

# CORPORATE GOVERNANCE

The Board and management of Keppel Corporation Limited (“KCL”, or the “Company”) firmly believe that a genuine commitment to good corporate governance is essential to the sustainability of the Company’s businesses and performance, and directors must at all times act objectively in the best interests of the Company.

This report sets out an overview of our corporate governance practices and adheres to the principles of the Code of Corporate Governance 2018 (the “2018 CG Code”), with references to the accompanying Practice Guidance.

## BOARD’S CONDUCT OF AFFAIRS

### PRINCIPLE 1:

*The Company is headed by an effective Board which is collectively responsible and works with Management for the long-term success of the Company.*

### PRINCIPLE 3:

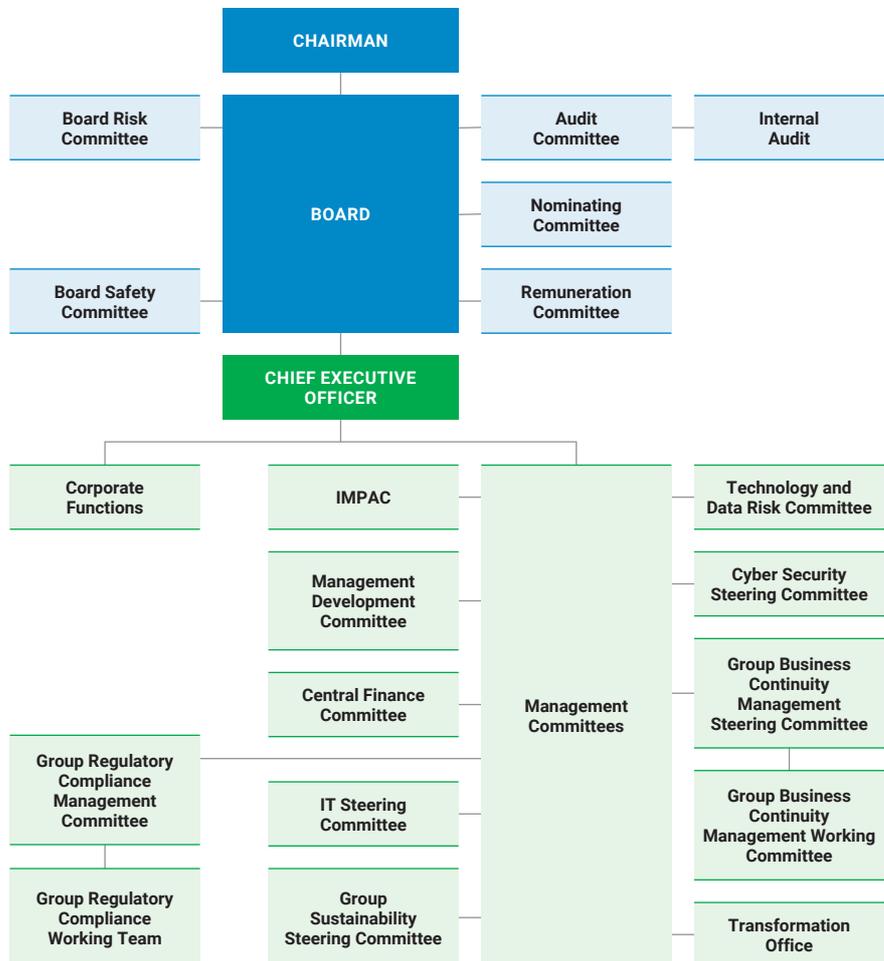
*There is a clear division of responsibilities between the leadership of the Board and Management, and no one individual has unfettered powers of decision making.*

Mr Danny Teoh is the Chairman of the Company. He was appointed as a non-executive and independent Chairman with effect from 23 April 2021 and was re-designated as non-executive and non-independent Chairman with effect from 1 January 2022 in view of him having served for more than 9 years on the Board pursuant to Rule 210(5)(d)(iii) of the SGX Listing Manual (“9-Year Rule”)<sup>1</sup>.

The Chairman, with the assistance of the Company Secretaries, schedules meetings and prepares meeting agenda to enable the Board to perform its duties responsibly, having regard to the flow of the Company’s operations. He further sets guidelines on and monitors the flow of information from management to the Board to ensure that all material information is provided in a timely manner to the Board for the Board to make good decisions. He also encourages constructive relations between the Board and management, and between the executive and non-executive directors (“NEDs”). At board meetings, the Chairman encourages a full and frank exchange of views, drawing out contributions from all directors so that the debate benefits from the full diversity of views, in a robust yet collegiate setting. At general meetings, the Chairman ensures constructive dialogue between shareholders, the Board and management. The Chairman sets the right ethical and behavioural tone

KCL’s governance structure is as follows:

## GOVERNANCE FRAMEWORK 2021



and takes a leading role in the Company’s drive to achieve and maintain a high standard of corporate governance with the full support of the directors, Company Secretaries and management.

Mr Till Vestring is the Lead Independent Director of the Company. He was appointed Lead Independent Director with effect from 1 November 2021 in view of Mr Teoh’s re-designation. As Lead Independent Director, Mr Vestring supports the Chairman and the Board to ensure effective corporate governance in managing the affairs of the and the Company, provides leadership in situations where the Chairman is conflicted and facilitates communication between the Board and shareholders or other stakeholders of the Company as necessary. He is also available to shareholders and

other stakeholders of the Company where they have concerns and for which their previous contact through the normal channel of the Chairman and management has failed to resolve the matter or has been inadequate or inappropriate. He is also the Chairman of Remuneration Committee and a member of Nominating Committee (“NC”).

To assist the Board in the discharge of its oversight function, various board committees, namely the Audit, Board Risk, Nominating, Remuneration, and Board 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 in the Company and within the Group,

<sup>1</sup> The SGX Listing Manual provides that, with effect from 1 January 2022, a director will not be independent if he has been a director for an aggregate period of more than 9 years and his continued appointment as an independent director has not been sought and approved in separate resolutions by (A) all shareholders; and (B) shareholders, excluding the directors and the chief executive officer of the issuer, and associates of such directors and chief executive officer.

and the Board is kept updated on discussions of the committees via circulation of minutes and regular updates by the respective chairmen of the committees at board meetings. The terms of reference are reviewed on an annual basis, along with the board committees' structures and membership, to ensure their continued relevance and effectiveness. The composition and terms of reference of the respective board committees setting out their responsibilities and authority are in Appendix 1.

Mr Loh Chin Hua is the Chief Executive Officer ("CEO") of the Company. He, assisted by the management team, makes strategic proposals to the Board and after robust and constructive board discussion, executes the agreed strategy, manages and develops the Group's businesses and implements the Board's decisions. He is supported by management committees that direct and guide management on operational policies and activities, which include:

1. *Investments & Major Projects Action Committee ("IMPAC")*, which guides the Group in exercising a spirit of enterprise as well as prudence to earn optimal risk adjusted returns on invested capital for its chosen lines of business, taking into consideration the relevant risks in a controlled manner;
2. *Management Development Committee ("MDC")*, which nominates candidates as nominee directors to the boards of each unlisted company or entity that the Company is invested in ("Investee Company") so as to safeguard the Company's investment. In respect of Investee Companies that are (a) listed on a stock exchange, (b) managers or trustee managers of any collective investment schemes, business trusts or any other trusts which are listed on a stock exchange, or (c) parent companies of the Company's core businesses, the Committee recommends the candidates for the approval of the NC. The MDC also provides inputs, guidance and direction on operational policies and human resources/organisational matters;
3. *Central Finance Committee*, which reviews, guides and monitors financial policies and activities of Group companies;
4. *Group Regulatory Compliance Management Committee ("Group RCMC")*, which articulates the Group's commitment to regulatory compliance, directs and supports the development of overarching compliance policies and guidelines, and facilitates the implementation and sharing of policies and procedures across the Group;
5. *Group Regulatory Compliance Working Team ("Group RCWT")*, which supports the Group RCMC and oversees the development and review of overarching compliance policies and guidelines for the Group, as well as reviews training and communication programmes;
6. *Keppel IT Steering Committee*, which provides strategic information technology ("IT") leadership and ensures IT strategy alignment in achieving business strategies;
7. *Group Sustainability Steering Committee*, which sets sustainability strategy and leads performance in key focus areas;
8. *Technology and Data Risk Committee*, which operationalises the Technology and Data Risk Management operating standards programme that enhances the Group's safeguards, resilience and responses to cyber threats;
9. *Cyber Security Steering Committee* which guides the Group's overall cyber security vision and strategy and provides oversight on cyber security risks and initiatives to safeguard information assets and interests across the Group;
10. *Group Business Continuity Management Steering Committee ("Group BCM SC")*, which guides the effective development and implementation of a robust business continuity plan and ensures continuous improvement to enhance the Group's operational readiness through the review of Business Continuity Management ("BCM") plans and exercises.
11. *Group Business Continuity Management Working Committee ("Group BCM WC")*, which supports the Group BCM SC and coordinates with respective business units and department BCM Coordinators in developing detailed plans in the prevention, preparedness, response, continuity, and recovery of critical business functions; and
12. *Transformation Office*, which was established to drive the implementation of the Group's Vision 2030, to develop the strategic roadmap of the transformation into an integrated business providing solutions for sustainable urbanisation, and to coordinate the set of projects and initiatives across the Group.

## CORPORATE GOVERNANCE

**BOARD MATTERS**

Each Board member has equal responsibility to oversee the business and affairs of the Company. Management on the other hand is responsible for the day-to-day operation and administration of the Company in accordance with the policies and strategy set by the Board.

In FY 2021, the Board approved changes to the composition of the boards of major business units, taking into account that, as the Group executes Vision 2030, agility and speed of execution while maintaining appropriate level of oversight is crucial. Each major business unit's board now comprises at least five directors, including the CEO and CFO of the Company, the CEO of the business unit, one or two next generation leaders of the Group and one independent director of the Company. This allows for more efficient and coordinated decision making by reducing the layers of reporting and approvals, while enabling the Board to maintain appropriate oversight through the independent director on the business unit's board and the adoption of a risk-based approach for escalation of material or significant matters, leveraging the existing risk management framework for high risk matters to be reported at the Company's board committees' meetings, and where applicable, board meetings. The appointment of next generation leaders as directors of major business units is part of succession planning and to provide them with greater exposure. Matters discussed at the quarterly board meetings of the business units include safety, risk and compliance, audit, controls, financial-related matters, and business and operations.

The Company has also adopted internal guidelines setting forth matters that require board approval. Material items that require board approval include strategic directions, annual budget, financial results and dividend declaration. Further, all transactions exceeding \$150 million by any Group company (not separately listed) require the approval of the Board. For transactions between \$30 million and \$150 million, IMPAC will determine if Board approval is required, depending on the individual considerations for each case.

**Role:** The principal functions of the Board are to:

- provide entrepreneurial leadership and decide on matters in relation to the Group activities which are of a significant nature, including decisions on strategic directions and guidelines and the approval of periodic plans and major investments and divestments;
- oversee the business and affairs of the Company, establish, with management, the strategies and financial objectives to be implemented by management (including appropriate focus on value creation, innovation and sustainability), monitor the performance of management and ensure that the Company has the necessary resources to meet its strategic objectives;
- set the Company's values, standards (including ethical standards), appropriate tone from the top and desired organisational culture, and put in place policies, structures and mechanism to ensure such values, standards and culture are complied with;
- constructively challenge management and hold them accountable for performance and ensure proper accountability within the Group;
- oversee processes for evaluating the adequacy and effectiveness of internal controls, risk management, financial reporting and compliance, and satisfy itself as to the adequacy and effectiveness of such processes;
- be responsible for the governance of risk and ensure that management maintains a sound system of risk management and internal controls, to effectively monitor and manage risks so as to safeguard the interests of the Company and its stakeholders, and achieve an appropriate balance between risks and company performance; and
- assume responsibility for corporate governance and, ensure transparency and accountability to key stakeholder groups.

**Independent Judgment:** All directors are expected to exercise independent judgment

in the best interests of the Company. Based on the result of the peer assessment carried out by the directors for FY 2021, all directors have discharged this duty well.

**Conflicts of Interest:** Each director must promptly disclose conflicts of interest, whether direct or indirect, in relation to any transaction or proposed transaction. In this connection, the Company has in place a "Keppel Group – Directors' Conflict of Interest Policy" to guide directors in identifying, disclosing and managing situations of actual or potential conflicts, as well as situations which may be perceived to be conflicts of interest. Every director is required to promptly disclose any conflict of interest, whether direct or indirect, in relation to a transaction or proposed transaction with the Company as soon as is practicable after the relevant facts have come to his/her knowledge, and recuse himself/herself when the conflict-related matter is discussed unless the Board is of the opinion that his/her presence and participation is necessary to enhance the efficacy of such discussion, and abstain from voting in relation to conflict-related matters. On an annual basis, each director is also required to submit details of his/her associates for the purpose of monitoring interested persons transactions.

**Board Strategic Review:** The Board periodically reviews and approves the Group's strategic plans. A two-day off-site Board strategy meeting is organised annually for in-depth discussions on the Group's strategy. The offsite, which includes directors as well as senior management, includes a review of the progress made, deep-dive discussions on key strategic issues, and alignment on the strategic direction going forward. It also provides a good platform for NEDs to further build their understanding of the Group and its businesses.

For FY 2021, the focus of the strategy meeting was on the progress and execution of Vision 2030, including an in-depth review of each of the four business segments (Energy & Environment, Urban Development, Connectivity and Asset Management) and the related key projects; a review of the Group's Sustainability, Technology/Digital, and People roadmap, and alignment on key priorities to deliver Vision 2030.

**Meetings:** The Board meets six times a year and as warranted by particular circumstances. Board meetings are scheduled, and the schedule is circulated to the directors prior to the start of the financial year to allow directors to plan ahead to attend such meetings, so as to maximise participation. Telephonic attendance and conference via audio-visual communication at board meetings are allowed under the Company's constitution ("Constitution"). The attendance of each Board member at the annual general meeting ("AGM") and the board and board committee meetings held in FY 2021, are disclosed in the table below:

## ATTENDANCE

	2021 Annual General Meeting	Extraordinary General Meeting	Board Meetings	Board Committee Meetings				
				Audit	Nominating	Remuneration	Safety	Risk
Lee Boon Yang <sup>1</sup>	1	–	6 out of 6	–	3 out of 3	3 out of 3	2 out of 2	–
Loh Chin Hua	1	1	13	–	–	–	4	–
Alvin Yeo Khirn Hai <sup>2</sup>	1	–	6 out of 6	3 out of 3	3 out of 3	–	–	–
Tan Ek Kia <sup>3</sup>	1	–	5 out of 6	3 out of 3	–	–	2 out of 2	2 out of 2
Danny Teoh <sup>4</sup>	1	1	13	3 out of 3	3 out of 3	7	2 out of 2	–
Till Vestring	1	1	13	–	6	7	–	–
Veronica Eng	1	1	13	5	–	–	–	4
Jean-François Manzoni <sup>5</sup>	1	–	12	–	6	4 out of 4	–	2 out of 2
Teo Siong Seng <sup>6</sup>	1	1	12	–	–	3 out of 3	4	–
Tham Sai Choy <sup>7</sup>	1	1	13	5	–	–	–	4
Penny Goh	1	1	13	5	–	–	–	4
Shirish Apte <sup>8</sup>	–	1	6 out of 6	2 out of 2	–	–	–	2 out of 2
<b>No. of Meetings Held</b>	<b>1</b>	<b>1</b>	<b>13</b>	<b>5</b>	<b>6</b>	<b>7</b>	<b>4</b>	<b>4</b>

### Notes:

- <sup>1</sup> Dr Lee Boon Yang ceased to be non-executive and independent Chairman with effect from 23 April 2021, and concurrently ceased to be a member of the Nominating Committee, Remuneration Committee and Board Safety Committee.
- <sup>2</sup> Mr Alvin Yeo Khirn Hai ceased to be a non-executive and independent Director with effect from 23 April 2021, and concurrently ceased to be a member of the Audit Committee and Nominating Committee.
- <sup>3</sup> Mr Tan Ek Kia ceased to be a non-executive and independent Director with effect from 23 April 2021, and concurrently ceased to be the Chairman of the Board Safety Committee and a member of Board Risk Committee and Audit Committee.
- <sup>4</sup> Mr Danny Teoh was appointed as a member of the Nominating Committee and Board Safety Committee with effect from 23 April 2021, and concurrently ceased to be the Chairman of the Audit Committee and member of the Board Risk Committee.
- <sup>5</sup> Prof Jean-François Manzoni was appointed as a member of the Remuneration Committee with effect from 1 July 2021, and concurrently ceased to be a member of the Board Risk Committee.
- <sup>6</sup> Mr Teo Siong Seng was appointed as the Chairman of the Board Safety Committee and a member of the Audit Committee with effect from 23 April 2021. Mr Teo ceased to be a member of the Audit Committee and the Remuneration Committee with effect from 1 July 2021.
- <sup>7</sup> Mr Tham Sai Choy was appointed as the Chairman of the Audit Committee with effect from 23 April 2021.
- <sup>8</sup> Mr Shirish Apte was appointed as a member of the Audit Committee and Board Risk Committee with effect from 1 July 2021.

If a director were unable to attend a board or board committee meeting, he/she would still receive all the papers and materials for discussion at that meeting. He/she would review them and advise the Chairman or board committee chairman of his/her views and comments on the matters to be discussed so that they may be conveyed to other members at the meeting.

### Non-executive Directors' Meetings:

The NEDs meet on a need-be basis at the end of each scheduled quarterly meeting without the presence of management to discuss matters such as board processes,

risk and compliance matters, succession planning and leadership development, and performance management and remuneration matters. Any relevant feedback would be shared and discussed with the executive director.

### Independent Directors' Meetings:

The independent directors meet on a need-be basis after the NEDs' meetings at the end of each scheduled quarterly meeting. Such meetings are chaired by the Lead Independent Director, without the presence of the Chairman and CEO. Any relevant feedback would be shared and discussed with the Chairman.

**Company Secretaries:** The Company Secretaries administer, attend and prepare minutes of board proceedings. They assist the Chairman to ensure that board procedures (including but not limited to assisting the Chairman to ensure timely and good information flow to the Board and board committees, and between senior management and the NEDs, and facilitating orientation and assisting in the professional development of the directors) are followed and regularly reviewed to ensure effective functioning of the Board, and that the Constitution and relevant rules and regulations, including requirements of the Companies Act, Securities & Futures Act

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and Listing Manual of the Singapore Exchange Securities Trading Limited ("SGX") are complied with. They also assist the Chairman and the Board to implement and strengthen corporate governance practices and processes with a view to enhancing long-term shareholder value. They are also the primary channel of communication between the Company and the SGX.

The appointment and removal of the Company Secretaries are subject to the approval of the Board.

**Access to Information:** The Board and management fully appreciate that fundamental to good corporate governance is an effective and robust Board whose members engage in open and constructive debate and challenge management on its assumptions and proposals, and that for this to happen, the Board must be kept well informed of the Company's businesses and affairs and be knowledgeable about the industry in which the businesses operate. The Company has therefore adopted initiatives to put in place processes to ensure that the NEDs are well supported by accurate, complete and timely information, have unrestricted access to management and the Company Secretaries, and have sufficient time and resources to discharge their oversight function effectively. Subject to the approval of the Chairman, the directors, whether as a group or individually, may seek and obtain independent professional advice to assist them in their duties, at the expense of the Company.

As a general rule, board papers are required to be distributed to the directors at least seven days before the board meeting so that the members may better understand the matters prior to the board meeting and discussion may be focused on questions that the directors may have. Directors are provided with tablet devices to facilitate their access to and review of board materials. However, sensitive matters may be tabled at the meeting itself and discussed. Managers who can provide additional insights into the matters at hand would be present at the relevant time during the board meeting. The directors are also provided with the names and contact details of the Company's senior management and the Company Secretaries to facilitate direct access.

Regular informal meetings are held for management to brief the directors on prospective deals and potential developments at an early stage before formal board approval is sought, and relevant information on business initiatives, industry developments and analyst and press commentaries on matters in relation to the Company or the industries in which it operates is circulated to the directors from time to time. Management is also expected to provide the Board with accurate information in a timely manner concerning the Company's progress or shortcomings in meeting its strategic business objectives or financial targets and other information relevant to the strategic issues facing the Company. In this aspect, the Board is regularly updated on new projects and the progress of the execution of Vision 2030.

The Board also reviews the budget on an annual basis, and any material variance between the projections and actual results would be disclosed and explained. Management also provides the Board members with management accounts on a monthly basis and as the Board may require from time to time, to keep the Board informed, on a balanced and understandable basis, of the Group's performance, financial position and prospects.

**Orientation:** A formal letter is sent to newly-appointed directors upon their appointment explaining their roles, duties, obligations and responsibilities as a board director. All newly-appointed directors receive a director tool-kit and undergo a comprehensive orientation programme which includes site visits and management presentations on the Group's businesses, strategic plans and objectives.

**Training:** Directors are provided with continuing education in areas such as directors' duties and responsibilities, corporate governance, changes in financial reporting standards, changes in the Companies Act, continuing listing obligations and industry-related matters, so as to update and refresh them on matters that may affect or enhance their performance as board or board committee members. Site visits are also conducted periodically for directors to familiarise them with the operations of the various businesses so as to enhance their performance as board or board committee members. All induction,

training and development costs are at the Company's expense.

In FY 2021, some KCL directors attended talks on topics relating to challenges presented by the disruption of the COVID-19, clean energy, sustainability, the renewables industry, US-China relations, digital and innovation economy, technology foresight, cyber security, China's business environment, risk management, board diversity, governance and macroeconomic trends. E-training was also conducted on the Group's policies on anti-bribery, conflict of interest, health, safety & environment, whistle-blowing, sanction, insider trading, and cyber security. Each director is also invited to participate in the annual Keppel Technology Advisory Panel conference. Over 30 distinguished speakers from across sectors, including academia and startups, presented on a wide range of topics at the 2021 conference, which focused on the latest technology and innovation topics relevant to Keppel's Vision 2030 growth areas. These included blue and green energy molecules for Singapore, renewables and energy storage, carbon capture, utilisation and storage, data centre innovations, as well as the use of blockchain in real estate and asset management, among other areas.

The NC also conducted a review of the directors' training and professional development programme, taking into account feedback from the board evaluation exercise and individual feedback from each director on his or her specific areas of interests. Such areas included evolving geopolitics landscape, sustainability, digital economy, and disruptive technologies, among others. The feedback from the review will be incorporated into tailored training programmes.

## BOARD COMPOSITION AND SUCCESSION PLANNING

### PRINCIPLE 2:

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*The Board has an appropriate level of independence and diversity of thought and background in its composition to enable it to make decisions in the best interests of the Company.*

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### PRINCIPLE 4:

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*The Board has a formal and transparent process for the appointment and re-appointment of directors, taking into account the need for progressive renewal of the Board.*

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## NOMINATING COMMITTEE

The NC comprises entirely NEDs, the majority of whom (including the Chairman) are independent, namely:

- Prof Jean-François Manzoni  
Independent Chairman
- Dr Lee Boon Yang  
(up to 23 April 2021)  
Independent Member
- Mr Danny Teoh  
(from 23 April 2021)  
Independent Member (re-designated as a non-executive and non-independent member with effect from 1 January 2022)
- Mr Alvin Yeo  
(up to 23 April 2021)  
Independent Member
- Mr Till Vestring  
Independent Member (appointed as Lead Independent Director with effect from 1 November 2021)

The NC is responsible for making recommendations to the Board on board appointments, overseeing the Board and senior management's succession and leadership development plans and conducting annual review of board diversity, board size, board independence, and directors' commitments.

The detailed terms of reference of this Committee are disclosed on page 101 herein.

## BOARD SUCCESSION PLANNING

The Board believes that orderly succession and renewal are achieved as a result of careful planning, where the appropriate composition of the Board is continually under review. In this regard, the Board has put in place a formal process for the renewal of the Board and the selection of new directors so that the experience of longer serving directors can be drawn upon while tapping into the new external perspectives and insights which more recent appointees bring to the Board's deliberation. The NC leads the process and makes recommendation to the Board on the appointment of new director and re-nomination of directors.

## ANNUAL REVIEW OF BOARD DIVERSITY

The Company recognises that diversity in relation to composition of the Board provides a range of perspectives, insights and challenge needed to support good decision making for the benefit of the Group, and is committed to ensuring that the Board comprises directors who, as a group, provide an appropriate balance and mix of skills, knowledge, experience, and

### Process for appointment of new directors

- a. NC reviews annually the balance and mix of skills, knowledge, experience, and other aspects of diversity such as gender and age, and the size of the Board which would facilitate decision making. In this review, the NC would also take into account the needs of the Group, the collective skills and competencies of the Board and service tenure spread of the directors.
- b. In the light of such review and in consultation with management, the NC assesses if there is any inadequate representation in respect of any of those attributes and if so, determines the role and the desirable competencies for a particular appointment.
- c. The NC will in all cases take into consideration the following objective criteria identified as necessary for the Board and board committees to be effective:
  - i. Integrity
  - ii. Independent mindedness
  - iii. Able to commit time and effort to carry out duties and responsibilities effectively
  - iv. Track record of making good decisions
  - v. Experience in high-performing companies
  - vi. Financial literacy
- d. External help (for example, Singapore Institute of Directors and search consultants) may be used to source for potential candidates if need be. Directors and management may also make recommendations.
- e. NC meets with the short-listed candidate(s) to assess suitability and to ensure that the candidate(s) is/are aware of the expectations and the level of commitment required.
- f. NC makes recommendations to the Board for approval.

### Process for re-nomination of retiring Directors

- a. Pursuant to the Constitution, one-third of the directors shall retire from office at the Company's AGM every year, and a director appointed after the last AGM shall only hold office until the next AGM. If eligible, these directors may submit themselves for re-election.
- b. NC reviews each director's eligibility, contribution and performance (such as attendance, preparedness, participation and candour), with reference to the results of the assessment of the performance of the individual director by his/her peers and his/her tenure.
- c. NC makes recommendations to the Board for approval.

other aspects of diversity (such as gender and age) so as to promote the inclusion of different perspectives and ideas, mitigate against groupthink and ensure that the Company has the opportunity to benefit from all available talent. The final decision on the appointment of directors would be based on the objective criteria set by the Board from time to time on the recommendation of the NC after having regards to the benefits of diversity and the needs of the Board.

The Company has in place a Board Diversity Policy that sets out the framework and approach for the Board to set its qualitative and measurable quantitative objectives for achieving diversity, and to annually assess the progress in achieving these objectives. The annual assessment is led by the NC as part of the process for appointment of new directors and Board succession planning. To help the NC identify gaps (if any) in skills,

knowledge, experience and other aspects of diversity in the board composition in any given year of assessment, each member of the Board is required to complete a Board and Skills Diversity Matrix to indicate which of the list of skills, talents, knowledge, experience and other aspects of diversity (identified by the NC, and set out in the Board and Skills Diversity Matrix, as being able to contribute to the Company's strategy and business) the Board member possesses. The returns from the Board members are then consolidated into a single Board and Skills Diversity Matrix to highlight the Board's current mix of skills, knowledge, experience and other aspects of diversity and gaps therein if any.

The Board will, taking into consideration the recommendations of the NC, review and agree annually the qualitative and measurable quantitative objectives for achieving diversity on the Board.

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**Achievement of Qualitative and measurable Quantitative Objectives identified under Board Diversity Policy for the period of FY 2019 to FY 2021**

The objectives identified in FY 2019 to be fulfilled by the end of FY 2021, and the achievement of such objectives at the end of FY 2021, are set out below:

Objectives	Progress
Appoint at least two additional independent directors with some of the core competencies already present on the Board, by end-FY 2020 for succession planning purposes.	<p>Mr Tham Sai Choy was appointed as a non-executive and independent director with effect from 1 November 2019. Mr Tham was Managing Partner of KPMG, and was appointed with a view of being the successor to Mr Danny Teoh in the roles of Audit Committee Chairman and Board Risk Committee member. Mr Tham was appointed Audit Committee Chairman on 23 April 2021 and member of the Board Risk Committee on 1 February 2020.</p> <p>Mrs Penny Goh was appointed as a non-executive and independent director with effect from 2 January 2020. Mrs Goh was Co-Chairman and Senior Partner of Allen &amp; Gledhill LLP, where she had, for many years, headed the firm's corporate real estate practice. Mrs Goh was appointed with a view to succeeding Mr Alvin Yeo as a Board member with legal expertise and to enhance the gender diversity of the Board. Mrs Goh also succeeded Mr Alvin Yeo as a member of Audit Committee on 1 February 2020.</p>
Broaden the skillset of directors on the Board by appointing at least one director with the relevant expertise and experience that would complement those already on the Board and which would help drive the Group's strategy.	<p>Mr Teo Siong Seng was appointed as a non-executive and independent director with effect from 1 November 2019 (and subsequently re-designated as non-executive and non-independent director with effect from 3 February 2021).</p> <p>His strong background, knowledge and experience in the China market, experience in growing businesses in frontier countries such as East and West Africa, and his knowledge and experience from serving as Chairman of the Singapore Business Federation, Honorary President of the Singapore Chinese Chamber of Commerce &amp; Industry and as director of Business China, have enhanced the balance and breadth of skills of the Board and help drive the Group's strategy.</p>
Improve gender diversity over a 3-year period by ensuring that at least 20% of the Board will comprise female directors by the end of FY 2021.	The female representation on the Board is currently 22%.

**Objectives identified by the NC in January 2021, and reviewed in January 2022, for the period up to FY 2024**

The objectives identified by the NC in FY 2021, and reviewed in January 2022, and the progress towards achieving such objectives as at 11 March 2022, are set out below:

Objectives	Progress
<b>Size:</b> Appoint at least three to four additional independent directors by end-FY 2023, with relevant expertise and experience that would complement those already on the Board, and which would help drive the Group's Vision 2030 strategy, and for succession planning.	<p>Mr Shirish Apte was appointed as an independent director to the Board with effect from 1 July 2021.</p> <p>Mr Apte is currently the non-executive Chairman of Pierfront Mezzanine Capital (Singapore) and Fullerton India Credit Company Limited. Prior to his retirement in 2014, Mr Apte had built up 32 years of financial services experience, holding various senior roles within Citigroup, including Chairman of Asia Pacific Banking, Regional CEO of Asia Pacific, Regional CEO of Europe, Middle East &amp; Africa, and Country Head of Citibank Poland. His responsibilities included corporate banking, investment banking and risk management.</p> <p>The NC was of the view that the Board would benefit from Mr Apte's expertise and experience on several fronts, including his ability to analyse organisational strategies, expertise in deal making and risk analysis, international experience and knowledge of, and experience and network in, India.</p>
<b>Age and Gender:</b> Improve age and gender diversity over a 3-year period by appointing at least one younger director (50 years old or below) and one female director by the end of FY 2024.	–
<b>Skills and Experience:</b> Improve skills and experience diversity by appointing directors with oversight and operational experience in driving (i) sustainability-as-a-business, (ii) digitalisation as a corporate strategy, (iii) private equity/asset management and/or (iv) infrastructure	–

The above objectives were approved by the Board, at the recommendation of the NC, following a review of the skills, knowledge, talents, experience and other aspects of diversity that had been identified to help drive the Group's Vision 2030 strategy and for succession planning purposes.

Vision 2030 is the Group's long-term roadmap to guide its transformation and growth as one integrated company, providing solutions for sustainable urbanisation, with sustainability at the core of the Company's strategy. Under this Vision, the Company aims to be a powerhouse of sustainable urbanisation solutions, leveraging the Company's track record and capabilities in Energy & Environment, Urban Development and Connectivity, with an Asset Management arm to fund the Group's growth, provide a platform for capital recycling, and pull the Group together to seize opportunities with an asset-light business model.

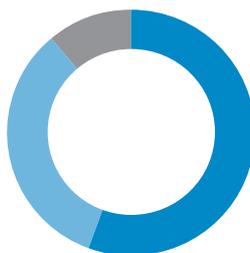
With the Vision in mind and taking into account feedback from Board members, the NC had identified the skills, knowledge, talents and experience that would help drive the strategy and assessed them against the current mix of skills, knowledge, talents and experience of the Board. Following the review, the NC was satisfied that the directors, as a group, possess core competencies required for the Board and the board committees to be effective, taking into account the Company's strategy and business. However, with the focus on sustainable urbanisation solutions, being asset light, and technology under Vision 2030, the NC was of the view that the diversity on the Board could be further enhanced with the appointment of directors with oversight and operational experience in driving (i) sustainability-as-a-business, (ii) digitalisation as a corporate strategy, (iii) private equity/asset management and/or (iv) infrastructure.

Aside from skill diversity, the NC also reviewed other aspects of diversity such as gender, tenure, age, race/ethnicity and country of origin/nationality/cultural background and was satisfied that the Board and the board committees comprise directors who as a group provide an appropriate balance and mix of skills, knowledge, talents, experience, and other aspects of diversity. Nevertheless, for succession planning and to further enhance the diversity on the Board, the NC was of the view that at least two to three more directors with relevant expertise and experience that would complement those already on the Board should be appointed by end-FY 2023, and in this respect, was committed to improve age and gender diversity over a 3-year period.

#### Skills, Knowledge, Talents and Experience

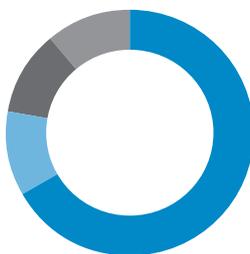
- Finance/Accounting
- Risk Management
- Sustainability
- Digital/Technology
- Mergers & Acquisitions
- Corporate Finance
- Management
- Human Resource
- Legal
- Strategic planning experience
- Customer-based experience or knowledge
- Industry Knowledge – Energy & Environment
- Industry Knowledge – Urban Development
- Industry Knowledge – Connectivity
- Industry Knowledge – Asset Management
- International Perspective
- Regional Experience

#### TENURE (%)



• 1–4 years	55.6
• 5–9 years	33.3
• Above 9 years	11.1
<b>Total</b>	<b>100.0</b>

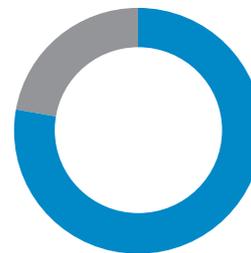
#### COUNTRY OF ORIGIN, NATIONALITY OR CULTURAL BACKGROUND (%)



• Singaporean	66.7
• German	11.1
• Canadian	11.1
• British	11.1
<b>Total</b>	<b>100.0</b>

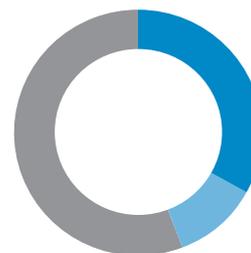
#### OTHER ASPECTS OF DIVERSITY

##### GENDER (%)



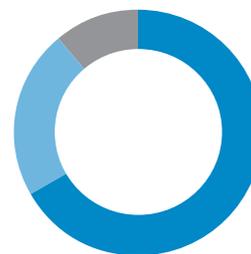
• Male	78.0
• Female	22.0
<b>Total</b>	<b>100.0</b>

##### AGE (%)



• 55–60	33.3
• 61–65	11.1
• 66–70	55.6
<b>Total</b>	<b>100.0</b>

##### RACE OR ETHNICITY (%)



• Chinese	66.7
• Caucasian	22.2
• Indian	11.1
<b>Total</b>	<b>100.0</b>

## CORPORATE GOVERNANCE

**RETIREMENTS AND RE-NOMINATION**

For the upcoming AGM, Mr Teo Siong Seng, Mr Tham Sai Choy and Mr Loh Chin Hua will be retiring by rotation pursuant to the Constitution, and being eligible, will be seeking re-election at the upcoming AGM. Mr Shirish Apte, having been appointed after the AGM held in FY 2021 ("2021 AGM"), will also be retiring at the upcoming AGM, and being eligible, will also be seeking re-election.

The NC has reviewed their eligibility, contribution and performance, and taking into account the results of their recent peer assessment, are of the view that all three directors have given sufficient time and attention to the affairs of the Company and have been able to discharge their duties as directors effectively. The Board, at the recommendation of NC, had therefore approved the re-nomination of Mr Teo Siong Seng, Mr Tham Sai Choy, Mr Loh Chin Hua and Mr Shirish Apte at the upcoming AGM.

**SUCCESSION PLANNING FOR KEY MANAGEMENT PERSONNEL**

The NC reviews the succession plans for key management personnel of the Group bi-annually, taking into account the Group's long-term strategy and objectives, the orderly succession of key management personnel, and contingency planning for preparedness against sudden and unforeseen changes.

In November 2020, the Company announced leadership changes at a few of its key business units, as part of the Group's succession planning and leadership renewal. The new generation leaders were part of the team that formulated Keppel's Vision 2030 and will lead the respective business units as they collaborate in pursuit of the Group's common vision. The leadership changes took effect from 15 February 2021, with the appointment of Mr Louis Lim as CEO of Keppel Land, Ms Cindy Lim as CEO of Keppel Infrastructure, Ms Bridget Lee as Chief Operating Officer (COO) of Keppel Capital, Mr Ben Lee as COO of Keppel Land and Mr Chua Hsien Yang as Director of Group Mergers & Acquisitions of the Company.

In this respect, a Board Mentorship framework was introduced in 2021 to support the development of new generation leaders. The objective was for Board members to act as a sounding board and provide seasoned counsel and feedback to enable the new leadership to perform their roles more effectively. A senior leadership development programme was also put in place as part of the Company's continuing efforts to widen the bench strength by

developing senior leaders both individually and collectively as a group.

**APPOINTMENT OF LEAD INDEPENDENT DIRECTOR AND ANNUAL REVIEW OF BOARD INDEPENDENCE**

The NC determines on an annual basis whether or not a director is independent. In January 2022, the NC carried out the review on the independence of each director based on the respective directors' self-declaration in the Directors' Independence Checklist and their actual performance on the Board and board committees, taking into account the listing rules on the circumstances in which a director will not be deemed independent and guidance in the 2018 CG Code as to the circumstances in which a director should not be deemed independent.

In this connection, the NC noted that Mr Danny Teoh had served more than nine years on the Board, and pursuant to the 9-Year Rule, had deemed him as non-independent with effect from 1 January 2022. In anticipation of Mr Danny Teoh becoming a non-independent Chairman arising from the 9-Year Rule, the NC ran a rigorous process for the appointment of a Lead Independent Director. The NC Chairman had individual discussions with each of the independent directors on the appointment of a Lead Independent Director, and having considered among others, the attributes and performance of each director, the consensus was that Mr Till Vestring should be appointed as Lead Independent Director in view of his in-depth knowledge of the Company and its business and demonstration of leadership, independent judgment and commitment to his role as independent director. A charter setting out the roles and responsibilities of the Lead Independent Director was then prepared in consultation with Mr Till Vestring, taking into account the guidance set out in the SGX Listing Manual. Thereafter, the NC recommended the appointment and the charter for Board's approval, and Mr Till Vestring was appointed as Lead Independent Director with effect from 1 November 2021.

The NC further noted that Ms Veronica Eng had declared that she was a member of the Investment Committee of Temasek Trust, which was established by Temasek Holdings (Private) Limited ("Temasek") (a controlling shareholder of the Company) to provide financial oversight and governance of philanthropic endowments and gifts from Temasek and other donors. NC noted that Ms Veronica Eng did not hold any executive or management role in Temasek Trustee, which administered Temasek Trust, and would recuse herself in the event of a potential of conflict of interest. Taking these factors into consideration, along with her invaluable contributions on the

Board and board committees, and the outcome of the recent peer Individual Director Performance assessment, the NC unanimously agreed that Ms Eng had at all times exercised independent judgment in the best interests of the Company in the discharge of her director's duties and should therefore continue to be deemed an independent director.

The NC also noted that Mr Teo Siong Seng had declared that he was an Executive Director of Pacific International Lines (Private) Limited ("PIL"), which was majority owned by Heliconia Capital Management Pte Ltd ("Heliconia"), a subsidiary of Temasek. Although all the NC members were confident that Mr Teo would be able to continue to exercise independent judgment in the best interests of the Company, market perception might be different, and the NC was therefore of the view that the prudent approach would be to deem Mr Teo as non-executive and non-independent director.

The NC noted that Mr Tham Sai Choy had declared his directorship on DBS Group Holdings and DBS Bank which provided services to the Group. The NC considered that such interests had already been declared to the Board, and that Mr Tham would abstain from voting whenever there was potential conflict of interest. The NC further considered that, as DBS was a leading bank in Singapore and Southeast Asia, it was not unexpected that its services would be sought by the Group from time to time. Taking these factors into consideration, along with his invaluable contributions to the Board and board committees, and the outcome of the recent peer Individual Director Performance assessment, the NC unanimously agreed that Mr Tham has at all times exercised independent judgment in the best interests of the Company in the discharge of his director's duties and should therefore continue to be deemed an independent director.

The NC noted that Mrs Penny Goh is a Senior Advisor of Allen & Gledhill LLP ("A&G") which provided legal services to the Group. She had declared that she did not hold a partnership interest in A&G and was not involved in the selection and appointment of legal advisors of the Group and did not regard the business relationship with A&G as something that could affect her independent judgment. The NC further considered that, as A&G was one of the top law firms in Singapore, it was not unexpected that its services would be sought by the Group from time to time. Taking these factors into consideration, along with her invaluable contributions to the Board and board

committees, and the outcome of the recent peer Individual Director Performance assessment, the NC unanimously agreed that Mrs Goh has at all times exercised independent judgment in the best interests of the Company in the discharge of her director's duties and should therefore continue to be deemed an independent director.

Following the review, the NC was of the view that Mr Till Vestring, Ms Veronica Eng, Prof Jean-François Manzoni, Mr Tham Sai Choy, Mrs Penny Goh and Mr Shirish Apte should be deemed independent, while Mr Danny Teoh and Mr Teo Siong Seng should be deemed non-executive and non-independent directors. The Board has reviewed the basis of the NC's recommendations and concurred with the assessment of independence in respect of the above-mentioned directors.

In view of the above, the Board currently comprises majority independent directors, with a total of nine directors of whom six are independent.

Taking into account the independence and diversity of the Board, the NC is of the view that the Board has an appropriate level of independence and diversity of thought and background in its composition to enable it to make decisions in the best interests of the Company. However, the NC also noted the need for appointment of additional directors with relevant expertise and experience that would complement those already on the Board and which would help drive the Group's Vision 2030 strategy, and for succession planning.

#### **ANNUAL REVIEW OF BOARD SIZE**

The Board, in concurrence with the NC, was of the view that a Board size of 11 directors would be appropriate to facilitate effective decision making, taking into account the nature and scope of the operations of the Company, the requirements of the Company's business and the need to avoid undue disruptions from changes to the composition of the Board and board committees. The NC will continue to search for additional directors to be appointed to enhance diversity and for succession planning purposes. No individual or small group of individuals dominate the Board's decision making.

#### **ANNUAL REVIEW OF DIRECTORS' COMMITMENTS**

The NC assesses annually whether a director with other listed company board representations and/or other principal commitments is able to and has been adequately carrying out his/her duties as a director of the Company. Instead of fixing a maximum number of listed company

board representations and/or other principal commitments that a director may have, the NC assesses holistically whether a director is able to and has been adequately carrying out his/her duties as a director of the Company, taking into account the results of the assessment of the effectiveness of the individual director, the level of commitment required of the director's listed company board representations and/or other principal commitments, and the director's actual conduct and participation on the Board and board committees, including availability and attendance at regular scheduled meetings and ad hoc meetings. The NC is of the view that such an assessment is sufficiently robust to detect and address, on a timely basis, any time commitment issues that may hinder the effectiveness of the directors.

The NC conducted an assessment in January 2022 and is of the view that each director has given sufficient time and attention to the affairs of the Company and has been able to discharge his/her duties as director effectively. The NC noted that based on the attendance of board and board committee meetings during the year, the directors were able to participate in at least a substantial number of such meetings to carry out their duties. The NC also noted that, based on the recent individual director assessment for FY 2021, all the directors performed well. The NC was therefore satisfied that in FY 2021, where a director had other listed company board representations and/or other principal commitments, the director was able and had been adequately carrying out his/her duties as director of the Company.

#### **NOMINEE DIRECTOR POLICY**

At the recommendation of the NC, the Board approved the adoption of the KCL Nominee Director Policy in January 2009. For the purposes of the policy, a "Nominee Director" is a person who, at the request of the Company, acts as director (whether executive or non-executive) on the board of another company or entity ("Investee Company") to oversee and monitor the activities of the relevant Investee Company so as to safeguard the Company's investment in the company.

The purpose of the policy is to highlight certain obligations of a person while acting in his/her capacity as a Nominee Director. The policy also sets out the internal process for the appointment and resignation of a Nominee Director. The policy would be reviewed and amended as required to take into account current best practices and changes in the law and stock exchange requirements.

#### **ALTERNATE DIRECTOR**

The Company has no alternate directors on the Board.

#### **KEY INFORMATION REGARDING DIRECTORS**

The following key information regarding directors is set out in the following pages of this Annual Report:

Pages 34 to 37: Academic and professional qualifications, board committees served on (as a member or Chairman), date of first appointment as director, date of last re-election as director, directorships or chairmanships both present and past held over the preceding five years in other listed companies and other major appointments, whether appointment is executive or non-executive, whether considered by the NC to be independent, and details of their membership on board committees; and

Page 119: Shareholding in the Company and its subsidiaries.

#### **BOARD PERFORMANCE**

##### **PRINCIPLE 5:**

*The Board undertakes a formal annual assessment of its effectiveness as a whole, and that of each of its board committees and individual directors.*

The Board has implemented formal processes for assessing the effectiveness of the Board as a whole, each of its board committees, the contribution by the Chairman and peer assessment of the individual directors to the effectiveness of the Board. The evaluation for FY 2021 was conducted by the NC. The evaluation process is set out on page 103 of this Annual Report.

##### **Formal Process and Performance Criteria:**

The evaluation processes and performance criteria are disclosed in the Appendix 1 to this report. The performance criteria were similar to that adopted in the previous years.

**Objectives and Benefits:** The board assessment exercise provides an opportunity to obtain constructive feedback from each director on whether the Board's procedures and processes allowed him/her to discharge his/her duties effectively and the changes which should be made to enhance the effectiveness of the Board and/or board committees. The assessment exercise also helped the directors to focus on their key responsibilities. The individual director assessment exercise allows for peer review with a view to raising the quality of Board members. It also assisted the NC in determining whether to re-nominate directors who are due for retirement at the next AGM, and in determining whether directors with multiple board representations were nevertheless able to and had adequately discharged their duties as directors of the Company.

## CORPORATE GOVERNANCE

## REMUNERATION REPORT

## PRINCIPLE 6:

*The Board has a formal and transparent procedure for developing policies on director and executive remuneration, and for fixing the remuneration packages of individual directors and key management personnel. No director is involved in deciding his or her own remuneration.*

## PRINCIPLE 7:

*The level and structure of remuneration of the Board and key management personnel are appropriate and proportionate to the sustained performance and value creation of the Company, taking into account the strategic objectives of the Company.*

## PRINCIPLE 8:

*The Company is transparent on its remuneration policies, level and mix of remuneration, the procedure for setting remuneration, and the relationships between remuneration, performance and value creation.*

## REMUNERATION COMMITTEE

The Remuneration Committee ("RC") comprises entirely NEDs, the majority of which (including the Chairman) are independent, namely:

- Mr Till Vestring  
Independent Chairman
- Dr Lee Boon Yang  
(up to 23 April 2021)  
Independent Member
- Mr Danny Teoh  
Independent Member  
(re-designated as a non-executive and non-independent member with effect from 1 January 2022)
- Mr Teo Siong Seng  
(up to 1 July 2021)  
Non-executive and  
Non-independent Member
- Prof Jean-Francois Manzoni  
(from 1 July 2021)  
Independent Member

The RC is responsible for ensuring a formal and transparent procedure for developing policies on director and executive remuneration and for determining the remuneration packages of individual directors and senior management. The RC assists the Board to ensure that remuneration policies and practices are sound in that they are able to attract, retain and motivate without being excessive, thereby maximising shareholder value. The RC recommends to the Board, for endorsement, a framework of remuneration (which covers all aspects of remuneration including directors' fees, salaries, allowances, bonuses, share-based incentives and awards, benefits-in-kind and termination

payments) and the specific remuneration packages for each director and the key management personnel. The RC also reviews the remuneration of senior management and administers the KCL Restricted Share Plan (the "KCL RSP"), the KCL Performance Share Plan (the "KCL PSP"), the KCL Restricted Share Plan 2020 (the "KCL RSP 2020") and the KCL Performance Share Plan 2020 (the "KCL PSP 2020"). The KCL RSP 2020 and the KCL PSP 2020 (collectively the "New Share Plans") were approved by shareholders at the AGM held on 2 June 2020. In addition, the RC reviews the Company's obligations arising in the event of termination of the executive directors' and key management personnel's contract of service, to ensure that such contracts of service contain fair and reasonable termination clauses which are not overly generous.

The detailed terms of reference of this Committee are disclosed on page 102 herein.

**Access to Expert Advice:** The RC has access to expert advice from external remuneration consultants where required. In FY 2021, the RC sought views from external remuneration consultants, Aon Hewitt and Willis Towers Watson, on market practice and trends, and benchmarks against comparable organisations. The RC undertook a review of the independence and objectivity of the external remuneration consultants through discussions with the external remuneration consultants and has confirmed that the external remuneration consultants had no relationships with the Company which would affect their independence and objectivity.

**POLICY IN RESPECT OF NON-EXECUTIVE DIRECTORS' REMUNERATION**

Each NED's remuneration comprises a basic fee and an additional fee for services performed on board committees.

The Chairman of each board committee is also paid a higher fee compared with the members of the respective committees in view of the greater responsibility carried by that office. The directors' fee structure is regularly benchmarked with comparable listed companies to ensure that their remuneration is fair and appropriate.

The NEDs participated in additional ad hoc meetings with management during the year and are not paid for attending such meetings. Executive directors are not paid directors' fees.

In FY 2021, the RC, in consultation with Willis Towers Watson, conducted a review of the NED fee structure. The review took into account a variety of factors, including prevailing market practices and referencing the fees against comparable benchmarks, as well as the roles and responsibilities of the Board and board committees. The revised directors' fee structure, which will take effect from FY 2022 onwards, is set out in the table below. The Lead Independent Director fee will also be applied to the FY 2021 NED fee structure on a pro-rated basis given the appointment of the Lead Independent Director with effect from 1 November 2021.

Shareholders' approval for the payment of directors' fees will be sought at each AGM. If approved, each of the NED (including the Chairman) will receive 70% of his/her total directors' fees in cash ("Cash Component") and 30% in the form of shares in the Company ("Remuneration Shares") (both amounts subject to adjustment as described below). The Cash Component is paid half-yearly in arrears. The Remuneration Shares are paid after the next AGM has been held. The actual number of Remuneration Shares, to be purchased from the market on the first trading day immediately after

**DIRECTORS' FEE STRUCTURE**

	<b>Basic Fee (per annum)</b>	
Board Chairman	\$750,000 (all-in)	
Board Member	\$108,000	
Lead Independent Director	\$22,000	
	<b>Additional Fees for Membership in Board Committees (per annum)</b>	
	<b>Chairman</b>	<b>Member</b>
Audit Committee	\$67,000	\$43,000
Board Risk Committee	\$67,000	\$38,000
Remuneration Committee	\$47,000	\$31,000
Board Safety Committee	\$47,000	\$31,000
Nominating Committee	\$40,000	\$28,000

the date of the next AGM provided that it does not fall within any applicable restricted period of trading ("Trading Day"), for delivery to the respective NEDs will be based on the market price of the Company's shares on the SGX on the Trading Day. In the event that the first trading day after the date of the next AGM falls within a restricted period of trading, the Remuneration Shares will be purchased on the first trading day immediately after the end of the restricted period of trading. The actual number of Remuneration Shares will be rounded down to the nearest thousand and any residual balance will be paid in cash. Such incorporation of an equity component in the total remuneration of the NEDs is intended to align the interests of the NEDs with those of the shareholders' and the long-term interests of the Company. A NED who steps down before the payment of the Remuneration Shares will receive all of his/her directors' fees for that year (calculated on a pro-rated basis, where applicable) in cash.

The aggregate directors' fees for NEDs for FY 2022 are subject to shareholders' approval at the forthcoming AGM. The amount of directors' fees has been computed taking into consideration the number of board committee representations by the NEDs and also caters for additional fees (if any) which may be payable due to the formation of additional board committees, or additional Board or board Committee members being appointed in the course of FY 2022. In the event that the amount proposed is insufficient, approval will be sought at the next AGM before payments are made to the NEDs for the shortfall amount. The Chairman and the NEDs will abstain from voting and will procure their respective associates to abstain from voting in respect of this resolution.

The RC is of the view that the remuneration of NEDs is appropriate to their level of contribution, taking into account factors such as effort, time spent and responsibilities, and to attract, retain and motivate the directors to provide good stewardship of the Company.

#### **REMUNERATION POLICY IN RESPECT OF EXECUTIVE DIRECTOR AND OTHER KEY MANAGEMENT PERSONNEL**

The Company advocates a performance-based remuneration system that is highly flexible and responsive to the external environment, Company's, business unit's and individual employee's performance, and is aligned with shareholders' and other stakeholders' interests.

The RC periodically reviews the Company's scorecard and remuneration structure to

ensure that it supports the Group's vision and long-term strategy. In designing the remuneration structure, the RC seeks to ensure that the level and mix of remuneration is competitive, relevant and appropriate in finding a balance between current versus long-term remuneration, and between cash versus equity incentive remuneration, and appropriate to attract, retain and motivate key management personnel to successfully manage the Company for the longer term.

The total remuneration structure reflects the following four key objectives:

- a. Shareholder Alignment: To incorporate performance measures that are aligned to shareholders' interests;
- b. Long-term Orientation: To motivate employees to drive sustainable long-term growth;
- c. Simplicity: To ensure that the remuneration structure is easy to understand and communicate to stakeholders; and
- d. Synergy: To facilitate talent mobility and enhance collaboration across businesses.

The total remuneration structure comprises three components; that is, annual fixed cash, annual performance bonus and the KCL Share Plans. The annual fixed cash component comprises the annual basic salary plus any other fixed allowances. The size of the Company's annual performance bonus pot is determined by the Group's financial and non-financial performance and is distributed to employees based on their individual performance. For FY 2021, contingent shares were awarded under the New Share Plans. The KCL RSP 2020 and KCL PSP 2020 are long-term incentive plans which vest over a longer term horizon. A portion of the annual performance bonus is granted in the form of deferred shares that are awarded under the KCL RSP 2020. The KCL PSP 2020 comprises performance targets determined on an annual basis. Executives who have a greater ability to influence Group outcomes have a greater proportion of their overall remuneration at risk. The Company performs regular benchmarking reviews on employees' total remuneration to ensure market competitiveness.

The RC exercises broad discretion and independent judgment in ensuring that the amount and mix of remuneration is aligned with the interests of shareholders and promotes the long-term success of the Company. The mix of fixed and variable reward is considered appropriate for the Group and for each individual role.

The remuneration structure is directly linked to corporate and individual performance, both in terms of financial and non-financial performance. This link is achieved in the following ways:

- a. by placing a significant portion of executives' remuneration at risk ("At Risk component") and subject to a vesting schedule;
- b. by incorporating appropriate key performance indicators ("KPIs") for awarding of annual performance bonus:
  - i. For FY 2021, there are four scorecard areas that the Company has identified as key to measuring the performance of the Group – (i) Financial; (ii) Vision 2030 Value Creation and Transformation; (iii) Process and Stakeholders; and (iv) People. Some of the key sub-targets within each of the scorecard areas include key financial indicators, sustainability, safety, risk management, compliance and controls, employee engagement, talent development and succession planning.
  - ii. For FY 2022, these four scorecard areas have been further refined into (i) Drivers – Vision 2030 Value Creation and Transformation, (ii) Outcomes – Financials, and (iii) Enablers – People and Stakeholders in the FY 2022 scorecard, which are aligned with the Company's FY 2022 strategic priorities cascaded down from the Vision 2030 goals.
  - iii. The scorecard areas have been chosen because they support how the Group achieves its strategic objectives. The framework provides a link for employees to understand how they contribute to each area of the scorecard, and therefore to the Company's overall strategic goals. This is designed to achieve a consistent approach and understanding across the Group. The RC reviews and approves the scorecard each year and the annual performance bonus is determined thereafter based on the scorecard achievement. The annual performance bonus comprises both cash bonus and deferred shares awards that vest equally over three years, thereby aligning employees with shareholders' interests.
- c. by selecting performance conditions for the KCL PSP 2020 awards, namely Total Shareholder Return, Return on Capital Employed and Net Profit that are aligned with shareholders' interests;

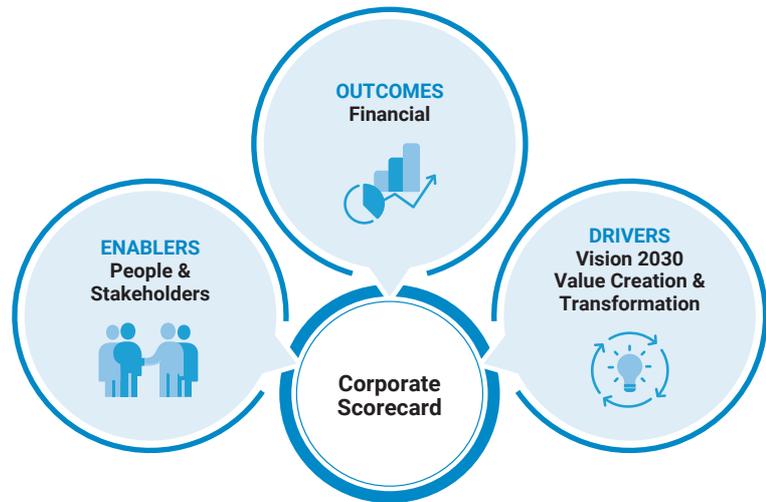
- d. by requiring those conditions to be met in order for the At Risk components of remuneration to be awarded or vested; and
  - e. by forfeiting the At Risk components of remuneration when those conditions are not met at a satisfactory level.
- The RC also recognises the need for a reasonable alignment between risk and remuneration to discourage excessive risk taking. Therefore, in determining the remuneration structure, the RC takes into account the risk policies and risk tolerance of the Group as well as the time horizon of risks, and incorporates risk-adjustments into the remuneration structure through several initiatives, including but not limited to:
- a. prudent funding of annual performance bonus;
  - b. granting a portion of the annual performance bonus in the form of deferred shares, to be awarded under the KCL RSP 2020;
  - c. vesting of contingent share awards under the KCL PSP and KCL PSP 2020 being subject to performance conditions being met;
  - d. potential forfeiture of variable incentives in any year due to misconduct;
  - e. requiring the executive director and key management personnel to hold a minimum number of shares under the share ownership guideline; and
  - f. exercising discretion to ensure that remuneration decisions are aligned to the Company's long-term strategy and performance and discourage excessive risk taking.

The RC is of the view that the overall level of remuneration is not considered to be at a level which is likely to promote behaviours contrary to the Group's risk profile.

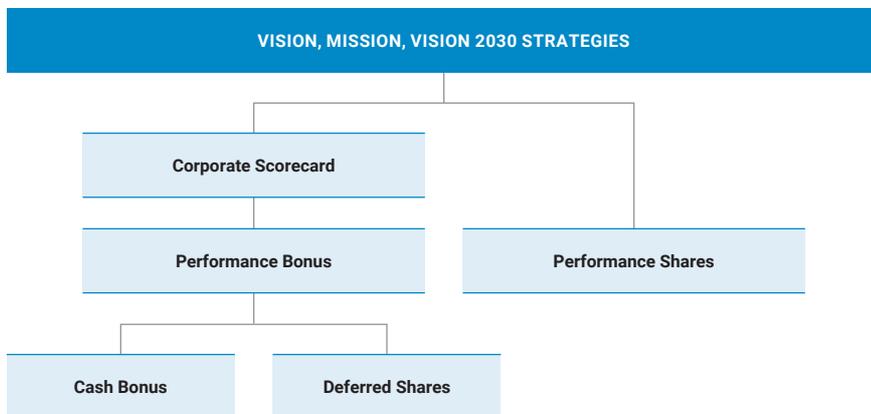
In determining the actual quantum of variable component of remuneration, the RC had taken into account the extent to which the corporate and individual performance conditions, set forth above, have been met. Based on the outcome of the evaluation, the RC recommends the total remuneration for the key management for the Board's approval. The RC is of the view that the remuneration is aligned to performance during FY 2021.

In order to align the interests of the executive director and key management personnel with that of shareholders, the executive director and key management personnel are remunerated partially in the form of shares in the Company and are encouraged to hold such shares while they remain in the employment of the Company. The executive director and key management personnel are required to hold at least 2 times of their annual fixed pay in the form of shares in the Company, while other key senior management are required to hold at least 1.5 times of their annual fixed pay under the share ownership guideline so as to maintain a beneficial ownership stake in the Company, thus further aligning their interests with shareholders.

The directors, the CEO and the key management personnel (who are not directors or the CEO) are remunerated on an earned basis and there are no termination, retirement and post-employment benefits that are granted over and above what has been disclosed.



**REMUNERATION STRUCTURE**



**LONG-TERM INCENTIVE PLANS**

**KCL Share Plans**

The KCL Share Plans are put in place to reward, retain and motivate employees to achieve superior performance and to motivate them to continue to strive for long-term shareholder value. The KCL Share Plans also aim to strengthen the Group’s competitiveness in attracting and retaining talented key senior management and employees. The KCL RSP 2020 applies to a broader base of employees while the KCL PSP 2020 applies to a selected group of key management personnel. The range of performance targets to be set under the KCL PSP 2020 emphasise stretched or strategic targets aimed at sustaining longer-term growth.

Following the launch of the Company’s Vision 2030 in FY 2020, the Board endorsed an additional remuneration component for selected senior management and key employees who will be contributing significantly towards the attainment of Vision 2030. The one-time Transformation Incentive Plan (“V2030 PSP-TIP”), which is awarded in the form of performance shares under the KCL PSP 2020 in July 2021, is a long-term incentive plan with a five-year performance period to incentivise the Group’s executives to achieve the ambitious objectives of the Group’s Vision 2030. Subject to meeting the ambitious performance conditions set,

the vesting will take place in 2026. After taking into account the performance conditions, the Board had also allowed for a re-testing of the performance conditions at the end of 2026.

Executives will only benefit from the V2030 PSP-TIP if the Group meets a highly stretched total shareholder return target as well as the ambitious financial and non-financial targets linked to the Vision 2030 scorecard, and if the executives meet or exceed their individual performance targets over the five-year performance period.

Given the Group’s strong focus on providing solutions for sustainable urbanisation, various aspects of the remuneration framework have been enhanced for a stronger alignment with this focus. Sustainability-related targets relating to the Group’s own carbon footprint as well as commercialisable solutions have been either incorporated or further emphasised in various incentive programmes, including the annual scorecard that determines the annual performance bonus pool for all employees, the 3-year KCL PSP 2020 that will be awarded in FY 2022 to a selected group of key management personnel as well as the 5-year V2030 PSP-TIP that was awarded in 2021 to selected senior management and key employees who will be contributing significantly towards the attainment of Vision 2030.

**TARGETS OF THE 3-YEAR KCL PERFORMANCE SHARE PLAN (FROM FY 2022 ONWARDS)**



## CORPORATE GOVERNANCE

The weightages of the sustainability targets vary across the various programmes, weighing up to 25% for the 3-Year KCL PSP awards.

The RC has the discretion not to award variable incentives in any year if an executive is directly involved in a material restatement of financial statements, in misconduct resulting in restatement of financial statements,

or in misconduct resulting in financial loss to the Company. Outstanding performance bonuses, and share awards under the New Share Plans are also subject to RC's discretion before further payment or vesting can occur. Under the terms of the New Share Plans, shares awarded pursuant to the New Share Plans may be clawed back in the event of among others, misconduct

(including a breach of laws), or violation of policies and compliance standards which had or is likely to cause financial loss or reputational harm to the Group or which may be detrimental to the interests of the Group.

Details of the KCL Share Plans are set out on pages 120 and 162.

### LEVEL AND MIX OF REMUNERATION OF DIRECTORS AND KEY MANAGEMENT PERSONNEL (WHO ARE NOT ALSO DIRECTORS OR THE CEO) FOR THE YEAR ENDED 31 DECEMBER 2021

The level and mix of each of the director's remuneration are set out below:

Remuneration & Name of Director	Base/Fixed Salary (\$)	Performance-Related Cash Bonuses Earned <sup>1</sup> (\$)	Directors' Total Fees <sup>2</sup> (\$)		Benefits- in-Kind (\$)	Contingent Awards of Shares <sup>3,4</sup> (\$)		Total Remuneration (\$)
			Cash component <sup>5</sup>	Shares component <sup>5</sup>		PSP	RSP	
Loh Chin Hua	1,201,120	2,103,002	–	–	n.m. <sup>6</sup>	1,525,700	2,099,998	6,929,820 <sup>7,8</sup>
Danny Teoh <sup>9</sup>	–	–	414,910	177,819	–	–	–	592,729
Till Vestring <sup>10</sup>	–	–	127,874	54,803	–	–	–	182,677
Veronica Eng <sup>11</sup>	–	–	147,700	63,300	–	–	–	211,000
Jean-François Manzoni <sup>12</sup>	–	–	127,035	54,444	–	–	–	181,479
Teo Siong Seng <sup>13</sup>	–	–	120,488	51,638	–	–	–	172,126
Tham Sai Choy <sup>14</sup>	–	–	140,982	60,421	–	–	–	201,403
Penny Goh <sup>15</sup>	–	–	126,000	54,000	–	–	–	180,000
Shirish Apte <sup>16</sup>	–	–	63,518	27,222	–	–	–	90,740
Lee Boon Yang <sup>17</sup>	–	–	232,192	–	–	–	–	232,192
Alvin Yeo Khirn Hai <sup>18</sup>	–	–	52,011	–	–	–	–	52,011
Tan Ek Kia <sup>19</sup>	–	–	70,277	–	–	–	–	70,277

#### Notes:

- The RC is satisfied that the quantum of performance-related cash bonuses earned by the executive director was fair and appropriate taking into account the extent to which his KPIs for FY 2021 were met.
- Based on the NEDs' fee structure set out in the Annual Report 2020, the total fees amount to \$2,166,634. This amount is within the sum of up to \$2,491,000 approved in the 2021 AGM.
- Shares awarded under the KCL PSP 2020 are subject to pre-determined performance targets over a three-year performance period. As at 31 March 2021, being the grant date for the contingent awards under the KCL PSP 2020, the estimated value of each share was \$4.18. For the KCL PSP 2020, the figures are based on the value of the PSP shares at 100% of the award and the figures may not be indicative of the actual value at vesting which can range from 0% to 150% of the award.
- The contingent award of RSP deferred shares was granted for Mr Loh Chin Hua's performance and contributions in FY 2021. The Company's 2021 volume-weighted average share price of \$5.29 was used to determine the number of contingent KCL RSP 2020 deferred shares to be awarded to him as well as his FY 2021 total remuneration. As at 15 February 2022, being the grant date for the contingent awards under the KCL RSP 2020, the estimated value of each share was \$5.84.
- The amounts stated may be adjusted as indicated on pages 86 and 87 of this report.
- n.m. – not material
- In addition to the remuneration disclosed above, Mr Loh Chin Hua was granted performance shares on a one-off basis under the five-year KCL PSP 2020-TIP on 30 July 2021. Shares awarded under the KCL PSP 2020-TIP are subject to pre-determined performance targets over a five-year performance period. As at 30 July 2021, being the grant date for the contingent award under the KCL PSP 2020-TIP, the estimated value of each share was \$0.98. The total allocation value of the award is estimated at \$950,600. For the KCL PSP 2020-TIP, the figures are based on the value of the PSP-TIP shares at 100% of the award and the figures may not be indicative of the actual value at vesting which can range from 0% to 150% of the award.
- Total remuneration shown above for Mr Loh Chin Hua does not include vested share of carried interests for funds created during the time he was Managing Director at Alpha Investment Partners. These carried interests are only earned at the end of the fund life and depends entirely on the actual performance of the funds after they have been liquidated.
- Mr Danny Teoh was appointed as Board Chairman and a member of the Nominating and Board Safety Committees with effect from 23 April 2021. He ceased to be the Chairman of the Audit Committee and member of the Board Risk Committee with effect from the same date. Fees are prorated accordingly.
- Mr Till Vestring was appointed as the Lead Independent Director with effect from 1 November 2021. Fees are prorated accordingly. He was concurrently appointed as a member of the Board of Keppel Telecommunications & Transportation Limited with effect from 1 October 2021 and will receive a prorated fee of \$11,342 for his services rendered in the year.
- Ms Veronica Eng was concurrently a member of the Board of Keppel Capital Holdings Pte Ltd in FY 2021 and will receive a fee of \$45,000 for her services rendered in the year.
- Professor Jean-Francois Manzoni was appointed as a member of the Remuneration Committee with effect from 1 July 2021. He ceased to be a member of the Board Risk Committee with effect from the same date. Fees are prorated accordingly.
- Mr Teo Siong Seng was appointed as the Chairman of the Board Safety Committee and a member of the Audit Committee with effect from 23 April 2021. He ceased to be a member of the Audit and Remuneration Committees with effect from 1 July 2021. Fees are prorated accordingly.
- Mr Tham Sai Choy was appointed as the Chairman of the Audit Committee with effect from 23 April 2021. Fees are prorated accordingly. He was concurrently a member of the Board of Keppel Offshore and Marine Ltd in FY 2021 and will receive a fee of \$56,219 for his services rendered in the year.
- Mrs Penny Goh was concurrently Chairman of Keppel REIT Management Limited ("KRML") in FY 2021 and a member of the Board of Keppel Land Limited ("KLL") with effect from 1 October 2021. She will receive a fee of \$150,000 for her services rendered to KRML in the year with 70% payable in the form of cash and 30% in the form of units in Keppel REIT and will receive a prorated fee of \$11,250 for her services rendered to KLL in the year.
- Mr Shirish Apte was appointed to the Board and as a member of the Audit and Board Risk Committees with effect from 1 July 2021. Fees are prorated accordingly. He was concurrently a member of the Board of Keppel Infrastructure Holdings Pte. Ltd. in FY 2021 and will receive a fee of \$50,000 for his services rendered in the year.
- Dr Lee Boon Yang retired from the Board with effect from 23 April 2021. Concurrently, he ceased to be the Board Chairman and a member of the Nominating, Remuneration and Board Safety Committees. Fees are prorated accordingly.
- Mr Alvin Yeo retired from the Board with effect from 23 April 2021. Concurrently, he ceased to be a member of the Audit and Nominating Committees. Fees are prorated accordingly.
- Mr Tan Ek Kia retired from the Board with effect from 23 April 2021. Concurrently, he ceased to be the Chairman of the Board Safety Committee and a member of the Audit and Board Risk Committees. Fees are prorated accordingly. He was concurrently a member of the Board of Keppel Offshore & Marine Ltd in FY 2021 and will receive a fee of \$82,397 for his services rendered in the year.

PSP and RSP Shares granted and vested for the Executive Director are shown below:

Name of Executive Director	PSP Awards	Vesting Date	Contingent Awards of PSP Shares	Number of PSP Shares Vested	Value of PSP Shares Vested (\$) <sup>1</sup>	RSP Awards	Vesting Date	Contingent Awards of RSP Shares	Number of RSP Shares Vested	Value of RSP Shares Vested (\$) <sup>1</sup>
Loh Chin Hua	2016 Awards	28 Feb 2022	0 to 1,125,000 <sup>2</sup>	–	–	2019 Awards	28 Feb 2019 28 Feb 2020	262,403	87,467	544,919
	2018 Awards <sup>3</sup>	28 Feb 2022	0 to 480,000	–	–		26 Feb 2021		87,469	449,591
	2019 Awards <sup>3</sup>	28 Feb 2022	0 to 547,500	–	–	2020 Awards	28 Feb 2020 26 Feb 2021	301,887	100,629	643,583
	2020 Awards	28 Feb 2023	0 to 547,500	–	–		28 Feb 2022		–	–
	2021 Awards	29 Feb 2024	0 to 547,500 <sup>4</sup>	–	–	2021 Awards	26 Feb 2021 28 Feb 2022	260,870	86,956	446,954
		27 Feb 2026	0 to 1,455,000 <sup>5</sup>	–	–		28 Feb 2023		–	–
				–	–	2022 Awards	28 Feb 2022 28 Feb 2023 29 Feb 2024	396,975	–	–
				–	–				–	–

Notes:

- <sup>1</sup> The value of the shares vested under KCL PSP and RSP is computed based on the market price of the shares when the shares are credited to the employee's CDP account. The RC is satisfied that the value of the shares vested under the KCL PSP and RSP to the executive director was fair and appropriate taking into account the extent to which his KPIs and performance conditions for FY 2021 were met.
- <sup>2</sup> Refers to one-time contingent shares awarded under the KCL PSP-TIP.
- <sup>3</sup> As the targets of the 2018 and 2019 PSP awards were set before the onset of the COVID-19 pandemic, the RC decided to extend the performance period of the awards by 1 more year. The achievements in Year 2018, 2019 and 2021 will be used to determine the vesting level of the 2018 PSP award at the end of the extended performance period, while the achievements in Year 2019, 2021 and 2022 will be used to determine the vesting level of the 2019 PSP award at the end of the extended performance period.
- <sup>4</sup> Refers to contingent shares awarded under the KCL PSP 2020.
- <sup>5</sup> Refers to one-time contingent shares awarded under the KCL PSP 2020-TIP.

The total remuneration paid to the key management personnel (who are not directors or the CEO) in FY 2021 was \$15,883,640. The level and mix of each of the key management personnel (who are not also directors or the CEO) in bands of \$250,000 are set out below:

Remuneration Band & Name of Key Management Personnel	Base/Fixed Salary (%)	Performance-Related Cash Bonuses Earned <sup>1</sup> (%)	Benefits-in-Kind (%)	Contingent Awards of Shares	
				PSP (%)	RSP (%)
<b>Above \$3,500,000 to \$3,750,000</b>					
Chan Hon Chew	20	32	n.m. <sup>6</sup>	16	32
<b>Above \$3,000,000 to \$3,250,000</b>					
Tan Hua Mui, Christina <sup>2</sup>	20	32	n.m. <sup>6</sup>	16	32
<b>Above \$2,000,000 to \$2,250,000</b>					
Ong Leng Yeow, Chris	25	27	n.m. <sup>6</sup>	21	27
Lim Lu-Yi, Louis	26	29	n.m. <sup>6</sup>	16	29
<b>Above \$1,750,000 to \$2,000,000</b>					
Lim Joo Ling, Cindy	27	29	n.m. <sup>6</sup>	15	29
<b>Above \$1,500,000 to \$1,750,000</b>					
Pang Thieng Hwi, Thomas	27	29	n.m. <sup>6</sup>	15	29
Manjot Singh Mann	39	20	5	16	20

Notes:

- <sup>1</sup> The RC is satisfied that the quantum of performance-related bonuses earned by the key management personnel was fair and appropriate taking into account the extent to which their KPIs for FY 2021 were met.
- <sup>2</sup> Total remuneration shown above for Ms Christina Tan does not include vested share of carried interests for funds created during the time she was Managing Director at Alpha Investment Partners. These carried interests are only earned at the end of the fund life and depend entirely on the actual performance of the funds after they have been liquidated.
- <sup>3</sup> Dr Ong Tiong Guan retired from the Company with effect from 27 February 2021. He received a total remuneration of less than \$250,000 for his period of employment with the Company. Subsequent to his retirement, Dr Ong was engaged as an Advisor and will receive a fee of not more than \$250,000 per annum for his advisory services.
- <sup>4</sup> Mr Tan Swee Yiow stepped down as CEO of Keppel Land with effect from 15 February 2021 and was appointed as Senior Managing Director of Urban Development thereafter. His FY 2021 total remuneration was in the range of \$1,500,000 to \$1,750,000.
- <sup>5</sup> In addition to the remuneration disclosed above, all the key management were granted performance shares on a one-off basis under the five-year KCL PSP 2020-TIP on 30 July 2021. Shares awarded under the KCL PSP 2020-TIP are subject to pre-determined performance targets over a five-year performance period. As at 30 July 2021, being the grant date for the contingent awards under the KCL PSP 2020-TIP, the estimated value of each share was \$0.98. The total allocation value of the awards is in the range of \$250,000 to \$500,000 for Mr Chan Hon Chew, Ms Christina Tan and Mr Chris Ong, and in the range of less than \$250,000 for the remaining key management personnel. For the KCL PSP 2020-TIP, the figures are based on the value of the PSP-TIP shares at 100% of the award and the figures may not be indicative of the actual value at vesting which can range from 0% to 150% of the award.
- <sup>6</sup> n.m. – not material

## CORPORATE GOVERNANCE

**REMUNERATION OF EMPLOYEES WHO ARE SUBSTANTIAL SHAREHOLDERS OF THE COMPANY OR ARE IMMEDIATE FAMILY MEMBERS OF A DIRECTOR OR THE CHIEF EXECUTIVE OFFICER OR A SUBSTANTIAL SHAREHOLDER OF THE COMPANY**

No employee of the Company and its subsidiaries is a substantial shareholder of the Company or an immediate family member of a director, the CEO or a substantial shareholder of the Company and whose remuneration exceeded \$100,000 during the financial year ended 31 December 2021. "Immediate family member" means the spouse, child, adopted child, step-child, sibling and parent.

**AUDIT COMMITTEE****PRINCIPLE 10:**

*The Board has an Audit Committee which discharges its duties objectively*

The Audit Committee (AC) comprises entirely non-executive and independent directors, namely:

- Mr Tham Sai Choy  
(from 23 April 2021)  
Independent Chairman<sup>1</sup>
- Mr Danny Teoh  
(up to 23 April 2021)  
Independent Chairman
- Mr Alvin Yeo  
(up to 23 April 2021)  
Independent Member
- Ms Veronica Eng  
Independent Member
- Mr Tan Ek Kia  
(up to 23 April 2021)  
Independent Member
- Mr Teo Siong Seng  
(from 23 April 2021 to 1 July 2021)  
Non-executive and  
Non-independent Member
- Mrs Penny Goh  
Independent Member
- Mr Shirish Apte  
(from 1 July 2021)  
Independent Member

The AC's primary role is to assist the Board with ensuring the integrity of financial reporting and the adequacy and effectiveness of the system of internal controls and risk management. The AC has explicit authority to investigate any matter within its responsibilities, full access to and co-operation by management, full discretion to invite any director or executive officer to attend its meetings, and reasonable resources (including access to external consultants) to enable it to properly discharge its responsibilities.

Mr Tham Sai Choy, Ms Veronica Eng and Mr Shirish Apte have recent, relevant and in-depth experience in accounting and financial management. Mrs Penny Goh has extensive experience in advising on a broad range of corporate real estate transactions for commercial, industrial and logistics projects in Singapore and Asia Pacific, involving investment, joint development and profit participation structures, and has the practical knowledge of issues and considerations affecting the Committee to discharge her responsibilities as a member of the Committee. Mr Tham Sai Choy, Ms Veronica Eng, Mrs Penny Goh and Mr Shirish Apte are also members of the Board Risk Committee ("BRC"), with Ms Veronica Eng being the Chairperson. None of the members of the AC were partners or directors of the Company's current external auditors within the last two years and none of the members of the AC hold any financial interest in the auditing firm.

The detailed terms of reference of the Committee are set out on page 100 herein.

**AUDIT**

The AC met with the external auditors six times during the year and at least one of these meetings was without the presence of management and the internal auditors. The AC also met with the internal auditors five times during the year, and at least one of these meetings was conducted without the presence of management and the external auditors.

The AC reviewed and approved the Group external auditor's audit plan for the year and assessed the quality of the work carried out by the external auditors in accordance with the Audit Quality Indicators Disclosure Framework published by the Accounting and Corporate Regulatory Authority and is satisfied with the performance. Taking into account the requirements under the Accountants Act 2004 of Singapore, the AC undertook a review of the independence and objectivity of the external auditors through discussions with the external auditors as well as reviewing the audit and non-audit fees awarded to them and has confirmed that the non-audit services performed by the external auditors would not affect their independence. For details of fees payable to the auditors in respect of audit and non-audit services, please refer to Note 27 of the Notes to the Financial Statements on page 186.

The Company has complied with Rule 712, and Rule 715 read with Rule 716 of the SGX Listing Manual in relation to its auditing firms.

The Company also has an in-house internal audit function ("Group Internal Audit"), which together with the external auditors, report their findings and recommendations to the AC independently. The role of Group Internal Audit is to provide independent assurance to the AC to ensure that the Company maintains a sound system of internal controls. In this aspect, Group Internal Audit conducts regular reviews of the adequacy and effectiveness of the Group's key internal controls, including financial, operational, compliance and information technology ("IT") controls, and risk management. Any significant non-compliance or failures in internal controls together with recommendations for improvements are reported to the AC. Group Internal Audit also undertakes investigations as directed by the AC.

Group Internal Audit has direct access to the AC and unfettered access to all the documents, records, properties and personnel of the Group. The AC approves the hiring, removal, evaluation and compensation of the Head of Group Internal Audit, whose primary line of reporting is to the Chairman of the AC, with an administrative reporting line to the CEO of the Company. The AC reviewed the adequacy and effectiveness of Group Internal Audit and is satisfied that the team is independent, effective and adequately resourced with persons with relevant qualifications and experience and has appropriate standing within the Company. Group Internal Audit attends the Company's and the Group's key strategy sessions, and executive meetings, and is staffed with professionals with sufficient expertise in corporate governance, risk management, internal controls, and other relevant disciplines. The AC also reviewed the training costs and programmes attended by Group Internal Audit to ensure that their technical knowledge and skill sets remain current and relevant.

As a member of the Institute of Internal Auditors ("IIA"), Group Internal Audit is guided by the International Professional Practices Framework set by the IIA. External quality assessment reviews are carried out at least once every five years by qualified professionals, with the last assessment conducted in 2021. The results re-affirmed that the internal audit activity generally conforms to the International Standards for the Professional Practice of Internal Auditing. Group Internal Audit staff perform a yearly declaration of independence and confirm their adherence to Keppel's Code of Conduct as well as the Code of Ethics established by the IIA, from which the principles of objectivity, competence, confidentiality and integrity are based.

<sup>1</sup> Mr Tham Sai Choy succeeded Mr Danny Teoh as Chairman of the Audit Committee on 23 April 2021. Prior to that, Mr Tham Sai Choy was a member of the Audit Committee.

The purpose, authority and responsibility of Group Internal Audit are formally defined in an internal audit charter, which is approved by the AC. The internal audit charter establishes Group Internal Audit's position within the organisation, including the nature of its functional reporting relationship with the AC; authorises access to records, personnel, and physical properties relevant to the performance of engagements; and defines the scope of internal audit activities. The Charter mandates Group Internal Audit to maintain a quality assurance and improvement program that covers all aspects of the internal audit activity, including the evaluation of its conformance with the Standards, and an evaluation of whether internal auditors apply the IIA's Code of Ethics.

During the year, Group Internal Audit adopted a risk-based auditing approach that focuses on key risks, including financial, operational, compliance and information technology risks. An annual audit plan is developed using a structured risk and control assessment framework, and this plan is reviewed and approved by the AC to ensure that the risk-based plan sufficiently covered the effectiveness of controls to mitigate the significant financial, operational, compliance and information technology risks of the Company. Audits are planned based on the results of the assessment, with priority given to auditing the areas of highest risk within the Company. All Group Internal Audit's reports are submitted to the AC for deliberation with copies of these reports extended to the Chairman, CEO and relevant senior management personnel. In addition, significant audit findings and recommendations put up by the internal and the external auditors are reported to the AC and discussed at AC meetings. To ensure timely and adequate closure of audit findings, the status of implementation of the actions agreed by management is tracked and discussed with the AC. The AC also reviews the effectiveness of the actions taken by management on the recommendations made by Group Internal Audit and the external auditors.

### FINANCIAL MATTERS

Changes to accounting standards and accounting issues which have a direct impact on the financial statements were reported to the AC, and highlighted by the external auditors in their quarterly meetings with the AC.

During the year, the AC performed independent review of the financial statements of the Company before the announcement of the Company's first half and full year results. In the process, the Committee reviewed the key areas of management judgment applied for adequate provisioning and disclosure, critical accounting policies and any significant changes made that would have a material impact on the financials.

In its review of the financial statements of the Group and the Company for FY 2021, the AC reviewed the key areas of management's judgment and estimates applied for key financial issues, including valuation of investment properties and development properties held for sale, impairment assessment of exposure to KrisEnergy, recoverability of contract assets, material receivables and stocks, financial exposure in relation to contracts with Sete Brasil, global resolution with criminal authorities in relation to corrupt payments, revenue recognition and contract cost, and the impairment assessment of goodwill arising from the acquisition of M1, that might affect the integrity of the financial statements. The AC also considered the report from the external auditors, including their findings on the key audit matters as set out in the independent auditor's report for the financial year ended 31 December 2021.

In addition to the findings of the external auditors, the AC took into consideration the methodology applied in determining the valuation and value-in-use of different asset classes, including the reasonableness of the estimates and key assumptions used. The AC also reviewed management's assessment of recoverability of contract assets, material receivables and stocks, financial exposure in relation to contracts with Sete Brasil, including cash flow estimates relating to the settlement agreement between the Group and Sete Brasil as well as related developments, assessment on whether there was a potential for any additional provision in relation to the corrupt payments, and estimates of the total costs and physical proportion of work completed in determining the stage of completion. Furthermore, external independent valuations, work performed by independent professional firms and independent financial advisor, as well as opinions from internal and external legal counsel, where applicable, were considered when reviewing management's assessment.

The AC concurs with the methodology, accounting treatment and estimates adopted, as well as the disclosures made in the financial statements for each of the key audit matters set out by the external auditors in their report.

### WHISTLE-BLOWER POLICY

The AC has reviewed the "Keppel Whistle-Blower Policy" (the "Policy") which provides for the mechanisms by which employees and other persons may, in confidence, raise concerns about possible improprieties in business conduct, and was satisfied that arrangements are in place for the independent investigation of such matters and for appropriate follow-up action. To facilitate the management of incidences

of alleged fraud or other misconduct, the AC is guided by a set of guidelines to ensure proper conduct of investigations and appropriate closure actions following completion of the investigations, including administrative, disciplinary, civil and/or criminal actions, and remediation of control weaknesses that perpetrated the fraud or misconduct so as to prevent a recurrence. Significant matters raised through the whistle-blowing channel are reported to the Board.

The details of the Policy are set out on page 104 hereto. The AC reviews the Policy yearly to ensure that it remains current.

### INTERESTED PERSON TRANSACTION

The Company has established policies and procedures for reviewing and approving interested person transactions ("IPTs") in accordance with the general mandate from shareholders that such transactions are made on normal commercial terms and will not be prejudicial to the interests of the Company and its minority shareholders. Management reported the IPTs to the AC in accordance with the mandate. These IPTs were reviewed by the internal auditors, and all findings were reported during AC meetings.

Details of IPTs entered into by the Group in FY 2021 are set out on page 215 of this Annual Report.

### RISK MANAGEMENT AND INTERNAL CONTROLS

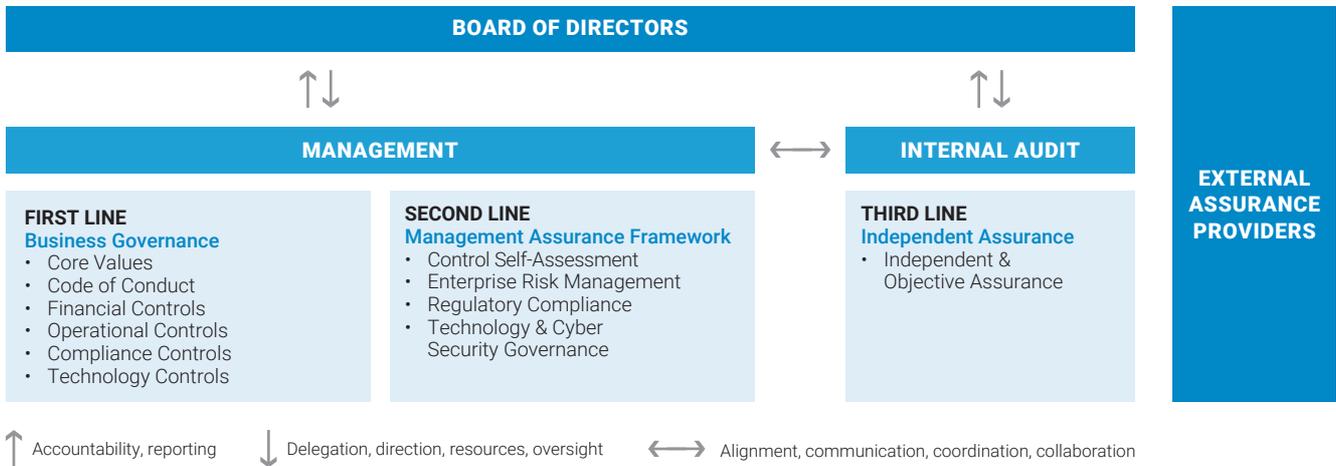
#### PRINCIPLE 9:

*The Board is responsible for the governance of risk and ensures that Management maintains a sound system of risk management and internal controls, to safeguard the interests of the Company and its shareholders.*

The Board Risk Committee (BRC) comprises entirely non-executive and independent directors, namely:

- Ms Veronica Eng  
Independent Chairperson
- Mr Danny Teoh  
(up to 23 April 2021)  
Independent Member
- Mr Tan Ek Kia  
(up to 23 April 2021)  
Independent Member
- Prof Jean-François Manzoni  
(up to 1 July 2021)  
Independent Member
- Mr Tham Sai Choy  
Independent Member
- Mrs Penny Goh  
Independent Member
- Mr Shirish Apte  
(from 1 July 2021)  
Independent Member

KEPPEL'S SYSTEM OF MANAGEMENT CONTROLS



The BRC considers the nature and extent of the significant risks which the Company may take in achieving its strategic objectives and value creation; and reviews and guides management in the formulation of risk policies and processes to effectively identify, evaluate and manage significant risks, to safeguard shareholders' interests and the Group's assets, and ensure corporate sustainability. The Committee reports to the Board on critical risk issues, material matters, findings and recommendations.

The detailed terms of reference of this Committee are disclosed on page 100 herein.

The Group Risk & Compliance department, working in conjunction with the business teams, has supported management in applying the Enterprise Risk Management ("ERM") Framework to ensure significant risks across the Group are assessed and adequately mitigated. This is performed through the monitoring of risk matters across the Group, conduct of training, site visits, participation at IMPAC meetings, and implementation of risk-related policies and standards. The ERM Framework was established to guide Group entities in managing risks and also facilitate the Board's assessment of the adequacy and effectiveness of the Group's risk management system and processes in managing risk. It lays out the governance mechanisms and principles, policies and processes, and system pertaining to how Group entities should identify, assess, mitigate, communicate, and monitor or escalate significant risk matters.

Risk assessments are performed at each business unit and agreed with senior management before being consolidated to form the Group risk assessment. Further assessments are performed at the Group and articulation of each key risk area grouped by sub-groups within Strategic, Operational, Compliance and Financial risk, and

the mitigation plans where applicable, are provided to the Board and BRC at quarterly meetings. This is complemented by education and awareness, resources and expertise, and assessment or feedback, which are ongoing in nature.

The Group's approach to risk management and the key risks of the Group are set out in the "Risk Management" section on pages 110 to 113 of this Annual Report. The Group is guided by a set of Risk Tolerance Guiding Principles, as disclosed on page 110.

The Group also has in place Keppel's System of Management Controls ("KSMC") outlining the Group's internal control and risk management processes and procedures. The KSMC comprises the Three-Lines Model to ensure the adequacy and effectiveness of the Group's system of internal controls and risk management.

Under the First Line of Business Governance, the Group and its business units' ("BUs") management, supported by their respective line functions and committees, are responsible for the identification and mitigation of risks (including financial, operational, compliance and technology risks) facing the Group and respective BUs in the course of running their business. Appropriate policies, procedures, and controls are implemented and operationalised in line with the Group's risk appetite to address such risks. Employees are also guided by the Group's Core Values and expected to comply strictly with Keppel's Code of Conduct.

Under the Second Line, Management Assurance Frameworks are established to enable oversight and governance over operations and activities undertaken by management under the First Line. Business units and entities scoped in for control self-assessment ("CSA") are required to conduct a self-assessment exercise to

assess the status of their respective internal controls on an annual basis. The annual CSA exercise is overseen by Control Assurance. Remedial actions are implemented to address all control gaps identified during the CSA exercise. Group Risk & Compliance ("GRC"), working in conjunction with the Group and respective BUs' line functions and committees, oversees the implementation of the Group's Enterprise Risk Management Framework, under which the Group will identify, assess and mitigate risks facing the Group to ensure that risks fall within the established risk appetite and tolerance. In respect of regulatory compliance, the Group's and BU's line functions and committees support and work alongside GRC and the Group's and BU's management to help ensure relevant policies, processes and controls are effectively designed, implemented and managed to mitigate compliance risks that the Group and respective BUs face in the course of their business. The Technology Governance Framework overseen by Group Information Technology aims to align technology strategy to enterprise vision, whilst strengthening technology controls and security, and managing technology risks for the Group. This framework was further strengthened in January 2021 with the formalisation of an enhanced Group Cyber Security Governance structure which includes the repurposing of Keppel's existing IT Security Operations Centre into a Cyber Security Centre with enhanced capabilities to ensure that the baseline security posture of the Group is maintained, and is overseen by a dedicated Group Cyber Security function which drives the enterprise vision, strategy and programme to ensure that Keppel's technology assets are adequately protected. The Technology and Cyber Security Governance Frameworks balance strategic technology adoption, business resiliency and security outcomes towards effective business continuity and technology risk mitigations.

The Third Line comprises independent assurance, including internal and external audit. Internal audit provides the Board and the Group's senior management with independent assurance over the adequacy and effectiveness of the system of internal controls, risk management and governance, while external audit considers the internal controls relevant to the Company's preparation of financial statements and performs tests on such internal controls, where they are assessed to be necessary, in support of the audit opinion issued on the financial statements of the Company.

### ENHANCEMENTS TO COMPLIANCE PROGRAMME IN FY 2021

At Keppel, accountability is a core value. As our Code of Conduct states, "we care how results are achieved, not just that they are attained." Implementing that core value through enhancing our regulatory compliance process and by reminding every Keppelite of that value is a focus of attention for us, our boards, and officers and line managers across the globe.

This section provides an overview of the improvements and enhancements that have been made to strengthen Keppel's compliance programme over the past year. Further details of our compliance initiatives are set out on pages 114 to 116 of this Annual Report. The Company is committed to a continuous review and, where necessary and appropriate, further improvements and enhancements to the Group's compliance programme will be made.

The Group has taken the following steps over the past year to further enhance its internal controls, policies and procedures:

- a. In 2021, the Singapore entities of Keppel Infrastructure and overseas entities of Keppel Land (Vietnam, China and Indonesia) also achieved ISO 37001 certification. The three-year Deferred Prosecution Agreement (DPA) with the US Department of Justice was dismissed in 2021. Keppel O&M has complied with all obligations which includes the successful implementation of an enhanced compliance programme and procedures.
- b. Enhancement of the Dealing with Third Party Associates ("TPA") policy to consolidate and streamline compliance due diligence requirements for TPA, Mergers & Acquisitions Compliance and Agents' fee policies.
- c. Digitalisation of due diligence processes and conflict of interest declaration in key projects through a Group-wide application and centralised repository to improve efficiency and access to information across the Group.

### THE GROUP'S COMPLIANCE PROGRAMME

The Group's compliance programme also includes the following:

- a. a compliance governance structure that is overseen by a Regulatory Compliance Management Committee and Regulatory Compliance Working Team, bringing together senior management, compliance personnel, and other core function leads to discuss compliance enhancements and address compliance issues as they arise;
- b. a Supplier Code of Conduct, to integrate Keppel's sustainability principles across our supply chain, and positively influence the environmental, social and governance performance of our suppliers. Suppliers of the Group are expected to abide by the Supplier Code of Conduct, which covers areas pertaining to business conduct (including specific anti-bribery provisions), labour practices, safety and health, and environmental management;
- c. risk-based due diligence process for all third-party associates who represent the Group in business dealings, including our joint venture partners, to assess the compliance risk of the business partner; and
- d. the dedicated independent Group-wide compliance function has reporting lines independent of business units. The Head of the Group's compliance function has a primary line of reporting to the Chairman of the BRC, with an administrative reporting line to the CFO of the Company.

The Group's compliance programme is and will be subjected to a periodic review to ensure it meets the following standards, i.e. that:

#### 1. Board and Senior Management Commitment

The Group's senior management, including members of the Board, provide continuous, clear and explicit support to the compliance programme.

#### 2. Policies and Procedures

The Group continuously implements and communicates its corporate policy against violations of any anti-corruption laws. This policy has been and will continue to be documented in writing, include appropriate measures to reduce the prospect of violations of anti-corruption laws, and encourage and support the observance of compliance policies and procedures by personnel at all levels of the Group. These anti-corruption policies and procedures apply to all directors, officers and employees and, where necessary and appropriate, outside parties acting on behalf of Keppel, including but not limited to, agents and intermediaries,

consultants, representatives, partners and suppliers.

Individuals at all levels of Keppel comply with Keppel's Code of Conduct and its compliance policies and procedures. Such policies and procedures address, among other areas:

- a. gifts;
- b. hospitality, entertainment, and expenses;
- c. dealing with third party associates – due diligence;
- d. political contributions;
- e. donations and sponsorships;
- f. facilitation payments; and
- g. solicitation and extortion.

The Group ensures that:

- a. books, records and accounts are in reasonable detail, and accurately and fairly reflect the transactions and disposition of assets; and
- b. the Group develops and maintains a system of internal accounting controls, sufficient to provide reasonable assurance that:
  - i. transactions are performed in accordance with the Group's general guidelines or specific authorisation;
  - ii. transactions are recorded as necessary to permit preparation of financial statements in conformity with generally accepted accounting principles or any other criteria applicable to such statements, and to maintain accountability for assets;
  - iii. access to assets shall only be permitted in accordance with the Group's general guidelines or specific authorisation; and
  - iv. the recorded accountability for assets shall be compared with the existing assets at reasonable intervals and appropriate action be taken with respect to any differences.

#### 3. Periodic Risk-based Review

The Group continues to enhance its compliance policies and procedures on the basis of a periodic risk assessment to ensure their continued effectiveness, taking into account relevant developments such as international and industry standards, and addressing the individual circumstances of the Group, and in particular corruption risks, including but not limited to its geographical organisation and sectors of industrial operation.

## CORPORATE GOVERNANCE

### 4. Training and Orientation

The Group continuously ensures that its compliance policies and procedures are communicated effectively to all employees, including officers, directors, and where necessary and appropriate agents, and business partners. These mechanisms include:

- a. periodic focused 'gate-keeper' training for senior management members (including directors), employees in positions of leadership, and targeted training for employees in positions otherwise exposed to corruption risks, and where necessary and appropriate, compliance training for agents and business partners; and annual e-training for directors, officers and employees; and
- b. corresponding certifications by such senior management members (including directors), employees, agents and business partners, acknowledging their understanding of policies and conformity with training requirements.

### 5. Internal Reporting, Communication and Investigation

The Group maintains a system for the internal reporting/communication of potential violations of compliance policies and procedures and applicable laws, that ensures as far as possible confidentiality to the whistle-blower and investigation subjects.

The Group maintains a process for receiving internal reports/communications with sufficient resources to respond and document allegations of violations of compliance policies and procedures and applicable law. When necessary, the Group undertakes independent investigations of the alleged violations. Due to travel restrictions imposed in light of COVID-19, in 2021, key investigations into whistle-blower complaints alleging misconduct (of any kind) have been conducted by local third-party forensic and investigations specialists.

### 6. Enforcement and Discipline

The Group maintains and, where necessary, improves its mechanisms designed to effectively enforce its compliance policies and procedures including, where appropriate, the imposition of disciplinary measures in the case of violations.

The Group institutes disciplinary measures with reference to, among other things, violations of compliance policies and procedures and applicable law by its senior management (including directors)

and employees. Such procedures are applied consistently and fairly, regardless of the position held by, or the perceived importance of the senior management member (including directors) or employee. Where misconduct is discovered, measures are taken promptly to cease the misconduct or irregularities, and remedy the harm resulting from such misconduct.

### 7. Third-party Relationships

The Group continues to implement the following procedures with reference to its agents and business partners:

- a. due diligence relating to the engagement of third parties;
- b. appropriate oversight of third parties; and
- c. seeking reciprocal commitments regarding ethical conduct from third-parties, associates and business partners.

When necessary, the Group includes in contracts with third-parties, agents and business partners, anti-corruption provisions, which may include the following:

- a. commitment to act in accordance with applicable laws;
- b. right to conduct audits of the books and records of third-parties, agents or business partners; and
- c. right to terminate a contract due to violations of compliance policies and procedures or any applicable anti-corruption law by any third party, agent or business partner.

The Group also communicates its Sanctions Compliance Policy to all counterparties of the Group as relevant, to ensure that in all dealings with such counterparties, they are made aware of, and agree to comply with, all applicable sanctions and export control laws and regulations.

In addition, risk-based screening of counterparties to identify sanctions-related risks is also conducted. Where appropriate on a risk-based consideration, contracts with such counterparties would contain sanctions and export control compliance clauses.

### 8. Mergers, Acquisitions and Corporate Restructuring

The Group implemented a Mergers and Acquisitions Compliance Due Diligence process which gives guidance and sets out requirements for compliance due

diligence checks and steps to be performed on potential mergers and acquisition target entities.

The Group applies its compliance codes, policies and procedures in a speedy and efficient manner to newly acquired businesses or entities, and conducts training for new employees, senior management (including directors), agents and business partners.

### 9. Monitoring and Developments

The Group conducts continuous monitoring of its compliance programme to enhance its effectiveness in preventing and detecting violations of its compliance policies.

### ANNUAL ASSURANCE

The Board has received assurance:

- a. from the CEOs and CFOs of each of the Group's business divisions and the CEO and CFO of the Company that, as of 31 December 2021, the financial records of the Group have been properly maintained and the financial statements for the year ended 31 December 2021 give a true and fair view of the Group's operations and finances; and
- b. from the CEO and CFO of the Company, CEOs and CFOs of each of the Group's business divisions, and other key management personnel responsible for risk management and internal control systems that, as of 31 December 2021, the Group's internal controls (including financial, operational, compliance and IT controls) and risk management systems were adequate and effective to address the risks which the Group considers relevant and material to its operations.

Based on the internal controls and enterprise-wide risk management framework established and maintained by the Group, work performed by internal and external auditors, and reviews performed by management, the AC and BRC, as well as the assurances set out above, the Board is of the view that, as of 31 December 2021, the Group's internal controls (including financial, operational, compliance and IT controls) and risk management systems were adequate and effective to address the risks which the Group considers relevant and material to its operations.

The Board notes that the system of internal controls and risk management established by the Group provides reasonable, but not absolute, assurance that the Group will not be adversely affected by any event that could be reasonably foreseen as it strives to achieve its business objectives. In this regard, the Board also notes that no system

of internal controls and risk management can provide absolute assurance against the occurrence of material errors, poor judgment in decision making, human error, losses, fraud and other irregularities.

The AC and BRC concur with the Board's view that, as of 31 December 2021, the Group's internal controls (including financial, operational, compliance and IT controls) and risk management systems were adequate and effective to address the risks which the Group considers relevant and material to its operations.

## SHAREHOLDER RIGHTS AND COMMUNICATION WITH SHAREHOLDERS

### PRINCIPLE 11:

*The Company treats all shareholders fairly and equitably in order to enable them to exercise shareholders' rights and have the opportunity to communicate their views on matters affecting the Company. The Company gives shareholders a balanced and understandable assessment of its performance, position and prospects.*

### PRINCIPLE 12:

*The Company communicates regularly with its shareholders and facilitates the participation of shareholders during general meetings and other dialogues to allow shareholders to communicate their views on various matters affecting the Company.*

### PRINCIPLE 13:

*The Board adopts an inclusive approach by considering and balancing the needs and interests of material stakeholders, as part of its overall responsibility to ensure that the best interests of the Company are served.*

The Board is responsible for providing a balanced and understandable assessment of the Company's and Group's performance, position and prospects, including interim and other price sensitive public reports, and reports to regulators (if required).

The Board has embraced openness and transparency in the conduct of the Company's affairs, whilst preserving the commercial interests of the Company. Financial reports and other price sensitive information are disseminated to shareholders through announcements via SGXNet, press releases, the Company's website, public webcasts and media and analyst briefings. The Company's Annual Report is accessible on the Company's website, and can be viewed at or downloaded from <https://www.keppcorp.com/en/investors/agm-egm>, and shareholders are encouraged to read the Annual Report on the Company's website. Shareholders may, however, request for a physical copy at no cost.

The Company adopts a stakeholder engagement framework developed in accordance with the AA1000 Accountability Stakeholder Engagement Standard, whereby stakeholders are defined to be individuals, groups of individuals or organisations that affect and/or could be affected by Keppel's activities, products or services and associated performance.

The Company engages its stakeholders regularly in the determination of its material areas of focus. Materiality assessments are important components of the Company's sustainability strategy and reporting. The Company's materiality assessments



Keppel senior management engaged the media and investment community at the 2H & FY 2021 results webcast.

## CORPORATE GOVERNANCE

are based on the AA1000 Accountability Principles of Inclusivity and Materiality, as well as the Global Reporting Initiative ("GRI") Principles for Defining Report Content – stakeholder inclusiveness, sustainability context, materiality and completeness. Materiality with respect to sustainability reporting, as defined by GRI Standards, includes topics and indicators that reflect the organisation's significant economic, environmental and social impacts; and would substantively influence the assessments and decisions of stakeholders.

The Company has identified and prioritised its material environmental, social and governance issues. An overview of the Company's approach to sustainability management can be found on page 28 of this report. More details of the Company's management approach, priorities, targets and performance reviews in key areas will be made available through its externally audited Sustainability Report, prepared in accordance with the GRI Standards, published annually in May.

The Company's Corporate Communications department (with assistance from other departments as required) regularly communicates with shareholders and receives and attends to their queries and concerns.

The Company treats all its shareholders fairly and equitably and keeps all its shareholders and other stakeholders informed of its corporate activities, including changes in the Company or its business, which would be likely to materially affect the price or value of its shares, on a timely basis.

The Company has in place an Investor Relations Policy which sets out the principles and practices that the Company applies to provide shareholders and prospective investors with information necessary to make well-informed investment decisions and to ensure a level playing field.

The Investor Relations Policy is published on the Company's website at [www.kepcorp.com](http://www.kepcorp.com), and sets out the mechanism through which shareholders may contact the Company with questions and through which the Company may respond to such questions. This is to allow for an ongoing exchange of views so as to actively engage and promote regular, effective and fair communication with shareholders.

The Company announces its financial statements on a half-yearly basis, but continues to provide voluntary business updates in between its half-yearly financial reports. The Company stands committed to engaging shareholders and the investment community through clear, timely and consistent communications.

The Company employs various platforms to effectively engage the investment community and other stakeholders, with an emphasis on timely, accurate, fair and transparent disclosure of information. Engagement with stakeholders takes many forms, including live webcasts of financial results and presentations, email communications, publications and content on the Company's corporate website, as well as through facility visits when possible, where shareholders may raise any queries or concerns that they may have. Presentation materials of the Company's half-yearly financial statements and voluntary business updates are made available on its website on the same day they are released on SGXNet, while a transcript of the questions and answers session held with media and analysts is also released on SGXNet and posted on the Company's website before the start of the next trading day.

The Company's mobile-responsive website is regularly updated with the latest information. These include latest updates on business and operations, half-yearly financial statements, voluntary business updates and dividend information, materials provided at analysts and media briefings, annual reports, as well as information on general meetings including presentations and minutes. Contact details of the Investor Relations personnel (email: [investor.relations@kepcorp.com](mailto:investor.relations@kepcorp.com)) are also set out on the website to facilitate any queries from investors.

In addition to shareholder meetings, senior management engages investors, analysts and the media, as well as attends roadshows and industry conferences organised by major brokerage firms to solicit and understand the views of the investment community. In 2021, most physical roadshows and meetings were replaced by virtual engagements due to COVID-19-related safe management measures. The Company hosted about 270 virtual meetings and conference calls with institutional investors

from Singapore, Australia, Hong Kong, Japan, Malaysia, Thailand, the UK and the US, and also participated in a virtual investment conference organised by the Singapore Exchange (SGX) and Credit Suisse. In 2021, the Company organised briefings for media and analysts, as well as calls with investors, to help the media and investment community better understand Keppel's performance, strategy and progress towards achieving its Vision 2030 goals. The Company has, since 2017, been collaborating with the Securities Investors Association (Singapore) (SIAS) to hold briefings for retail shareholders. In 2021, the Company held its annual briefing on Keppel's performance, as well as a dialogue session with retail shareholders on the proposed acquisition of Singapore Press Holdings ex-Media (SPH). The two events, both of which were hosted by SIAS, drew a total of close to 200 participants. All materials presented on these occasions were also made available on the SGXNet and the Company's website in a timely manner, to ensure fair disclosure of information for the benefit of all shareholders.

#### ANNUAL GENERAL MEETING AND EXTRAORDINARY GENERAL MEETING

In 2021, the Company held its AGM, and separately convened an extraordinary general meeting (EGM) to seek shareholders' approval for the proposed acquisition of SPH by electronic means pursuant to the COVID-19 (Temporary Measures) (Alternative Arrangements for Meetings for Companies, Variable Capital Companies, Business Trusts, Unit Trusts and Debenture Holders) Order 2020 ("COVID-19 (Temporary Measures)"). Alternative arrangements relating to attendance at the general meetings via electronic means (including arrangements by which the meeting can be electronically accessed via live audio-visual webcast or live audio-only stream), submission of questions to the Chairman of the meetings in advance of the general meetings, addressing of substantial and relevant questions at, or prior to, the general meetings and voting by appointing the Chairman of the meetings as proxy at the general meetings, were put in place for the general meetings. The CEO of the Company gave presentations at the AGM and EGM, providing further elaboration to shareholders. In addition, real-time electronic communication for questions and answers was implemented at the EGM. The notices of meetings and

documents relating to the businesses of the general meetings (which included the rules governing the AGM and EGM) were circulated to shareholders by electronic means via publication on SGXNet and the Company's website. Further, responses to questions submitted by shareholders prior to the meetings were uploaded to SGXNet and the Company's website prior to the events and addressed at the general meetings.

The COVID-19 (Temporary Measures) will continue to apply to the Company at the upcoming AGM to be held in respect of FY 2021. Prior to the pandemic and the COVID-19 (Temporary Measures) coming into effect, the Company's general meetings were generally held physically in central locations which are easily accessible by public transportation, ensuring that shareholders have the opportunity to participate effectively and vote at such meetings. Shareholders are informed of the meetings through notices published in the newspapers and via SGXNet, and reports or circulars sent or made available to all shareholders. If any shareholder is unable to participate at the physical meeting, he/she is allowed to appoint up to two proxies to vote on his/her behalf at the meeting through proxy forms sent in advance. Specified intermediaries, such as banks and capital markets services licence holders which provide custodial services, may appoint more than two proxies. This will enable indirect investors, including CPF investors, to be appointed as proxies to participate in the physical meetings. Such indirect investors, where so appointed, will have the same rights as direct investors to vote at the physical meeting.

To ensure transparency, the Company conducts electronic poll voting for shareholders/proxies present at the physical meeting for all the resolutions proposed at the general meeting. Shareholders are also informed of the rules, including voting procedures, governing such general meetings. Votes cast for and against and the respective percentages, on each resolution will be displayed live to shareholders/proxies immediately after each poll conducted.

Regardless whether a general meeting is held physically or via electronic means, shareholders are invited to put forth any questions they may have on the motions

to be debated and decided upon, and vote on the resolutions at general meetings. Each distinct issue is proposed as a separate resolution. Such resolutions include matters of significance to shareholders such as, where applicable, proposed amendments to the Constitution, the authorisation to issue additional shares, the transfer of significant assets, re-election of directors, and the remuneration of NEDs. The rationale for the resolutions to be proposed at the meeting is set out in the notices to the meeting or their accompanying appendices. However, where the issues are interdependent and linked so as to form one significant proposal, the Company may propose "bundled resolutions" and will set out the reasons and material implication in the notices to the meeting or its accompanying appendices. A scrutineer will be appointed to count and validate the votes cast at the meetings. The total number of votes cast for or against the resolutions and the respective percentages are also announced in a timely manner after the general meeting via SGXNet. Each share is entitled to one vote.

Where possible, all directors will attend the general meetings. The chairmen of the Board and each board committee are required to be present to address questions at general meetings. External auditors are also present at such meetings to assist the directors to address shareholders' queries, if necessary.

The Constitution of the Company allows for absentia voting at general meetings. However, the Company is not implementing absentia voting methods such as voting via mail, email or fax until security, integrity and other pertinent issues are satisfactorily resolved.

The Company Secretaries prepare minutes of general meetings, which incorporate substantial and relevant comments or queries from shareholders relating to the agenda of the meeting and responses from the Board and management. These minutes are available to shareholders upon their requests. All minutes of general meetings will be published on the Company's website as soon as practicable. Minutes of the AGM and EGM held in 2021 were published on both the Company's website and SGXNet within one month from the meeting.

The Company is committed to rewarding shareholders fairly and sustainably, while balancing the payment of dividends with its capital requirements to ensure that the best interests of the Company are served. While it does not have a formal dividend policy, the Company has a consistent track record for distributing about 40 to 50% of its annual net profit as dividends. Any payment of interim dividend or, upon receipt of shareholders' approval at AGMs final dividend, will be paid to all shareholders in an equitable and timely manner. For FY 2021, the Company will be paying out a total cash dividend of 33 cents per share to shareholders.

### **SECURITIES TRANSACTIONS INSIDER TRADING POLICY**

The Company has a formal Insider Trading Policy and Guidelines on Disclosure of Dealings in Securities on dealings in the securities of the Company and its listed subsidiaries and associated companies, which sets out the implications of insider trading and guidance on such dealings, including the prohibition on dealings with the Company's securities on short-term considerations. The policy and guidelines have been distributed to the Group's directors and officers.

Pursuant to Rule 1207(19)(c) of the Listing Manual, the Company and its officers should not deal in the Company's securities during the period commencing two weeks before the announcement of the Company's financial statements for each of the first three quarters of its financial year and one month before the announcement of the Company's full year financial statements (if the Company announces its quarterly financial statements), or one month before the announcement of the Company's half year and full year financial statements (if the Company does not announce its quarterly financial statements) (the "Embargo Period(s)").

The Company had issued circulars to its directors and officers informing them that the Company and its officers must not deal in listed securities of the Company during the applicable Embargo Period(s), and if they are in possession of unpublished price-sensitive information. Directors and CEO are also required to report their dealings in the Company's securities within two business days.

## APPENDIX 1 BOARD COMMITTEES – RESPONSIBILITIES

### A. AUDIT COMMITTEE

- 1.1 Review financial statements and announcements relating to financial performance, and significant financial reporting issues and judgments contained in them, for better assurance of the integrity of such statements and announcements.
- 1.2 Review and report to the Board at least annually on the adequacy and effectiveness of the Group's internal controls, including financial, operational, compliance and information technology controls, and risk management in relation to financial reporting and other financial-related risks (such review can be carried out internally or with the assistance of any competent third parties).
- 1.3
  - a. Review the Board's comment on the adequacy and effectiveness of the Group's internal control systems, and state whether it concurs with the Board's comments.
  - b. Where there are material weaknesses identified in the Group's internal control systems, to consider and recommend the necessary steps to be taken to address them.
- 1.4 Review the assurance from the CEO and CFO on the financial records and financial statements and the assurance and steps taken by the CEO and other key management personnel who are responsible, regarding the adequacy and effectiveness of the Group's internal control systems.
- 1.5 Review audit plans and reports of the external auditors and internal auditors and consider the effectiveness of actions taken by management on the recommendations and observations.
- 1.6 Review the adequacy, effectiveness and independence of the external audit function and internal audit function, at least annually and report the Audit Committee's assessment to the Board.
- 1.7 Review the scope and results of the external audit function and internal audit function, at least annually.

- 1.8 Review the nature and extent of non-audit services performed by the external auditors, to ensure their independence and objectivity.
- 1.9 Meet with external auditors (without the presence of management and internal auditors) and internal auditors (without the presence of management and external auditors), at least annually.
- 1.10 Make recommendations to the Board on the proposals to the shareholders on the appointment, re-appointment and removal of the external auditors, and approve the remuneration and terms of engagement of the external auditors.
- 1.11 Ensure that the internal audit function is adequately resourced and staffed with persons with the relevant qualifications and experience, and has appropriate standing within the Company, at least annually.
- 1.12 Decide on the appointment, termination, evaluation and remuneration of the Head of Internal Audit, or the accounting/auditing firm or corporation to which the internal audit function is outsourced.
- 1.13 Review the whistle-blower policy and the Company's procedures for detecting and preventing fraud, and other arrangements for concerns about possible improprieties in financial reporting or other matters to be safely raised, independently investigated and appropriately followed up on.
- 1.14 Report significant matters raised through the whistle-blowing channel to the Board.
- 1.15 Review interested party transactions to ensure they are on normal commercial terms and are not prejudicial to the interests of the Company or its minority shareholders and determine methods or procedures for assessing that the transaction prices are adequate for transactions to be carried out on normal commercial terms, and that they will not prejudice the company or its minority shareholders.
- 1.16 Investigate any matters within the Audit Committee's purview, whenever it deems necessary.
- 1.17 Report to the Board on material matters, findings and recommendations.

- 1.18 Review the Audit Committee's terms of reference annually and recommend any proposed changes to the Board for approval.
- 1.19 Perform such other functions as the Board may determine.
- 1.20 Ensure that the Head of Internal Audit and external auditors have direct and unrestricted access to the Chairman of the Audit Committee.
- 1.21 Sub-delegate any of its powers within its terms of reference as listed above from time to time as the Audit Committee may deem fit.

### B. BOARD RISK COMMITTEE

- 1.1 Obtain recommendations on risk tolerance and strategy from Management, and where appropriate, report and recommend to the Board for its determination the nature and extent of significant risks which the Group overall may take in achieving its strategic objectives and the overall Group's levels of risk tolerance, risk parameters and risk policies.
- 1.2 Review and discuss, as and when appropriate, with Management the Group's risk governance structure and framework including risk policies, risk strategy, risk culture, risk assessment, risk mitigation and monitoring processes and procedures.
- 1.3 Review the Information Technology ("IT") governance and cyber security framework to ascertain alignment with business strategy and Group risk tolerance including monitoring the adequacy of IT capability and capacity to ensure business objectives are well-supported with adequate measures to safeguard corporate information, operating assets, and effectively monitor the performance, quality and integrity of IT service delivery.
- 1.4 Receive and review quarterly reports from Management on the Group's risk profile and major risk exposures, and the steps taken to monitor, control and mitigate such risks to ensure that such risks are managed within acceptable levels.

- 1.5 Review the Group's risk management capabilities including capacity, resourcing, systems, training, communication channels as well as competencies in identifying and managing new risk types.
- 1.6 Receive and review updates from management to assess the adequacy and effectiveness of the Group's compliance framework in line with relevant laws, regulations and best practices.
- 1.7 Through interactions with the Head of Group Risk & Compliance, review and oversee performance of the Group's implementation of compliance programmes.
- 1.8 Review and monitor the Group's approach to ensuring compliance with regulatory commitments, including progress of remedial actions where applicable.
- 1.9 Review the adequacy, effectiveness and independence of the Group's Risk and Compliance function, at least annually, and report the Committee's assessment to the Board.
- 1.10 Review and monitor management's responsiveness to the risks, matters identified and recommendations of the Group Risk & Compliance function.
- 1.11 Provide timely input to the Board on critical risk and compliance issues, material matters, findings and recommendations.
- 1.12 Review management's proposals in respect of strategic transactions and new risk focused products, focusing, in particular, on the risk and compliance aspects and implications of the proposed action for the risk tolerance of the Group, and make recommendations to the Board.
- 1.13 Review the assurance and steps taken by the CEO and other key management personnel for their relevant areas of responsibilities, regarding the adequacy and effectiveness of the Group's risk management system.
- 1.14 Review and report to the Board annually on the adequacy and effectiveness of the Group's risk management systems, including financial, operational, compliance and information technology controls.
- 1.15 a. Review the Board's comment on the adequacy and effectiveness of the Group's risk management systems and state whether it concurs with the Board's comments.
- b. Where there are material weaknesses identified in the Group's risk management systems, to consider and recommend the necessary steps to be taken to address them.
- 1.16 Ensure that the Head of Group Risk & Compliance function have direct and unrestricted access to the Chairman of the Committee.
- 1.17 Perform such other functions as the Board may determine.
- 1.18 Review the Committee's terms of reference annually and recommend any proposed changes to the Board.
- 1.19 Sub-delegate of its powers within its terms of reference as listed above from time to time as the Committee may deem fit.
- C. NOMINATING COMMITTEE**
- 1.1 Recommend to the Board the appointment and re-appointment of directors (including alternate directors, if any).
- 1.2 Annual review of the structure and size of the Board and board committees, and the balance and mix of skills, knowledge, experience, and other aspects of diversity such as gender and age.
- 1.3 Recommend to the Board a Board Diversity Policy (including the qualitative, and measurable quantitative, objectives (as appropriate) for achieving board diversity), and conduct an annual review of the progress towards achieving these objectives.
- 1.4 Annual review of the independence of each director, and to ensure that the Board comprises (a) majority NEDs, and (b) at least one-third, or (if Chairman is not independent) a majority of independent directors.
- 1.5 Assess, where a director has other listed company board representation and/or other principal commitments, whether the director is able to and has been adequately carrying out his duties as director of the Company.
- 1.6 Recommend to the Board the process for the evaluation of the performance of the Board, the board committees and individual directors, and propose objective performance criteria to assess the effectiveness of the Board as a whole, the board committees and the contribution of the Chairman and each director.
- 1.7 Annual assessment of the effectiveness of the Board as a whole, the board committees and the contribution of the Chairman and individual directors.
- 1.8 Review the succession plans for the Board (in particular, the Chairman), the CEO and other key management personnel.
- 1.9 Review talent development plans.
- 1.10 Review the training and professional development programmes for Board members.
- 1.11 Review and, if deemed fit, approve recommendations for nomination of candidates as nominee director (whether as chairman or member) to the board of directors of investee companies which are:
- a. listed on the Singapore Exchange or any other stock exchange;
- b. managers or trustee-managers of any collective investment schemes, business trusts, or any other trusts which are listed on the Singapore Exchange or any other stock exchange; and
- c. parent companies of the Company's core businesses which are unlisted.
- 1.12 Report to the Board on material matters and recommendations.

## CORPORATE GOVERNANCE

- 1.13 Review the Nominating Committee's terms of reference annually and recommend any proposed changes to the Board for approval.
- 1.14 Perform such other functions as the Board may determine.
- 1.15 Sub-delegate any of its powers within its terms of reference as listed above, from time to time as this Committee may deem fit.

**D. REMUNERATION COMMITTEE**

- 1.1 Review and recommend to the Board a framework of remuneration for Board members and key management personnel, and the specific remuneration packages for each director as well as for the key management personnel, including review of all long-term and short-term incentive plans, with a view to aligning the level and structure of remuneration to the Group's long-term strategy and performance.
- 1.2 Consider all aspects of remuneration to ensure that they are fair, and review the Company's obligations arising in the event of termination of the executive directors' and key management personnel's contracts of service, to ensure that such clauses are fair and reasonable and not overly generous.
- 1.3 Consider whether directors should be eligible for benefits under long-term incentive schemes (including weighing the use of share schemes against the other types of long-term incentive scheme).
- 1.4 Review the ongoing appropriateness and relevance of the remuneration policy to ensure that the level and structure of the remuneration are appropriate and proportionate to the sustained performance and value creation of the Company, taking into account the strategic objectives of the Group.
- 1.5 Monitor the level and structure of remuneration for directors and key management personnel relative to the internal and external peers and competitors to ensure that the remuneration is appropriate to attract,

retain and motivate the directors to provide good stewardship of the Company and key management personnel to successfully manage the Group for the long term.

- 1.6 Set performance measures and determine targets for any performance-related pay schemes.
- 1.7 Administer the Company's Restricted Share Plan and Performance Share Plan (collectively, the "KCL Share Plans"), in accordance with the rules of the KCL Share Plans.
- 1.8 Report to the Board on material matters and recommendations.
- 1.9 Review the Remuneration Committee's terms of reference annually and recommend any proposed changes to the Board.
- 1.10 Perform such other functions as the Board may determine.
- 1.11 Sub-delegate any of its powers within its terms of reference as listed above, from time to time as the Remuneration Committee may deem fit.

Save that a member of this Committee shall not be involved in the deliberations in respect of any remuneration, compensation, award of shares or any form of benefits to be granted to him.

**E. BOARD SAFETY COMMITTEE**

- 1.1 Ensure there is a set of Group HSE policies and standards to guide HSE operation and performance across the Group.
- 1.2 Monitor HSE performance of the Group and the SBUs, analyse trends and accident root causes, and recommend or propose Group wide initiatives for improvement where appropriate to ensure a robust HSE management system is maintained.
- 1.3 Structure an audit programme of SBU HSE management programme to verify effectiveness and use its resources to lead the execution of such audits, drawing additional resources from the line where needed.

- 1.4 Ensure a process is in place to have fatalities and other major incidents investigated by an independent and competent team.
- 1.5 Review serious accident and near miss incident investigation reports in a timely manner to understand underlying root causes and introduce Group wide initiatives or remedial measures where appropriate.
- 1.6 Ensure that each Group company complies with HSE legislation in the country in which it operates as a minimum and review any emerging or new legislations that may potentially impact the Group company.
- 1.7 Keep abreast of developments in the HSE world, discuss such developments and best practices and consider the desirability of implementation in the Group.
- 1.8 Introduce actions to enhance safety awareness and culture within the Group.
- 1.9 Ensure that the safety functions in Group companies are adequately resourced (in terms of number, qualification and budget) and have appropriate standing within the organisation.
- 1.10 Review the major changes to HSE risk profile of each Group company that has changed or will change as a result of new business, new market, new product, etc. and the steps taken to monitor, control and mitigate such risks.
- 1.11 Consider management's proposals on safety-related matters.
- 1.12 Carry out such investigations into safety-related matters as the Committee deems fit.
- 1.13 Report to the Board on material matters, findings and recommendations.
- 1.14 Perform such other functions as the Board may determine.
- 1.15 Sub-delegate any of its powers within its terms of reference as listed above from time to time as the Committee may deem fit.

## NATURE OF DIRECTORS' APPOINTMENTS AND MEMBERSHIP ON BOARD COMMITTEES

The Board currently has nine members, the majority of whom are non-executive and independent and each board committee (except for Board Safety Committee) comprise at least three members, a majority of whom (including the chairman) are non-executive and independent. The current compositions of the board committees are as follows:

Director	Committee Membership				
	Audit Committee	Nominating Committee	Remuneration Committee	Board Risk Committee	Board Safety Committee
<b>Danny Teoh</b> Chairman/Non-Executive and Non-Independent Director	–	Member	Member	–	Member
<b>Loh Chin Hua</b> Executive Director	–	–	–	–	Member
<b>Till Vestring</b> Lead Independent Director	–	Member	Chairman	–	–
<b>Veronica Eng</b> Independent Director	Member	–	–	Chairman	–
<b>Jean-François Manzoni</b> Independent Director	–	Chairman	Member	–	–
<b>Teo Siong Seng</b> Non-Executive and Non-Independent Director	–	–	–	–	Chairman
<b>Tham Sai Choy</b> Independent Director	Chairman	–	–	Member	–
<b>Penny Goh</b> Independent Director	Member	–	–	Member	–
<b>Shirish Apte</b> Independent Director	Member	–	–	Member	–

### BOARD ASSESSMENT EVALUATION PROCESSES FOR FY 2021

Each Board member was required to complete evaluation questionnaires on the performance of the Board, board committees and individual directors (including the Board Chairman).

The Chairman of the Nominating Committee ("NC") also conducted one-on-one interviews with each director. Based on the feedback, the NC Chairman prepared a consolidated report and briefed the Board Chairman on the report. Thereafter, NC Chairman presented the report to the Board for discussion on the changes which should be made to help the Board discharge its duties more effectively. The NC Chairman will in consultation with the Board Chairman thereafter meet with the directors individually, where necessary, to provide feedback to their respective board performance with a view to improving their board performance and shareholder value.

#### Performance Criteria

The performance criteria for the Board were in respect of the board size, board and board committee composition, board independence, board processes, board information and accountability, standards of conduct, board performance in relation to discharging its principal functions and ensuring the integrity and quality of financial reporting to stakeholders.

The performance criteria for the board committee were in respect of the size, composition and performance in relation to discharging their responsibilities set out in their respective terms of reference.

The performance criteria of the executive director were categorised into four segments; namely, (1) interactive skills (under which factors as to whether the director works well with other directors, open to/welcomes comments/questions and responsive to comments/questions are taken into account); (2) knowledge (under which factors as to the director's industry and business knowledge, whether he provides valuable inputs, his understanding of finance and accounts, and his knowledge of the company and its strategies are taken into consideration); (3) director's duties (under which factors as to whether the director provides insights for the Company's day-to-day operation, whether the director takes his role of director seriously and works to further improve his/her own performance, whether the director listens and discusses objectively, whether the director provides management's view without undermining management accountability and whether he assists to inform NEDs of pertinent issues or developments are taken into consideration); and (4) availability (under which the director is available when needed, and his/her

informal contribution via e-mail, telephone, written notes etc. are considered).

The performance criteria of each NED (including the Chairman) were categorised into four segments; namely, (1) interactive skills (under which factors as to whether the director works well with other directors, and participates actively are taken into account); (2) knowledge (under which factors as to the director's industry and business knowledge, functional expertise, whether he/she provides valuable inputs, his/her ability to analyse, communicate and contribute to the productivity of meetings, and his/her understanding of finance and accounts, are taken into consideration); (3) director's duties (under which factors as to the director's board committee work contribution, whether the director takes his/her role of director seriously and works to further improve his/her own performance, whether he/she listens and discusses objectively and exercises independent judgment, meeting preparation and whether he/she constructively challenges management and helps develop proposals on strategy are taken into consideration); and (4) availability (under which the director's attendance at board and board committee meetings, whether he/she is available when needed, and his/her informal contribution via e-mail, telephone, written notes etc. are considered).

### KEPPEL WHISTLE-BLOWER POLICY

Keppel Whistle-Blower Policy (the "Policy") took effect on 1 September 2004 and was enhanced on 15 February 2017, 1 May 2019 and 1 November 2021 to encourage reporting in good faith of suspected Reportable Conduct (as defined below). The Policy clearly defines and centralises processes through which such reports may be made with confidence that employees and other persons making such reports will be treated fairly and, to the extent possible, protected from reprisal.

Reportable Conduct refers to any act or omission by a Group company director, officer, employee, or a third party that provides services or engages in business activities on behalf of a Group company, which occurred in the course of his or her work (whether or not the act is within the scope of his or her employment) which in the view of a Whistle-Blower acting in good faith, is:

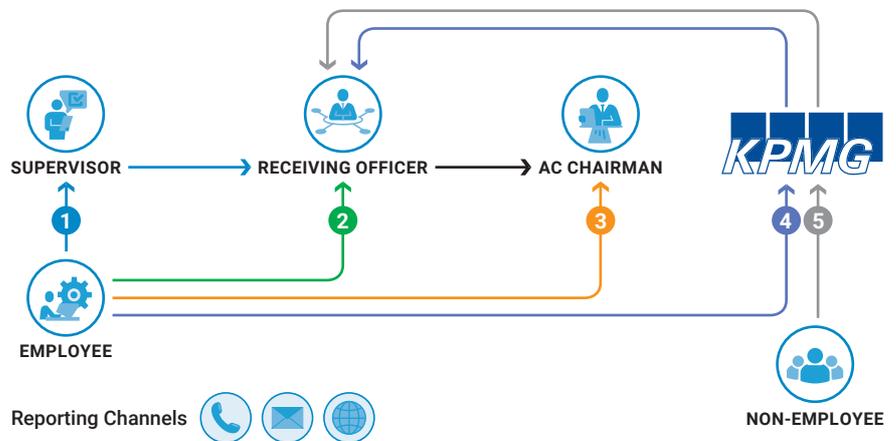
- a. dishonest, including but not limited to theft or misuse of resources within the Group;
- b. fraudulent;
- c. corrupt;
- d. illegal;
- e. other serious improper conduct;
- f. an unsafe work practice; or
- g. any other conduct which may cause financial or non-financial loss to the Group or damage to the Group's reputation.

A person who files a report or provides evidence which he or she knows to be false, or without a reasonable belief in the truth and accuracy of such information, will not be protected by the Policy and may be subject to administrative and/or disciplinary action including termination of employment or other contract, as the case may be.

Similar actions may be taken against any person who subjects (i) a person who has made or intends to make a report in accordance with the Policy, or (ii) a person who was called or may be called as a witness, to any form of reprisal which would not have occurred if he or she did not intend to or had not made the report or be a witness.

The General Manager (Group Internal Audit) is the Receiving Officer for the purposes of the Policy and is responsible for the administration, implementation and oversight of ongoing compliance with the Policy. She reports directly to the Audit Committee ("AC") Chairman.

### WHISTLE-BLOWER REPORTING MECHANISM



### REPORTING MECHANISM

Whistle-Blowers may report a suspected Reportable Conduct via the independently managed Whistle-blower reporting channels that the Group has established. There is an email hotline ([kpmgethicsline@kpmg.com](mailto:kpmgethicsline@kpmg.com)) and local toll-free numbers for Singapore, Brazil, China, USA, Vietnam, Indonesia, Philippines, Australia, the UK and Germany. Manning of the whistle-blower hotline has been outsourced to a third party (KPMG) and provides for reporting in the languages listed above. KPMG also maintains the aforementioned email hotline and an on-line portal, the link to which is available in the "Contact Us" section of the Company's website at [www.keppcorp.com](http://www.keppcorp.com). Reports can also be made directly to the Receiving Officer or the AC Chairman.

The Policy emphasises that information disclosed should be as precise as possible to allow for proper assessment of the nature, extent and urgency of preliminary investigative procedures to be undertaken.

### INVESTIGATION

Every Protected Report (referring to a report made in good faith that discloses suspected Reportable Conduct) received will be assessed by the Receiving Officer, who will exercise her own discretion or in consultation with the Investigation Advisory Committee, make recommendations to the AC Chairman. Where the circumstances warrant an investigation, the AC Chairman or the AC (as the case may be) and the Investigation Advisory Committee (if consulted) will use their respective best endeavours to ensure that there is no conflict of interests on the part of any

person involved in the investigations.

The Investigation Advisory Committee (comprising representatives from each of the Group Human Resources, Group Legal and Group Risk & Compliance departments, or such other representatives as the AC may determine) assists the AC Chairman with overseeing the investigation process and any matters arising therefrom.

The Receiving Officer, in consultation with the Investigation Advisory Committee, will prepare a report on her findings including recommendations on any corrective or remedial actions to be taken, and such report shall be submitted to the AC Chairman upon the conclusion of the investigation into any Reportable Conduct. The AC Chairman (whether in the exercise of his own discretion or in consultation with the AC) shall determine the adequacy of corrective or remedial actions proposed (if any).

Identities of Whistle-Blowers, participants of the investigations and the Investigation Subject(s) will be kept confidential to the extent possible.

### NO REPRISAL

No person will be subject to any reprisal (such as any detrimental or unfair treatment) for having made a report in good faith in accordance with the Policy or having participated in an investigation.

Any reprisal suffered may be reported to the Receiving Officer (who shall refer the matter to the AC Chairman) or directly to the AC Chairman. The AC Chairman shall review the matter and determine the appropriate actions to be taken.

## APPENDIX 2

### Rule 720(6) of the Listing Manual of the SGX-ST

The information required under Rule 720(6) read with Appendix 7.4.1 of the Listing Manual in respect of Director whom the Company is seeking re-election by shareholders at the upcoming AGM to be held in 2021 is set out below.

Name of Director	Teo Siong Seng	Tham Sai Choy	Shirish Apte	Loh Chin Hua
Date of Appointment	1 November 2019	1 November 2019	1 July 2021	1 January 2014
Date of last re-appointment (if applicable)	2 June 2020	2 June 2020	N.A.	23 April 2019
Age	67	62	69	60
Country of principal residence	Singapore	Singapore	Singapore	Singapore
The Board's comments on this appointment (including rationale, selection criteria, and the search and nomination process)	The process for the re-nomination of director to the Board, is set out in page 81 of this Annual Report	The process for the re-nomination of director to the Board, is set out in page 81 of this Annual Report	The process for the re-nomination of director to the Board, is set out in page 81 of this Annual Report	The process for the re-nomination of director to the Board, is set out in page 81 of this Annual Report
Whether the appointment is executive, and if so, the area of responsibility	Non-executive	Non-executive	Non-executive	Executive, Chief Executive Officer
Job Title (e.g. Lead ID, AC Chairman, AC Member etc.)	Non-Executive and Non-Independent Director; Board Safety Committee (Chairman)	Non-Executive and Independent Director; Audit Committee (Chairman); Board Risk Committee (Member)	Non-Executive and Independent Director; Audit Committee (Member); Board Risk Committee (Member)	Executive Director and Chief Executive Officer; Board Safety Committee (Member)
Professional qualifications	Degree in Naval Architecture and Ocean Engineering from the University of Glasgow, United Kingdom	Bachelor of Arts (Honours) in Economics, University of Leeds, United Kingdom; Fellow of the Institute of Singapore Chartered Accountants and the Institute of Chartered Accountants in England and Wales	Chartered Accountants in England & Wales; Member of the Institute of Chartered Accountants, India	Bachelor in Property Administration, Auckland University; Presidential Key Executive MBA, Pepperdine University; CFA® charterholder
Working experience and occupation(s) during the past 10 years	Executive Chairman / Managing Director, Pacific International Lines (Pte) Ltd  Chairman / Chief Executive Officer, Singamas Container Holdings Ltd.	Partner, KPMG in Singapore including the following roles:  Head of Corporate Finance – 2000 to 2005  Head of Audit – 2005 to 2010  Managing Partner – 2010 to 2016  Head of Audit, KPMG in Asia Pacific – 2007 to 2010  Chairman, KPMG in Asia Pacific – 2013 to 2017	Chairman, Citigroup Asia Pacific Banking – 2012 to 2014  CEO, Citigroup Asia Pacific – 2009 to 2011	Jan 2014 to Present: Chief Executive Officer, Keppel Corporation  1 Jan 2012 to 31 Dec 2013: Chief Financial Officer, Keppel Corporation  19 Sep 2011 to Present: Chairman, Alpha Investment Partners Limited  1 May 2003 to 31 Dec 2011: Managing Director, Alpha Investment Partners Limited
Shareholding interest in the listed issuer and its subsidiaries	7,000 (direct interest) and 21,483 (deemed interest) in Keppel Corporation Limited  6,014 (deemed interest) in Keppel REIT	162,570 (direct interest) in Keppel Corporation Limited	Nil	2,949,667 (direct interest) and 38,500 (deemed interest) in Keppel Corporation Limited  7,000 (direct interest) and 556,160 (deemed interest) in Keppel REIT

## CORPORATE GOVERNANCE

Name of Director	Teo Siong Seng	Tham Sai Choy	Shirish Apte	Loh Chin Hua
Any relationship (including immediate family relationships) with any existing director, existing executive officer, the issuer and/or substantial shareholder of the listed issuer or of any of its principal subsidiaries	No	No	No	No
Conflict of interest (including any competing business)	No	No	No	No
Undertaking (in the format set out in Appendix 7.7) under Rule 720(1) has been submitted to the listed issuer	Yes	Yes	Yes	Yes
Other Principal Commitments including Directorships – Past (for the last 5 years)	Enterprise Singapore (Board member)	Singapore Accountancy Commission; KPMG Group of Companies; Singapore Institute of Directors (Chairman); Housing & Development Board; Accounting and Corporate Regulatory Authority	IHH Healthcare Berhad, Malaysia; Acibadem Healthcare, Turkey; Integrated Hospitals and Healthcare Bhd; Citi Bank Handlowy, Poland; CG Power & Industrial Solutions; Clifford Capital Holdings Pte Ltd; Clifford Capital Pte Ltd; Fortis Healthcare Limited, India	Keppel Oil & Gas Pte Ltd; AIB Alpha Japan Fund Pte Ltd; Keppel Capital Korea Private Limited; Keppel Offshore & Marine Technology Centre Pte Ltd; Alpha Asia Macro Trends Fund Private Limited, Alpha Asia Macro Trends Fund II Private Limited; AAMTF III (Ex Secondary) Private Limited; Keppel Land Retail Management Pte Ltd; Alpha Core Plus Real Estate Fund Private Limited; Sino-Sing Alpha Partners Ltd; Keppel Singmarine Pte Ltd; Singapore Business Federation; Keppel Capital Japan Limited; Keppel Capital China Limited.
Other Principal Commitments including Directorships – Present	Singamas Container Holdings Ltd.; COSCO Shipping Holding Co., Ltd.; COSCO Shipping Energy Transportation Co., Ltd.; Wilmar International Limited; Pacific International Lines (Pte) Ltd; PIL Pte. Ltd.; Business China (Director); The United Republic of Tanzania in Singapore (Honorary Consul)	DBS Group Holdings Limited; DBS Bank Ltd.; DBS Bank (China) Limited; DBS Foundation Ltd; EM Services Pte Ltd (Chairman); Keppel Offshore & Marine Ltd; Mount Alvernia Hospital; Singapore International Arbitration Centre; Nanyang Polytechnic (Board member)	Commonwealth Bank of Australia; Pierfront Capital Mezzanine Fund Pte Ltd (Chairman); Fullerton India Credit Company Limited, India (Chairman); Pierfront Capital Fund Management Pte. Ltd. (Chairman); KP Management (GL) Pte. Ltd.; Keppel Infrastructure Holdings Pte. Ltd; Aviva Singlife Holdings Pte. Ltd.; Aviva Financial Advisers Pte. Ltd.(Chairman)	Keppel Offshore & Marine Ltd (Chairman); Keppel Land Limited (Chairman); Keppel Infrastructure Holdings Pte. Ltd. (Chairman); Keppel Capital Holdings Pte. Ltd. (Chairman); Keppel Telecommunications & Transportation Ltd (Chairman); Keppel Care Foundation Limited; M1 Limited (Chairman); National University of Singapore (Member of Board of Trustees); Singapore Economic Development Board (Board Member); EDB Investments Pte Ltd (Board Member)

<b>Name of Director</b>	<b>Teo Siong Seng</b>	<b>Tham Sai Choy</b>	<b>Shirish Apte</b>	<b>Loh Chin Hua</b>
a. Whether at any time during the last 10 years, an application or a petition under any bankruptcy law of any jurisdiction was filed against him or against a partnership of which he was a partner at the time when he was a partner or at any time within 2 years from the date he ceased to be a partner?	No	No	No	No
b. Whether at any time during the last 10 years, an application or a petition under any law of any jurisdiction was filed against an entity (not being a partnership) of which he was a director or an equivalent person or a key executive, at the time when he was a director or an equivalent person or a key executive of that entity or at any time within 2 years from the date he ceased to be a director or an equivalent person or a key executive of that entity, for the winding up or dissolution of that entity or, where that entity is the trustee of a business trust, that business trust, on the ground of insolvency?	No	No	No	No
c. Whether there is any unsatisfied judgment against him?	No	No	No	No
d. Whether he has ever been convicted of any offence, in Singapore or elsewhere, involving fraud or dishonesty which is punishable with imprisonment, or has been the subject of any criminal proceedings (including any pending criminal proceedings of which he is aware) for such purpose?	No	No	No	No
e. Whether he has ever been convicted of any offence, in Singapore or elsewhere, involving a breach of any law or regulatory requirement that relates to the securities or futures industry in Singapore or elsewhere, or has been the subject of any criminal proceedings (including any pending criminal proceedings of which he is aware) for such breach?	No	No	No	No
f. Whether at any time during the last 10 years, judgment has been entered against him in any civil proceedings in Singapore or elsewhere involving a breach of any law or regulatory requirement that relates to the securities or futures industry in Singapore or elsewhere, or a finding of fraud, misrepresentation or dishonesty on his part, or he has been the subject of any civil proceedings (including any pending civil proceedings of which he is aware) involving an allegation of fraud, misrepresentation or dishonesty on his part?	No	No	No	No
g. Whether he has ever been convicted in Singapore or elsewhere of any offence in connection with the formation or management of any entity or business trust?	No	No	No	No
h. Whether he has ever been disqualified from acting as a director or an equivalent person of any entity (including the trustee of a business trust), or from taking part directly or indirectly in the management of any entity or business trust?	No	No	No	No
i. Whether he has ever been the subject of any order, judgment or ruling of any court, tribunal or governmental body, permanently or temporarily enjoining him from engaging in any type of business practice or activity?	No	No	No	No

## CORPORATE GOVERNANCE

Name of Director	Teo Siang Seng	Tham Sai Choy	Shirish Apte	Loh Chin Hua
j. Whether he has ever, to his knowledge, been concerned with the management or conduct, in Singapore or elsewhere, of the affairs of:				
i. any corporation which has been investigated for a breach of any law or regulatory requirement governing corporations in Singapore or elsewhere; or	No	No	No	No
ii. any entity (not being a corporation) which has been investigated for a breach of any law or regulatory requirement governing such entities in Singapore or elsewhere; or	No	No	No	No
iii. any business trust which has been investigated for a breach of any law or regulatory requirement governing business trusts in Singapore or elsewhere; or	No	No	No	No
iv. any entity or business trust which has been investigated for a breach of any law or regulatory requirement that relates to the securities or futures industry in Singapore or elsewhere,	No	No	No	No
in connection with any matter occurring or arising during that period when he was so concerned with the entity or business trust?	No	No	No	No
k. Whether he has been the subject of any current or past investigation or disciplinary proceedings, or has been reprimanded or issued any warning, by the Monetary Authority of Singapore or any other regulatory authority, exchange, professional body or government agency, whether in Singapore or elsewhere?	No	No	No	No
Any prior experience as a director of an issuer listed on the Exchange?	Yes	Yes	Yes	Yes
If yes, please provide details of prior experience.	Wilmar International Limited	DBS Group Holdings Limited	IHH Healthcare Berhad	Keppel REIT Management Limited (as Manager of Keppel REIT); Keppel Land Limited; Keppel Telecommunications & Transportation Ltd; KrisEnergy Ltd
If no, please state if the director has attended or will be attending training on the roles and responsibilities of a director of a listed issuer as prescribed by the Exchange.	N.A.	N.A.	N.A.	N.A.
Please provide details of relevant experience and the nominating committee's reasons for not requiring the director to undergo training as prescribed by the Exchange (if applicable).				

## APPENDIX 3

### Summary of Disclosures of 2018 CG Code

Rule 710 of the SGX Listing Manual requires Singapore listed companies to describe their corporate governance practices with specific reference to the 2018 CG Code in their annual reports. This summary of disclosures describes our corporate governance practices with specific reference to the disclosure requirement under the 2018 CG Code.

Principles	Page Reference in this Report		Page Reference in this Report
<b>BOARD MATTERS</b>		<b>ACCOUNTABILITY AND AUDIT</b>	
<b>The Board's Conduct of Affairs</b>		<b>Risk Management and Internal Controls</b>	
<b>Principle 1</b>		<b>Principle 9</b>	
Provision 1.1	Page 78	Provision 9.1	Pages 110 to 113
Provision 1.2	Page 80	Provision 9.2	Page 96
Provision 1.3	Page 78	<b>Audit Committee</b>	
Provision 1.4	Pages 81 to 97 and 100 to 102	<b>Principle 10</b>	
Provision 1.5	Pages 79 and 85	Provision 10.1	Pages 92 and 100
Provision 1.6	Page 80	Provision 10.2	Page 92
Provision 1.7	Pages 79 and 80	Provision 10.3	Page 92
<b>Board Composition and Guidance</b>		Provision 10.4	Page 92
<b>Principle 2</b>		Provision 10.5	Page 92
Provision 2.1	Pages 84 and 85	<b>SHAREHOLDER RIGHTS AND RESPONSIBILITIES</b>	
Provision 2.2	Pages 84 and 85	<b>Shareholder Rights and Conduct of General Meetings</b>	
Provision 2.3	Pages 84 and 85	<b>Principle 11</b>	
Provision 2.4	Pages 81 to 83	Provision 11.1	Pages 97 to 99
Provision 2.5	Page 79	Provision 11.2	Pages 97 to 99
<b>Chairman and Chief Executive Officer</b>		Provision 11.3	Pages 79 and 97 to 99
<b>Principle 3</b>		Provision 11.4	Page 99
Provision 3.1	Page 76	Provision 11.5	Page 99
Provision 3.2	Page 76	Provision 11.6	Page 99
Provision 3.3	Page 76	<b>Engagement with Shareholders</b>	
<b>Board Membership</b>		<b>Principle 12</b>	
<b>Principle 4</b>		Provision 12.1	Pages 97 to 99
Provision 4.1	Pages 81 to 85 and 101	Provision 12.2	Page 98
Provision 4.2	Page 81	Provision 12.3	Page 98
Provision 4.3	Page 81	<b>MANAGING STAKEHOLDER RELATIONSHIPS</b>	
Provision 4.4	Pages 84 and 85	<b>Engagement with Stakeholders</b>	
Provision 4.5	Pages 80 and 85	<b>Principle 13</b>	
<b>Board Performance</b>		Provision 13.1	Page 98
<b>Principle 5</b>		Provision 13.2	Page 97
Provision 5.1	Page 85	Provision 13.3	Page 98
Provision 5.2	Page 103		
<b>REMUNERATION MATTERS</b>			
<b>Procedures for Developing Remuneration Policies</b>			
<b>Principle 6</b>			
Provision 6.1	Pages 86 and 102		
Provision 6.2	Page 86		
Provision 6.3	Pages 86 and 102		
Provision 6.4	Page 86		
<b>Level and Mix of Remuneration</b>			
<b>Principle 7</b>			
Provision 7.1	Pages 86 to 92		
Provision 7.2	Pages 86 to 92		
Provision 7.3	Pages 86 to 92		
<b>Disclosure on Remuneration</b>			
<b>Principle 8</b>			
Provision 8.1	Pages 86 to 92		
Provision 8.2	Page 92		
Provision 8.3	Pages 86 to 92		

# RISK MANAGEMENT

## WE UNDERTAKE ONLY APPROPRIATE AND WELL-CONSIDERED RISKS, CONSIDERING THEIR IMPACT TO OUR BUSINESS, STAKEHOLDERS, AND LONG-TERM CORPORATE SUSTAINABILITY.

Keppel adopts a balanced approach to risk management to optimise business returns while considering their holistic impact on corporate sustainability. Managing risks is an integral part of the way in which we develop and execute our business strategies. It is grounded in our operating principles and belief that a balanced and holistic risk-reward methodology is the best approach. This applies to all aspects of our business, and in particular, our commitment to environmental, social and governance issues, and our ability to deliver long-term value for our stakeholders.

Our Risk-Centric Culture and Enterprise Risk Management (ERM) Framework enable the Group to not only respond to the dynamic business environment and shifting business demands, but also seize new value-added opportunities.

### RISK-CENTRIC CULTURE

Mindsets and attitudes are key to effective risk management.

### ENTERPRISE RISK MANAGEMENT FRAMEWORK

Relevant and material risk issues are surfaced for discussion with the Board Risk Committee (BRC) and the Board to keep

them apprised in a timely manner. Through the BRC, the Board advises management in formulating and implementing the risk management framework, policies and guidelines.

The terms of reference for the BRC are disclosed on pages 100 and 101 of this report. The Board has defined three risk tolerance guiding principles for the Group which determines the nature and extent of the significant risks which the Board is willing to take in achieving strategic objectives.

These principles are:

1. Risk taken should be carefully evaluated, commensurate with rewards and be in line with the Group's core strengths and strategic objectives;
2. No risk arising from a single area of operation, investment or undertaking should be so huge as to endanger the entire Group; and
3. The Group does not condone safety breaches or lapses, non-compliance with laws and regulations, as well as acts such as fraud, bribery and corruption.

Keppel's risk governance framework, set out on pages 93 to 97 under Principle 9 (Risk Management and Internal Controls),

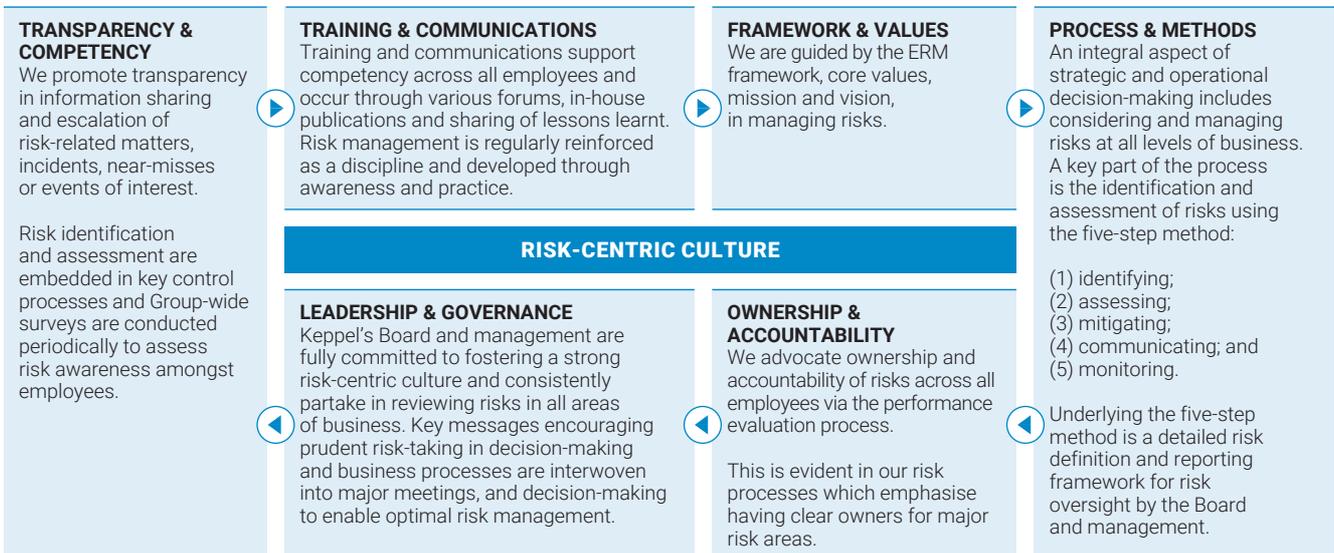
allows management and the Board to determine the adequacy and effectiveness of the Group's risk management system.

The Group is cognisant of the dynamic environment in which it operates. We constantly enhance the framework and systems where necessary, to ensure risk management remains an integral part of our daily decision-making process and operations.

Keppel's ERM framework, a component of Keppel's System of Management Controls, provides the Group with a systematic approach to identify and manage risks. It outlines the requirement for each business unit (BU) to recognise key risk areas affecting its operations and to classify the impact and likelihood of these risks in a register for prioritisation and management. The ERM framework also establishes the reporting structure, monitoring mechanisms, processes and tools used, as well as any policies, standards or limits to be applied in managing key risk areas.

Keppel's ERM framework is also constantly enhanced to ensure it remains relevant in our operating environment and where required, is tailored to the requirements of each BU. The framework takes reference from the Singapore Code of Corporate Governance, the COSO Enterprise Risk Management – Integrated Framework, ISO 22301:2019, ISO 31000:2018 and the Board Risk Committee Guide published by Singapore Institute of Directors.

Management and risk teams across BUs drive and coordinate Group-wide activities and initiatives. These are facilitated by



regular meetings to cascade risk policies or standards, and ensure that pertinent risks are identified, assessed and mitigated in a timely manner. Beyond operational activities, we continually improve our risk processes taking reference from the latest industry developments and best practices.

The key risks identified for FY 2021 encapsulate our existing business activities and the transformation and growth initiatives under Vision 2030. We are committed to addressing such risks in line with our philosophy of undertaking only appropriate and well-considered risks to optimise returns in a balanced and holistic manner, while consistently delivering sustainable long-term value to our stakeholders.

**STRATEGIC RISKS  
MARKET & COMPETITION**

A large part of the Group’s strategic risk includes market-driven forces, evolving competitive landscapes, changing customer demands and disruptive innovation. We remain vulnerable to other external factors including volatility in the global economy, implications of geopolitical developments, intense competition in core markets and disruptive technology. For example, the COVID-19 pandemic continues to impact the Group’s operations and business activities in nearly all of our key markets. Despite the many challenges faced by our businesses due to the pandemic, the Group has adapted and continued to operate resiliently in 2021. We adjusted our strategies and responses, and took pre-emptive mitigating actions as required.

During the year, the Board and management continued to oversee and coordinate the execution of Vision 2030. As the Group transforms and grows, we will continually refine and enhance our risk management policies and principles to support our business objectives.

**STRATEGIC VENTURES,  
INVESTMENTS & DIVESTMENTS**

We have an established process for evaluating investment and divestment decisions, including strategic ventures. We ensure that such endeavours are well monitored and aligned with the Group’s strategic intent, investment objectives and desired returns. Where required, we may recalibrate some strategies in response to the changing business environment.

Together with the Board, the Investment and Major Project Action Committee guides

the Group in this area to ensure that any risks taken are considered and controlled in a manner that exercises the spirit of enterprise and prudence, to earn the best risk-adjusted returns on invested capital across our businesses.

The evaluation of risks for strategic ventures involves rigorous due diligence, feasibility studies and sensitivity analyses of key assumptions and variables. Critical factors considered include alignment with the Group’s strategy, financial viability, country-specific political and regulatory developments, contractual risk implications, as well as past lessons learnt. The Group’s investment portfolios are constantly monitored to ensure that the performance of any such venture is on track to meet its strategic intent and returns.

**SUSTAINABILITY & CLIMATE CHANGE**

Sustainability and climate change encompass a broad range of key material issues, many of which have been identified and managed according to the Group’s ERM framework. Sustainability and climate-related risks and opportunities, both physical and transitional, are fundamental to the Group. The Group supports the Task Force on Climate-related Financial Disclosures and has worked towards incorporating its recommendations in our reporting framework. Details on sustainability-related material issues to the Group can be found on pages 28 to 33 of this report.

Under Vision 2030, we have placed sustainability at the core of our strategy. The Group’s Sustainability Risk Management Framework is integrated within our ERM framework (Figure 1) and guides the Group on the specific processes and methods applied in identifying, assessing and managing sustainability-related risks and opportunities. This covers climate change and environmental management considerations, as well as third-party-related risks from vendors and suppliers. As part of Sustainability Risk Management, we continually assess related risks and opportunities for the Group and strengthen our organisational capabilities in response. More details will be provided in our Sustainability Report 2021, which will be published in May 2022.

**CUSTOMER & STAKEHOLDER EXPERIENCE**

The Group operates in numerous geographies and has multiple customer touchpoints, including retail consumers in the telecommunications, retail electricity, e-commerce and gas businesses. Other stakeholders include our regulators, vendors, investors, partners, employees,

Figure 1



and the communities in which we operate. We place utmost importance on Customer and Stakeholder Experience which have direct bearing on trust and brand reputation. As such, we consistently monitor our products and services for safety, quality and reliability. We respect feedback and post-sales support, and are committed to uphold personal data privacy, product safety and related matters including our responsiveness to inputs from various stakeholders.

**HUMAN RESOURCES**

We place strong emphasis on attracting and developing a deep talent pool. To ensure we have the necessary skillsets to enable Keppel’s next phase of growth, we leverage both internal and external programmes. This includes nurturing employees, maintaining good industrial relations and fostering a conducive work environment. We are committed to strengthening succession planning and bench strength, as well as building and/or acquiring new organisational capabilities to drive growth, whilst maintaining our status as an employer of choice.

We emphasise the importance of having a risk-centric mindset across our talent development programmes, to inculcate the ability to identify and assess risks, develop and implement mitigating actions, as well as monitor residual risks in all employees. Keppel Leadership Institute helps to inculcate this mindset by embedding risk management in its key leadership courses.

### OPERATIONAL RISKS

#### PROJECT MANAGEMENT

Risk management is an integral part of all our projects from the time of initiation through to completion, to facilitate early detection and proactive management of operational risks. We adopt a systematic assessment and monitoring process to help manage key project risks. Special attention is given to technically challenging and high-value projects, including greenfield developments, the deployment of new technology and/or operations in new geographies.

During the project execution stage, we conduct reviews and quality assurance programmes to address issues such as cost, schedule and quality. Project Key Risk Indicators are used as early warning signals to determine if remedial actions are required and a Project Operational Set-up Guide detailing the key risk areas is made available to the BUs. We also conduct knowledge-sharing workshops to share best practices and lessons learnt across the Group. The above processes help to keep project delivery on time and within budget, without compromising on safety and quality, as well as regulatory and contractual obligations.

#### HEALTH, SAFETY & ENVIRONMENT

Safety is our core value and we are committed to upholding the highest standards of safety. This translates into constant vigilance to foster a strong health safety and environment (HSE) culture across the Group, particularly at the ground level where the risks are greatest.

With the ongoing COVID-19 pandemic, the Group continues to emphasise the importance of staff health by implementing appropriate measures and ensuring adherence to governmental regulations, so as to protect employees and other stakeholders from potential exposure. Efforts are made across BUs to manage staff movement and ensure relevant precautions are taken, such as the use of personal protective equipment and regular self-testing.

Our Zero Fatality Strategy aligns High Impact Risk Activities standards across our global operations. This is achieved by enhancing

the competency of employees performing safety-critical tasks, strengthening operational controls, establishing Root Cause Analysis investigation standards across the Group, as well as deploying more proactive and leading risk indicators/metrics to monitor HSE performance standards.

In 2021, the Group achieved our zero-fatality target and saw improvements across our Total Recordable Injury, Accident Frequency and Accident Severity Rates. We also achieved 18 awards at the Workplace Safety and Health (WSH) Awards during the year for exemplary safety performance, implementation of strong WSH management systems and efforts to create solutions that improve workplace safety.

Environmental management is also a critical area of focus for the Group and all major operating sites globally are closely monitored for compliance with relevant local or global environmental standards.

#### BUSINESS & OPERATIONAL PROCESSES

The Group is connected by common shared services and platforms which enable us to better manage our processes and costs, while enhancing efficiency, productivity, compliance and controls. We have adopted ISO standards and certifications in major business areas to standardise processes and align with industry best practices. In addition, procedures relating to defect management, operations, project control and supply chain management are continually refined to improve the quality of our deliverables.

Using a risk-based approach, we continue to improve digitalisation and automation, and take measured steps in optimising our processes. We also continually evaluate our procedures, policies and authority limits to ensure that they remain relevant.

#### BUSINESS CONTINUITY

We are committed to maintaining operational resilience with Business Continuity Management (BCM) standards that equip us with the capability to respond effectively to business disruptions. We are cognisant of major risks including natural disasters, fire, pandemics, terrorism and cyber attacks, as well as the failure of critical equipment/systems and industrial accidents.

The Group Incident Reporting and Crisis Management operating standard guides us in management and response, while our Business Continuity Plans address post-event mitigation. These are coordinated by management and the Group BCM Steering Committee, which provide sponsorship, direction and guidance to ensure a state

of constant readiness-to-respond.

We continually extend and strengthen our capabilities in responding to major incidents/crises with the aim of safeguarding our people, assets and stakeholders' interests, as well as Keppel's reputation.

With COVID-19 continuing to spread globally and the emergence of new variants, safeguarding the health and safety of our employees, customers and stakeholders remain a top priority. We continue to implement robust safe management measures in accordance with the relevant government regulations to minimise the spread of the disease. The measures implemented include split-team arrangements, regular inspections to ensure that safe management measures are maintained, health monitoring through Antigen Rapid Testing, regular disinfection of high-touch points and enhanced cleaning procedures.

We also track the vaccination status of our workforce and we strongly encourage those who are medically eligible to be vaccinated. By the end of 2021, the vast majority of Keppel's workforce globally had been fully vaccinated.

We also recognise cyber threats as a significant area of potential business disruption and maintain a Group Cyber Incident Response plan, which references local and international standards, and details our response and recovery protocols. Cyber Table Top Exercises are also conducted regularly to validate the effectiveness of these protocols.

We continue to monitor key disruptive threats to our business operations and adapt our plans to ensure operational resilience.

#### CYBER SECURITY, DATA PROTECTION AND TECHNOLOGY

We recognise the importance of cyber threats globally. Technology and data security risks, including outsourced services, are an integral part of the Group's business risk. We have established a technology governance structure and risk framework to address both general technology and data security controls, covering key areas such as cyber security, business disruption, theft/loss of confidential data and data integrity.

The Group has a Technology and Data Risk Management Programme which continuously monitors these risks. This involves the identification, assessment and management of critical technology and data assets according to leading industry guidelines such as those by the

Cyber Security Agency of Singapore and the US National Institute of Standards and Technology. The Programme seeks to improve technology and data security standards, and also to inculcate a culture of cyber awareness among employees.

In 2021, the Group conducted various initiatives to continually strengthen our technology security, governance and controls through the refinement and alignment of our policies, processes and systems, as well as the consolidation of servers and storage. We worked closely with industry professionals to define a cyber security governance structure and enhance our information technology policies and practices to ensure alignment with industry standards. Extensive training and assessment exercises were conducted throughout the year to heighten employees' overall awareness of technology and data threats. These include the safeguarding of critical corporate data assets against the loss of availability of critical systems to disruptions.

Relating to the integration and usage of technology, technical teams and experts from across the Group enable us to keep abreast of evolving technology. The response is either calibrated at each BU or managed strategically at the Group with the assistance of Keppel Technology and Innovation, which assists in driving Group-wide adoption of new technology and innovation. The Keppel Technology Advisory Panel, comprising leading academics, researchers, and advisors from a wide range of related industries, also regularly advises the Group in areas of technological innovation. More information on the Group's technology and innovation management can be found on pages 40 and 41 of this report.

## COMPLIANCE RISKS

### LAWS, REGULATIONS & COMPLIANCE

We closely monitor developments in relevant laws and regulations of countries where the Group operates to ensure compliance. We recognise that non-compliance with laws and regulations may have a detrimental effect on both the financials and reputation of Keppel. As such, we are regularly updated on changes to laws and regulations, to ensure that we can assess our exposures and risks effectively and expeditiously.

Significant risk areas, such as those relating to potential corruption, are regularly identified, surfaced to management and where applicable, further assessed by the Board. With respect to corruption, significant risk areas include areas where external agents are appointed for business development.

We continuously enhance our regulatory compliance policies and procedures to ensure that the Group maintains a high level of compliance and ethical standard in the way we conduct our business. We have zero tolerance for fraud, bribery, corruption and violation of laws and regulations.

In 2021, we continued to refine our regulatory compliance programme, update processes, deepen employee understanding, and ensure that compliance awareness and principles were well entrenched in all activities. We also recognise the importance of sanctions risks owing to the escalation of trade and other sanctions in many countries. More details of our Compliance programme can be found on pages 114 to 116 of this report.

## FINANCIAL RISKS

### FRAUD, MISSTATEMENT OF FINANCIAL STATEMENTS & DISCLOSURES

We maintain a strong emphasis on ensuring that financial statements are accurate and presented fairly in accordance with applicable financial reporting standards and frameworks.

Regular external and internal audits are conducted to provide assurance on the accuracy of financial statements and adequacy of the internal control framework supporting the statements. Where required, we leverage the expertise of external auditors in the interpretation of financial reporting standards and changes. We also conduct regular training and education programmes to enhance the capabilities of our finance managers.

Our system of internal controls is outlined in Keppel's System of Management Controls detailed in pages 94 and 95 of this report.

### FINANCIAL MANAGEMENT

Financial risk management relates to our ability to meet financial obligations and mitigate credit, liquidity, currency and interest rate risks. Details can be found on pages 190 to 201 of this report. In this area, policies and financial authority limits are reviewed regularly to incorporate changes in the operating and control environment.

We are focused on financial discipline and seek to deploy our capital to earn the best risk-adjusted returns for shareholders, while maintaining a strong balance sheet to seize new opportunities.

In 2021, as global economies continued to face pressure from the impact of COVID-19, the Group maintained a proactive approach to liquidity management.

Our procedures include the evaluation of counterparties and other related risks against pre-established internal guidelines. We conduct impact assessments and stress tests to gauge the Group's potential financial exposure to changing market situations. This enables informed decision making and the implementation of prompt mitigating actions. We also regularly monitor our asset concentration exposure in countries where we operate, to ensure that our portfolio of assets, investments and businesses is diversified against the systemic risks of operating in a specific geography.

## PROACTIVE MANAGEMENT OF RISKS & OPPORTUNITIES

Effective risk management is dynamic and encompasses the evaluation of both risks and opportunities. We recognise the need to effectively manage risk as an inherent part of business operations to optimise returns. We take a business-centric approach to managing risks, aligning business activities with risk considerations, and discussing issues in an open and transparent manner, enabling us to pursue optimal risk-return initiatives.

Our risk framework and processes are continually evolving, to ensure that they remain effective and relevant. This is highly dependent on our people and programmes, and the Group's ability to remain connected and vigilant to emerging risks and opportunities. Across the Group, we identify and review emerging risks at all levels throughout the year. Where necessary, these are further escalated and discussed at various governance committees to determine our action and/or response. We recognise that our systems and processes provide reasonable but not absolute assurance, and hence continually improve to ensure that our ability to manage and respond to risks and opportunities remains relevant and effective.

# REGULATORY COMPLIANCE

»» THE TONE FOR REGULATORY COMPLIANCE IS DRIVEN FROM THE TOP AND RESONATES WITH OUR EMPLOYEES AT EVERY LEVEL. WE REMAIN VIGILANT AND DETERMINED TO BUILD A DISCIPLINED AND SUSTAINABLE COMPANY.

We are guided by our core values and code of conduct. We will do business the right way and comply with all applicable laws and regulations wherever we operate. We strive to deliver outstanding performance, whilst maintaining the highest ethical standards.

We are clear with our tone for regulatory compliance, which is consistently emphasised from the top and throughout all levels of the Group. We do not tolerate fraud, bribery, corruption or any violation of laws and regulations.

### STRATEGIC OBJECTIVES

In 2021, we continued to make significant progress in embedding a robust compliance framework and process throughout the Group. We continued to implement ISO 37001 Anti-Bribery Management System across all major business units (BU) to ensure consistency and operational effectiveness of the compliance

programme. Keppel Offshore & Marine (Keppel O&M) achieved global certification in 2019, while the Singapore entities of Keppel Land and Keppel Data Centres achieved ISO 37001 certification in 2020. In 2021, the Singapore entities of Keppel Infrastructure and overseas entities of Keppel Land, namely Vietnam, China and Indonesia, also achieved ISO 37001 certification. Separately, the three-year Deferred Prosecution Agreement (DPA) with the US Department of Justice was dismissed in 2021 and Keppel O&M has complied with all obligations.

Our compliance framework is designed to reflect the size, role and activity of each BU, with appropriate compliance control systems to effectively detect and remediate potential gaps. We are committed to forging a sustainable compliance framework that supports the Group's growth and vision.



### GOVERNANCE STRUCTURE

Our Regulatory Compliance Governance Structure is designed to strengthen corporate governance. The Board Risk Committee (BRC) supports the Board in its oversight of regulatory compliance and is responsible for driving the Group's implementation of compliance and governance systems. Group Risk & Compliance serves as a secretariat to the BRC, assessing and reporting on compliance risks, controls and mitigation.

The Group Regulatory Compliance Management Committee (Group RCMC) is chaired by Keppel Corporation's CEO and its members include all BU heads. The Group RCMC articulates the Group's commitment to regulatory compliance, and directs and supports the development and implementation of overarching compliance policies and guidelines.

The Group RCMC is supported by the Group Regulatory Compliance Working Team (Group RCWT), which is chaired by the Head of Group Risk & Compliance. The Group RCWT oversees the development and review of pertinent regulatory compliance matters, over-arching compliance policies and guidelines for the Group. It also reviews and conducts compliance training and communication programmes.

Each BU has a dedicated Compliance Lead. He/she is supported by the respective risk and compliance teams and is responsible for driving and administering the compliance programme and agenda for the BU. This includes providing support to BU management with subject matter expertise, process excellence and regular reporting to ensure that compliance risks are effectively assessed, managed and mitigated. We continue to strengthen the Group's Compliance teams with additional professional and experienced officers.

Under the direction of Group RCMC and Group RCWT, BUs are responsible for implementing the Keppel Group Code of Conduct, as well as regulatory compliance policies and procedures. They are also responsible for ensuring that risk assessments of material regulatory compliance risks are conducted, and that control measures are practical, adequate and effective.

### REGULATORY COMPLIANCE FRAMEWORK

Our Regulatory Compliance Framework focuses on critical pillars covering the areas of culture; policies and procedures; training and communication;

key compliance processes; compliance risk assessment, reviews and monitoring, and compliance resources.

A key aspect of the Framework is the structure of the compliance organisation. The Head of Group Risk & Compliance reports directly to the Chairman of the BRC. Similarly, the Compliance Leads of the BUs have direct reporting lines to the respective BU's Audit and Risk Committees. In addition, BU Compliance Leads report directly to the Head of Group Risk & Compliance. This reporting structure reinforces independence of the function and enables management and the Board to provide continuous, clear and explicit support. It also lends credence to the Group's compliance programme.

## CULTURE

Culture and mindset are critical in ensuring effectiveness and durability of our compliance programme. Management has a key role in setting the right tone and walking the talk. This helps to embed a strong and robust regulatory compliance programme, as well as a culture that permeates all levels.

Anti-bribery, anti-corruption and reporting mechanisms are widely publicised in our offices globally. We issue Group-wide bulletins on relevant topical issues to apprise, inform and reinforce compliance principles and messages. Key tone-from-the-top messages are also delivered periodically by BU heads to employees. Compliance moments were introduced as part of the agenda at meetings, where pertinent compliance topics and learnings are shared. We continue to work on initiatives to foster a positive compliance-centric culture.

## POLICIES & PROCEDURES

### KEPPEL GROUP CODE OF CONDUCT

We have a strict Keppel Group Code of Conduct (the Code) that applies to all employees, who are required to acknowledge and comply with the Code.

The Code sets out important principles to guide employees in executing their duties and responsibilities to the highest standards of business integrity. It encompasses topics ranging from conduct in the workplace to business conduct, including clear provisions on prohibitions against bribery and corruption, and conflicts of interests amongst others. The Code is publicly available on the Group's and BUs' websites. We continue to review and enhance the Code to ensure that it stays relevant and instructive. Appropriate disciplinary action, including suspension/termination of employment, is taken if an employee is found to have violated the Code.

We have procedures to ensure that disciplinary actions are carried out consistently and fairly across all levels of employees. All third parties who represent Keppel in business dealings, including joint venture (JV) partners, are also required to comply with and follow the requirements of the Code.

### SUPPLIER CODE OF CONDUCT

The acknowledgement to abide by our Supplier Code of Conduct is mandatory for all key suppliers across the Group. The areas covered within the Supplier Code of Conduct include proper business conduct, human rights, fair labour practices, stringent safety and health standards, as well as responsible environmental management.

### WHISTLE-BLOWER POLICY

Keppel's Whistle-Blower Policy encourages the reporting of suspected bribery, violations or misconduct through a clearly defined process and reporting channel, by which reports can be made in confidence and without fear of reprisal. The whistle-blower reporting channels, found on page 104 of this report, are widely communicated and made accessible.

### PERSONAL DATA PROTECTION ACT

Guidance is provided to employees on the Personal Data Protection Commission's advisory guidelines to ensure that the Group complies with the requirements of the Personal Data Protection Act. When necessary and appropriate, the Group's guidelines are updated in accordance with changes in privacy laws and regulations.

### COMPLIANCE POLICIES

We maintain a comprehensive list of policies covering compliance-related matters including anti-bribery, gifts and hospitality, dealing with third-party associates (TPA), donations and sponsorships, solicitation and extortion, conflict of interest and insider trading, amongst others. These policies are reviewed periodically to ensure that they commensurate with the activities and business plans in the jurisdictions in which the Group operates. Group policies are applicable to all BUs. Unless the jurisdictional regulatory requirements are more stringent, these policies represent the minimum standards for the Group. We ensure all compliance policies, including translated versions, are made available and accessible to all employees globally.

We maintain a Group Sanctions Compliance policy and BU-specific sanctions programme, and continually monitor updates on sanctions requirements.

## REGULATORY COMPLIANCE

### TRAINING & COMMUNICATIONS

Training is an essential component of Keppel's regulatory compliance framework. Our programmes are tailored to specific audiences and we leverage Group-wide forums to reiterate key messages.

We have a comprehensive annual e-learning training programme which is mandatory for directors, officers and employees. The content of the training covers the Keppel Group Code of Conduct and key principles underlying our compliance policies. Directors, officers and employees are required to undergo assessments to successfully complete the training. In addition, directors, officers and employees are also required to formally acknowledge their understanding of policies and declare any potential or actual conflicts of interest. Training on anti-bribery and the Code in multiple languages are carried out for industrial/general workers. Also, e-training outlining the principles underpinning the Group's policies and key areas to note when representing or acting on Keppel's behalf is conducted for high-risk TPAs.

We continue to refine our compliance training programmes and curriculum. We are also focused on developing and tailoring training content to varying target groups and training requirements. Such training conducted in 2021 included Compliance Risks in Projects and Conflict of Interest.

In addition to policy-related training programmes, we conduct training focused on the line managers' responsibilities in developing the desired culture and mindset regarding compliance. These responsibilities include the need to establish and maintain effective internal controls to ensure that processes are robust, and that potential gaps are identified and mitigated in a timely manner.

Our training aims to engender positive compliance mindsets and culture, and we see this guiding our employees in critical facets of their work. Training focused on building risk and compliance competencies are also organised to ensure that we are apprised of changes in approaches, best practices and tools.

We also leverage opportunities at various management conferences and employee meetings to emphasise the importance of compliance.

To drive greater compliance awareness and knowledge throughout the Group, we issue

a quarterly news bulletin on compliance, risk and control matters. In 2021, we enhanced the news bulletin, through a segment on lessons learnt, to reinforce awareness and understanding of ethics and compliance considerations amongst employees.

### KEY PROCESSES

#### DUE DILIGENCE

We continue to improve our risk-based due diligence process for all TPAs who represent the Group in business dealings, including our JV partners, to assess the compliance risk of the business partner. In addition to background checks, the due diligence process incorporates requirements for TPAs to acknowledge understanding and compliance with the Code. In 2021, we enhanced the TPA policy to consolidate and streamline compliance due diligence requirements.

#### OTHER PROCESSES

As part of our ongoing review of policies and procedures, we ensure compliance oversight is embedded in key processes including areas such as gifts and hospitality, agent fees, donations and sponsorships, as well as conflicts of interest. We also actively seek opportunities for digitisation and continually explore the use of data analytics to enhance value and ensure efficiency of our compliance processes.

### RISK ASSESSMENT, REVIEW & MONITORING

We continually develop compliance resources and framework. This will enable the Compliance team to conduct independent risk assessments to identify and mitigate key compliance risks. Regular discussions are held with all BUs, focusing on risk assessments including specific compliance risks identified for each BU. Separately, independent reviews of compliance risks are executed within the scope of internal audits, including reviews of the effectiveness of key aspects of our compliance programmes. These reviews provide valuable insights and opportunities for us to improve our processes and programmes.

ISO 37001 processes also assist in risk assessment exercises, providing even more systematic coverage and evaluations.

### RESOURCES

We recognise the need for an experienced compliance team to effectively support compliance advisory, as well as to ensure that compliance programmes and controls are effectively implemented. The Board and management are committed to ensuring that we sustain a strong compliance function.