

ANNUAL GENERAL MEETING TO BE HELD ON APRIL 20, 2023

Singapore, March 29, 2023 –

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, October 1, 2020 and February 4, 2022), read together with the FAQs on “The Holding of General Meetings” issued by Singapore Exchange Regulation on May 23, 2022, which provides guidance on the conduct of general meetings amid the evolving COVID-19 situation.

2. **Date, time and conduct of Annual General Meeting (“AGM” or the “Meeting”).** Sembcorp is pleased to announce that pursuant to the Order, its AGM will be convened and held by way of electronic means on **Thursday, April 20, 2023 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 by electronic means via publication on our corporate website and the SGX website¹. Printed copies of these documents will not be sent to shareholders.

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 the SGX website at the URL <https://www.sgx.com/securities/company-announcements>.

4. **No personal attendance at the AGM.** As the AGM will be conducted in an electronic format, **shareholders, including CPF and SRS investors, will not be able to attend the AGM in person.**

To facilitate shareholder engagement, Sembcorp will implement real-time remote electronic voting (“live” voting) and real-time electronic communications (“live” Q&A) at the AGM.

5. **Alternative arrangements for participation in the AGM.** Shareholders, including CPF and SRS investors, 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 to the Chairman of the Meeting in advance of, or “live” at, the AGM; and / or
 - (c) voting at the AGM (i) “live” by the shareholders themselves or their duly appointed proxy(ies) (other than the Chairman of the Meeting)² via electronic means; (ii) “live” by the CPF or SRS investors themselves via electronic means if they are appointed as proxies by their respective CPF Agent Banks or SRS Operators; or (iii) by appointing the Chairman of the Meeting as proxy to vote on their behalf at the AGM.

Details of the steps for pre-registration, 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 particular, CPF and SRS investors should note that they (i) may vote “live” via electronic means at the AGM 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 if they have any queries regarding their appointment as proxies; or (ii) may appoint the Chairman of the Meeting as proxy to vote on their behalf at the AGM, in which case they should approach their respective CPF Agent Banks or SRS Operators to submit their votes by **5.00 p.m. on April 10, 2023**, being 7 working days before the date of the AGM.

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 1967), other than CPF and SRS investors, and who wish to participate in the AGM by:

² For the avoidance of doubt, CPF and SRS investors will not be able to appoint third party proxy(ies) (i.e., persons other than the Chairman of the Meeting) to vote “live” at the AGM on their behalf.

- (a) observing and / or listening to the AGM proceedings via live audio-visual webcast or live audio-only stream;
- (b) submitting questions to the Chairman of the Meeting in advance of, or “live” at, the AGM; and / or
- (c) voting at the AGM (i) “live” via electronic means; or (ii) by appointing the Chairman of the Meeting as proxy to 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 2022 and Letter to Shareholders.** The Annual Report 2022 and the Letter to Shareholders dated March 29, 2023 (in relation to the proposed renewal of the mandate for interested person transactions and the proposed renewal of the share purchase mandate) may be accessed on our corporate website at the URL <https://www.sembcorp.com/en/investor-relations/annual-general-meeting/> as follows:

- (a) the Annual Report 2022 may be accessed by clicking on the hyperlink for “Annual Report 2022” under “Downloads & Links”; and
- (b) the Letter to Shareholders dated March 29, 2023 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 and special dividend.** The Register of Members and Share Transfer Books of the Company will be closed on April 27, 2023 to determine members’ entitlements to the proposed final dividend and special dividend (the “**Proposed Dividends**”). 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 26, 2023 (the “**Record Date**”) will be registered to determine members’ entitlements to the Proposed Dividends. 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 Dividends. The Proposed Dividends, if approved by members at the AGM, will be paid on May 8, 2023.
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 / Deadlines	Actions
9.00 a.m. on March 29, 2023 (Wednesday)	Shareholders and, where applicable, their appointed proxy(ies), 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, submission of questions in advance of the AGM and appointment of proxy(ies).
5.00 p.m. on April 7, 2023 (Friday)	Deadline for shareholders to submit questions in advance of the AGM.
5.00 p.m. on April 10, 2023 (Monday)	Deadline for 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.
After trading hours on April 13, 2023 (Thursday)	The Company will publish its responses to the substantial and relevant questions submitted by shareholders by the April 7, 2023 deadline on our corporate website at the URL https://www.sembcorp.com/en/investor-relations/annual-general-meeting/ and the SGX website at the URL https://www.sgx.com/securities/company-announcements .
10.00 a.m. on April 17, 2023 (Monday)	Deadline for shareholders to: <ul style="list-style-type: none"> • pre-register for the live audio-visual webcast / live audio-only stream of the AGM proceedings; and • submit instruments appointing a proxy(ies). <p>Shareholders who wish to appoint third party proxy(ies) are encouraged to submit their instruments appointing a proxy(ies) early, and should request their proxy(ies) to pre-register for the live audio-visual webcast / live audio-only stream of the AGM proceedings by this deadline.</p>
12.00 p.m. on April 19, 2023 (Wednesday)	Authenticated shareholders and, where applicable, their appointed proxy(ies), who have pre-registered via the pre-registration website will receive an email via the email address provided on pre-registration, which will contain instructions on how to access the live audio-visual webcast of the AGM proceedings and a toll-free telephone number and conference code to access the live audio-only stream of the AGM proceedings (the “Confirmation Email”).

	Shareholders and, where applicable, their appointed proxy(ies), who do not receive the Confirmation Email by 12.00 p.m. on April 19, 2023, but have pre-registered by the April 17, 2023 deadline should contact our Share Registrar, M & C Services Private Limited, at +65 62280506 or via email at gpe@mncsingapore.com before 5.00 p.m. on April 19, 2023 or between 8.00 a.m. and 9.00 a.m. on April 20, 2023.
Date and time of AGM - 10.00 a.m. on April 20, 2023 (Thursday)	<ul style="list-style-type: none"> Go to the pre-registration website and enter the email address and password created during pre-registration 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. <p>Shareholders and, where applicable, their appointed proxy(ies), must access the AGM proceedings via the live audio-visual webcast in order to submit relevant text-based questions “live” at the AGM and / or vote at the AGM “live” via electronic means.</p>
5.00 p.m. on April 26, 2023 (Wednesday)	Record date for determining entitlements to the Proposed Dividends, subject to shareholders’ approval at the AGM.
May 8, 2023 (Monday)	Payment date for the Proposed Dividends, 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.

Important reminder. Shareholders are reminded to check the Company’s website at the URL <https://www.sembcorp.com/en/investor-relations/annual-general-meeting/> or the **SGX** website at the URL <https://www.sgx.com/securities/company-announcements> for the latest updates on the status of the AGM.

By Order of the Board

Tan Yen Hui
Company Secretary
March 29, 2023

APPENDIX

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

Shareholders, including CPF and SRS investors, 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 phones, tablets or computers, submit questions to the Chairman of the Meeting in advance of, or “live” at, the AGM and/or vote at the AGM (i) “live” by the shareholders themselves or their duly appointed proxy(ies) (other than the Chairman of the Meeting)³ via electronic means; (ii) “live” by the CPF or SRS investors themselves via electronic means if they are appointed as proxies by their respective CPF Agent Banks or SRS Operators; or (iii) by appointing the Chairman of the Meeting as proxy to 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, where applicable, their appointed proxy(ies)) and CPF and SRS investors, who wish to observe and / or listen to the live audio-visual webcast or live audio-only stream of the AGM proceedings must 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 29, 2023 up to 10.00 a.m. on April 17, 2023 to enable Sembcorp to verify their status.</p> <p>Following the verification, authenticated shareholders (including CPF and SRS investors) and, where applicable, appointed proxy(ies), who have pre-registered via the pre-registration website will receive a Confirmation Email by 12.00 p.m. on April 19, 2023. The Confirmation Email will contain instructions on how to access the live audio-visual webcast of the AGM proceedings and a toll-free telephone number and conference code to access the live audio-only stream of the AGM proceedings.</p> <p>Shareholders (including CPF and SRS investors) and, where applicable, appointed proxy(ies) who do not receive the Confirmation Email by 12.00 p.m. on April 19, 2023, but have pre-registered by the April 17, 2023 deadline should contact our Share Registrar, M & C Services Private Limited, at +65 62280506 or via email at gpe@mncsingapore.com before 5.00 p.m. on April 19, 2023 or between 8.00 a.m. and 9.00 a.m. on April 20, 2023.</p>

³ See footnote 2 above.

No.	Steps	Details
2.	<p>Submit questions in advance of, or “live” at, the AGM</p>	<p>Shareholders, including CPF and SRS investors, can submit questions in advance of, or “live” at, the AGM.</p> <p>Submission of substantial and relevant questions in advance of the AGM. Shareholders, including CPF and SRS investors, can submit substantial and relevant 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 the 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/. Pre-registration commences from 9.00 a.m. on March 29, 2023.</p> <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 submitting questions via email or by post, please also provide us with the following details:</p> <ul style="list-style-type: none"> • your full name; • NRIC / passport number; • 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 in advance of the AGM. All questions submitted in advance of the AGM via any of the above channels must be received by 5.00 p.m. on April 7, 2023.</p> <p>Submission of substantial and relevant questions “live” at the AGM. Shareholders (including CPF and SRS investors) and, where applicable, duly appointed proxy(ies), can also ask the Chairman of the Meeting substantial and relevant questions related to the resolutions to be tabled for approval at the AGM, “live” at the AGM,</p>

No.	Steps	Details
		<p>by typing in and submitting their questions through the “Ask a question” function via the audio-visual webcast platform.</p> <p>Shareholders (including CPF and SRS investors) and, where applicable, appointed proxy(ies), who wish to ask questions “live” at the AGM must first pre-register at the pre-registration website at the URL https://www.sembcorp.com/en/investor-relations/annual-general-meeting/.</p> <p>Addressing questions. We will address substantial and relevant questions received from shareholders by the April 7, 2023 deadline 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 the SGX website at the URL https://www.sgx.com/securities/company-announcements on April 13, 2023, after trading hours.</p> <p>We will also address any subsequent clarifications sought, or substantial and relevant follow-up questions (which are related to the resolutions to be tabled for approval at the AGM) received after the April 7, 2023 deadline for the submission of questions in advance of the AGM which have not already been addressed prior to the AGM, as well as those substantial and relevant questions received “live” at the AGM itself, during the AGM through the live audio-visual webcast and live audio-only stream of the AGM proceedings.</p> <p>Where substantially similar questions are received, we will consolidate such questions and consequently not all questions may be individually addressed.</p> <p>Minutes of AGM. We will publish the minutes of the AGM on our corporate website and the SGX website, and the minutes will include the responses to substantial and relevant questions and clarifications from shareholders (if any) which are addressed during the AGM.</p>
3.	Vote “live”, or submit instruments appointing a proxy(ies) to	Shareholders who wish to exercise their voting rights at the AGM may: <p>(a) (where such shareholders are individuals) vote “live” via electronic means at the AGM or (whether such</p>

No.	Steps	Details
	<p>vote “live”, at the AGM</p>	<p>shareholders are individuals or corporates) appoint a proxy(ies) (other than the Chairman of the Meeting)⁴ to vote “live” via electronic means at the AGM on their behalf; or</p> <p>(b) (whether such shareholders are individuals or corporates) appoint the Chairman of the Meeting as their proxy to vote on their behalf at the AGM.</p> <p>Pre-register to vote “live” at the AGM. Shareholders (including CPF and SRS investors) and, where applicable, appointed proxy(ies), who wish to vote “live” at the AGM must first pre-register at the pre-registration website at the URL https://www.sembcorp.com/en/investor-relations/annual-general-meeting/.</p> <p>Submission of instruments appointing a proxy(ies). The instrument appointing a proxy(ies) must be submitted to the Company in the following manner:</p> <p>(a) if submitted by post, be lodged at the office of 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</p> <p>(i) via email to the Company’s Share Registrar at gpe@mncsingapore.com, or</p> <p>(ii) via the online process through the pre-registration website at the URL https://www.sembcorp.com/en/investor-relations/annual-general-meeting/,</p> <p>in each case, by 10.00 a.m. on April 17, 2023.</p> <p>A shareholder who wishes to submit an instrument appointing a proxy(ies) by post or via email must first download a copy of the proxy form from our corporate website or the SGX website, and 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</p>

⁴ See footnote 2 above.

No.	Steps	Details
		<p>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. A shareholder may also appoint a proxy(ies) via the online process through the pre-registration website at the URL https://www.sembcorp.com/en/investor-relations/annual-general-meeting/.</p> <p>Appointed proxy(ies) (other than the Chairman of the Meeting) will be prompted via email (within 2 business days after the Company's receipt of a validly completed and submitted instrument appointing a proxy(ies)) to pre-register at the pre-registration website at the URL https://www.sembcorp.com/en/investor-relations/annual-general-meeting/ in order to access the live audio-visual webcast or live audio-only stream of the AGM proceedings. Shareholders who wish to appoint third party proxy(ies) are encouraged to submit their instrument appointing a proxy(ies) early, and should request their proxy(ies) to pre-register by 10.00 a.m. on April 17, 2023.</p> <p>CPF and SRS Investors. CPF and SRS investors:</p> <p>(a) may vote "live" via electronic means at the AGM 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 if they have any queries regarding their appointment as proxies; or</p> <p>(b) may appoint the Chairman of the Meeting as proxy to vote on their behalf at the AGM, in which case they should approach their respective CPF Agent Banks or SRS Operators to submit their votes by 5.00 p.m. on April 10, 2023 , being 7 working days before the date of the AGM.</p>