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MEMBER'S VOLUNTARY LIQUIDATION OF DORMANT WHOLLY-OWNED SUBSIDIARIES

Keppel Ltd. (the "**Company**") wishes to announce that its dormant wholly-owned subsidiaries, Keppel Fels Power Pte Ltd, KRE Anchorage Pte. Ltd. and KRE Australia Pte. Ltd. have been placed under members' voluntary liquidation.

The liquidation of the above-named subsidiaries are not expected to have any material impact on the net tangible assets or earnings per share of the Company for the financial year ending 31 December 2025.

11 December 2025