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UEN 196800351N

58th ANNUAL GENERAL MEETING OF KEPPEL LTD.

1. **Background**: Keppel Ltd. (the "**Company**") refers to the Notice of the 58th Annual General Meeting dated 26 March 2026, which is published on the Company's corporate website at https://www.keppel.com/investor-relations/agm-egm and the SGXNet ("**Notice of AGM**").

2. **Date, time and conduct of Annual General Meeting**: The 58th Annual General Meeting of the Company ("**AGM**") will be convened and held in a wholly physical format at Marina Bay Sands Expo and Convention Centre, Level 3, Begonia Main Ballroom, 10 Bayfront Avenue, Singapore 018956 on **Friday, 17 April 2026 at 10.30 a.m.** **There will be no option for shareholders to participate virtually**.

3. **Despatch of Annual Report 2025, Notice of AGM, and Proxy Form**: The Annual Report 2025, Notice of AGM, and Proxy Form will be despatched to shareholders by electronic means via publication on the Company's corporate website at https://www.keppel.com/investor-relations/agm-egm and the SGXNet. Printed copies of the Notice of AGM, Proxy Form and request form for a printed copy of the Annual Report 2025 ("**Request Form**") have also been sent to shareholders.

4. **Arrangements for participation in the AGM**: Shareholders, including persons holding shares in the Company through the Central Provident Fund ("**CPF**") or Supplementary Retirement Scheme ("**SRS**") (collectively, the "**CPF/SRS Investors**"), may participate in the AGM by:

   (a) attending the AGM in person;

   (b) submitting questions to the Chairman of the meeting in advance of, or at, the AGM; and/or

   (c) voting at the AGM (i) themselves; or (ii) through duly appointed proxy(ies)[1].

   Details of the steps for registration, submission of questions and voting at the AGM by shareholders, including CPF/SRS Investors, are set out in the **Appendix** to this announcement. In particular, CPF/SRS Investors who wish to request their CPF agent banks or SRS operators to appoint the Chairman of the meeting as their proxy to vote on his/her behalf at the AGM in respect of the shares in the Company held by such CPF agent banks or SRS operators on their behalf, should approach their respective CPF agent banks or SRS operators to submit their voting instructions **by 5.00 p.m. on 8 April 2026**.

5. **Persons who hold shares through relevant intermediaries (as defined in Section 181 of the Companies Act 1967)**: Persons who hold shares in the Company through relevant intermediaries, other than CPF/SRS Investors, and who wish to participate in the AGM by:

   (a) attending the AGM in person;

   (b) submitting questions to the Chairman of the meeting in advance of or at the AGM; and/or

   (c) voting at the AGM (i) themselves; or (ii) by appointing the Chairman of the meeting as proxy in respect of the shares in the Company held by such relevant intermediary on their behalf,

   should (if the relevant intermediary has not already contacted them) contact the relevant intermediary through which they hold such shares as soon as possible in order for the necessary arrangements to be made for their participation in the AGM.

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[1] For the avoidance of doubt, CPF/SRS Investors will not be able to appoint third party proxy(ies) (i.e., persons other than the Chairman of the meeting) to vote at the AGM on their behalf.

6. **Key actions to be taken**: In summary, the key actions to be taken by shareholders if they wish to participate in the AGM, based on the manner in which they hold their shares in the Company, are set out in the table below:

	If you hold shares via CDP or in scrip	**If you hold shares through CPF or SRS**	**If you hold shares through a relevant intermediary (other than through CPF or SRS)**
I wish to attend, speak and vote in person at the AGM	**Register in person** at the AGM venue **by 10.30 a.m. on 17 April 2026** to attend, ask questions and vote at the AGM *(refer to Steps 1, 2(b) and 3(b) under the Appendix)*		**Approach your relevant intermediary** (if it has not already contacted you)
I wish to ask questions in advance of the AGM	**Submit questions in advance** via email or by post **by 10.30 a.m. on 6 April 2026** *(refer to Step 2(a) under the Appendix)*		**Approach your relevant intermediary** (if it has not already contacted you)
I do not wish to attend the AGM, but wish to vote by appointing the Chairman of the meeting as proxy	**Submit proxy form** appointing the Chairman of the meeting as proxy to the Company's share registrar, Boardroom Corporate & Advisory Services Pte. Ltd. ("**Share Registrar**"), by post or email, **to be received by the Share Registrar by 10.30 a.m. on 14 April 2026** *(refer to Step 3(c) under the Appendix)*	**Approach your CPF agent bank or SRS operator** to submit your voting instructions **by 5.00 p.m. on 8 April 2026** *(refer to Step 3(d) under the Appendix)*	**Approach your relevant intermediary** to submit your voting instructions (if it has not already contacted you)
I do not wish to attend the AGM, but wish to appoint third party proxy(ies)	**Submit proxy form** appointing third party proxy(ies) to the Share Registrar by post or email, **to be received by the Share Registrar by 10.30 a.m. on 14 April 2026** *(refer to Step 3(c) under the Appendix)* Your proxy(ies) **must register in person** at the AGM venue **by 10.30 a.m. on 17 April 2026** to attend, ask questions and vote at the AGM *(refer to Steps 1, 2(b) and 3(b) under the Appendix)*	Not applicable	Not applicable

7. **Key dates/deadlines**: The key dates/deadlines which shareholders should take note of are set out in the table below:

Key Dates	Actions
6 April 2026	Deadline for shareholders who wish to request for printed copies of the Annual Report 2025 to submit the request via https://www.keppel.com/investor-relations/annual-reports/request-for-hard-copies, or complete the Request Form and return it to the Company using the prepaid reply envelope enclosed therein.
6 April 2026, 10.30 a.m.	Deadline for shareholders to submit questions in advance of the AGM.
8 April 2026, 5.00 p.m.	Deadline for CPF/SRS Investors to approach their respective CPF agent banks or SRS operators to submit their voting instructions.
14 April 2026, 10.30 a.m.	Deadline for the Share Registrar to receive from shareholders (other than investors holding shares of the Company through relevant intermediaries, including CPF/SRS Investors) duly completed Proxy Forms appointing a proxy(ies).
Date and time of AGM: 17 April 2026, 10.30 a.m. Registration commences at 9.30 a.m.	Shareholders, including CPF/SRS Investors and (where applicable) duly appointed proxies, may attend the AGM in person at Marina Bay Sands Expo and Convention Centre, Level 3, Begonia Main Ballroom, 10 Bayfront Avenue, Singapore 018956. **There will be no option for shareholders to participate virtually**. Please bring along your NRIC/passport to verify your identity. The Company reserves the right to refuse admittance to the AGM if the attendee's identity cannot be verified accurately.

8. **Further information**: For more information on the AGM, shareholders can refer to the FAQs (which can be found on https://www.keppel.com/investor-relations/agm-egm).

9. **Important:** Shareholders should note that the manner of conduct of the AGM may be subject to further changes at short notice. Shareholders are advised to check the Company's corporate website at https://www.keppel.com/investor-relations/agm-egm and the SGXNet regularly for updates.

By Order of the Board

Karen Teo / Samantha Teong
Company Secretaries

26 March 2026

Appendix

Steps for registration, submission of questions and voting at the AGM:

Shareholders, including CPF/SRS Investors, can attend the AGM in person, submit questions to the Chairman of the meeting in advance of or at the AGM and/or vote at the AGM by themselves or through duly appointed proxy(ies)[2].

To do so, they will need to complete the steps below.

No.	Steps	Details
1	**Registration**	**Shareholders, including CPF/SRS Investors and (where applicable) duly appointed proxies, can attend the AGM in person**. To do so, they will need to register in person at the registration counter(s) outside the AGM venue on the day of the event. **Registration will commence at 9.30 a.m. on that day**. Please bring along your NRIC/passport to verify your identity. The Company reserves the right to refuse admittance to the AGM if the attendee's identity cannot be verified accurately.
2(a)	**Submit questions in advance of the AGM**	**Submission of Questions in Advance**: All shareholders (including CPF/SRS Investors) can submit questions relating to the business of the AGM **up till 10.30 a.m. on 6 April 2026** ("**Q&A Submission Deadline**") in the following manner: (a) **by email** to investor.relations@keppel.com; or (b) **by post** addressed to the Share Registrar, Boardroom Corporate & Advisory Services Pte Ltd, at 1 Harbourfront Avenue, Keppel Bay Tower #14-07, Singapore 098632. When sending in questions, the following details should be provided for verification purposes: (a) the shareholder's full name, address, telephone number and email address; and (b) the manner in which such shareholder holds shares in the Company (e.g. if you hold shares of the Company directly, please provide your CDP account number; otherwise, please state if you hold shares of the Company through CPF or SRS).
2(b)	**Ask questions at the AGM**	**Asking Questions at the AGM**. Shareholders, including CPF/SRS Investors and (where applicable) duly appointed proxies, can ask the Chairman of the meeting substantial and relevant questions relating to the business of the AGM, at the AGM itself.
2(c)	**Addressing of questions**	**Addressing Questions**. The Company will endeavour to address all substantial and relevant questions relating to the business of the AGM: (a) which are received from shareholders prior to the Q&A Submission Deadline, through publication on the SGXNet and the Company's

[2] See footnote 1.

No.	Steps	Details
		corporate website at https://www.keppel.com/investor-relations/agm-egm, **by 10.30 a.m. on 11 April 2026**; and (b) which are received after the Q&A Submission Deadline or live at the AGM, during the AGM. Where substantially similar questions are received, the Company will consolidate such questions and consequently, not all questions may be individually addressed. **Minutes of AGM**. The Company will publish the minutes of the AGM on its corporate website and on SGXNet, and the minutes will include the responses to substantial and relevant questions from shareholders which are addressed during the AGM.
3(a)	**Exercise of voting rights at the AGM**	**Shareholders, including CPF/SRS Investors, can vote at the AGM themselves or through duly appointed proxy(ies)[3].** Shareholders who wish to appoint a proxy(ies) must submit an instrument appointing a proxy(ies) in accordance with the instructions on the Proxy Form.
3(b)	**Vote at the AGM**	**Voting at the AGM**. Upon registration at the AGM venue, shareholders, including CPF/SRS Investors, and (where applicable) duly appointed proxies, will be provided with a handheld device for electronic voting at the physical meeting.
3(c)	**Submit instruments appointing a proxy(ies)**	**How to submit instruments appointing a proxy(ies)**. Shareholders who wish to appoint a proxy(ies) or the Chairman of the meeting as proxy to attend, speak and vote at the AGM on their behalf must submit a Proxy Form for the appointment of such proxy(ies). A proxy need not be a member of the Company. The Proxy Form must be submitted to the Company in the following manner: (a) by post to the office of the Share Registrar, Boardroom Corporate & Advisory Services Pte Ltd, at 1 Harbourfront Avenue, Keppel Bay Tower #14-07, Singapore 098632; or (b) by email to the Share Registrar at srs.proxy@boardroomlimited.com (enclosing a clear scanned completed and signed Proxy Form in PDF), in either case to be received **no later than 10.30 a.m. on 14 April 2026**. **Where to obtain proxy form**. Proxy Forms can be downloaded from the Company's website at https://www.keppel.com/investor-relations/agm-egm or the SGXNet. Printed copies of the Proxy Form have also been sent to shareholders. A Shareholder who wishes to submit a Proxy Form must first complete and sign the Proxy Form, before submitting it by post to the address provided above, or before scanning and sending it by email to the email address provided above. **Proxy Form not valid for use by investors holding shares of the Company through relevant intermediaries (including CPF/SRS Investors)**: The Proxy Form is not valid for use by investors holding shares of the Company through relevant intermediaries (including CPF/SRS

[3] See footnote 1.

No.	Steps	Details
		Investors), and shall be ineffective for all intents and purposes if used or purported to be used by them. Persons holding shares in the Company through relevant intermediaries who wish to vote should approach their respective relevant intermediaries as soon as possible (if their relevant intermediary has not already contacted them) to specify voting instructions or make the necessary arrangements to be appointed as proxy. In particular, CPF/SRS Investors should refer to Step 3(d) below. **Deemed revocation of proxy appointment if shareholder attends the AGM in person**. Completion and submission of the instrument appointing a proxy(ies) by a shareholder will not prevent him/her from attending, speaking and voting at the AGM if he/she so wishes. The appointment of the proxy(ies) for the AGM will be deemed to be revoked if the shareholder attends the AGM in person, and in such event, the Company reserves the right to refuse to admit any person or persons appointed under the relevant instrument appointing a proxy(ies) to the AGM.
3(d)	**Voting by CPF / SRS Investors**	CPF/SRS Investors: (a) may attend, speak and vote at the AGM in person if they are appointed as proxies by their respective CPF agent banks or SRS operators, and should contact their respective CPF agent banks or SRS operators as soon as practicable if they have any queries regarding their appointment as proxies; or (b) may appoint the Chairman of the meeting as proxy to vote on their behalf at the AGM, in which case CPF/SRS Investors should approach their respective CPF agent banks or SRS operators to submit their voting instructions **by 5.00 p.m. on 8 April 2026**. For avoidance of doubt, CPF/SRS Investors will not be able to appoint third party proxy(ies) (i.e. persons other than the Chairman of the meeting) to vote at the AGM on their behalf.