

NOTICE OF USE OF TREASURY SHARES

Singapore, December 30, 2025 – Pursuant to Rule 704(28) of the Listing Manual of the Singapore Exchange Securities Trading Limited, Sembcorp Industries Ltd (the “**Company**” and together with its subsidiaries, the “**Group**”) wishes to announce the following details on the use of treasury shares:

a)	Date of the sale, transfer, cancellation and/or use:	December 30, 2025	
b)	Purpose of such sale, transfer, cancellation and/or use:	Award of 2,232,150 shares under the Sembcorp Industries Performance Share Plan 2020 to a Director of the Company and employees of the Group.	
c)	Number of treasury shares sold, transferred, cancelled and/or used:	2,232,150	
d)	Number of treasury shares before and after such sale, transfer, cancellation and/or use:	Before change	11,779,824
		After change	9,547,674
e)	Percentage of the number of treasury shares against the total number of shares outstanding in a class that is listed before and after such sale, transfer, cancellation and/or use:	Before change	0.66
		After change	0.53
f)	Value of the treasury shares if they are used for a sale or transfer, or cancelled:	S\$13,148,812.17	

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