

KEPPEL BOARD DIVERSITY POLICY

1.0 PHILOSOPHY

- 1.1 The Company recognizes that diversity in relation to composition of the Board of Directors ("Board") provides a range of perspectives, insights and challenge needed to support good decision-making for the benefit of the Keppel group.
- 1.2 As the Company believes that diversity is an important attribute of a well-functioning and effective board, it is committed to promoting diversity on its Board.
- 1.3 This policy sets out the framework and approach for the Board to set its qualitative and measurable quantitative objectives for achieving diversity and to annually assess its progress in achieving these objectives.

2.0 POLICY

- 2.1 The Company is committed to ensuring that the Board comprises directors who, as a group, provide an appropriate balance and mix of skills, knowledge, experience, and other aspects of diversity (such as gender, age, race/ethnicity and nationality) 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.
- 2.2 It is paramount that the Company continues to maintain the appropriate balance and mix of skills, knowledge and experience on the Board to support the needs and long-term sustainability of the Company's businesses. When assessing Board composition or identifying suitable candidates for appointment or re-election to the Board, the Company will consider candidates on merit against objective criteria set by the Board after having given due regard to the benefits of diversity and the needs of the Board.
- 2.3 The Company recognises the merits of gender diversity and, in identifying suitable candidates for new appointment to the Board, will ensure that female candidates are included for consideration. The Company also takes into consideration age, race/ethnicity and nationality during the board nomination process. Having said that, all director appointments will ultimately be driven by meritocracy. Each new director will continue to be selected based on merit against the objective criteria identified by the Board, after having given due regard to the benefits of diversity and the needs of the Board, as part of the process for appointment of new directors and the Board succession planning.

3.0 PROCESS

- 3.1 The Nominating Committee ("**NC**") would lead this process and make recommendations to the Board as follows:
 - (a) The NC reviews annually the balance and mix of skills, knowledge, experience, and other aspects of diversity such as gender, age, race/ethnicity and nationality, and the size of the Board which would facilitate decision-making. The NC will also take into account the needs of the Keppel group, the collective skills and competencies of the Board and the 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 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) Ability 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

3.2 **Board Diversity Matrix:** 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 diversity matrix to indicate which of the list of skills, knowledge, experience and other aspects of diversity (identified by the NC, and set out in the board 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 diversity matrix to highlight the Board's current mix of skills, knowledge, experience and other aspects of diversity and gaps therein if any.

3.3 In identifying suitable candidates for new appointment to the Board, the NC will ensure that female candidates are included for consideration.

3.4 The final decision on the appointment of directors will be based on and driven by merit against the objective criterion set by the Board after having given due regard to the benefits of diversity and the needs of the Board.

4.0 OBJECTIVES

4.1 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. The specific objectives and progress in meeting the objectives are disclosed in the Company's annual report.

5.0 MONITORING AND REPORTING

5.1 The NC will implement and monitor the implementation of this Policy. It will report to the Board on the process it has used in relation to Board nominations and appointments, and the progress made in meeting the measurable objectives for promoting diversity as described in this Policy.

6.0 REVIEW OF THIS POLICY

6.1 The NC will review this Policy annually to assess its effectiveness and discuss any changes that may be required, and recommend such changes, as appropriate, to the Board for consideration and approval.