

Investor Relations

Sembcorp is committed to ensuring the investment community receives accurate and timely updates to support informed decision-making.



Sembcorp's 2026 Extraordinary General Meeting convened for shareholders' approval of the proposed acquisition of Alinta Energy

Our dedicated investor relations team works closely with senior management to proactively engage with the investment community. We strive to provide investors with an accurate and balanced account of the Group's performance and prospects.

Beyond biannual financial results briefings for analysts, we conduct one-on-one and group meetings with shareholders, analysts and investors. We also participate in key conferences and organise facility tours to offer insights into our operations.

Proactive Engagement with the Investment Community

In 2025, senior management and the investor relations team continued to strengthen engagement with the investment community. We participated in nine major conferences, including the BofA ASEAN Conference, Citi Pan-Asia Investor Conference, HSBC Global Investment Summit, Macquarie ASEAN Conference and Morgan Stanley 24th Annual Asia Pacific Summit. In addition, we conducted non-deal

roadshows across key financial centres including Hong Kong, Kuala Lumpur, Tokyo, Dublin, London, Paris, Boston, New York and Canada, to broaden outreach and deepen dialogues with global investors. During the year, senior management and the investor relations team engaged with over 240 unique members of the investment community through one-on-one and group meetings.

To enhance investors' understanding of our operations, we hosted site visits to the Sembcorp Tengeh Floating Solar Farm in Singapore, providing insights into Singapore's first inland floating solar farm.

In December 2025, we announced the proposed acquisition of Alinta Energy, a leading integrated energy player in Australia. This marked our strategic entry into an AAA-rated OECD (Organisation for Economic Co-operation and Development) country, with strong fundamentals and significant growth opportunities. Following the announcement, management conducted an analyst

briefing and held group and individual meetings with key media and institutional investors. A replay of the analyst briefing was made available on the company website to ensure fair and broad access to the transaction information.

We also continued our dialogue with retail shareholders. In partnership with the Securities Investors Association (Singapore), a moderated session was held to present the merits of the acquisition, during which senior management addressed retail shareholders' questions. On January 30, 2026, an Extraordinary General Meeting was held for the purpose of obtaining shareholders' approval and the acquisition was duly approved. Completion of the acquisition is expected to complete by the end of the first half of 2026, subject to regulatory approvals and other customary closing conditions.

Total Shareholder Return

Sembcorp's last traded share price in 2025 was S\$6.02, representing a market capitalisation of S\$10.7 billion.

Based on closing prices, the company's share price averaged S\$6.34 during the year, with a high of S\$7.85 in July and a low of S\$5.27 in February. Daily turnover averaged 4.2 million shares.

Sembcorp delivered a one-year total shareholder return (TSR)¹ of 14% in 2025, compared to the one-year TSR of 29% registered by the Straits Times Index (STI), which was driven mainly by the strong performance of two of Singapore's local banks and other key constituents. Over a five-year period from 2021 to 2025, Sembcorp achieved a TSR of 307%, nearly triple the STI's TSR of 105%. This underscores Sembcorp's strong business fundamentals driving long-term value creation for shareholders.

For the financial year 2025 (FY2025), an interim dividend of 9.0 cents per ordinary share was declared and paid to shareholders in August 2025. A final dividend of 16.0 cents per ordinary share has been proposed, subject to approval by shareholders at the upcoming Annual General Meeting in April 2026. Together with the interim dividend, total dividend for FY2025 will amount to 25.0 cents per ordinary share. The increase in dividend reflects our confidence in the company's future performance and ability to generate sustainable returns. As our earning base strengthens and the recurring cash flows broaden, we are committed to delivering sustainable and growing dividends over time.

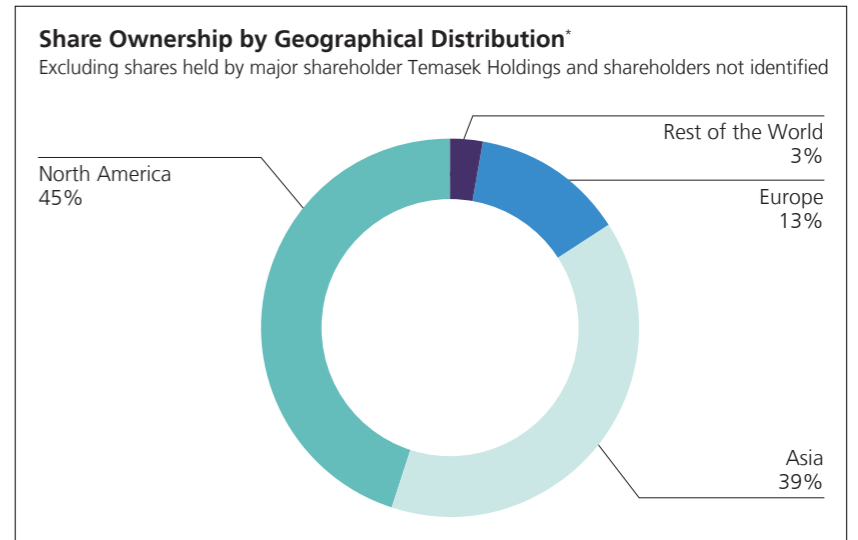
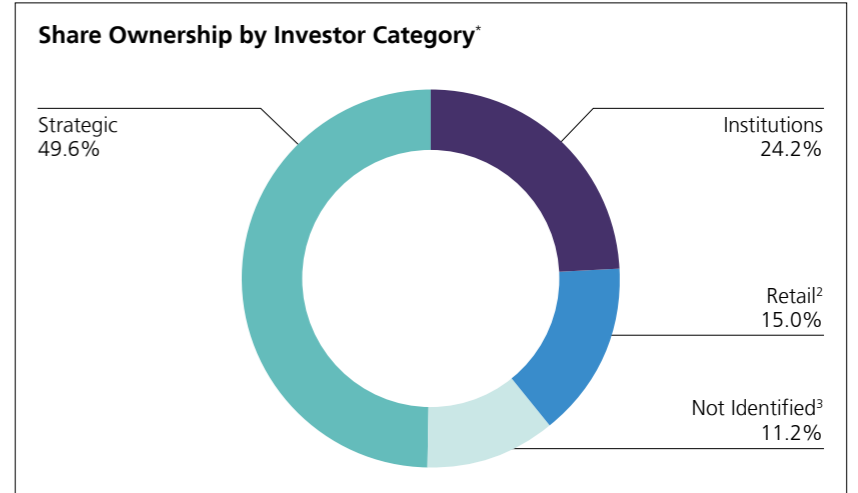
Awards and Accolades

At The Edge Singapore Billion Dollar Club Awards 2025, Sembcorp was named Company of the Year – Billion Dollar Club. We were also recognised as the top company in the Industrials sector with the Highest Growth in Profit after Tax over three

¹ Source: Bloomberg

² Retail shareholders include private investors, brokers, custodians and corporates

³ Shareholders not identified mainly include investors whose holdings fall below the threshold of 250,000 shares



* As at December 31, 2025

years and Overall Sector Winner. These recognitions are a testament to our unwavering commitment to driving sustainable growth.

Shareholder Information

Institutional shareholdings in 2025 decreased to 24.2% from 27.9% in 2024, while retail shareholdings² increased to 15.0% from 11.5% in 2024. Temasek Holdings, our major shareholder, held 49.6% of our

shares as of end 2025. Unidentified shareholders³ accounted for 11.2% of issued share capital. Institutional shareholders represented 47.9% of free float while retail shareholders² accounted for 29.8%. Excluding the stake held by Temasek Holdings and unidentified shareholders, North America represented the largest geographical shareholding base at 45%, followed by Asia at 39% and Europe at 13%.