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COMPLETION OF MEMBER'S VOLUNTARY LIQUIDATION OF WHOLLY-OWNED SUBSIDIARIES

Keppel Ltd. (the "**Company**") refers to the announcements entitled "Member's Voluntary Liquidation of Subsidiary" made on 21 November 2025 and "Member's Voluntary Liquidation of Wholly-Owned Subsidiaries" made on 10 December 2025.

The Company wishes to announce that the member's voluntary liquidation proceedings for its wholly-owned subsidiaries, Keppel Pegasus Pte. Ltd., Keppel Enterprise FinHub Pte. Ltd., Keppel Enterprise Services Pte. Ltd. and Keppel People Services Pte. Ltd., have been completed.

3 November 2026