

SEMBCORP INDUSTRIES LTD

(Incorporated in the Republic of Singapore)
(Company Registration No. 199802418D)

NOTICE OF EXTRAORDINARY GENERAL MEETING

NOTICE IS HEREBY GIVEN THAT an Extraordinary General Meeting of Sembcorp Industries Ltd ("**Sembcorp**") will be convened and held at Stamford Ballroom, Fairmont Hotel, Level 4, Raffles City Convention Centre, 80 Bras Basah Road, Singapore 189560 on 30 January 2026 at 10.00 a.m. for the purpose of considering and, if thought fit, passing, with or without modifications, the following resolution which will be proposed as an ordinary resolution. All terms used in this Notice which are not defined herein shall have the meanings ascribed to them in Sembcorp's circular to shareholders dated 15 January 2026 in relation to the Proposed Acquisition:

ORDINARY RESOLUTION: PROPOSED ACQUISITION

RESOLVED THAT:

- (a) the proposed acquisition by (i) Sembcorp Australia Pty Ltd, being an indirect wholly-owned subsidiary of Sembcorp, of all of the issued share capital in PSH owned by the Sellers and (ii) Sembcorp Energy Australia Pte. Ltd., being an indirect wholly-owned subsidiary of Sembcorp, of the issued share capital in LVP owned by Pioneer Sail Singapore Pte Ltd, on and subject to the terms and conditions set out in the SSA ("**Proposed Acquisition**"), be and is hereby approved; and
- (b) the Directors and each of them be and are hereby severally authorised to complete and do all such acts and things (including, without limitation, executing such documents as may be required pursuant to or in connection with the SSA and to make such amendments to the SSA and/or such other documents as the Directors may consider necessary, desirable and expedient) as they or he or she may consider necessary, desirable or expedient or in the interests of Sembcorp to give effect to the Proposed Acquisition.

BY ORDER OF THE BOARD

Lim Chee Ying
Company Secretary

Singapore, 15 January 2026

NOTES:

Format of Meeting

1. The Extraordinary General Meeting will be held, in a wholly physical format, at Stamford Ballroom, Fairmont Hotel, Level 4, Raffles City Convention Centre, 80 Bras Basah Road, Singapore 189560 on 30 January 2026 at 10.00 a.m. Shareholders, including CPF and SRS investors, and (where applicable) duly appointed proxies and representatives will be able to ask questions and vote at the Extraordinary General Meeting by attending the Extraordinary General Meeting in person. There will be no option for shareholders to participate virtually.

Printed copies of this Notice and the accompanying Proxy Form will be sent by post to members. These documents will also be published on the Company's website at the URL <https://www.sembcorp.com> and the SGX website at the URL <https://www.sgx.com/securities/company-announcements>.

Appointment of Proxy(ies)

2. a. A member who is not a relevant intermediary is entitled to appoint not more than two proxies to attend, speak and vote at the Extraordinary General Meeting. Where such member's instrument appointing a proxy(ies) appoints more than one proxy, the proportion of the shareholding concerned to be represented by each proxy shall be specified in the instrument.
- b. A member who is a relevant intermediary is entitled to appoint more than two proxies to attend, speak and vote at the Extraordinary General Meeting, but each proxy must be appointed to exercise the rights attached to a different share or shares held by such member. Where such member's instrument appointing a proxy(ies) appoints more than two proxies, the number and class of shares in relation to which each proxy has been appointed shall be specified in the instrument.

"Relevant intermediary" has the meaning given to it in Section 181 of the Companies Act. A member who wishes to appoint a proxy(ies) must complete the instrument appointing a proxy(ies), before submitting it in the manner set out below.

3. A proxy need not be a member of the Company. A member may choose to appoint the Chairman of the Meeting as his/her/its proxy.
4. The instrument appointing a proxy(ies) must be submitted to the Company in the following manner:
 - a. if submitted personally or by post, be lodged at the office of the Company's Share Registrar, Tricor Barbinder Share Registration Services, at 9 Raffles Place, #26-01 Republic Plaza Tower 1, Singapore 048619; or
 - b. if submitted electronically, be submitted via email to the Company's Share Registrar at sembcorp-proxy@vistra.com,

and in each case, must be lodged or received (as the case may be) not less than 72 hours before the time appointed for holding the Extraordinary General Meeting.

5. CPF and SRS investors:
 - a. may vote at the Extraordinary General Meeting 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
 - b. may appoint the Chairman of the Meeting as proxy to vote on their behalf at the Extraordinary General Meeting, in which case they should approach their respective CPF Agent Banks or SRS Operators to submit their votes by 5.00 p.m. on 19 January 2026.

Submission of Questions

6. Shareholders, including CPF and SRS investors, may submit substantial and relevant questions related to the resolution to be tabled for approval at the Extraordinary General Meeting in advance of the Extraordinary General Meeting:
 - a. by post to the Company's Share Registrar, Tricor Barbinder Share Registration Services, at 9 Raffles Place, #26-01 Republic Plaza Tower 1, Singapore 048619; or
 - b. via email to the Company's Share Registrar at sembcorp-proxy@vistra.com.

When submitting questions by post or via email, shareholders should also provide the following details: (i) the shareholder's full name; (ii) the shareholder's address; and (iii) the manner in which the shareholder holds shares in the Company (e.g., via CDP, CPF, SRS and/or scrip), for verification purposes.

All questions submitted in advance must be received by 5.00 p.m. on 22 January 2026.

7. The Company will address all substantial and relevant questions received from shareholders by the 22 January 2026 deadline by publishing its responses to such questions on the Company's website at the URL <https://www.sembcorp.com> and the SGX website at the URL <https://www.sgx.com/securities/company-announcements> at least 48 hours prior to the closing date and time for the lodgement/receipt of instruments appointing a proxy(ies). The Company will respond to questions or follow-up questions submitted after the 22 January 2026 deadline either within a reasonable timeframe before the Extraordinary General Meeting, or at the Extraordinary General Meeting itself. Where substantially similar questions are received, the Company will consolidate such questions and consequently not all questions may be individually addressed.
8. Shareholders, including CPF and SRS investors, and (where applicable) duly appointed proxies and representatives can also ask the Chairman of the Meeting substantial and relevant questions related to the resolution to be tabled for approval at the Extraordinary General Meeting, at the Extraordinary General Meeting itself.

Access to Documents

9. The Letter to Shareholders dated 15 January 2026 has been published and may be accessed at the Company's website at the URL <https://www.sembcorp.com> from the date of this Notice.

The above documents may also be accessed at the SGX website at the URL <https://www.sgx.com/securities/company-announcements>. An internet browser and PDF reader will be needed to view these documents.

Request for Printed Copies of Documents

10. A member who wishes to request for a printed copy of the Letter to Shareholders dated 15 January 2026 may do so by submitting the request:
 - a. by post to the Company's Share Registrar, Tricor Barbinder Share Registration Services, at 9 Raffles Place, #26-01 Republic Plaza Tower 1, Singapore 048619; or
 - b. via email to the Company's Share Registrar at sembcorp-proxy@vistra.com.

To be valid, the request must:

- i. specify "Request for Printed Copy of the Letter to Shareholders dated 15 January 2026" as the subject;
- ii. state the following:
 1. the full name of the member;
 2. the mailing address of the member; and
 3. the manner in which the member holds shares in the Company (e.g., via CDP, CPF, SRS and/or scrip); and
- iii. be received by 23 January 2026.

Personal data privacy:

By submitting a request for a printed copy of the Letter to Shareholders dated 15 January 2026 (either via post or via email to the Company's Share Registrar), the member agrees and acknowledges that the Company and/or its service provider(s) may collect, use and disclose the member's personal data, as contained in the member's submitted request or which is otherwise collected from the member (or the member's authorised representative(s)), for the purpose of processing and effecting the member's request.

By submitting an instrument appointing a proxy(ies) and/or representative(s) to attend, speak and vote at the Extraordinary General Meeting and/or any adjournment thereof, a member of the Company (a) consents to the collection, use and disclosure of the member's personal data by the Company (or its agents or service providers) for the purpose of the processing, administration and analysis by the Company (or its agents or service providers) of proxy(ies) and representative(s) appointed for the Extraordinary General Meeting (including any adjournment thereof) and the preparation and compilation of the attendance lists, minutes and other documents relating to the Extraordinary General Meeting (including any adjournment thereof), and in order for the Company (or its agents or service providers) to comply with any applicable laws, listing rules, take-over rules, regulations and/or guidelines (the "**Purposes**"); (b) warrants that where the member discloses the personal data of the member's proxy(ies) and/or representative(s) to the Company (or its agents or service providers), the member has obtained the prior consent of such proxy(ies) and/or representative(s) for the collection, use and disclosure by the Company (or its agents or service providers) of the personal data of such proxy(ies) and/or representative(s) for the Purposes; and (c) agrees that the member will indemnify the Company in respect of any penalties, liabilities, claims, demands, losses and damages as a result of the member's breach of warranty.