



Keppel Ltd.

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Media Release

Keppel appoints Dame Anne Helen Richards as independent director to its Board

Singapore, 4 May 2026 – Global asset manager and operator Keppel Ltd. (Keppel) is pleased to announce the appointment of Dame Anne Helen Richards as an independent director to the Board with effect from 1 July 2026. Dame Anne will also be appointed a member of the Board Risk Committee.

Dame Anne (61 years), currently a Senior Adviser at Fidelity International, is an experienced and award-winning CEO, chair and director of a range of organisations in a career spanning four decades. She has held main board positions in listed and private companies as both executive and non-executive director. A chartered engineer, she has a strong interest in technology as well as financial services.

Dame Anne most recently served as Chief Executive Officer of Fidelity International from 2018 to 2024, and subsequently as Vice Chair from 2024 to 2026. During her tenure, she steered the firm through the COVID-19 pandemic to record net sales and profits. She also led the development of Fidelity International's private asset business and strengthened sustainability investment capabilities across asset classes.

Prior to Fidelity International, she was Chief Executive of M&G, where she led the business through the immediate aftermath of the UK's Brexit vote. Earlier, as Chief Investment Officer at Aberdeen Asset Management, she was part of the leadership team that grew the firm into a FTSE 100 company. Her career also spans roles across other leading investment firms, including Mercury Asset Management and JP Morgan Investment Management.

Mr Piyush Gupta, Chairman of Keppel, said, "On behalf of the Board and management, I am pleased to welcome Anne to the Board of Keppel. Anne brings to the Board deep investment expertise, operational leadership and technical depth. Her appointment reflects our commitment to a well-balanced and diverse Board with the right mix of skills and experience to accelerate Keppel's growth as a global asset manager and operator."

Beyond her leadership roles in investment companies, Dame Anne has also chaired several organisations, including The University of Edinburgh; The City UK; The CERN & Society Foundation; the FCA Practitioner Panel; and Fidelity Funds boards. She is currently the Chair of Coutts, a private bank and wealth manager, and a non-executive director of Land Securities, a UK-listed real estate company.

Dame Anne was appointed a Dame Commander of the Order of the British Empire (DBE) in June 2021 for services to Financial Services, Women, Education and Science. She holds

a Transformational Leadership Fellowship from the University of Oxford's Blavatnik School of Government, a Master of Business Administration with distinction from INSEAD, and a Certified Diploma in Accounting and Finance from ACCA. She also earned a First Class Honours Bachelor of Science in Electronics and Electrical Engineering from the University of Edinburgh.

With the appointment of Dame Anne on 1 July 2026, Keppel's Board will comprise a total of nine directors, of whom eight are independent directors and three are female directors.

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About Keppel Ltd.

Keppel Ltd. (SGX:BN4) is a global asset manager and operator with strong expertise in sustainability-related solutions spanning the areas of infrastructure, real estate and connectivity. Headquartered in Singapore, Keppel operates in more than 20 countries worldwide, providing critical infrastructure and services for renewables, clean energy, decarbonisation, sustainable urban renewal and digital connectivity. Keppel creates value for investors and stakeholders through its quality investment platforms and diverse asset portfolios, including private funds and listed real estate and business trusts.