Through leveraging external capital and maintaining a robust capital recycling ecosystem, Keppel can invest in and develop more projects to drive the Company's expansion at speed and scale.

Operating Platform

The Infrastructure Division has strong expertise and track records in the development of end-to-end solutions for power, decarbonisation and resource circularity, as well as in the execution, operations and maintenance of essential infrastructure.

By leveraging and complementing Keppel's asset management expertise, the Infrastructure Division is well-poised to capture burgeoning opportunities in the energy transition and sustainable

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development. Its pioneering work includes the cross-border importation of renewable energy into Singapore, developing Singapore's first hydrogen-compatible power plant, and exploring opportunities in the low-carbon energy value chain such as hydrogen, ammonia and bioenergy with international partners. The Infrastructure Division is focused on expanding its long-term contracts for the supply of electricity, chilled-water cooling, and environmental technology solutions and services.

The Real Estate Division harnesses Keppel's strengths across real estate solutions and asset management to tap third party funds and invest in quality projects as well as deliver innovative, sustainable solutions. As it deepens its pivot to an asset-light model, the Real Estate Division has been reinvesting in new growth engines to generate recurring income by developing Real Estate-as-a-Service solutions and shoring up capabilities in areas such as sustainable urban renewal. The Real Estate Division deploys in-house design and delivery capabilities to enhance real estate value, further harnessing digital and green technologies to reduce an asset's carbon footprint as well as augment user experience. The Real Estate Division continues to strengthen its in-house development and operational capabilities in senior living and also leverages on its strong track record in the master development of smart, sustainable urban townships to secure master planning and smart city solutioning contracts.

The Connectivity Division, comprising the Data Centre and Networks business and M1, combines Keppel's capabilities and deep domain knowledge in data centres, sub-sea cables as well as 5G and digital connectivity solutions. The Division is actively pursuing new investment and development opportunities in digital infrastructure through both its private and public listed vehicles, leveraging Keppel's asset management expertise to expand its geographical presence while creating more energy-efficient, AI-ready and sustainable data centre assets. The Division is also currently developing the Bifrost Subsea Cable System, which will be the largest capacity high-speed transmission cable across the Pacific Ocean, connecting Singapore directly to the west coast of North America and bolstering network connectivity when completed. In January 2025, the Bifrost Subsea Cable System was awarded a Submarine Cable Landing License by the US Federal Communications Commission, paving the way for Bifrost's successful deployment. Bifrost is expected to be ready for commercial service in 2H 2025.

In December 2024, Keppel signed a groundbreaking Strategic Framework Agreement with Amazon Web Services (AWS) to collaborate on data centres, subsea cables, and renewable energy, regionally and globally. The agreement bolsters Keppel's position as an ecosystem player with the ability to provide power, off-grid solutions, green energy, cooling, and subsea cable connectivity, in addition to data centres, and opens doors for future partnerships with other global technology leaders.

M1 continues to transform to sharpen its competitive edge and increase its momentum in digital transformation. The migration of all mobile, fixed broadband and enterprise consumers to the new cloud native digital platform has been completed, while M1's legacy technology stack is being decommissioned in phases that had started in 2024. M1 successfully retired its 3G network in August 2024, and has repurposed some of the freed-up spectrum to improve its 5G services for a better user experience in the form of faster speeds and higher data throughput. M1 is strengthening its enterprise business with the active rollout of enterprise solutions covering both fixed and mobile connectivity (including 5G), both in Singapore and abroad. Through its subsidiaries AsiaPac (Singapore), and Glocomp (Malaysia), and the pending completion of acquisition of ADG in Vietnam, M1 continues to scale up its enterprise business as it pursues its regional growth plans.

^ Includes carrying values of identified assets on the balance sheet, as well as gross asset values of certain identified underlying assets held in joint ventures, that can be potentially converted into fee-bearing Funds Under Management (FUM).

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6. DIVIDEND

6a. Current Financial Period Reported On

Any dividend recommended for the current financial period reported on? Yes

The Directors are pleased to recommend a final cash dividend of 19.0 cents per share tax exempt one-tier (2023: 19.0 cents per share tax exempt one-tier) in respect of the financial year ended 31 December 2024 for approval by shareholders at the next Annual General Meeting to be convened.

Together with the interim dividend comprising a cash dividend of 15.0 cents per share tax exempt one-tier (2023: cash dividend of 15.0 cents per share tax exempt one-tier), total distributions paid and proposed in respect of the financial year ended 31 December 2024 will be 34.0 cents in cash per share (2023: 34.0 cents in cash per share).

Name of Dividend	Final FY2024
Dividend type	Cash
Dividend per share	19.0 cents
Tax rate	Tax exempt

6b. Corresponding Period of the Immediately Preceding Financial Year

Any dividend declared for the corresponding period of the immediately preceding financial year? Yes

Name of Dividend	Final FY2023
Dividend type	Cash
Dividend per share	19.0 cents
Tax rate	Tax exempt

Dividend *in specie* of Seatrium Limited (“Seatrium” formerly, Sembcorp Marine) shares and Keppel REIT units

On 1 March 2023, the Company effected a dividend *in specie* of approximately 19.1 Seatrium shares for every one Keppel Ltd. share (“KL Share”) held by eligible Shareholders, fractional entitlements disregarded.

On 7 November 2023, the Company effected a dividend *in specie* of one Keppel REIT (“KREIT”) units for every five KL Share held by eligible Shareholders, fractional entitlements disregarded.

6c. Date Payable

The proposed final dividend if approved at the annual general meeting scheduled to be held on 21 April 2025 will be paid on 9 May 2025.

6d. Books Closure Date

Notice is hereby given that the Share Transfer Books and the Register of Members of the Company will be closed on 29 April 2025 at 5.00 p.m. for the preparation of dividend warrants. Duly completed transfers of ordinary shares (“Shares”) received by the Company’s Registrar, Boardroom Corporate & Advisory Services Pte Ltd, at 1 HarbourFront Avenue Keppel Bay Tower #14-07 Singapore 098632 up to 5.00 p.m. on 29 April 2025 will be registered to determine shareholders entitlement to the proposed final dividend. Shareholders whose securities accounts with The Central Depository (Pte) Limited are credited with Shares as at 5.00 p.m. on 29 April 2025 will be entitled to the proposed final dividend.

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6e. Total Annual Dividend

Total distribution paid and proposed in respect of the financial year ended 31 December 2024 will be approximately 34.0 cents in cash per share (2023: 34.0 cents in cash per share).

	31.12.2024	31.12.2023	+/-
	\$'000	\$'000	%
Interim cash dividend	270,907	264,330	+2.5
Final cash dividend	343,160*	337,185	+1.8
Total annual dividend	614,067	601,515	+2.1

* Estimated based on share capital of 1,806,104,213 ordinary shares (excluding treasury shares) at the end of the financial year.

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7. INTERESTED PERSON TRANSACTIONS

The Group has obtained a general mandate from shareholders of the Company for interested person transactions in the Annual General Meeting held on 19 April 2024. During the financial year, the following interested person transactions were entered into by the Group:

Name of Interested Person	Nature of Relationship	Aggregate value of all interested person transactions during the financial year under review (excluding transactions less than \$100,000 and transactions conducted under shareholders' mandate pursuant to Rule 920)	Aggregate value of all interested person transactions conducted under a shareholders' mandate pursuant to Rule 920 of the SGX Listing Manual (excluding transactions less than \$100,000)	
Transaction for the Sale of Goods and Services		2024	2024	
		\$'000	\$'000	
Temasek Holdings Group (other than the below)	Temasek Holdings (Private) Limited is a controlling shareholder of the Company. The other named interested persons are its associates.	4,052	3,766	
CapitaLand Group		1,958	205,000	
Clifford Capital Group		3,915	–	
Keppel Infrastructure Trust Group		136,052	357,019	
PSA International Group		11,891	–	
Seatrium Group		3,155	6,690	
Sembcorp Industries Group		9,971	4,800	
Singapore Airlines Group		1,673	9,800	
Singapore Technologies Engineering Group		4,987	69	
Singapore Telecommunications Group		9,676	–	
StarHub Group		95,406	359	
Transaction for the Purchase of Goods and Services				
Temasek Holdings Group (other than the below)		Temasek Holdings (Private) Limited is a controlling shareholder of the Company. The other named interested persons are its associates.	1,334	6,876
Cuscaden Peak Pte Ltd	16,404		–	
Keppel Infrastructure Trust Group	1,422,841		194,600	
Mapletree Investments Group	23,570		1,699	
Pavilion Energy Pte Ltd	11,900		457,865	
Singapore Technologies Engineering Group	389		8,535	
Singapore Telecommunications Group	13		31,795	
StarHub Group	210		106,776	

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For the six months and full year ended 31 December 2024

Name of Interested Person	Nature of Relationship	Aggregate value of all interested person transactions during the financial year under review (excluding transactions less than \$100,000 and transactions conducted under shareholders' mandate pursuant to Rule 920)	Aggregate value of all interested person transactions conducted under a shareholders' mandate pursuant to Rule 920 of the SGX Listing Manual (excluding transactions less than \$100,000)
		2024 \$'000	2024 \$'000
Treasury Transactions			
Temasek Holdings Group (other than the below) Clifford Capital Group Keppel Infrastructure Trust Group	Temasek Holdings (Private) Limited is a controlling shareholder of the Company. The other named interested persons are its associates.	299 44,891 1,722	– – –
Divestment			
Keppel Infrastructure Trust Group Seatrium Group	Temasek Holdings (Private) Limited is a controlling shareholder of the Company. The named interested persons are its associates.	8,369 400	– –
Investment			
Keppel Infrastructure Trust Group	Temasek Holdings (Private) Limited is a controlling shareholder of the Company. The named interested persons are its associates.	36,411	–
Associated Companies Related Transactions			
Keppel Infrastructure Trust Group	Temasek Holdings (Private) Limited is a controlling shareholder of the Company. The other named interested persons are its associates.	31,320	–
Total Interested Person Transactions		1,882,809	1,395,649

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8. REPORT OF PERSONS OCCUPYING MANAGERIAL POSITIONS WHO ARE RELATED TO A DIRECTOR, CHIEF EXECUTIVE OFFICER OR SUBSTANTIAL SHAREHOLDER

Pursuant to Rule 704(13) of the Listing Manual of the Singapore Exchange Securities Trading Limited, we confirm that none of the persons occupying managerial positions in Keppel Ltd. (the "Company") or any of its principal subsidiaries is a relative of a director or chief executive officer or substantial shareholder of the Company.

9. CONFIRMATION THAT THE ISSUER HAS PROCURED UNDERTAKINGS FROM ALL ITS DIRECTORS AND EXECUTIVE OFFICERS (IN THE FORMAT SET OUT IN APPENDIX 7.7) UNDER RULE 720(1)

The Company confirms that it has procured undertakings from all its directors and executive officers in the format set out in Appendix 7.7 under Rule 720(1) of the Listing Manual.

BY ORDER OF THE BOARD

KAREN TEO/SAMANTHA TEONG
Company Secretaries
5 February 2025