

## INVESTOR RELATIONS

### WE ARE COMMITTED TO CLEAR, TIMELY AND CONSISTENT COMMUNICATION WITH THE INVESTMENT COMMUNITY.

As Keppel accelerates the execution of its Vision 2030 plans, driving business transformation and expanding into new growth areas, we continued to actively engage our stakeholders in the investment community to keep them abreast of the Company's latest developments and also seek their feedback. In 2021, amidst continuing restrictions on travel and in-person meetings to curb the spread of COVID-19, we leveraged digital platforms such as live webcasts and virtual conferencing to communicate with the investment community.

#### STAKEHOLDER ENGAGEMENT

During the year, we held about 270 virtual meetings and conference calls with institutional investors across Singapore, Australia, Hong Kong, Japan, Malaysia, Thailand, the UK and the US. We also participated in a virtual investment conference organised by the Singapore Exchange (SGX) and Credit Suisse.

13 sell-side research houses currently provide coverage on Keppel Corporation. In addition to semi-annual results briefings and voluntary business updates in the intervening quarters, we held several briefings for media and analysts on the proposed combination of Keppel O&M and Sembcorp Marine, including the resolution of Keppel O&M's legacy rigs, as well as the proposed acquisition of Singapore Press Holdings ex-Media (SPH). We continue to actively engage and maintain close interactions with sell-side analysts, working with them to help the investment community better understand Keppel's strategy and progress towards achieving its Vision 2030 goals.

In 2021, we held our virtual Annual General Meeting (AGM), and separately convened an Extraordinary General Meeting (EGM) to seek shareholders' approval for the proposed acquisition of SPH. To facilitate shareholders' communication with the Board of Directors, shareholders were invited to submit their questions for the Board prior to our virtual AGM and EGM during the year. The responses to key questions received from shareholders before the general meetings were released on SGXNet and made available on our website prior to the events. In addition, the CEO of Keppel Corporation gave presentations at the AGM and EGM, providing further elaboration to shareholders.

To enhance shareholder engagement, we also implemented live Q&As for our virtual EGM in December 2021, where participating shareholders could ask questions live by submitting them through the audio-and-visual webcast platform and have these addressed by the Board at the EGM. The presentation materials, results and minutes of these virtual shareholder meetings were also released on SGXNet and made available on our website.

As part of our ongoing efforts to engage retail shareholders, we held our annual briefing on Keppel's performance, as well as a dialogue session with retail shareholders on the proposed acquisition of SPH. The two events, both of which were hosted by Securities Investors Association (Singapore) (SIAS), drew a total of close to 200 participants.

In 2021, our contribution towards the SIAS Investor Education Programme benefitted around 2,600 retail shareholders, who as complimentary members of the Association, enjoy access to a wide range of webinars, workshops, useful information for investors and other forms of support.

To broaden our outreach to retail investors, including high-net-worth individuals, we also held a briefing for the Bank of Singapore's global relationship managers on Keppel's Vision 2030 during the year. About 90 relationship managers from Singapore and overseas attended the briefing session.

As an affirmation of our continuous efforts to improve corporate governance, which includes active shareholder communication, as well as sustainability practices, Keppel Corporation was conferred Winner of the Singapore Corporate Governance Award (Big Cap) at the SIAS Investors' Choice Awards 2021.

#### INVESTOR RELATIONS RESOURCES

To ensure fair and timely dissemination of information, we post all announcements on our corporate website promptly after they are released on SGXNet.

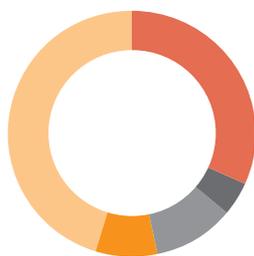
In 2021, we held live webcasts of our half-yearly results briefings, as well as media and analyst teleconferences for our 1Q and 3Q business updates. An archive of the webcasts and management speeches, together with the presentation materials, are made available at our website on the same day the results and business updates are released on SGXNet. Transcripts of the Q&A sessions at these briefings are also released on SGXNet and posted on our website before the start of the next trading day.

#### SHAREHOLDING BY INVESTORS (%)



● Institutions	49.8
● Retail	50.2
<b>Total</b>	<b>100.0</b>

#### SHAREHOLDING BY GEOGRAPHY (%)



● Singapore	31.9
● Asia (ex Singapore)	4.3
● North America	10.7
● Europe	7.9
● Others*	45.2
<b>Total</b>	<b>100.0</b>

\* Others comprise the rest of the world, as well as unidentified holdings and holdings below the analysis threshold as at 10 February 2022.

Our mobile-friendly corporate website [www.keppcorp.com](http://www.keppcorp.com) provides access to company announcements, half-yearly results and voluntary business updates, annual reports, investor events, stock and dividend information and investor presentation slides. Contact information of our Investor Relations (IR) personnel (email: [investor.relations@keppcorp.com](mailto:investor.relations@keppcorp.com)) can also be found on the website.

All IR activities are guided by the principles and guidelines set out in the Company's IR policy, which is regularly reviewed and made available at our website. The policy articulates guiding principles that ensure the timely, transparent and accurate disclosures of material information.

During the year, we introduced new interactive charting functions for the Company's financial and share information on Keppel Corporation's website to further enhance the website's functionality and user-friendliness.

**SHAREHOLDER INFORMATION**

As at 10 February 2022, institutions formed 49.8% of our shareholder base, while retail investors accounted for the remaining 50.2%. Shareholders in Singapore held approximately 31.9% of our issued capital, while those in the rest of Asia held 4.3%, North America 10.7% and Europe 7.9%.



Mr Danny Teoh (centre), Chairman of Keppel Corporation received the Singapore Corporate Governance Award 2021 (Big Cap) from Guest-of-Honour Dr Tony Tan Keng Yam (right), former President of Singapore and Chief Patron of SIAS, and Mr David Gerald, President & CEO of SIAS (left) at the SIAS Investors' Choice Awards 2021.



Keppel's senior management regularly engaged the investment community throughout the year, over live webcasts as well as at virtual conferences and in-person meetings.

**INVESTOR RELATIONS CALENDAR**

The following key events were held in 2021 to engage investors and analysts:

**Q1**

4Q & FY20 results conference and live webcast

Virtual meetings with investors from Singapore, Hong Kong, Malaysia, Switzerland and the UK

**Q2**

1Q 2021 business update teleconference for media and analysts

Virtual meetings with investors from Singapore, Australia, Hong Kong, Malaysia, the UK and the US

Live webcast of 53rd AGM, held by electronic means

Participated in the Credit Suisse-SGX ESG Real Estate Conference 2021

Media and analyst briefing on the proposed combination of Keppel O&M and Sembcorp Marine, including the resolution of Keppel O&M's legacy rigs

**Q3**

2Q & 1H 2021 results conference and live webcast

Media and analyst briefing on the proposed acquisition of SPH

Virtual meetings with investors from Singapore, Australia, Hong Kong, Japan, Malaysia, Thailand, the UK and the US

Annual briefing for retail shareholders, hosted by SIAS

Briefing for Bank of Singapore's global relationship managers

**Q4**

3Q & 9M 2021 business update teleconference for media and analysts

Briefing to media & analysts on final offer for SPH

Virtual meetings with investors from Singapore, Hong Kong, Malaysia and Thailand

Virtual dialogue with Keppel's retail shareholders on the proposed acquisition of SPH, hosted by SIAS

Live webcast of EGM on the proposed acquisition of SPH, held by electronic means