

CHANGES TO COMPOSITION OF BOARD AND BOARD COMMITTEES

Keppel Ltd (the “**Company**”) is pleased to announce the following:

- the appointment of Dame Anne Helen Richards as an independent director to the Board with effect from 1 July 2026. Dame Anne will be appointed as a member of the Board Risk Committee on the same date.
- with the appointment of Mr Piyush Gupta as independent Chairman of the Board following his re-election to the Board at the recent Annual General Meeting of the Company, Mr Gupta will assume the role of Chairman of the Nominating Committee in place of Mr Shirish Apte with effect from 1 July 2026. Mr Shirish Apte will remain as a member of the Nominating Committee.

Consequent to the above appointments, the composition of the Company’s Board and Board Committees with effect from 1 July 2026 will be as follows:

	Audit Committee	Nominating Committee	Remuneration Committee	Board Risk Committee	Board Sustainability & Safety Committee
Piyush Gupta (Board Chairman)		Chairman	Member		Member
Loh Chin Hua	-	-	-	-	Member
Shirish Apte	-	Member	Member	Chairman	-
Tham Sai Choy	Chairman	Member	-	Member	-
Penny Goh	Member	-	Chairman	Member	-
Olivier Blum	-	Member	-	-	Chairman
Jimmy Ng	Member	-	-	Member	-
Ang Wan Ching	Member	-	-	Member	-
Anne Richards	-	-	-	Member	-
Total number of members	4	4	3	6	3

4 May 2026