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SEMBCORP INDUSTRIES EXTRAORDINARY GENERAL MEETING

- Responses to substantial and relevant questions

Singapore, January 23, 2026 – Sembcorp Industries (Sembcorp) would like to thank shareholders for submitting their questions in advance of our Extraordinary General Meeting (EGM), which will be held in a wholly physical format at Stamford Ballroom, Fairmont Hotel, Level 4, Raffles City Convention Centre on Friday, January 30, 2026 at 10.00 a.m.

We have reviewed the questions received and have set out our responses to the substantial and relevant questions in the Appendix.

Appendix

1.	<p>Based on normalised, through-cycle returns, should we expect Alinta's returns to be higher, similar to, or lower than those of Sembcorp's current energy portfolio? Will the acquisition lead to higher cash available for distribution to shareholders after maintenance capex and debt servicing?</p> <p>The transaction is earnings- and ROE-accretive, with Alinta's return profile aligned with our investment criteria.</p> <p>Alinta's portfolio offers a resilient mix of high-quality generation assets across multiple technologies and geographies, coupled with a strong retail customer base and a robust trading and portfolio management platform. Together, these elements underpin stable earnings from Alinta's businesses.</p> <p>The acquisition is expected to strengthen the Group's long-term cash generation. Alinta is cash flow accretive to Sembcorp post maintenance capex and debt servicing, contributing steady underlying cash flows that help preserve Sembcorp's balance sheet strength. Cash flows from the enlarged portfolio will support continued deleveraging, investments and sustainable shareholder returns.</p> <p>As we continue to grow our business, there will be room for further dividend growth.</p>
2.	<p>In periods of extreme weather (e.g. bushfires) where Alinta's existing generation, transmission and generation and distribution assets may be damaged or operate less effectively, does Alinta generate positive free cash flow after factoring in maintenance capex, insurance costs and periods of downtime?</p> <p>Alinta has demonstrated strong cash flow resilience, generating positive operating cash flow for the past five years. Its assets are geographically dispersed across the East and West Coasts, which provides a strong defensive characteristic for the portfolio, as weather patterns and climate outcomes often differ and involve separate supply chains.</p> <p>While extreme weather events can result in potential temporary disruptions or higher costs to the affected asset/ site, the financial impact will depend on the severity and duration of such events.</p> <p>Alinta actively manages physical climate risks through multiple layers of mitigation. These include engineering controls at generation assets, established business continuity plans for severe weather, remote operating capabilities to minimise supply interruptions, and property damage and business interruption insurance. The portfolio has demonstrated appropriate resilience against these physical risks.</p> <p>This assessment is based on available climate information and models, and are subject to uncertainty due to the complexity surrounding climate science.</p>

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