

Keppel Corporation

Keppel Corporation Limited
Company Registration No. 196800351N
(Incorporated in the Republic of Singapore)

31 March 2022

Dear Shareholder

Letter to Shareholders

Keppel Corporation Limited (the "**Company**") wishes to inform that the 54th Annual General Meeting of Keppel Corporation Limited will be convened and held by way of electronic means on Friday, 22 April 2022 at 3.00 p.m. ("**AGM**").

There will be no personal attendance at the AGM. Shareholders or their duly appointed proxy(ies) will be able to (a) observe and/or listen to the AGM proceedings through a live audio-visual webcast or live audio-only stream by pre-registering, (b) submit questions in advance of and/or live at the AGM, and (c) vote live at the AGM. Shareholders may also vote at the AGM by appointing the Chairman of the AGM ("**Chairman**") as proxy to vote on their behalf.

Shareholders who wish to participate in the AGM must pre-register themselves by **3.00 p.m. on 19 April 2022**. Shareholders who wish to appoint proxy(ies) to participate in the AGM must submit a Proxy Form and pre-register such proxy(ies) by the same deadline.

Details of the steps for pre-registration, submission of questions and voting at the AGM are set out on page 2 of this letter.

Notice of AGM, Proxy Form and Electronic Despatch of the Annual Report

We are pleased to enclose printed copies of the Notice and Proxy Form in relation to the AGM.

Our annual report for the financial year ended 31 December 2021 ("**Annual Report 2021**") and the accompanying appendices to the Notice of AGM dated 31 March 2022 ("**Appendices**"), will be available for download from SGXNet and our corporate website at <https://www.kepcorp.com/en/investors/agm-egm> from the date of this letter.

To access the full pdf copy of the Annual Report 2021 and the Appendices, click on the link at the top right corner of the microsite webpage <https://www.kepcorp.com/annualreport2021>. You will need an internet browser and PDF reader to view these documents.

If you wish to receive printed copies of the Annual Report 2021 and Appendices, please submit your request via <https://www.kepcorp.com/en/investors/agm-egm>, or complete the enclosed Request Form and return it to us, no later than 8 April 2022. All previous requests for printed annual reports and the accompanying appendices will be disregarded.

Information on the AGM can be found on SGXNet and/or our corporate website at <https://www.kepcorp.com/en/investors/agm-egm>. Shareholders should note that the manner of conduct of the AGM may be subject to further changes at short notice. Please check SGXNet and/or our corporate website at <https://www.kepcorp.com/en/investors/agm-egm> regularly for updates.

Yours faithfully

For and on behalf of
Keppel Corporation Limited



Caroline Chang/Kenny Lee
Company Secretaries

Steps for pre-registration, submission of questions and voting at the AGM:

Shareholders or their duly appointed proxy(ies) will be able to (a) observe and/or listen to the AGM proceedings through a live audio-visual webcast or live audio-only stream by pre-registering, (b) submit questions in advance of and/or live at the AGM, and (c) vote live at the AGM.

To do so, they will need to complete the steps below.

| No. | Steps | Details |
|-----|-------------------------|---|
| 1 | Pre-registration | <p>Shareholders who wish to participate, or appoint a proxy or proxies (other than the Chairman) to participate in the AGM by:</p> <ul style="list-style-type: none">(a) observing and/or listening to the AGM proceedings via the live audio-visual webcast or live audio-only stream;(b) submitting questions live at the AGM; and/or(c) voting live at the AGM, <p>must pre-register themselves or their proxy(ies) online at https://www.kepcorp.com/en/agm2022 (the "Pre-registration Page") from now until 3.00 p.m. on 19 April 2022 (being 72 hours before the time appointed for the holding of the AGM) to enable the Company to verify their status as shareholders.</p> <p>Further, Shareholders appointing a proxy(ies) (including the Chairman) must submit a Proxy Form. Where a Shareholder submits a Proxy Form to appoint a proxy (other than the Chairman) but fails to pre-register such proxy by the above deadline, such proxy will not be able to attend, speak or vote at the AGM. For the avoidance of doubt, pre-registration is not required if a shareholder only intends to appoint the Chairman as proxy and does not intend to attend the AGM.</p> <p>A corporate shareholder which has authorised an individual to act as its corporate representative to attend, speak, and vote at the AGM must similarly pre-register such individual via the Pre-registration Page and submit the requisite certificate of appointment (or other documentation required by the Company).</p> <p>Following successful verification, an email containing instructions on how to join the live broadcast of the AGM proceedings, including user ID and password details, as well as the link to access the live audio-visual webcast and a toll-free telephone number to access the live audio-only stream of the AGM proceedings will be sent to authenticated persons before the AGM (the "Confirmation Email").</p> <p>Shareholders or their duly appointed proxy(ies) who do not receive the Confirmation Email by 5.00 p.m. on 21 April 2022 but have pre-registered for the AGM proceedings by the deadline of 3.00 p.m. on 19 April 2022, should contact the Share Registrar of the Company, Boardroom Corporate & Advisory Services Pte Ltd (the "Share Registrar"), at +65 6536 5355 (Mondays to Fridays, excluding public holidays, from 8.30 a.m. to 5.30 p.m.) or at keppel@boardroomlimited.com immediately.</p> <p>CPF/SRS Investors: CPF/SRS Investors who wish to follow the proceedings of the AGM through the live audio-visual webcast or live audio-only stream must pre-register themselves online at the Pre-registration Page from now until 3.00 p.m. on 19 April 2022 (being 72 hours before the time appointed for the holding of the AGM) to enable the Company to verify their status.</p> <p>CPF/SRS Investors may vote live at the AGM only if they have been duly appointed as proxies by their respective CPF Agent Banks or SRS Operators. Alternatively, they may approach their respective CPF Agent Banks or SRS Operators to appoint the Chairman as proxy to attend, speak and vote on their behalf at the AGM. CPF/SRS Investors must approach their respective CPF Agent Banks or SRS Operators to submit their voting instructions by 5.00 p.m. on 12 April 2022.</p> <p>Other Investors holding shares through relevant intermediaries (except for CPF/SRS Investors): Investors holding shares of the Company through relevant intermediaries (as defined in Section 181 of the Companies Act 1967 and such investors, "Investors") (other than CPF/SRS Investors) will not be able to pre-register at the Pre-registration Page for the live broadcast of the AGM. Investors (other than CPF/SRS Investors) who wish to participate in the live broadcast of the AGM should instead contact their relevant intermediary as soon as possible in order to make the necessary arrangements to participate in the AGM.</p> |

| No. | Steps | Details |
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| 2 | Submission of questions | <p>All Shareholders (including CPF/SRS Investors) may submit questions relating to the business of the AGM in advance of, or live at, the AGM.</p> <p>Submission of Questions in Advance: All Shareholders (including CPF/SRS Investors) can submit questions relating to the business of the AGM up till 3.00 p.m on 12 April 2022 (“Q&A Submission Deadline”) in the following manner:</p> <ul style="list-style-type: none"> (a) via the Pre-registration Page; (b) via email to investor.relations@kepcorp.com; or (c) by post addressed to the Share Registrar, Boardroom Corporate & Advisory Services Pte Ltd, at 1 Harbourfront Avenue Keppel Bay Tower #14-07 Singapore 098632. <p>When sending in questions, the following details should be provided for verification purposes: the Shareholder’s full name, address, telephone number and email address, and the manner in which such Shareholder holds shares in the Company (e.g. if you hold shares of the Company directly, please provide your CDP account number; otherwise, please state if you hold shares of the Company through CPF or SRS).</p> <p>Shareholders (including CPF/SRS Investors) are strongly encouraged to submit questions electronically by the Pre-registration Page or email.</p> <p>Submission of Questions Live at the AGM: All Shareholders and their duly appointed proxy(ies) who have pre-registered for the AGM may also ask questions relating to the business of the AGM live at the AGM, by typing in and submitting their questions through the live chat function via the audio-visual webcast platform. Shareholders and their duly appointed proxy(ies) will not be able to ask questions live at the AGM via the audio-only stream of the AGM proceedings.</p> <p>Addressing Questions: The Company will endeavour to address all substantial and relevant questions relating to the business of the AGM received from Shareholders (i) prior to the Q&A Submission Deadline, through publication on the SGXNet and the Company’s corporate website at https://www.kepcorp.com/en/investors/agm-egm by 3.00 p.m. on 16 April 2022, and (ii) after the Q&A Submission Deadline or live at the AGM, during the AGM. Where substantially similar questions are received, the Company will consolidate such questions and consequently, not all questions may be individually addressed.</p> <p>Minutes of AGM: The Company will publish the minutes of the AGM on its corporate website and on SGXNet, and the minutes will include the responses to substantial and relevant questions from shareholders which are addressed during the AGM.</p> |
| 3 | Voting at AGM | <p>Shareholders (excluding Investors) who wish to vote at the AGM may:</p> <ul style="list-style-type: none"> (a) (where such shareholders are individuals) vote live at the AGM; or (b) (where such shareholders are individuals or corporates): <ul style="list-style-type: none"> (i) appoint a proxy(ies) (other than the Chairman) to attend, speak and vote at the AGM on their behalf; or (ii) appoint the Chairman as proxy to attend, speak and vote at the AGM on their behalf. <p>Shareholders (excluding Investors) who wish to vote live at the AGM by themselves or through their duly appointed proxies must first pre-register themselves or their proxy(ies) online at the Pre-registration Page. For the avoidance of doubt, pre-registration is not required if a shareholder only intends to appoint the Chairman as proxy and does not intend to attend the AGM.</p> <p>Shareholders and/or their duly appointed proxies will only be able to vote live at the AGM via the audio-visual webcast platform. They will not be able to vote live at the AGM via the audio-only stream of the AGM proceedings.</p> |

No. Steps

Details

In addition, a corporate shareholder which has authorised an individual to act as its corporate representative to attend, speak, and vote at the AGM must similarly pre-register such individual via the Pre-registration Page and submit the requisite certificate of appointment (or other documentation required by the Company).

Specific voting instructions to be given: Where a Shareholder (whether an individual or corporate) appoints a proxy(ies) (including the Chairman) to attend, speak and vote at the AGM on his/her/its behalf, he/she/it should give specific instructions as to voting, or abstentions from voting, in respect of the resolutions in the Proxy Form. Where a Shareholder appoints the Chairman as proxy and no specific instructions as to voting, or abstentions from voting, are given, the appointment of the Chairman as proxy for such resolution will be treated as invalid.

Submission of Proxy Forms: Shareholders who wish to appoint a proxy(ies) or the Chairman as proxy to attend, speak and vote at the AGM on their behalf must submit a Proxy Form for the appointment of such proxy(ies). The Proxy Form must be submitted to the Company in the following manner:

- (a) via post to the office of the Share Registrar at 1 Harbourfront Avenue Keppel Bay Tower #14-07 Singapore 098632; or
- (b) via email to keppel@boardroomlimited.com (e.g. enclosing a clear scanned completed and signed Proxy Form in PDF),

in either case to be received no later than **19 April 2022** (being 72 hours before the time appointed for the holding of the AGM).

A Shareholder who wishes to submit a Proxy Form must first complete and sign the Proxy Form, before submitting it by post to the address provided above, or before scanning and sending it by email to the email address provided above.

Shareholders are strongly encouraged to submit completed Proxy Forms electronically by email.

Voting by Investors (including CPF/SRS Investors): The Proxy Form is not valid for use by Investors (including CPF/SRS Investors) and shall be ineffective for all intents and purposes if used or purported to be used by them.

CPF/SRS Investors who wish to vote live at the AGM must pre-register themselves online at the Pre-registration Page from now until **3.00 p.m. on 19 April 2022** (being 72 hours before the time appointed for the holding of the AGM) to enable the Company to verify their status. CPF/SRS Investors may vote live at the AGM only if they have been duly appointed as proxies by their respective CPF Agent Banks or SRS Operators. Alternatively, they may approach their respective CPF Agent Banks or SRS Operators to appoint the Chairman as proxy to attend, speak and vote on their behalf at the AGM. **CPF/SRS Investors must approach their respective CPF Agent Banks or SRS Operators to submit their voting instructions by 5.00 p.m. on 12 April 2022.**

Investors (other than a CPF/SRS Investor) who wish to vote at the AGM should approach their respective relevant intermediaries as soon as possible to specify their voting instructions or make the necessary arrangement to be appointed as proxy.

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Company Registration No. 196800351N
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REQUEST FORM

To: Keppel Corporation Limited

[] Please send me/us a printed copy of the Annual Report 2021 and Appendices.

Name(s) of shareholder(s): _____

The shares are held by me/us under or through:

- CDP Securities Account Number

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- CPFIS Account
- Physical Scrips

Address: _____

Signature(s): _____ Date: _____

IMPORTANT:
This request is valid for the Annual Report 2021 and Appendices only. We regret that incomplete or improperly completed forms will not be processed.

Personal Data Privacy: By submitting a request form for a copy of the Annual Report 2021 and the Appendices, you consent to the collection, use and disclosure of your personal data by the Company (or its agents or service providers) for the purpose of the processing, administration and delivery of the requested documents by the Company (or its agents or service providers), and in order for the Company (or its agents or service providers) to comply with any applicable laws, listing rules, regulations and/or guidelines.

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Keppel Corporation

**BUSINESS REPLY SERVICE
PERMIT NO. 05429**



Keppel Corporation Limited
c/o Boardroom Corporate & Advisory Services Pte Ltd
1 HarbourFront Avenue
Keppel Bay Tower #14-07
Singapore 098632

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