

Corporate Governance at a Glance

The Board and management of Keppel firmly believe that a strong commitment to good corporate governance is essential to the sustainability of Keppel's business and performance.

BOARD COMPOSITION DASHBOARD

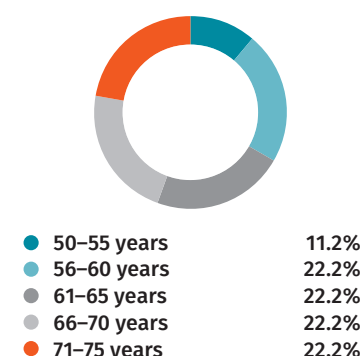
66.7%
Independent directors

77.8%
With less than 9 years in tenure

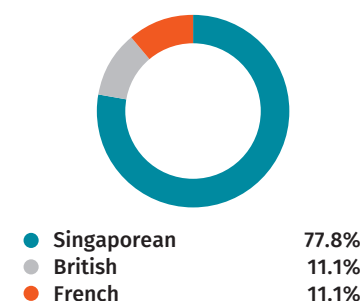
BOARD GENDER DIVERSITY



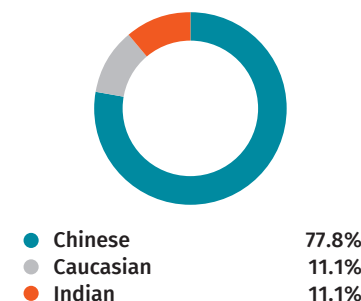
AGE



COUNTRY OF ORIGIN/ NATIONALITY/CULTURAL BACKGROUND



RACE OR ETHNICITY



The Board of Directors engaging shareholders in person at the Company's Annual General Meeting in 2024.



**Singapore Corporate
Governance Award 2024**
(Big Cap)



**Best Investor
Relations, Silver**
(For companies with market capitalisation of ≥\$1 billion)

**Best Risk
Management, Silver**

CORPORATE GOVERNANCE

Good corporate governance starts with a company's Board of Directors, who play a crucial role in ensuring transparency, accountability, optimal performance, and good processes and practices in the company. Keppel's Board is led by Chairman Mr Danny Teoh, who takes a leading role and works with the other directors and senior management to set the right ethical and behavioural tone in Keppel's drive to achieve and maintain a high standard of corporate governance. To assist the Board in the discharge of its oversight function, various board committees, namely the Audit, Board Risk, Nominating, Remuneration, and Board Sustainability and Safety Committees, have been constituted with clear written terms of reference. All the board committees are actively engaged and play an important role in ensuring good corporate governance within Keppel.

RISK MANAGEMENT AND REGULATORY COMPLIANCE

Keppel adopts a balanced approach to risk management to optimise returns while considering their impact on corporate sustainability. Managing risks effectively is an integral part of the way in which Keppel develops and executes its business strategies. It is grounded in the belief that a balanced risk-reward methodology is the optimal approach. This applies to all aspects of Keppel's business, and particularly, its commitment to environmental, social and governance issues and Keppel's commitment to deliver long-term value to our stakeholders. Keppel is guided by its core values and code of conduct. Keppel will do business the right way and comply with all applicable laws and regulations in whichever countries it operates. Keppel strives to deliver outstanding performance, whilst maintaining the highest ethical standards in line with applicable laws and regulations.

HOW THE COMPANY COMPLIES WITH THE 2018 CG CODE

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HOW THE COMPANY UNDERTAKES WELL-CONSIDERED RISKS AND ENSURES COMPLIANCE

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