

Corporate Governance at a Glance



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

BOARD HIGHLIGHTS

77.8%
Independent directors

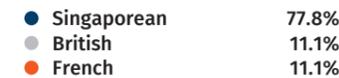
77.8%
With less than nine years tenure

BOARD COMPOSITION DASHBOARD

AGE



COUNTRY OF ORIGIN/ NATIONALITY/CULTURAL BACKGROUND



RACE OR ETHNICITY



CORPORATE GOVERNANCE

Good corporate governance starts with a company's Board of Directors, who play a crucial role in ensuring transparency, accountability, optimal performance, and good processes and practices in the company. Keppel's Board for FY 2025 was led by Chairman Mr Danny Teoh, who takes a leading role and works with the other directors and senior management to set the right ethical and behavioural tone in Keppel's drive to achieve and maintain a high standard of corporate governance. Mr Danny Teoh will be stepping down from the Chairman role at the upcoming AGM and Mr Piyush Gupta will, following re-election at the AGM, serve as Chairman of Keppel.

To assist the Board in the discharge of its oversight function, various board committees, namely the Audit, Board Risk, Nominating, Remuneration, and Board Sustainability and Safety Committees, have been constituted with clear written terms of reference. All the board committees are actively engaged and play an important role in ensuring good corporate governance within Keppel.

RISK MANAGEMENT AND REGULATORY COMPLIANCE

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

HOW THE COMPANY COMPLIES WITH THE 2018 CG CODE

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