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ANNUAL GENERAL MEETING TO BE HELD ON APRIL 22, 2021

Singapore, March 31, 2021 –

1. **Background.** Sembcorp Industries Ltd (“**Sembcorp**” or the “**Company**”) refers to:
 - (a) the COVID-19 (Temporary Measures) Act 2020 which enables the Minister for Law by order to prescribe alternative arrangements for listed companies in Singapore to, *inter alia*, conduct general meetings, either wholly or partly, by electronic communication, video conferencing, tele-conferencing or other electronic means;
 - (b) the COVID-19 (Temporary Measures) (Alternative Arrangements for Meetings for Companies, Variable Capital Companies, Business Trusts, Unit Trusts and Debenture Holders) Order 2020 (the “**Order**”) which sets out the alternative arrangements in respect of, *inter alia*, general meetings of companies; and
 - (c) the joint statement by the Accounting and Corporate Regulatory Authority, Monetary Authority of Singapore and Singapore Exchange Regulation of April 13, 2020 (and subsequently updated on April 27, 2020, June 22, 2020 and October 1, 2020) which provides additional guidance on the conduct of general meetings during the period from March 27, 2020 to June 30, 2021.
2. **Date, time and conduct of Annual General Meeting.** Sembcorp is pleased to announce that pursuant to the Order, its Annual General Meeting (“**AGM**”) will be convened and held by way of electronic means on **Thursday, April 22, 2021 at 10.00 a.m.** (Singapore time).

Our Chairman, Mr Ang Kong Hua, and our Group President & CEO, Mr Wong Kim Yin, will conduct the proceedings of the AGM.

3. **Notice of AGM and proxy form.** The Notice of AGM and proxy form will be sent to shareholders solely by electronic means via publication on our corporate website and will also be made available on the SGX website¹. No printed copies of these documents will be sent to shareholders.
4. **No personal attendance at AGM.** Due to the current COVID-19 situation in Singapore, shareholders will not be able to attend the AGM in person.
5. **Alternative arrangements for participation in the AGM.** Shareholders may participate in the AGM by:
 - (a) observing and / or listening to the AGM proceedings via live audio-visual webcast or live audio-only stream;
 - (b) submitting questions in advance of the AGM; and / or
 - (c) appointing the Chairman of the Meeting as proxy to attend, speak and vote on their behalf at the AGM.

Details of the steps for pre-registration, pre-submission of questions and voting at the AGM by shareholders, including CPF and SRS investors, are set out in the Appendix to this announcement. In addition, CPF and SRS investors who wish to appoint the Chairman of the Meeting as proxy should approach their respective CPF Agent Banks or SRS Operators to submit their votes by **5.00 p.m. on April 12, 2021**. There will be no live voting or live Q&A at the AGM.

¹ The Notice of AGM and proxy form may be accessed on our corporate website at the URL <https://www.sembcorp.com/en/investor-relations/annual-general-meeting/> and on the SGX website at the URL <https://www.sgx.com/securities/company-announcements>.

6. **Persons who hold shares through relevant intermediaries.** Persons who hold Sembcorp shares through relevant intermediaries (as defined in section 181 of the Companies Act, Chapter 50), other than CPF and SRS investors, and who wish to participate in the AGM by:

- (a) observing and / or listening to the AGM proceedings via live audio-visual webcast or live audio-only stream;
- (b) submitting questions in advance of the AGM; and / or
- (c) appointing the Chairman of the Meeting as proxy to attend, speak and vote on their behalf at the AGM,

should 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.

7. **Annual Report 2020 and Letter to Shareholders.** The Annual Report 2020 and the Letter to Shareholders dated March 31, 2021 (in relation to the proposed renewal of the mandate for interested person transactions and the proposed renewal of the share purchase mandate) have been published on our corporate website, and may be accessed at the URL

<https://www.sembcorp.com/en/investor-relations/annual-general-meeting/> as follows:

- (a) the Annual Report 2020 may be accessed by clicking on the hyperlink for “Annual Report 2020” under “Downloads & Links”; and
- (b) the Letter to Shareholders dated March 31, 2021 may be accessed by clicking on the hyperlink for “Letter to Shareholders” under “Downloads & Links”.

The above documents may also be accessed at the SGX website at the URL

<https://www.sgx.com/securities/company-announcements>.

8. **Record and payment dates for final dividend.** The Register of Members and Share Transfer Books of the Company will be closed on April 29, 2021 to determine members' entitlements to the proposed dividend. Duly completed transfers of shares received by the Company's Share Registrar, M & C Services Private Limited, at 112 Robinson Road #05-01 Singapore 068902, up to 5.00 p.m. on April 28, 2021 (the "**Record Date**") will be registered to determine members' entitlements to the proposed dividend. Subject as aforesaid, members whose securities accounts with The Central Depository (Pte) Limited are credited with ordinary shares of the Company as at 5.00 p.m. on the Record Date will be entitled to the proposed dividend. The proposed dividend, if approved by members at the AGM, will be paid on May 6, 2021.
9. **Key dates / deadlines.** In summary, the key dates / deadlines which shareholders should take note of are set out in the table below:

Key dates	Actions
9.00 a.m. on March 31, 2021 (Wednesday)	Shareholders may begin to pre-register at the pre-registration website which is accessible from the URL https://www.sembcorp.com/en/investor-relations/annual-general-meeting/ for live audio-visual webcast / live audio-only stream of the AGM proceedings.
5.00 p.m. on April 12, 2021 (Monday)	Deadline for: <ul style="list-style-type: none"> • CPF and SRS investors who wish to appoint the Chairman of the Meeting as proxy to approach their respective CPF Agent Banks or SRS Operators to submit their votes.

	<ul style="list-style-type: none"> Shareholders to submit questions in advance.
10.00 a.m. on April 19, 2021 (Monday)	<p>Deadline for shareholders to:</p> <ul style="list-style-type: none"> pre-register for live audio-visual webcast / live audio-only stream of the AGM proceedings; and submit instruments appointing the Chairman of the Meeting as proxy.
12.00 p.m. on April 21, 2021 (Wednesday)	<p>Authenticated shareholders will receive an email which will contain the registered email address, as well as the link to access the live audio-visual webcast and a toll-free telephone number and conference code to access the live audio-only stream of the AGM proceedings (the “Confirmation Email”).</p> <p>Shareholders who do not receive the Confirmation Email by 12.00 p.m. on April 21, 2021, but have registered by the April 19, 2021 deadline should contact our Share Registrar, M & C Services Private Limited, at +65 6228 0506 before 7.00 p.m. on April 21, 2021 or between 8.00 a.m. and 9.00 a.m. on April 22, 2021.</p>
Date and time of AGM - 10.00 a.m. on April 22, 2021 (Thursday)	<ul style="list-style-type: none"> Click on the link in the Confirmation Email and enter the registered email address to access the live audio-visual webcast of the AGM proceedings; or Call the toll-free telephone number and enter the conference code in the Confirmation Email to access the live audio-only stream of the AGM proceedings.

5.00 p.m. on April 28, 2021 (Wednesday)	Record date for determining entitlements to final dividend, subject to shareholders' approval at the AGM
May 6, 2021 (Thursday)	Payment date for final dividend, subject to shareholders' approval at the AGM

10. **Further information.** For more information, shareholders can refer to the AGM FAQs on our corporate website at the URL <https://www.sembcorp.com/en/investor-relations/annual-general-meeting>, or email us at investorrelations@sembcorp.com.

11. **Important reminder.** Due to the constantly evolving COVID-19 situation in Singapore, we may be required to change our arrangements for the AGM at short notice. Shareholders should check the Company's website at the URL <https://www.sembcorp.com/en/investor-relations/annual-general-meeting> or the SGX's website at the URL <https://www.sgx.com/securities/company-announcements> for the latest updates on the status of the AGM.

Sembcorp would like to thank all shareholders for their patience and co-operation in enabling us to hold our AGM with the optimum safe management measures amidst the current COVID-19 pandemic.

By Order of the Board

Kwong Sook May
Company Secretary
March 31, 2021

APPENDIX

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

Shareholders will be able to observe and / or listen to the AGM proceedings through a live audio-visual webcast or live audio-only stream via their mobile phones, tablets or computers, submit questions in advance of the AGM and vote by appointing the Chairman of the Meeting as proxy to attend, speak and vote on their behalf at the AGM.

To do so, they will need to complete the following steps:

No.	Steps	Details
1.	Pre-registration	<p>Shareholders, including CPF and SRS investors, can pre-register at the pre-registration website which is accessible from the URL https://www.sembcorp.com/en/investor-relations/annual-general-meeting/ from 9.00 a.m. on March 31, 2021 up to 10.00 a.m. on April 19, 2021 to enable Sembcorp to verify their status as shareholders.</p> <p>Following the verification, authenticated shareholders will receive an email by 12.00 p.m. on April 21, 2021. The email will contain the registered email address as well as the link to access the live audio-visual webcast and a toll-free telephone number and conference code to access the live audio-only stream of the AGM proceedings.</p>

No.	Steps	Details
		<p>Shareholders who do not receive an email by 12.00 p.m. on April 21, 2021, but have registered by the April 19, 2021 deadline should contact our Share Registrar, M & C Services Private Limited, at +65 6228 0506 before 7.00 p.m. on April 21, 2021 or between 8.00 a.m. and 9.00 a.m. on April 22, 2021.</p>
2.	<p>Submit questions in advance</p>	<p>Shareholders will not be able to ask questions at the AGM live during the audio-visual webcast or audio-only stream of the AGM proceedings, and therefore it is important for shareholders to pre-register and submit their questions in advance of the AGM.</p> <p>Submission of questions. Shareholders, including CPF and SRS investors, can submit questions related to the resolutions to be tabled for approval at the AGM to the Chairman of the Meeting, in advance of the AGM, in the following manner:</p> <p>(a) Via pre-registration website. Shareholders who pre-register to observe and / or listen to the AGM proceedings may submit their questions via the pre-registration website which is accessible from the URL https://www.sembcorp.com/en/investor-relations/annual-general-meeting/.</p> <p>Pre-registration commences from 9.00 a.m. on March 31, 2021.</p>

No.	Steps	Details
		<p>(b) Via email. Shareholders may submit their questions via email to gpe@mncsingapore.com.</p> <p>(c) By post. Shareholders may submit their questions by post to the Company's Share Registrar, M & C Services Private Limited, at 112 Robinson Road #05-01, Singapore 068902.</p> <p>When sending in your questions via email or by post, please also provide us with the following details:</p> <ul style="list-style-type: none"> • your full name; • your address; and • the manner in which you hold shares in Sembcorp (e.g., via CDP, CPF, SRS and / or scrip). <p>Deadline to submit questions. All questions must be submitted by 5.00 p.m. on April 12, 2021.</p> <p>Addressing questions. We will endeavour to address substantial and relevant questions received from shareholders prior to the AGM by publishing our responses to such questions on our corporate website at the URL https://www.sembcorp.com/en/investor-relations/annual-general-meeting/ and on SGXNet prior to the AGM. If we are unable to do so, we will address those substantial and relevant questions which have not already been addressed prior to the AGM, during the AGM itself through the live audio-</p>

No.	Steps	Details
		<p>visual webcast and live audio-only stream of the AGM proceedings.</p> <p>Minutes of AGM. We will publish the minutes of the AGM on our 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.</p>
3.	<p>Submit instruments appointing the Chairman of the Meeting as proxy to vote</p>	<p>Shareholders will not be able to vote at the AGM live during the audio-visual webcast or audio-only stream of the AGM proceedings. Shareholders (whether individual or corporate) who pre-register to observe and / or listen to the AGM proceedings and wish to vote on the resolutions to be tabled at the AGM must appoint the Chairman of the Meeting as their proxy to attend, speak and vote on their behalf at the AGM, in accordance with the instructions on the instrument appointing a proxy.</p> <p>Specific voting instructions to be given. Where shareholders (whether individual or corporate) appoint the Chairman of the Meeting as their proxy, they must give specific instructions as to voting, or abstentions from voting, in respect of a resolution in the instrument appointing a proxy, failing which the appointment of the Chairman of the Meeting as proxy for that resolution will be treated as invalid.</p>

No.	Steps	Details
		<p>Submission of instruments of proxy. The instrument appointing the Chairman of the Meeting as proxy must be submitted in the following manner:</p> <p>(a) if submitted by post, be lodged with the Company's Share Registrar, M & C Services Private Limited, at 112 Robinson Road #05-01, Singapore 068902; or</p> <p>(b) if submitted electronically, be submitted via email to the Company's Share Registrar at gpe@mncsingapore.com,</p> <p>in either case, by 10.00 a.m. on April 19, 2021.</p> <p>A shareholder who wishes to submit an instrument appointing a proxy must first download, 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. Alternatively, a shareholder may download, complete and authorise the proxy form by way of the affixation of an electronic signature, before sending it by email to the email address provided above.</p> <p>Due to the current COVID-19 situation in Singapore, shareholders are strongly encouraged to submit completed instruments appointing a proxy electronically via email.</p>

No.	Steps	Details
		CPF and SRS investors who wish to appoint the Chairman of the Meeting as proxy should approach their respective CPF Agent Banks or SRS Operators to submit their votes by 5.00 p.m. on April 12, 2021.