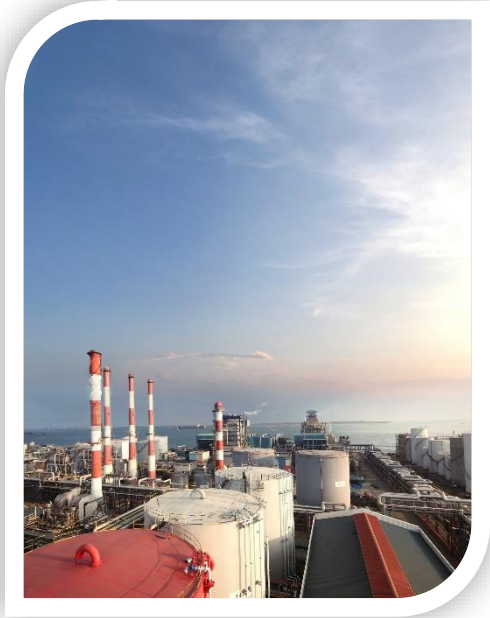




**Board
Diversity
Policy
Statement**



1. Policy Statement

This Policy sets out the principles adopted by Sembcorp Industries Ltd (the “Company”) to maintain diversity on the appointment and composition of its board of directors (the “Board”).

The Company sees diversity at the Board level as an essential element to ensuring the achievement of its strategic objectives.

The Company endorses the principle that there should be diversity at the Board to ensure effective decision-making and governance of the Company and its businesses.

The Nominating Committee (“NC”) reviews and assesses the Board composition on behalf of the Board and recommends the appointment of new directors. The NC will consider directors of all different skills, experiences, ages, genders, nationalities, educational and professional industry background and other relevant personal attributes that are important and needed to support robust and good decision-making at the Board level.

All Board appointments will be made based on merit, taking into account the skills, experience, independence and knowledge of the particular director and without compromising on the diversity of the Board.

2. Monitoring and Reporting

The Company will report annually, in the Corporate Governance Report, on the Board’s composition in terms of diversity.

3. Review of the Policy

This Policy shall be subject to review by NC from time to time and the NC shall recommend any revision, if required, to the Board for approval.