

Keppel Corporation

Keppel Corporation Limited

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

1 April 2021

Dear Shareholder

Letter to Shareholders

Keppel Corporation Limited wishes to inform that the 53rd Annual General Meeting of Keppel Corporation Limited will be convened and held by way of electronic means on Friday, 23 April 2021 at 3.00 p.m. ("AGM").

There will be no personal attendance at the AGM. Shareholders may participate at the AGM by:

- (a) observing and/or listening to the AGM proceedings via "live" audio-and-visual webcast on their mobile phones, tablets or computers or "live" audio-only stream on the telephone;
- (b) submitting questions in advance of the AGM; and
- (c) appointing the Chairman of the AGM ("Chairman") as proxy to attend, speak and vote on their behalf at the AGM.

Shareholders who wish to attend the AGM are required to pre-register at the pre-registration website at <https://www.kepcorp.com/en/agm2021> no later than 3.00 p.m. on 20 April 2021. Details of the steps for pre-registration, pre-submission of questions and voting at the AGM are enclosed in 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 2020 ("Annual Report 2020") and the accompanying appendices to the Notice of AGM dated 1 April 2021 ("Appendices"), will be available for download from our corporate website at <https://www.kepcorp.com/en/investors/annual-general-meeting> from the date of this letter.

To access the full PDF copy of the Annual Report 2020 and the Appendices, please access the microsite webpage via our corporate website and click on the link at the top right corner of the microsite webpage. You will need an internet browser and PDF reader to view these documents.

If you wish to receive printed copies of the Annual Report 2020 and Appendices, please submit your request via <https://www.kepcorp.com/en/investors/annual-general-meeting>, or complete the enclosed Request Form and return it to us, no later than 9 April 2021. 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 website at <https://www.kepcorp.com/en/investors/annual-general-meeting>. Due to the constantly evolving COVID-19 situation, the arrangements for the AGM may be changed at short notice. Please check SGXNet and/or our website at <https://www.kepcorp.com/en/investors/annual-general-meeting> regularly for updates.

Yours faithfully

For and on behalf of
Keppel Corporation Limited



Caroline Chang/Kenny Lee
Company Secretaries

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

Shareholders will be able to observe and/or listen to the AGM proceedings through a "live" audio-and-video webcast or "live" audio-only stream by pre-registering. Shareholders can also submit questions in advance of the AGM and vote by appointing the Chairman as proxy to attend, speak and vote on their behalf at the AGM. To do so, they will need to complete the steps below.

Persons holding shares through Central Provident Fund ("CPF") or Supplementary Retirement Scheme ("SRS") ("CPF/SRS investors") who wish to participate in the AGM by (i) joining the "live" audio-and-visual webcast or "live" audio-only stream; and (ii) submitting questions in advance of the AGM, should follow the steps for pre-registration and pre-submission of questions. However, CPF/SRS investors who wish to appoint the Chairman as proxy to attend, speak and vote on their behalf should approach their respective CPF Agent Banks or SRS Operators to submit their voting instructions by 5.00 p.m. on 14 April 2021.

Investors holding shares through relevant intermediaries (as defined in Section 181 of the Companies Act (Chapter 50 of Singapore)) ("Investors") (other than CPF/SRS investors) will not be able to pre-register for the "live" broadcast of the AGM. Such Investors who wish to participate in the AGM by (i) observing and/or listening to the AGM proceedings via "live" audio-and-visual webcast or "live" audio-only stream; (ii) submitting questions in advance of the AGM; and/or (iii) appointing the Chairman as proxy to attend, speak and vote on their behalf at the AGM, should contact the relevant intermediary through which they hold such shares as soon as possible in order to make the necessary arrangements for them to participate in the AGM.

No.	Steps	Details
1	Pre-registration	<p>Shareholders must pre-register at the pre-registration website at https://www.kepcorp.com/en/agm2021 from now till 3.00 p.m. on 20 April 2021 to enable the Company to verify their status as shareholders.</p> <p>Following the verification, authenticated shareholders will receive an email which will contain user ID and password details, as well as the link to access the "live" audio-and-visual webcast and a toll-free telephone number to access the "live" audio-only stream of the AGM proceedings (the "Confirmation Email").</p> <p>Shareholders who do not receive the Confirmation Email by 12.00 p.m. on 22 April 2021, but have registered by the 20 April 2021 deadline should contact the Company's Share Registrar, Boardroom Corporate & Advisory Services Pte Ltd, at keppel@boardroomlimited.com or via the phone at +65 6536 5355 (Mondays to Fridays, excluding Public Holidays, from 9.00 a.m. to 4.00 p.m.).</p>
2	Pre-submission of questions	<p>Shareholders may submit questions relating to the business of the AGM in advance of the AGM, in the following manner:</p> <ul style="list-style-type: none">(a) via the pre-registration website at https://www.kepcorp.com/en/agm2021;(b) by email to investor.relations@kepcorp.com; or(c) by post to the Company's Share Registrar, Boardroom Corporate & Advisory Services Pte Ltd, at 50 Raffles Place #32-01 Singapore Land Tower Singapore 048623. <p>Shareholders are encouraged to submit their questions via the pre-registration website or by email.</p> <p>Deadline to submit questions: All questions must be submitted by 3.00 p.m. on 20 April 2021.</p> <p>Addressing questions: The Company will endeavour to answer all substantial and relevant questions prior to the AGM through publication on SGXNet and the Company's website at https://www.kepcorp.com/en/investors/annual-general-meeting, or at the AGM through the "live" audio-and-visual webcast or "live" audio only stream.</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>

No.	Steps	Details
3	Submission of proxy form to vote	<p>Appointment of Chairman as proxy: Shareholders (whether individual or corporate) who wish to vote on the resolutions to be tabled at the AGM must appoint the Chairman as their proxy to attend, speak and vote on their behalf at the AGM, in accordance with the instructions on the proxy form.</p> <p>Specific voting instructions to be given: Where shareholders (whether individual or corporate) appoint the Chairman as their proxy, they must give specific instructions as to voting, or abstentions from voting, in respect of a resolution in the proxy form, failing which the appointment of the Chairman as proxy for that resolution will be treated as invalid.</p> <p>Submission of proxy forms: Proxy forms must be submitted in the following manner:</p> <ul style="list-style-type: none"> (a) if submitted by post, be lodged with the Company's Share Registrar, Boardroom Corporate & Advisory Services Pte Ltd, at 50 Raffles Place #32-01 Singapore Land Tower Singapore 048623; or (b) if submitted electronically, be submitted via email to keppel@boardroomlimited.com, <p>in either case, by 3.00 p.m. on 20 April 2021.</p> <p>A shareholder who wishes to submit a proxy form must 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.</p> <p>Shareholders are encouraged to submit completed proxy forms electronically via email.</p> <p>CPF/SRS investors who wish to appoint the Chairman as proxy should approach their respective CPF Agent Banks or SRS Operators to submit their votes by 5.00 p.m. on 14 April 2021. Other persons holding shares in the Company through relevant intermediaries who wish to vote should approach his/her relevant intermediary as soon as possible to specify voting instructions.</p>



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REQUEST FORM

To: Keppel Corporation Limited

Please send me/us a printed copy of the Annual Report 2020 and Appendices.

Name(s) of shareholder(s): _____

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

CDP Securities Account Number 1 6 8 1 - -

CPFIS Account

Physical Scripts

Address:

Signature(s):

Date: _____

IMPORTANT:

IMPORTANT: This request is valid for the Annual Report 2020 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 2020 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.

Glue all sides firmly. Stapling and spot sealing are disallowed.



Keppel Corporation

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Keppel Corporation Limited
c/o Boardroom Corporate & Advisory Services Pte Ltd
50 Raffles Place
#32-01 Singapore Land Tower
Singapore 048623

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