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Response to Announcement on Withdrawal of Partial Offer by Kyanite

Singapore, 10 August 2020 - Keppel Corporation Limited ("**Keppel**", the "**Company**", or together with its subsidiaries, the "**Group**") refers to:

(a) the pre-conditional partial offer announcement ("**Pre-Conditional Partial Offer Announcement**") made by Morgan Stanley Asia (Singapore) Pte. ("**Morgan Stanley**"), for and on behalf of Kyanite Investment Holdings Pte. Ltd. ("**Offeror**", an indirect wholly-owned subsidiary of Temasek Holdings (Private) Limited) on 21 October 2019 that subject to the satisfaction and/or waiver (at the discretion of the Offeror) of all the Pre-Conditions (as referred to in the Pre-Conditional Partial Offer Announcement, as amended by the announcements dated 7 March 2020 and 28 April 2020 issued by or on behalf of the Offeror), the Offeror intends to make a voluntary conditional cash partial offer ("**Partial Offer**") to acquire such number of ordinary shares ("**Shares**") in the capital of the Company, other than those already owned, controlled or agreed to be acquired by the Offeror and persons acting or deemed acting in concert with the Offeror which, when aggregated with the Existing Shares (as referred to in paragraph 1.3.1(i) of the Pre-Conditional Partial Offer Announcement), would represent 51.00 per cent. of the total number of Shares in issue (excluding Shares held in treasury) as at the Record Date (as referred to in paragraph 3.4 of the Pre-Conditional Partial Offer Announcement), in accordance with Rule 16 of the Singapore Code on Take-overs and Mergers; and

(b) the announcement ("**Invocation of MAC Announcement**") made by Morgan Stanley, for and on behalf of the Offeror, on 10 August 2020 that the Offeror has decided that it will invoke the MAC Pre-Condition (as referred to in the Invocation of MAC Announcement) and that the Partial Offer will not proceed.

In connection with the Invocation of MAC Announcement, Keppel would like to make the following comments.

The Partial Offer was unsolicited. Keppel did not negotiate the terms of the Partial Offer including the MAC Pre-Condition. If the Partial Offer had been made, it would have involved the purchase of Shares from Offer Shareholders (as referred to in paragraph 3.1.2 of the Pre-Conditional Partial Offer Announcement). As set out in paragraph 2.3 of the Pre-Conditional Partial Offer Announcement, there was no certainty that the Pre-Conditions would be satisfied and/or waived and that the Partial Offer would be made.

Keppel has announced its Vision 2030 to guide the long-term strategy and transformation of the Company. We continue to believe in the inherent value of Keppel's business, and have a strong balance sheet and support from our network of banks to finance the Group's operations and growth initiatives. We will continue to execute our Vision 2030 to realise the full value of the Company for all our stakeholders. Notwithstanding the withdrawal of the Partial Offer, we intend to engage Temasek, which remains our single largest shareholder, to explore opportunities for strategic collaboration.