

Investor Relations

We build trust and create value by maintaining active and transparent communication with shareholders and the investment community.

As we advanced Keppel's transformation as a global asset manager and operator, we enhanced our engagement with shareholders and the broader investment community, keeping our stakeholders abreast of our latest developments and progress through timely, transparent, and fair communication.

STAKEHOLDER ENGAGEMENT

Keppel utilises multiple channels to furnish both current and potential investors with essential information, prioritising the prompt, precise, and transparent dissemination of information to enable well-informed investment decisions.

Throughout the year, we had some 250 engagements with institutional investors, both in Singapore and internationally. These engagements included a variety of activities in Singapore and abroad, such as site visits, one-on-one and group meetings, as well as roadshows. Keppel also held an Investor Day in partnership with Citigroup, which drew the participation of more than 40 international investors. Presentations



Senior management shared how Keppel is building a leading global asset manager and operator during Investor Day 2024.

by senior management at the Investor Day were uploaded on our corporate website, allowing us to reach a broader investor audience globally.

In 2024, we convened our Annual General Meeting (AGM) as well as an Extraordinary General Meeting (EGM) to approve the proposed agreement amendments for Keppel Merlimau

Cogen and subscription of new units in Keppel Infrastructure Trust. At both meetings, shareholders were invited to submit questions ahead of the meetings. Written responses to substantial and relevant pre-submitted questions were prepared and made available on SGXNet and our website prior to the meetings. In addition, the Board addressed questions raised by shareholders during the AGM and EGM. Presentation materials, voting results, and meeting minutes were subsequently released on SGXNet and our website.

Keppel places a high value on maintaining regular and constructive communication with retail shareholders. At the annual briefing organised by the Securities Investors Association (Singapore) (SIAS), our Chief Executive Officer and Chief Financial Officer engaged with over 100 retail shareholders, providing updates on Keppel's progress as a global asset manager and operator. As a long-term sponsor of the SIAS Investor Education Programme, Keppel's consistent support enables more than 2,700 retail investors of Keppel and its listed entities to benefit from complimentary SIAS memberships each year.

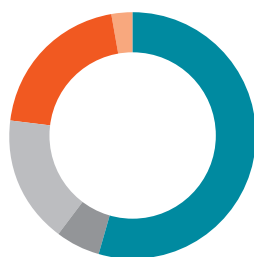
SHAREHOLDING BY INVESTORS (%)
as at 10 February 2025



● Institutions	51.9
● Retail	48.1
Total	100.0

¹ Excludes shareholdings below the analysis threshold, which make up 41% of the shareholder base.

SHAREHOLDING BY GEOGRAPHY¹ (%)
as at 10 February 2025



● Singapore	54.6
● Asia (excluding Singapore)	5.8
● Europe	16.7
● North America	20.2
● Others	2.7
Total	100.0

RECOGNITION FOR CORPORATE GOVERNANCE PRACTICES

In 2024, Keppel was honoured with awards acknowledging our corporate governance practices.

At the Singapore Corporate Awards 2024, Keppel received Silver Awards for Best Investor Relations and Best Risk Management among listed companies with a market capitalisation of \$1 billion and above. The awards recognise exemplary corporate governance practices among Singapore's listed companies.

At the SIAS Investors' Choice Awards 2024, Keppel was recognised as a winner of the Singapore Corporate Governance Award 2024 (Big Cap) and the Singapore Corporate Sustainability Award 2024 (Big Cap). The awards recognise listed companies for good corporate governance and sustainability practices that promote shareholder interests.

INVESTOR RELATIONS RESOURCES

All announcements are promptly posted on our corporate website following their release on SGXNet, ensuring the fair, equal, and timely dissemination of information.

In 2024, Keppel conducted live webcasts of our half-yearly results briefings, which are publicly accessible online. In addition, we held media and analyst teleconferences for our 1Q and 3Q voluntary business updates. Archives of the webcasts, management speeches and presentation materials were made available on our website on the same day the results and business updates were released on SGXNet. Transcripts of the question-and-answer sessions at these results and business update briefings were also released on SGXNet and posted on our website prior to the start of the next trading day.

Our revamped, interactive and mobile-friendly website (www.keppel.com) acts as a comprehensive repository for company information, including announcements, half-yearly results and voluntary business updates, annual reports, investor events, stock and dividend information, and investor presentations. Shareholders and investors have the option to subscribe to email alerts or contact our Investor Relations team via the dedicated email (investor.relations@keppel.com) or through the contact number listed on our website.

AWARD

Best Investor Relations, Silver

Market capitalisation of \$1 billion and above

Keppel was recognised for its best practices in investor relations at the Singapore Corporate Awards 2024. The award recognises companies that embody the spirit of good corporate governance and corporate transparency.

INVESTOR RELATIONS CALENDAR

The following key events were held in 2024 to engage shareholders, investors and analysts:

Q1

2H & FY 2023 results conference and live webcast

Post-results meeting with investors hosted by Citigroup

Q2

1Q 2024 business update teleconference for media and analysts

Post-business update meeting with investors hosted by DBS

56th AGM

EGM on agreement extensions for Keppel Merlimau Cogen and new unit subscription in KIT

Non-deal roadshow to London hosted by CGS

Non-deal roadshow to New York hosted by DBS

Q3

2Q & 1H 2024 results conference and live webcast

Post-results meeting with investors hosted by Morgan Stanley

Investor Day hosted by Citigroup

Annual briefing for retail shareholders hosted by SIAS

Q4

3Q & 9M 2024 business update teleconference for media and analysts

Post-business update meeting with investors hosted by CGS

Post-Asset Co announcement meeting with investors hosted by CGS