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SEMBCORP INDUSTRIES 28th ANNUAL GENERAL MEETING

- Responses to substantial and relevant questions

Singapore, April 24, 2026 – Sembcorp Industries (Sembcorp) would like to thank shareholders for submitting their questions in advance of our 28th Annual General Meeting (AGM), which will be held in a wholly physical format at Stamford Ballroom, Fairmont Hotel, Level 4, Raffles City Convention Centre on Wednesday, April 29, 2026 at 2.30 p.m.

We have reviewed the questions received and have set out our responses to the substantial and relevant questions according to the following themes:

- (i) Impact of the Middle East conflict
- (ii) Gas and Related Services
- (iii) Renewables
- (iv) Dividends

Please refer to our responses as set out in the Appendix.

Appendix
Impact of the Middle East conflict

1. Following the Company's clarification announcement on March 9, 2026, in relation to the heightened geopolitical developments in the Middle East, could the Company provide:

(a) an update on the operations of Sembcorp's assets in the Middle East;

The Group's operating assets in Oman and the UAE include:

Asset	Stake	Capacity (MW)
Oman		
Manah II Solar Independent Power Project (Manah II)	100%	500
Salalah Independent Water and Power Plant (Salalah IWPP)	40%	518
UAE		
Fujairah 1 Independent Water and Power Plant (F1 IWPP)	40%	893

Manah II, Salalah IWPP and F1 IWPP continue to operate, with no disruptions to date. In November 2025, Sembcorp, together with our partner OQ Alternative Energy who holds a 25% stake, was awarded the 125MW Dhofar II Wind Power project in Oman. Construction activities have yet to commence. The Group continues to closely monitor the evolving geopolitical situation and has contingency measures in place to support operational continuity.

(b) an update on whether any of Sembcorp's Middle East assets have been damaged and / or operationally impacted due to the conflict, the quantum of such impact and whether insurance coverage is in place.

The Group's assets in the Middle East operate under long-term power purchase agreements, which provide contractual protection. Capacity-based payments are expected to continue in accordance with the plants' availability and operational readiness.

The Middle East operations accounted for 8% of the Group's underlying net profit in 2025. In the event of physical damage to its assets, Sembcorp would seek to rely on applicable insurance coverage and contractual protections, subject to the relevant terms and conditions.

<p>2.</p>	<p>Given the elevated global energy prices and risks to key shipping routes such as the Strait of Hormuz, what is the broader impact on the Group?</p> <p>Sembcorp’s diversified portfolio across geographies, energy sources and supply arrangements mitigates concentration risk and enhances resilience to volatility in global energy prices.</p> <p>In Singapore, our gas supply remains secure with no anticipated disruptions in the near term, underpinned by a diversified portfolio of long-term natural gas supply contracts across both piped natural gas (PNG) and liquefied natural gas (LNG) from multiple global origins. Our upcoming LNG cargo deliveries scheduled for 2026 are not from the Middle East region. In addition, our portfolio in Singapore includes solar and battery, which further diversifies our energy mix.</p> <p>The ongoing geopolitical developments may contribute to broader macroeconomic uncertainty, including pressures on inflation, heightened foreign exchange volatility and interest cost risks. The Group continues to monitor the situation closely and will manage its portfolio accordingly, in response to evolving conditions.</p>
<p>Gas and Related Services</p>	
<p>3.</p>	<p>What is Sembcorp Power’s and Senoko's strategy to manage its electricity retail and electricity generation business in light of higher feedstock costs?</p> <p>Sembcorp Power’s and Senoko Energy’s power contracts are generally structured on a cost pass-through basis or supported by appropriate hedging arrangements. As such, higher feedstock costs are not expected to have a significant impact on Sembcorp Power and Senoko Energy. With wholesale prices having risen, both businesses may stand to benefit from selling excess capacity into the spot market and, if sustained, from improved recontracting economics over time.</p>
<p>4.</p>	<p>Are there plans to increase Sembcorp’s ownership stake in or take full control of Senoko Energy? Is there a longer-term intention to integrate or merge Senoko Energy with Sembcorp?</p> <p>The Group has no plans at present to increase its stake in Senoko Energy. Sembcorp continues to work closely with its partner, Marubeni Corporation, to optimise Senoko Energy’s operations.</p> <p>As a portfolio, Sembcorp will focus on operational synergies and enhancing the efficiency of its Singapore power assets as well as supporting national energy security.</p>

5.	<p>In some jurisdictions, such as Australia and the UK, there have been growing calls for the imposition of a windfall tax on energy companies. For example, Australia could introduce windfall or export taxes on gas producers. Is the Company concerned about the imposition of windfall taxes in these countries?</p> <p>Sembcorp does not expect to be impacted by windfall taxes in Australia or the UK. Alinta Energy is not involved in the production or export of oil and / or gas, so any gas export tax would not apply directly to Alinta Energy. No material impact on Alinta Energy is expected if a gas export tax were introduced.</p> <p>In the UK, the government has indicated that it will introduce higher windfall taxes on certain older wind, solar and biomass plants that choose not to move onto fixed-priced electricity contracts. Sembcorp does not operate any wind or solar plants in the UK. Our biomass plant operates under the Renewables Obligation Certificate regime, which provides a structured subsidy framework. Based on the current structure of the Group's UK operations and the windfall tax thresholds, the Group does not expect any potential UK windfall taxes to apply.</p> <p>Across all jurisdictions, the Group continues to engage constructively with policymakers and incorporates regulatory considerations into its investment and risk management frameworks.</p>
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Renewables

6.	<p>With respect to Sembcorp's renewable assets in Vietnam, what are the operational and financial implications arising from changes to the feed-in-tariff policy? Would these assets be subject to valuation write-downs?</p> <p>Sembcorp's renewables assets in Vietnam remain operational and continue to generate cash flows.</p> <p>As highlighted in note G3 of Notes to the Financial Statement in the 2025 Annual Report, the Group's carrying value of the joint venture potentially affected by the policy changes relating to renewable energy tariff in Vietnam was S\$33 million. The Group's maximum additional potential exposure to this investment was assessed to be approximately S\$30 million as at December 31, 2025. We are currently engaging the relevant authorities on a reasonable resolution and will provide more information once we have finalised the definitive terms with the relevant parties.</p> <p>From a Group perspective, the renewables assets in Vietnam account for less than 1% of the Group's total gross capacity and net profit, and the earnings impact resulting from the revision of the feed-in tariff policy is therefore not expected to be material.</p>
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7.	<p>Could the Company provide details on the level of curtailment for Sembcorp’s renewables assets in China and the associated financial impact? How does the Company factor curtailment conditions into its investment considerations for the China market?</p> <p>The curtailment experienced by the China renewables portfolio resulted from accelerated renewables deployment in China, leading to supply and demand imbalance as well as limited grid infrastructure for export.</p> <p>The curtailment has mainly impacted the Northwestern region, including Qinghai, Gansu and Xinjiang, where Sembcorp assets are held through a joint venture with SDIC, in which Sembcorp owns a minority interest. In contrast, all of the Group’s wholly owned assets are located in demand centres and net power importing regions such as Hebei, Henan, Shandong and Guangxi.</p> <p>As disclosed in the FY2025 earnings announcement presentation, average curtailment for the Group’s China portfolio in FY2025 was approximately 14% for wind assets and 16% for solar assets. Curtailment remained elevated in the first quarter of 2026.</p> <p>To reduce curtailment, the State Grid Corporation of China plans to invest RMB4 trillion between 2026 and 2030¹, a 40% increase from the previous 5-year plan, to upgrade the grid and boost renewable energy transmission. The Chinese government is also encouraging the building of new data centres in the west to leverage the abundant renewable energy resources.</p> <p>We remain disciplined in managing our portfolio exposure. We have since slowed the pace of new project additions to allow time for the expansion of the transmission network and pursuing contracts to enhance the stability of earnings.</p> <p>In FY2025, net profit from the Group’s China renewables was S\$74 million, approximately 7% of Group earnings. As such, the impact arising from weaker operations on Group earnings is not expected to be material.</p>
Dividends	
8.	<p>Aside from cash flow generation, what are the Company’s key considerations when assessing the appropriateness of increasing the dividend payout ratio?</p> <p>In assessing the dividend payout, the Company takes a long-term view and focuses on the sustainability of dividends over a five-year horizon. In addition to cash flow generation, the Board also considers the Group’s overall financial position, earnings sustainability, capital requirements for organic growth and committed investments, balance sheet strength and prevailing market and operating conditions.</p> <p>The higher dividend proposed this year reflects our confidence in the Company’s future performance and ability to generate sustainable returns. We will continue to review our dividend policy.</p>

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¹ [State Grid Corporation of China expands investment to support the construction of energy system](#)