

# Investor Presentation

November 2025



# Sembcorp Industries at a Glance

## Our Strategic Focus

Drive  
Energy Transition



Energy generation portfolio of **28.3GW**, including **20.2GW** of renewables assets

Operating across  
**11 countries**

## Our Business Segments



### Gas and Related Services

- Importer of piped natural gas & liquefied natural gas
- Utility-scale power generation and cogeneration
- Steam generation
- Distributed energy generation



### Renewables

- Wind
- Solar
- Hydro
- Energy storage systems



### Integrated Urban Solutions

- **Urban:** Integrated townships | Industrial and Business space
- **Water:** Industrial water treatment & supply | Desalination & water reclamation
- **Waste-to-resource:** Energy-from-waste



### Decarbonisation Solutions

- Renewables import
- Low-carbon feedstock
- GoNetZero™

# Our Global Portfolio



**Wind**  
**7.9GW**

One of the largest self-operated wind portfolio in India



**Solar**  
**9.2GW**

Leading solar energy player in Singapore



**Energy Storage System**  
**3.0GWh**

Southeast Asia's largest energy storage system



**Hydro<sup>1</sup>**  
**49MW**



**Gas & Related Services**  
**8.0GW**

Integrated gas-to-energy player providing gas, power and multi-utilities to customers



**Urban**  
**14,800ha**

24 Sustainable urban developments



Note: Above gross capacity assumes 100% ownership of assets, including projects secured and under construction, and acquisitions pending completion. Energy storage capacity is presented in GWh  
<sup>1</sup> Acquisition pending completion

# BUSINESS UPDATES SINCE 1H25 RESULTS

## Strengthening Foundations for Sustainable Growth



### Gas and Related Services

*Building long-term resilience, leveraging demand growth*

- **Singapore:** Positioned to secure long-term contracts from upcoming data centre demand
- **Oman:** New 10-year PPA for Sembcorp Salah IWPP, reinforcing long-term presence and revenue visibility



### Renewables

*Driving diversified growth, targeting value creation in India*

- **Key Projects:**
  - India: Acquisition of 300MW ReNew solar portfolio and secured 150MW FDRE project
  - Singapore: Awarded 86MWp floating solar at Pandan Reservoir
  - Vietnam: Long-term PPA with LEGO for rooftop solar + BESS
  - Oman: Secured 125MW wind project
- **Exploring capital recycling** opportunities in India
- **China curtailment** remains elevated
- **UK:** NatPower to build a 1GW / 8GWh lithium-ion BESS at Wilton International



### Integrated Urban Solutions / Others

*Advancing sustainable infrastructure in Southeast Asia*

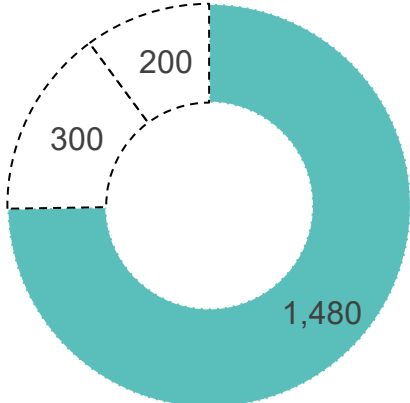
- **Partnership with NeutraDC**, a subsidiary of Telkom Group, to jointly develop low-carbon data centre infrastructure in Southeast Asia
- **Conditional approval** awarded by EMA to import 1GW of renewable energy from Sarawak to Singapore – Singapore's first large-scale 24/7 power import initiative

# GAS AND RELATED SERVICES

## Positioned for Growth from High-tech Manufacturing and Data Centres

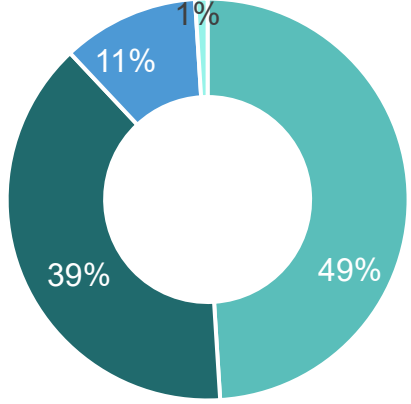
Powering Singapore’s digital and industrial growth – supplying about one-third of current data centre energy demand

Singapore DC Capacity (MW)



■ Existing capacity allocation    □ DC-CFA2

Sembcorp Customer Profile



■ High-tech Manufacturing    ■ Data Centres    ■ C&I    ■ Spot



### Data Centre

DC- CFA2: At least 300MW new capacity + 200MW potential for green operators

Sembcorp is well-positioned with gas and low-carbon solutions, to capture demand growth including from a planned 700MW Jurong Island DC park



### High-tech Manufacturing

Load growth from advanced manufacturing and semi-conductor companies

Sembcorp supports customers with reliable energy




# GROWTH MARKETS



## Calibrated Expansion into Adjacencies and Exploring OECD Markets



### Core Platforms

-  **India** - Deep local presence and execution track record
- Southeast Asia**
  -  **Singapore** - Home market, anchor platform
  -  **Vietnam** - Strong right-to-play via industrial parks; awaiting clarity on FIT regime
  -  **Indonesia** - Emerging, early-stage foothold
  -  **Philippines** - New entry (*acquisition pending completion*)

### New Frontier

-  **Middle East** (Oman / UAE / Saudi Arabia) - Renewables and gas baseload supporting high demand
-  **OECD Markets** e.g. Australia
  - Exploring entry into OECD markets
  - Rebalancing portfolio

# MACRO OVERVIEW

## External Factors Driving a More Uncertain Business Environment

### Key Developments



Liberation Day Tariffs



China renewables – Imbalance between renewables growth and grid expansion, pricing reforms



SGD strengthening against regional currencies

### Implications

- Heightened uncertainty
- Slowdown in customer expansion plans

- Higher curtailment
- Pressure on power prices

- FX translation impact
- Lower reported earnings

# 1H25 Financials and Business Updates

# 1H2025 Group Financials

## 1H25 vs 1H24

Turnover  
**S\$2,942** million

↓8%

EBITDA<sup>1</sup>  
**S\$834** million

↓6%

Adjusted EBITDA<sup>2</sup>  
**S\$1,045** million

\*

Net Profit before Exceptional Items (EI) and DPN FX Δ  
**S\$491** million

\*

Net Profit  
**S\$536** million

↓1%

Earnings Per Share before EI and DPN FX Δ  
**27.6** cents (EPS: **30.1** cents)

Group ROE<sup>3</sup> before EI and DPN FX Δ (annualised)  
**17.8%** (ROE: **18.6%**)

Interim dividend of **9.0 cents per ordinary share**, paid on August 26, 2025

DPN FX Δ: Deferred payment note foreign exchange gain / loss

\* Denotes amount of less than 1%

<sup>1</sup> EBITDA refers to earnings before net interest expense, tax, depreciation and amortisation

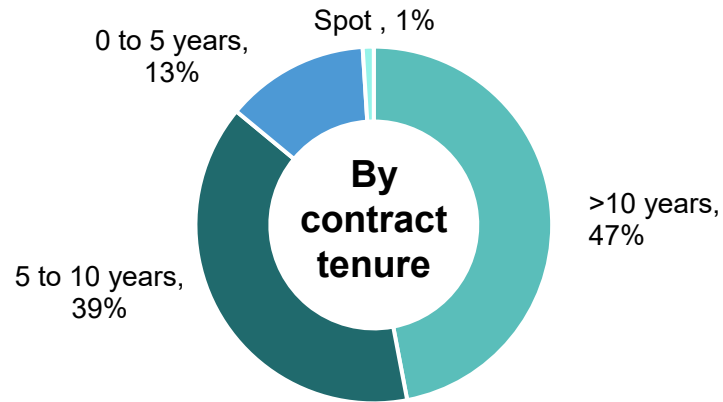
<sup>2</sup> Adjusted EBITDA = reported EBITDA + share of results of associates and JVs, net of tax

<sup>3</sup> Group ROE (annualised) is calculated as annualised 1H25 net profit with relevant EI and DPN FX Δ adjustments, divided by average shareholder fund including the annualised profit

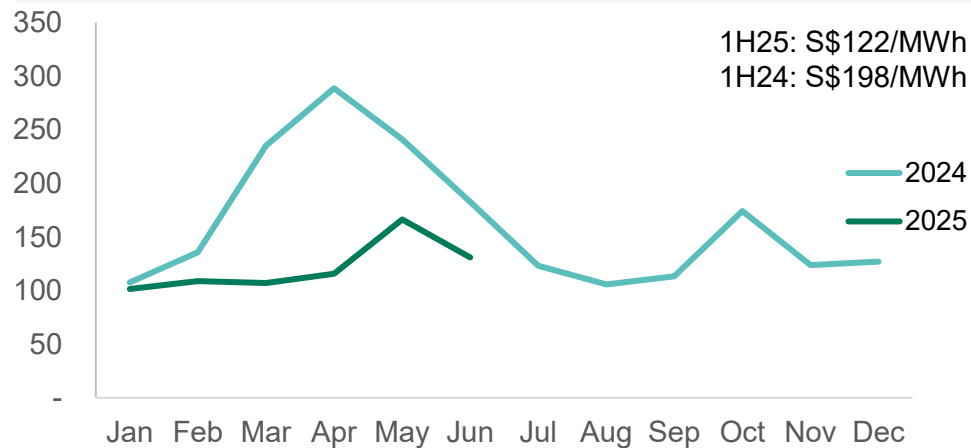
# GAS AND RELATED SERVICES

## Earnings Stability Amid Weak Market Prices

Singapore Gas-Fired Power Plants Contracting Profile<sup>1</sup>



Uniform Singapore Energy Price – 39% Decline YoY



<sup>1</sup> As at August 7, 2025. Based on generation capacity of gas-fired power plants and maximum contracted load. Excludes Senoko Energy

### Stable earnings despite lower spark spreads

- **Singapore:** Lower spreads for renewed contracts and higher-cost green power imports, offset by contribution from Senoko Energy
- Absence of contribution from Phu My 3 Vietnam, extension of major inspection for Myingyan IPP

### Strengthening earnings base, executing on strategic priorities

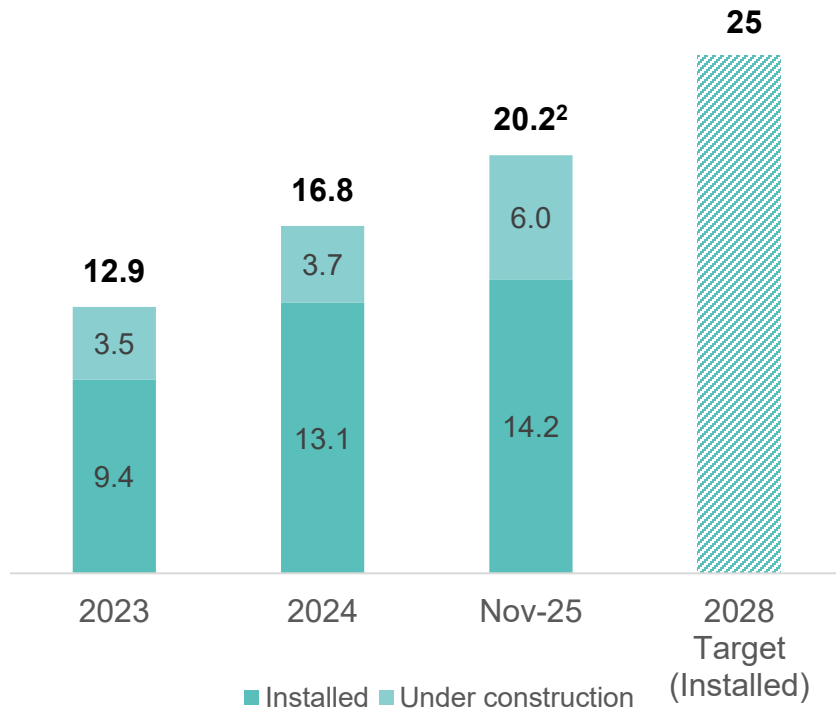
- Strengthened recurring earnings with new contracts:
  - Signed new long-term PPAs totalling over 120MW with data centre and C&I customers with tenures ranging between 5 to 10 years
  - Secured over S\$650m in new gas, power and utilities contracts with Aster Chemicals and Energy
- Increased effective stake in Senoko Energy to 50% from 30% in June 2025
  - S\$25m of synergies (full year, 100% basis) expected from portfolio optimisation, cost efficiency and reducing financing costs

# RENEWABLES

## Continued Growth in Capacity, Steady Progress towards 25GW Target

### Gross Renewables Capacity<sup>1</sup>

(GW / GWh)



<sup>1</sup> Energy storage systems measured in GWh

<sup>2</sup> Includes acquisitions pending completion

### 1H25 Renewables net profit increased 27% YoY

- Stronger performance from India due to better wind resource
- Additional 3.8GW of installed capacity compared to 1H2024, including COD of Manah II project and first large-scale 400MW solar project in Rajasthan

### 6.0GW gross renewables capacity under construction

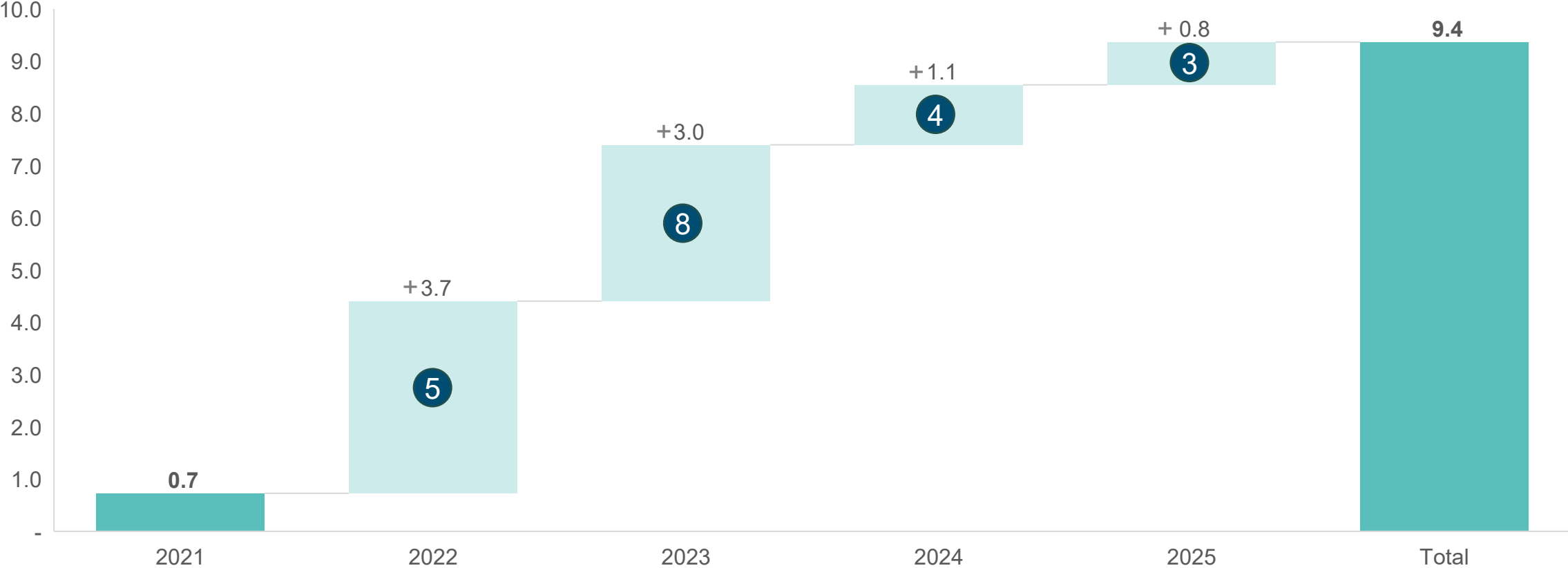
- Achieved over 3.3GW of capacity since end-2024.
- Projects secured in 1H25:
  - **India:** Secured two greenfield projects - a hybrid solar + BESS project and a round-the-clock power project
  - **Singapore:** Signed 25-year PPA for a 150MWp floating solar project at Kranji Reservoir, Singapore's largest floating solar project to date

# RENEWABLES

## China – Deploying Capital Selectively with Strict Discipline

### Sembcorp China Gross Renewables Capacity\* Growth

(GW / GWh)



X Denotes number of transactions completed during the year

\*Total gross renewables capacity assumes 100% ownership of assets, including projects secured and under construction  
Energy storage capacity is presented in GWh

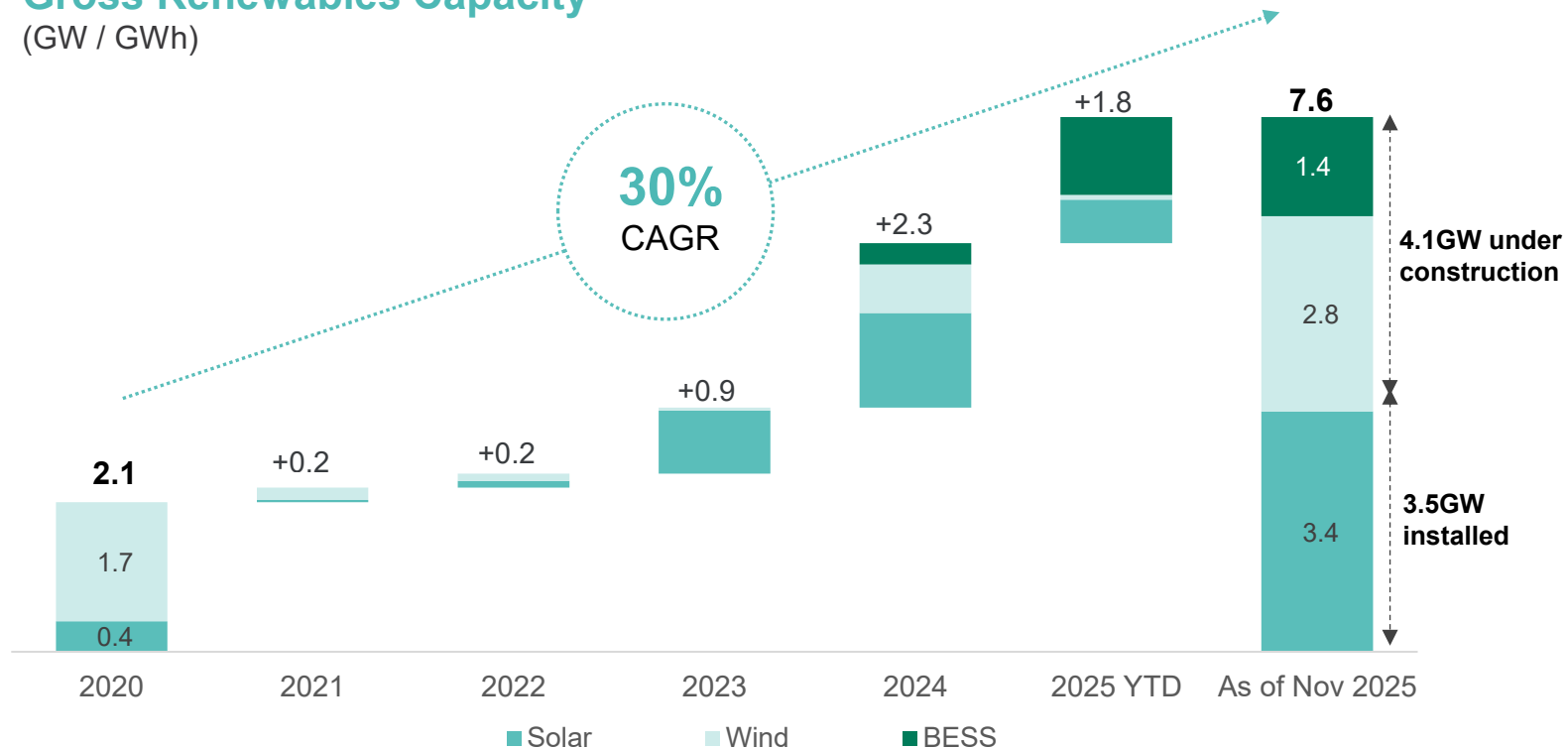


# RENEWABLES

## India – Achieved Operational Scale with Visible Growth Pipeline

- **Strong growth visibility:** Installed capacity of 3.5GW with a further 4.1GW secured or under construction across diverse technologies
- Scale enables us to explore capital recycling as a priority initiative to drive value

### Gross Renewables Capacity<sup>1</sup> (GW / GWh)



### Major Projects Commissioning 2026-2028<sup>2</sup> (All projects underpinned by 25-year PPAs)

#### 2026

- 300MW Solar with NHPC

#### 2027 - 2028

- 450MW Wind and Solar with SECI
- 440MW Wind and Solar with SJVN
- 150MW Wind and Solar with SECI
- 300MW Wind and Solar with NTPC
- 150MW Solar and 300MWh BESS with SECI
- 150MW Solar and 300MWh BESS with SJVN
- 50MW Round-the-Clock with SECI, upsized capacity of 300MW
- 150MW Firm and Dispatchable Renewable Energy with SJVN, upsized capacity of 750MW

<sup>1</sup> Battery energy storage system (BESS) capacity is presented in GWh

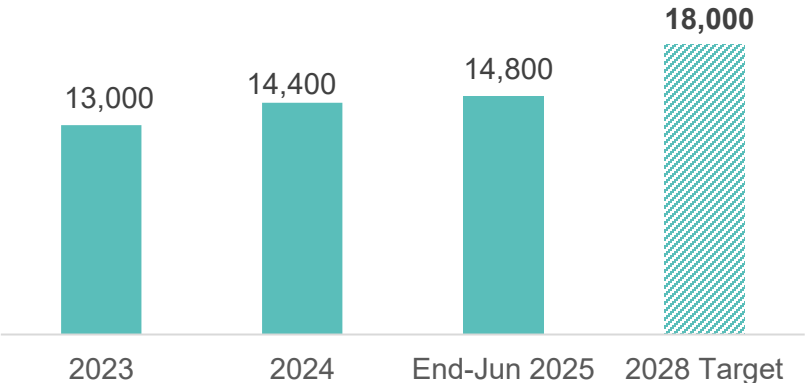
<sup>2</sup> Commissioning year is indicative, and subject to PPA signing timeline. For projects where PPAs have not been signed, COD is typically 24 months from PPA signing

# INTEGRATED URBAN SOLUTIONS

## Strengthened Performance and Sharpened Focus

### Land for Development

(hectares)



### Gross Floor Area (GFA)

(sqm)



### Urban: Expanding land bank and growing recurring income

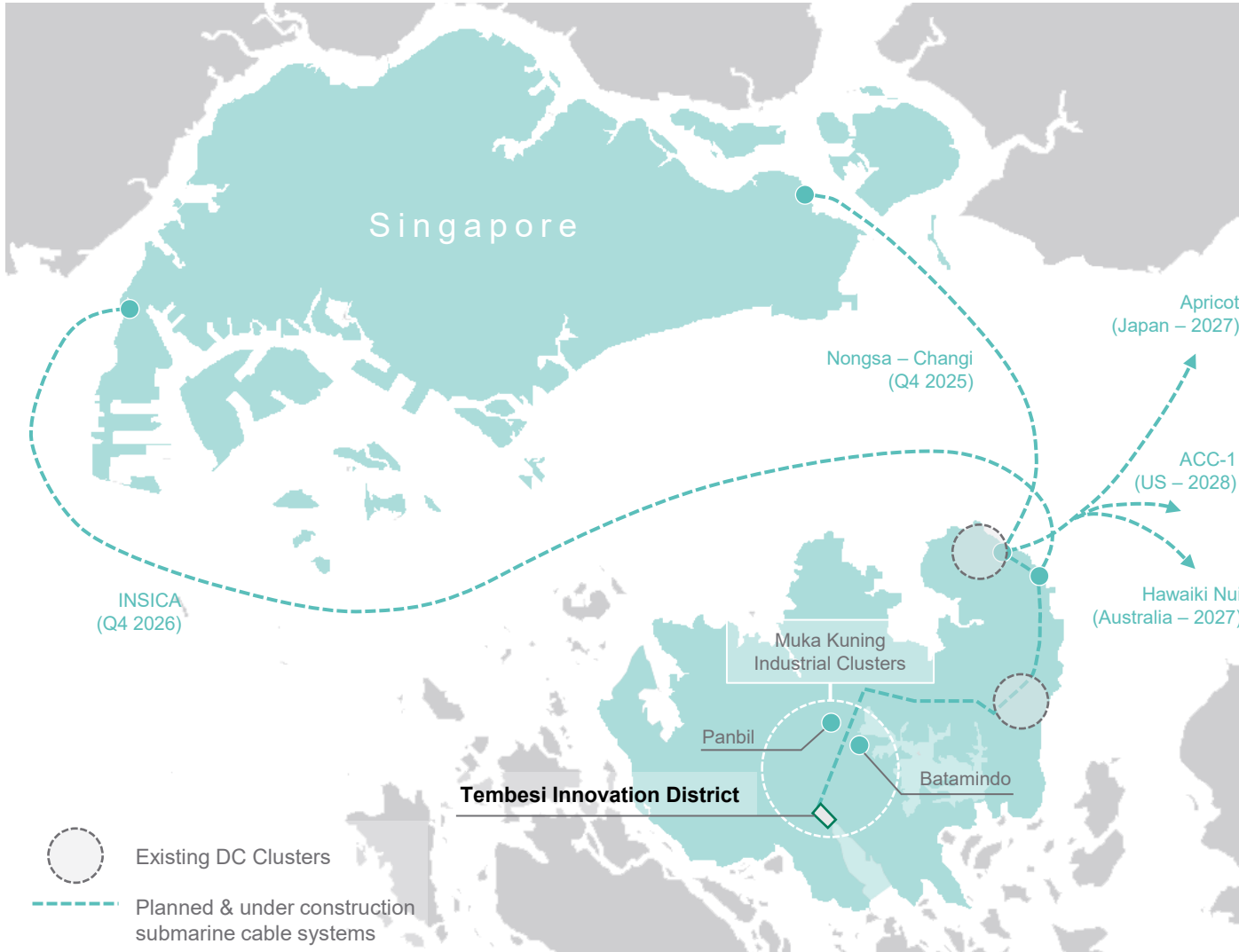
- Higher land sales, driven by stable demand in Vietnam and stronger sales in Indonesia
- Vietnam portfolio expanded to 20 industrial parks
- Operational leasable area of 134,000sqm with 84% occupancy (FY2024: 76%), with a further 474,000sqm under construction
- Expanded into Batam, Indonesia via joint venture with Panbil Group

### Portfolio optimisation in progress

- Continued focus on optimising water operations
- Completed SembEnviro sale, recognised net gain of S\$142m

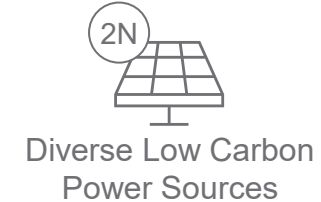
# URBAN

## Well-positioned to Capture Data Centre Demand in Batam, Indonesia



- **Emerging data centre (DC) hub:** Batam gaining momentum with existing DC facilities, and more under construction
- **Enhanced connectivity:** New submarine cable systems connecting Batam to Singapore to come online in 2025 and 2026
- **Expanded regional connection:** Additional regional connections to further improve Batam's bandwidth
- **Strategic partnership:** Tembesi Innovation District, our JV with Panbil Group, will leverage increased digital connectivity to capture growth from DC demand

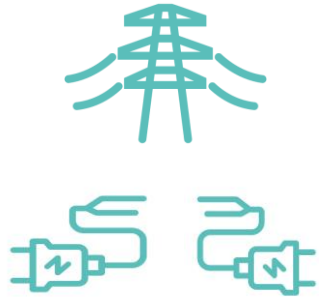
### TEMBESI INNOVATION DISTRICT



# DECARBONISATION SOLUTIONS

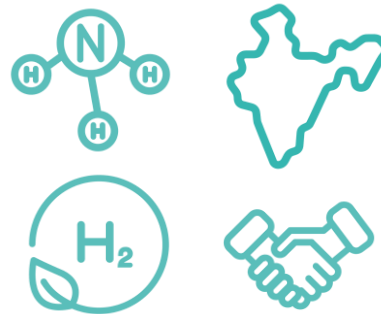
## Investments Calibrated to Market Conditions

### Renewables Import



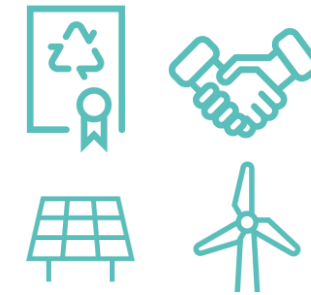
- Received conditional approval to import 1GW of low-carbon electricity from Sarawak
  - Signed preferred supplier agreement with Prysmian for subsea cable design

### Low-carbon Feedstock



- Exploring renewables and green hydrogen / ammonia projects in India through joint venture with BPCL
- Expiry of joint development framework agreement with PLN EPI for proposed green hydrogen project in Indonesia

### GoNetZero™

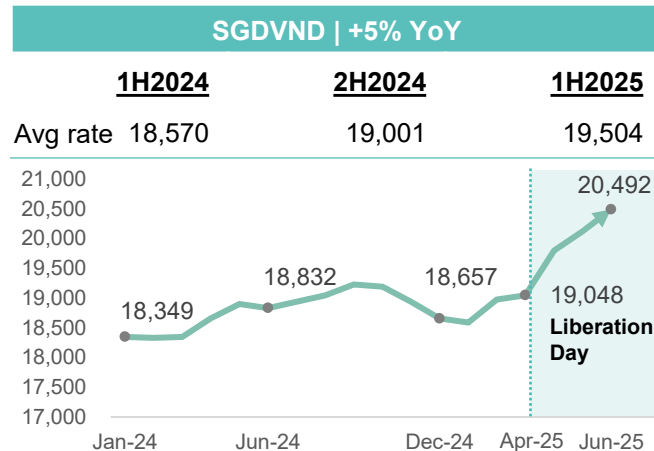
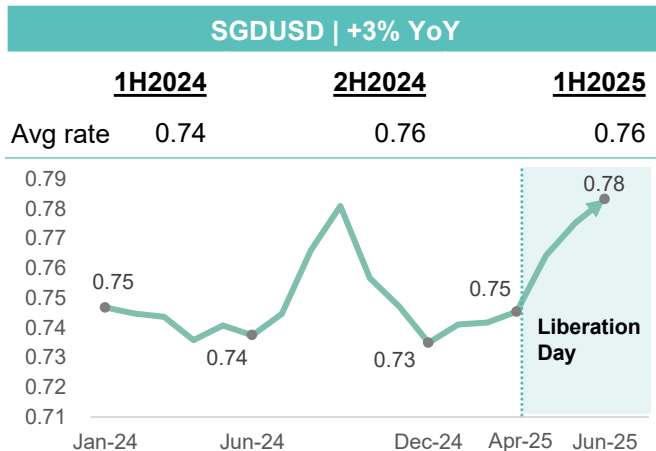
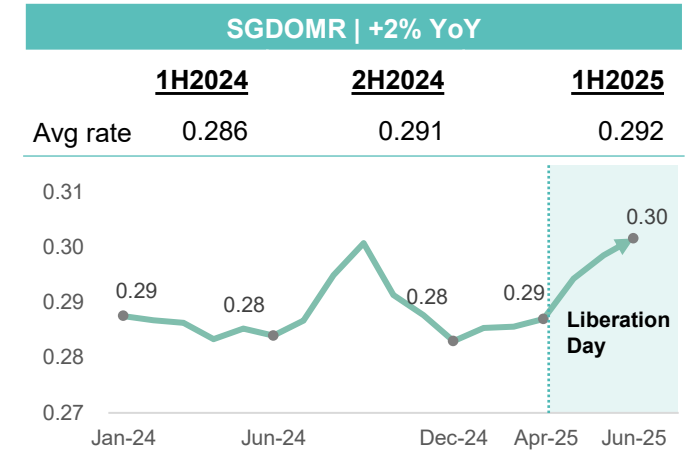
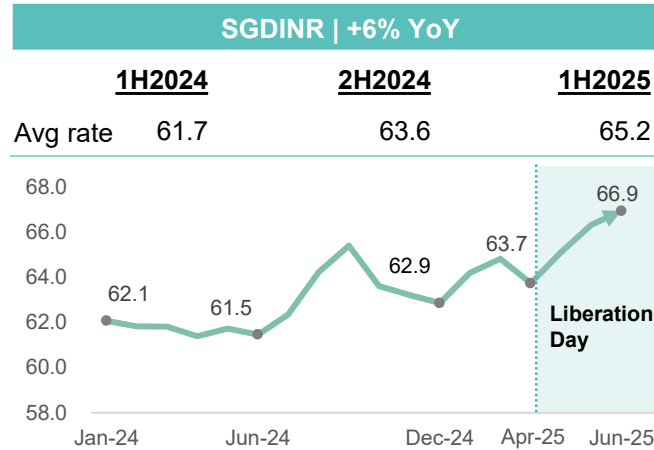
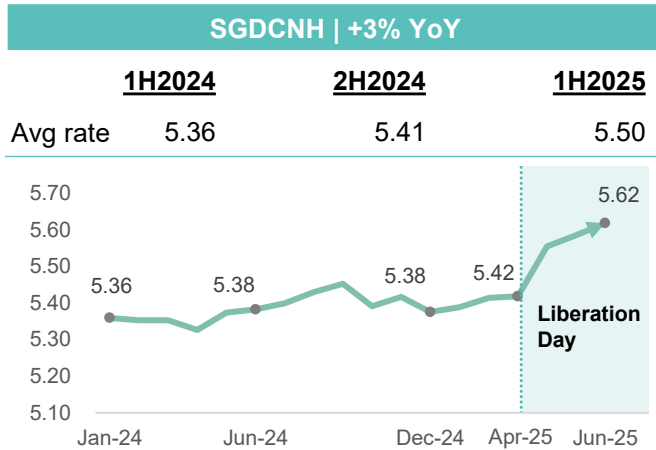


- Strengthening capabilities for long-term growth
  - Expanded regional reach, strengthened platform integration and new market exploration underway

# SGD STRENGTHENING ACROSS CURRENCIES

## \$23m FX Translation Impact on 1H2025 Earnings

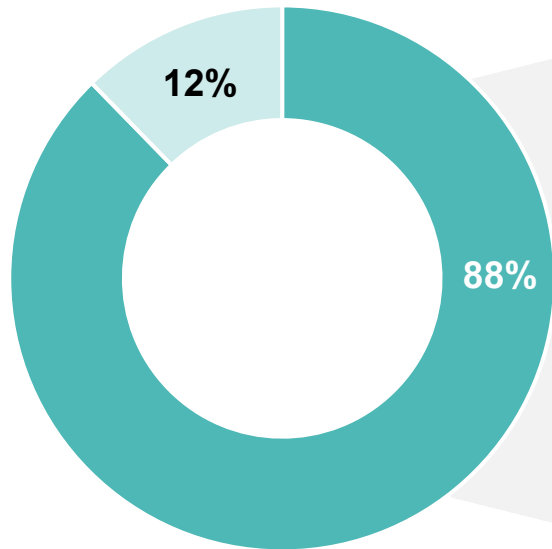
- Stronger SGD against currencies of operations; estimated impact of S\$23m
- Heightened currency volatility following Liberation Day tariffs announcement



Source: Refinitiv

# DIVERSIFIED PORTFOLIO WITH DEFENSIVE EARNINGS

## 1H2025 Group Net Profit<sup>1</sup> by Geography



### Investment-grade markets<sup>2</sup>

- Singapore: AAA
- China: A+
- India: BBB-
- Indonesia: BBB
- UAE: AA-
- UK: AA



88% of Group net profit from investment-grade markets



Defensive earnings with Singapore contributing half of Group net profit<sup>1</sup>



Stable dividend with growth potential

■ Investment-grade countries ■ Others

<sup>1</sup> Based on net profit before exceptional items and DPN FX loss

<sup>2</sup> Based on the lowest credit rating of the country among those assigned by Moody's, S&P Global Ratings and Fitch Ratings

# Three Key Engines to Drive Growth

## Gas and Related Services



- Singapore's leading integrated utilities player
- Only genco with LNG importation
- Comprehensive suite of solutions for customers' energy requirements

**>5% earnings CAGR  
with best-in-class ROE**

## Renewables



- Established presence in fast growing markets
- Proven success and ability to replicate capabilities in multiple geographies
- Disciplined investments to accelerate growth

### **Most profitable portfolio**

Renewables, East: **15GW**  
Renewables, West: **20GW**

## Integrated Urban Solutions



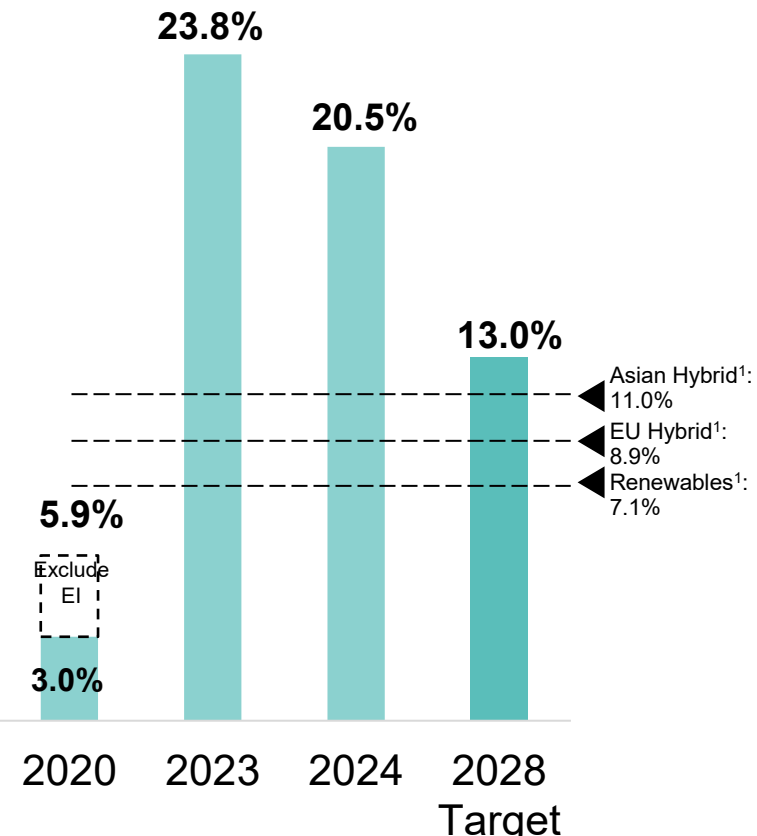
- Over three decades of experience in industrial park development
- Proven water and renewable energy capabilities to deliver low carbon solutions
- Strong turnaround since refreshed strategy in August 2024

**Mid-teens earnings  
CAGR\* and more than  
10% ROE**

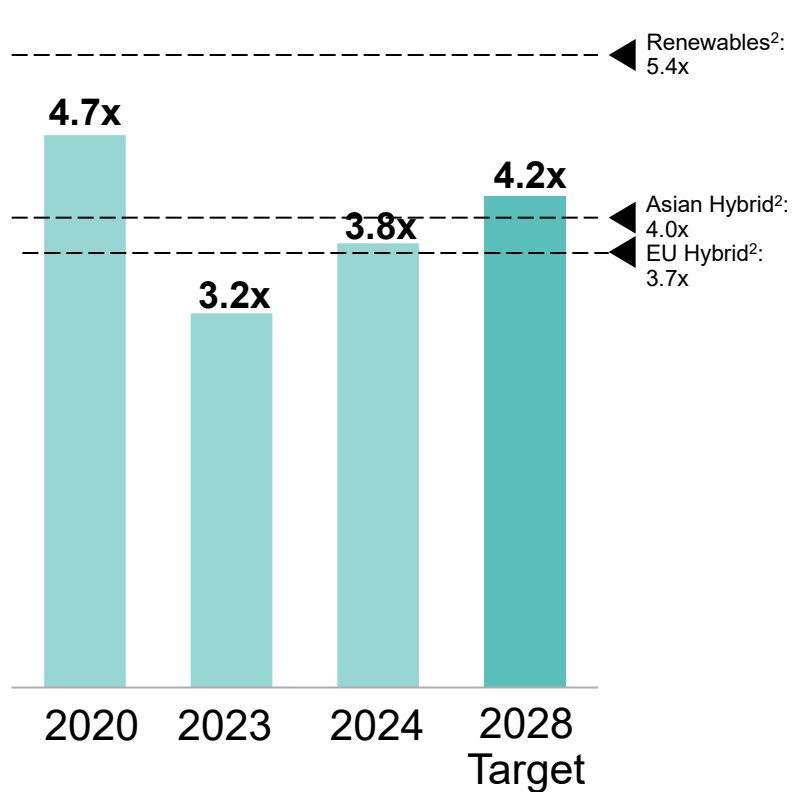
\* Measured against 2022 Integrated Urban Solutions net profit, excluding earnings contribution from Sembcorp Environment and one-time termination fee of S\$23 million in the Water business.

# Sembcorp's 2028 Strategic Metrics

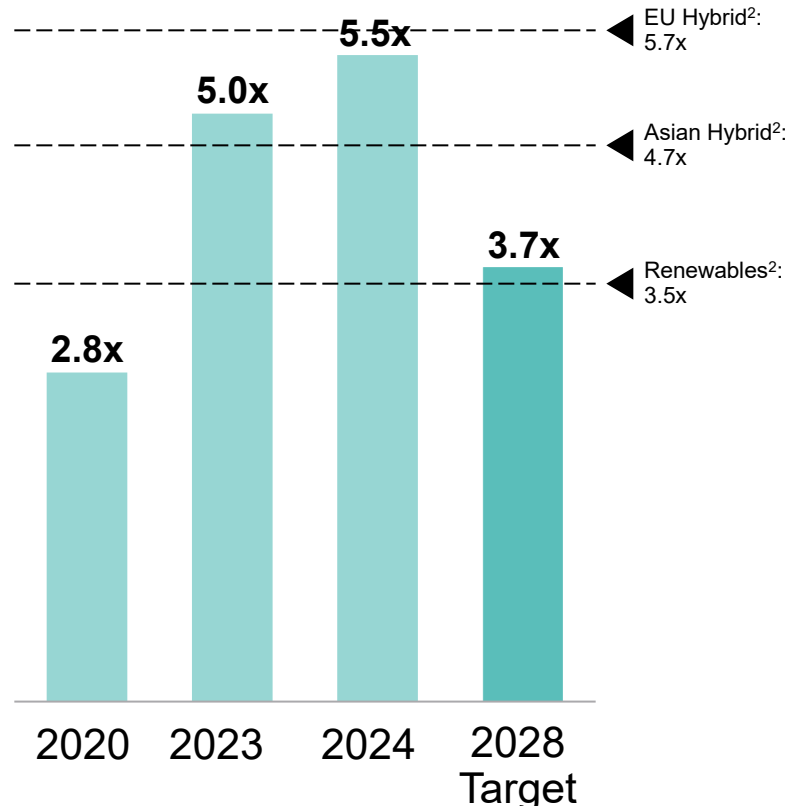
**ROE (%)**



**Net Debt / Adj. EBITDA**



**Adj. EBITDA / Interest**



Source: Internal Analysis, Capital IQ

<sup>1</sup> Median of peers' LTM ROE (continuing operations before NCI and exceptional item) as at Sep 30, 2023

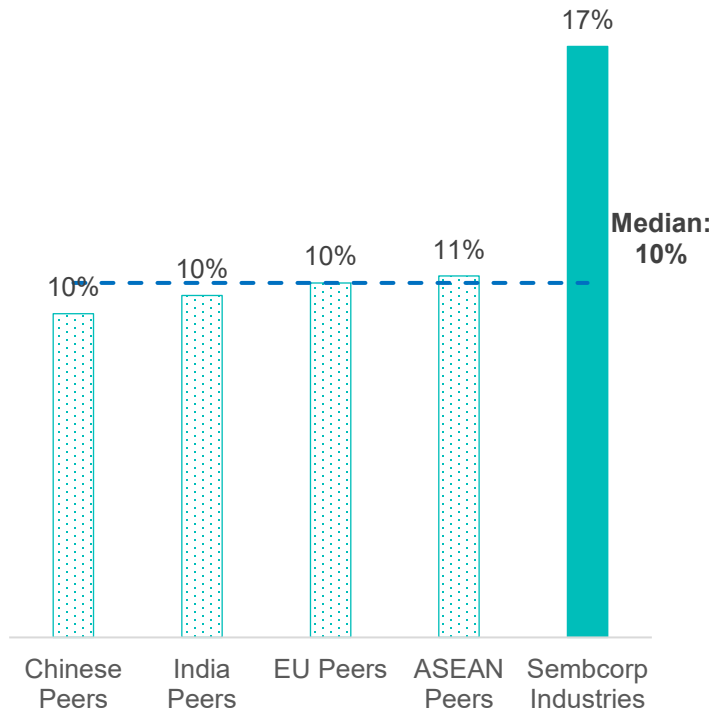
<sup>2</sup> Median of peers' LTM Net Debt / Adjusted EBITDA and Adjusted EBITDA / Interest Expense as at Sep 30, 2023. Adjusted EBITDA = reported EBITDA + share of result from associates and JVs

Note: The above aspirations are management's strategic plans for the next five years based on potential investments, divestments, expiry of contracts / concessions as well as the efforts to secure new projects and contracts. There is no assurance that any of such actions may materialise, nor as to the terms and mode of such actions

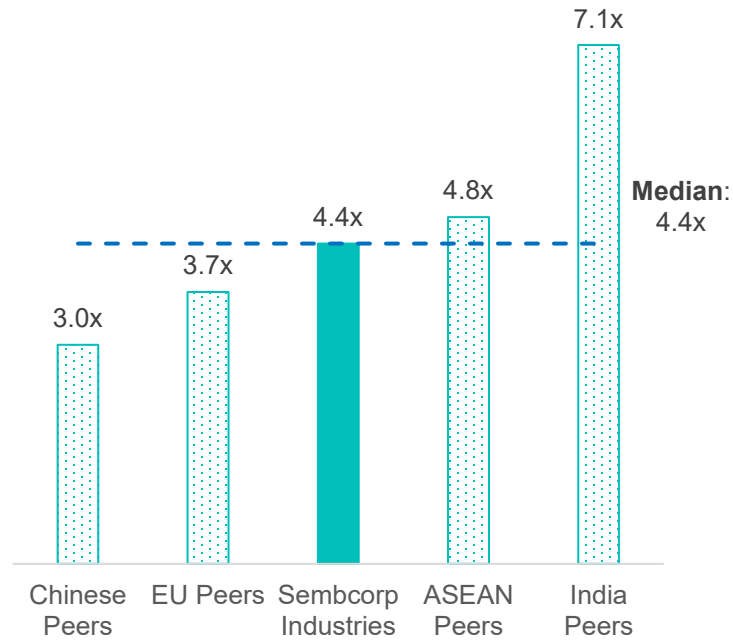


# Strong Financial Metrics and Attractive Valuation

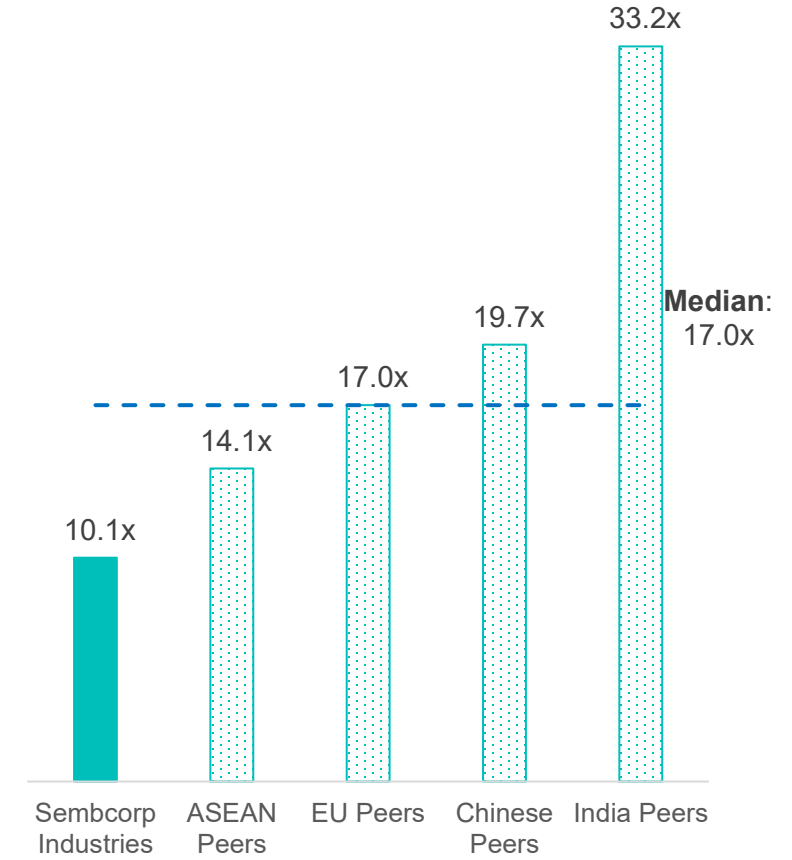
## ROE (%)



## Net Debt / Adj. EBITDA



## Forward P/E



Note: Data in charts above represent the median of 2026 financial figures, derived from consensus estimates provided by Capital IQ as of November 2025

# Outlook

The Group showed resilient performance in the first half of 2025, despite macroeconomic uncertainties. Contribution from the Gas and Related Services segment was steady despite lower wholesale prices in the Singapore market and the absence of contribution from Phu My 3 in Vietnam, as earnings were supported by contribution from Senoko Energy. The Renewables segment saw stronger performance in India, which offset the lower earnings in China. The Integrated Urban Solutions segment saw steady performance with higher Urban land sales and operational efficiency gains in its Water business, offset by lower SembEnviro contribution given its divestment in March 2025.

Earnings of the Gas and Related Services segment in the second half of 2025 are expected to be resilient despite lower spreads for contracts renewed since the second half of 2024. In the UK, customer demand could reduce with the closure of the SABIC ethylene cracker facility in Wilton.

Earnings for the Renewables segment are expected to be lower in the second half of the year due to seasonality, as well as higher curtailment and lower tariffs in China compared to 2024. This is expected to be partially offset by new project contributions.

The Integrated Urban Solutions segment is expected to remain stable in the second half of 2025, excluding contributions from the divested SembEnviro. However, we remain watchful of any potential impact on land sales arising from economic implications of trade tariffs.

We continue to monitor global macroeconomic developments, including shifts in investment sentiments and the strengthening of the Singapore dollar, which may impact business performance.

The defensiveness of our portfolio will continue to underpin the resilience of our earnings. We expect to maintain a sustainable dividend payout in FY2025, commensurate with our underlying earnings and in line with our dividend policy. The Group remains committed to capturing market opportunities, enhancing resilience of its businesses and creating long-term value through a sustainable energy transition.

# Developments to Note

- Five-week maintenance for one unit of the Singapore cogeneration plants in the second half of 2025 – limited impact
- UK – four-week maintenance at Sembcorp Biomass Power Station (Wilton 10) in the second half of 2025. Lower customer demand due to closure of SABIC ethylene cracker facility in Wilton International
- Awaiting finalisation of revision to Vietnam renewable fit-in tariff regime

# 2024 – 2028 Strategic Plan



# Riding the Global Transition



## Gas is Critical for Energy Transition

Natural gas remains key for Singapore's energy security beyond the next decade<sup>1</sup>



## Growing Renewables

Present in fast-growing renewables markets with over 1,650GW of new build capacity expected between 2024 and 2028<sup>2</sup>



## Global Industrial Realignment

Technology Transformation | Diversification & Resilience |  
Supply Chain Realignment

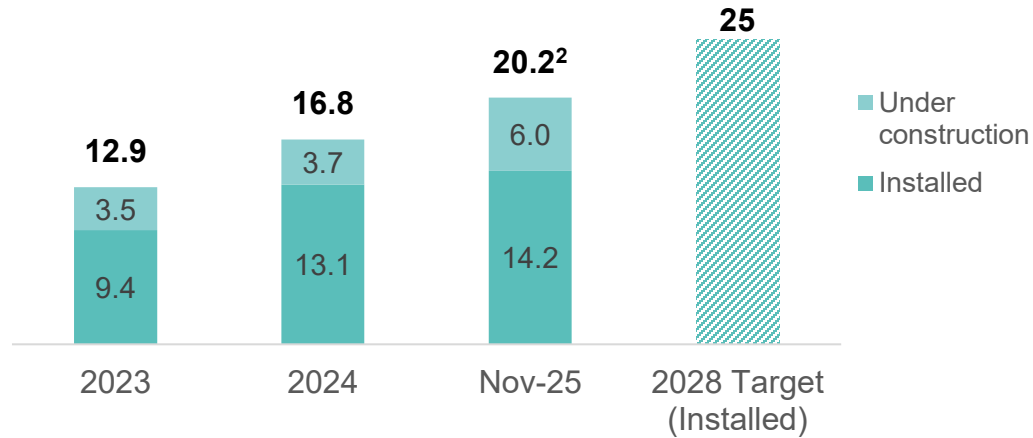
<sup>1</sup> Source: EMA

<sup>2</sup> Source: GlobalData January 2025. Includes China, India, Middle East (Oman, Saudi Arabia) and Southeast Asia (Singapore, Indonesia, Philippines, Vietnam)

# Progress towards 2028 Targets

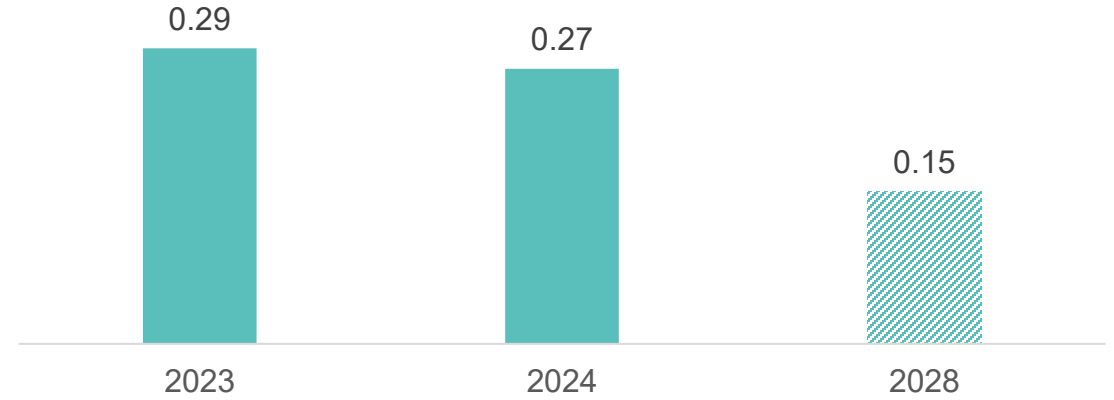
## Gross Installed Renewables Capacity

(GW/GWh)



## Emissions Intensity

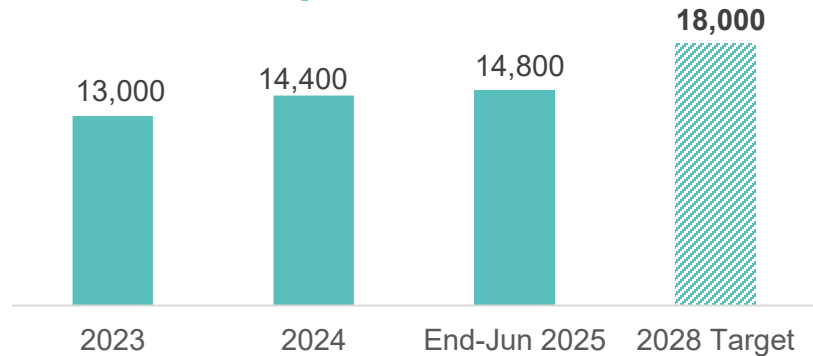
(tCO<sub>2</sub>e/MWh)



## Urban: Growing development land and building recurring income

### Land for Development

(ha)



### Industrial Properties

(GFA, sqm)



<sup>1</sup> Energy storage systems measured in GWh

<sup>2</sup> Includes acquisitions pending completion

# 2024-2028: A Focused Capital Allocation Plan

## Driving energy transition

### Renewables

Continue to grow in key markets



### Business-As-Usual

Investments into hydrogen-ready assets (8%) and replacement capex (2%) to maintain strong cash flow generation and fund green investments



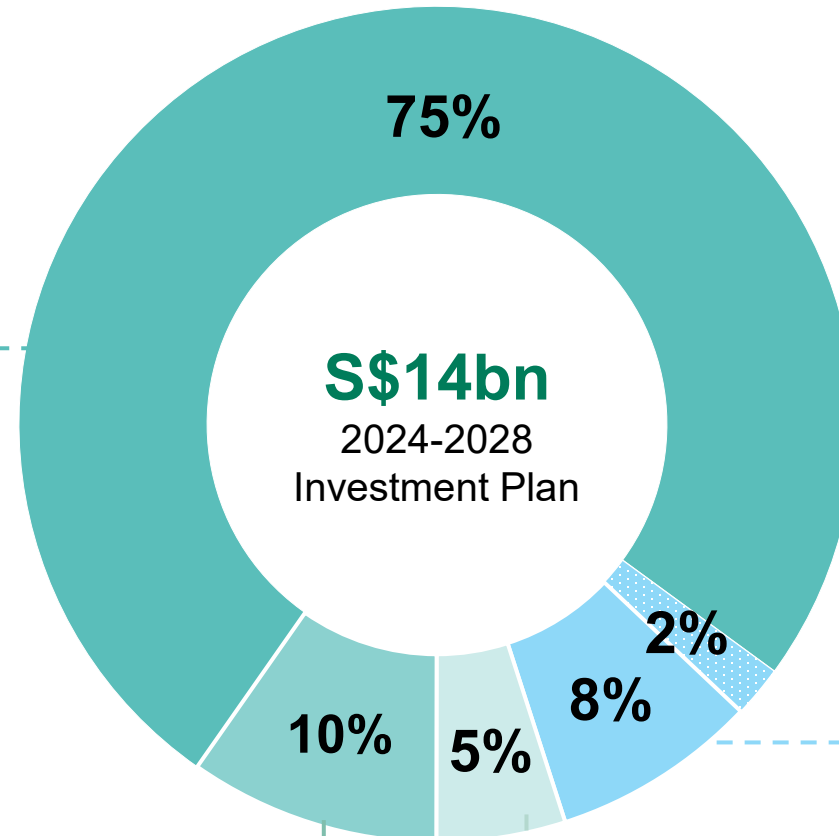
### Decarbonisation Solutions

Explore and expand offerings on decarbonisation solutions for growth beyond 2028

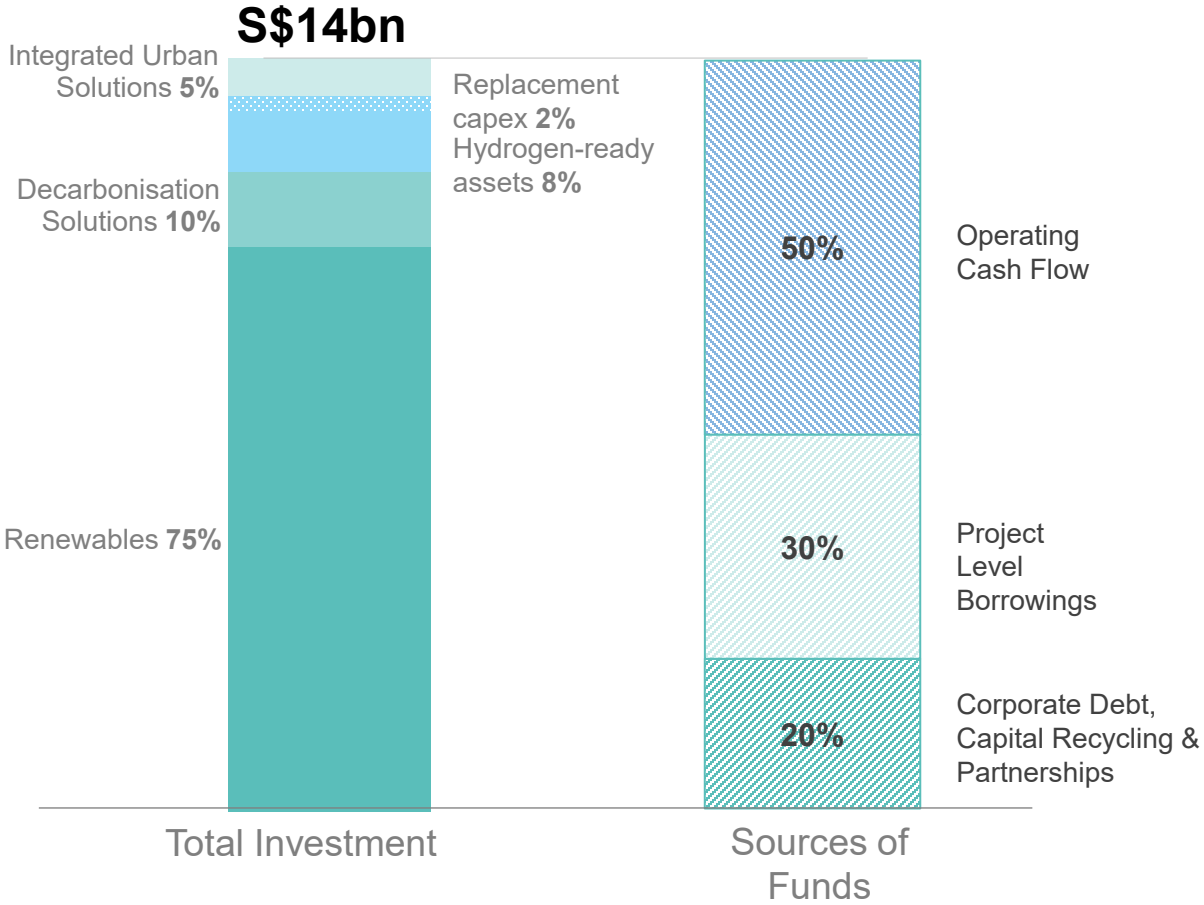


### Integrated Urban Solutions

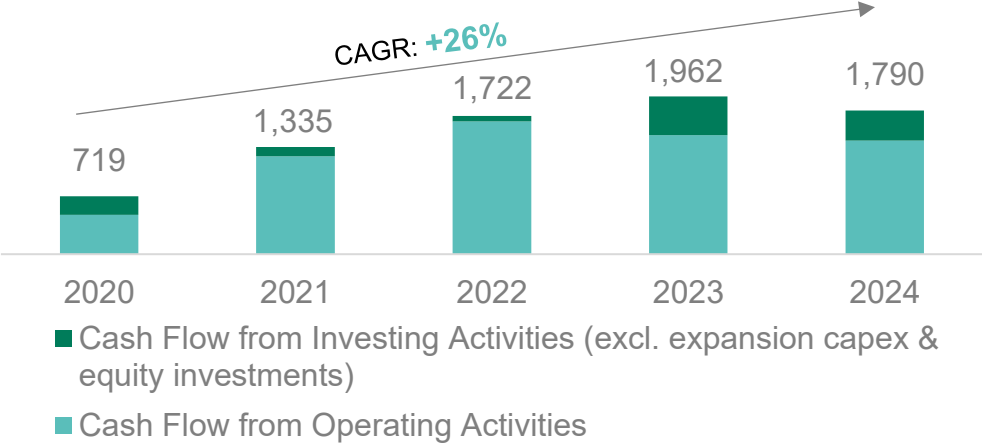
Continue to build up land bank with stable performance expected



# Strong Access to Diversified Funding Sources

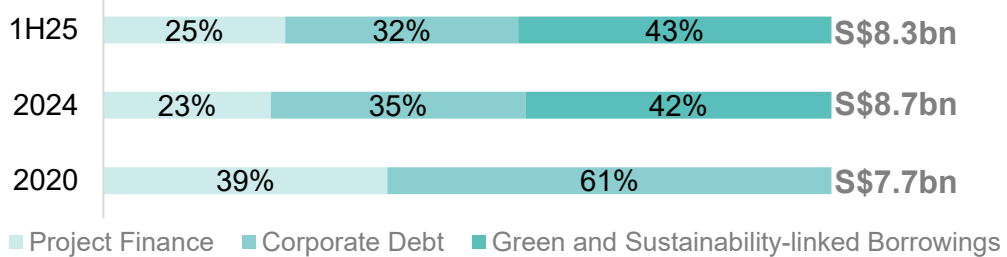


## Strong Operational Free Cash Flow (S\$ million)







## Ability to Access Green Sources of Funding

- Successfully launched Sustainability-linked Financing Framework in 2021
- Secured over S\$5.3 billion of green and sustainability-linked financing since 2021
- Issued S\$350m 12-year note at competitive pricing of 3.65% p.a. in Oct 2024



# Ensuring Sustainable Returns to Drive Energy Transition

	Net Profit <sup>1</sup> 6-year CAGR (2022-2028)	Expected Investment (2024-2028)	2028 Estimated ROE
 <b>Gas and Related Services</b>	-2%	S\$1 billion	15%
 <b>Renewables</b>	+25%	S\$11 billion	10%
 <b>Integrated Urban Solutions</b>	+9%	S\$0.7 billion	10%
 <b>Decarbonisation Solutions</b>	<ul style="list-style-type: none"> <li>Capitalise on existing expertise to drive energy transition beyond 2028</li> <li>Positive earnings by 2027 / 2028 with accelerating growth beyond 2028</li> </ul>		

<sup>1</sup> Net profit from continuing operations, before exceptional items  
 Note: The above aspirations are management's strategic plans for the next five years based on potential investments, divestments, expiry of contracts / concessions as well as the efforts to secure new projects and contracts. There is no assurance that any of such actions may materialise, nor as to the terms and mode of such action

# Appendix

# Gas and Related Services Portfolio

## Supporting Developing Asia's need for energy

**Gross Capacity<sup>1</sup> 8.0GW**

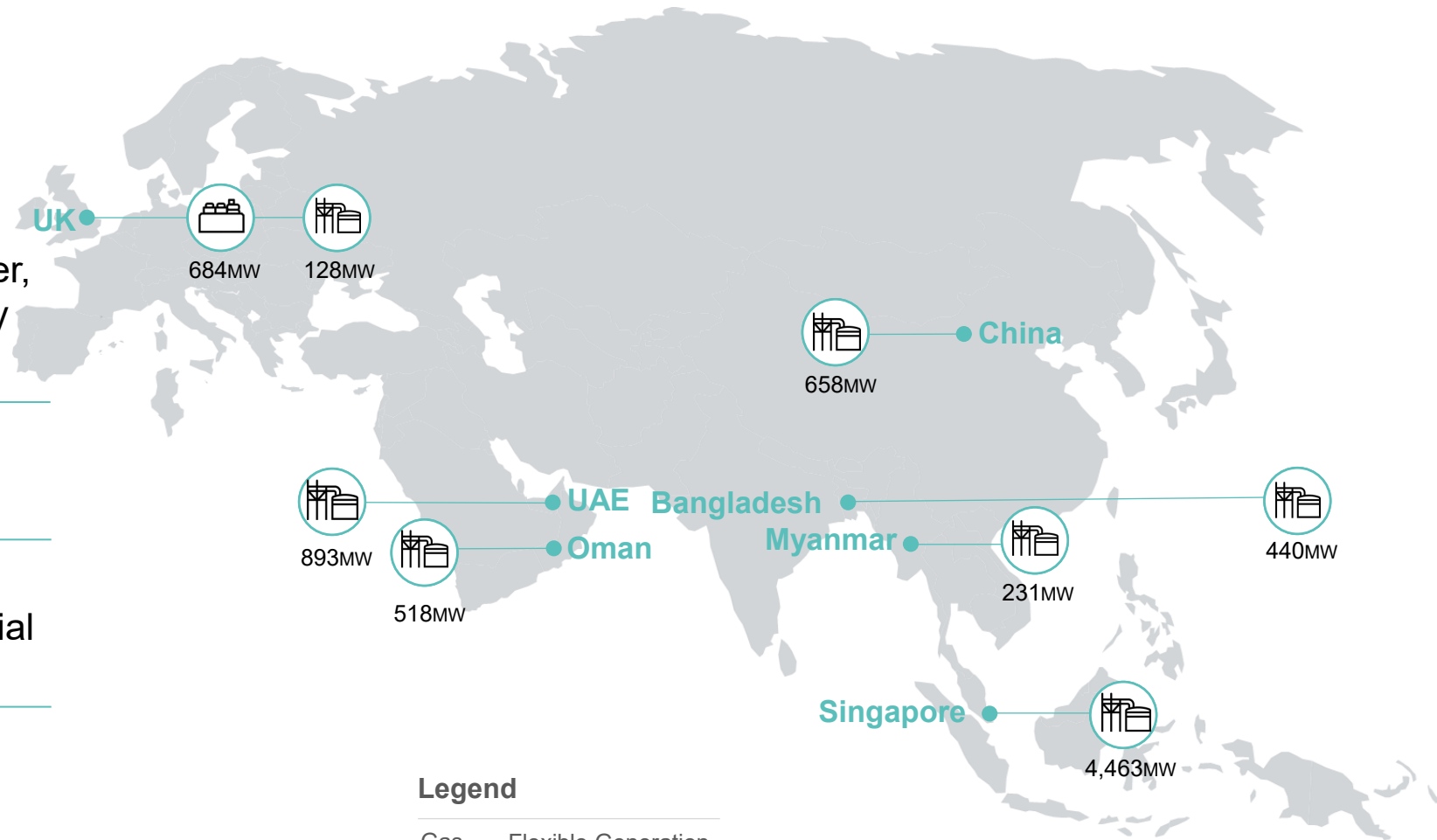
Gas and Diesel 8.0GW

Global track record as an originator, owner, investor, operator and optimiser of energy assets

Strong technical, operational and management capabilities

One of the largest natural gas players in Singapore and the nation's first commercial importer and retailer of natural gas

<sup>1</sup> Includes a 600MW hydrogen-ready power plant under construction in Singapore, announced on May 18, 2023.



### Legend

Gas Flexible Generation (including diesel)

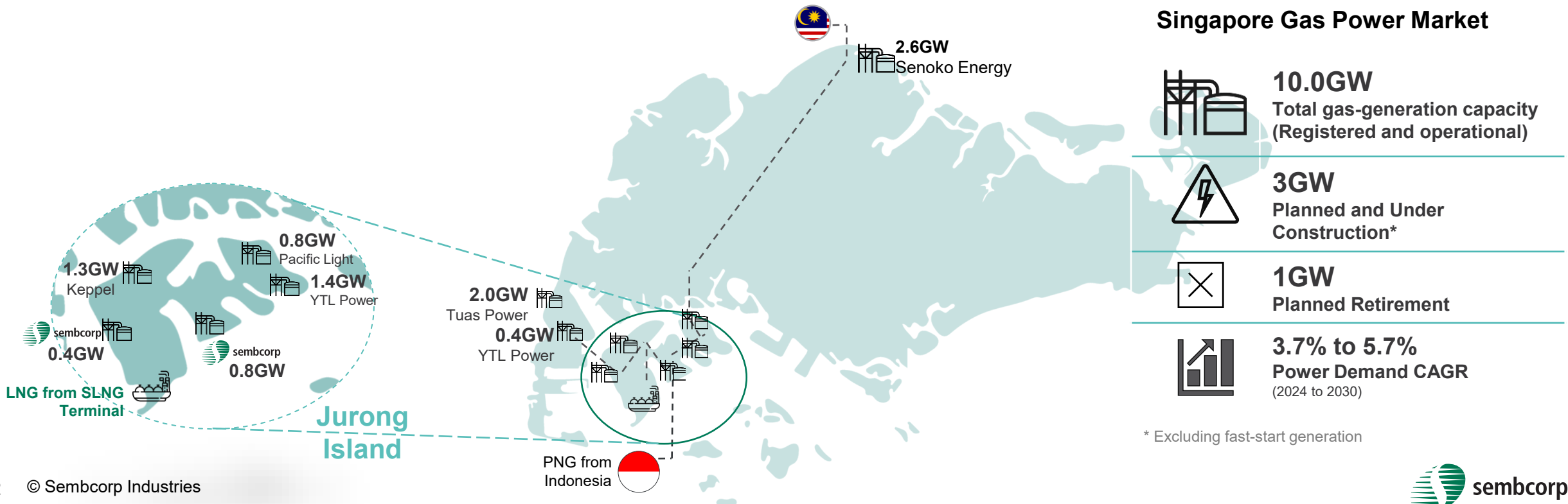
# Bridging the Energy Transition

## New Hydrogen Ready Gas-Fired Power Plant

- On track for completion by end-2026
- Includes a multi-utilities centre to supply power, steam, firewater and demineralised water
- Integrated control room optimising Sembcorp's energy assets on Jurong Island for greater synergies
- Total estimated cost: S\$900 million





## Acquisition in Senoko Energy

- Acquired 50% stake in Senoko Energy
- Complementary to existing portfolio and enhance Sembcorp's ability to support Singapore's energy transition



# Established Asian Renewables Player Across Key Segments

**Gross Capacity<sup>1</sup> 20.2GW**

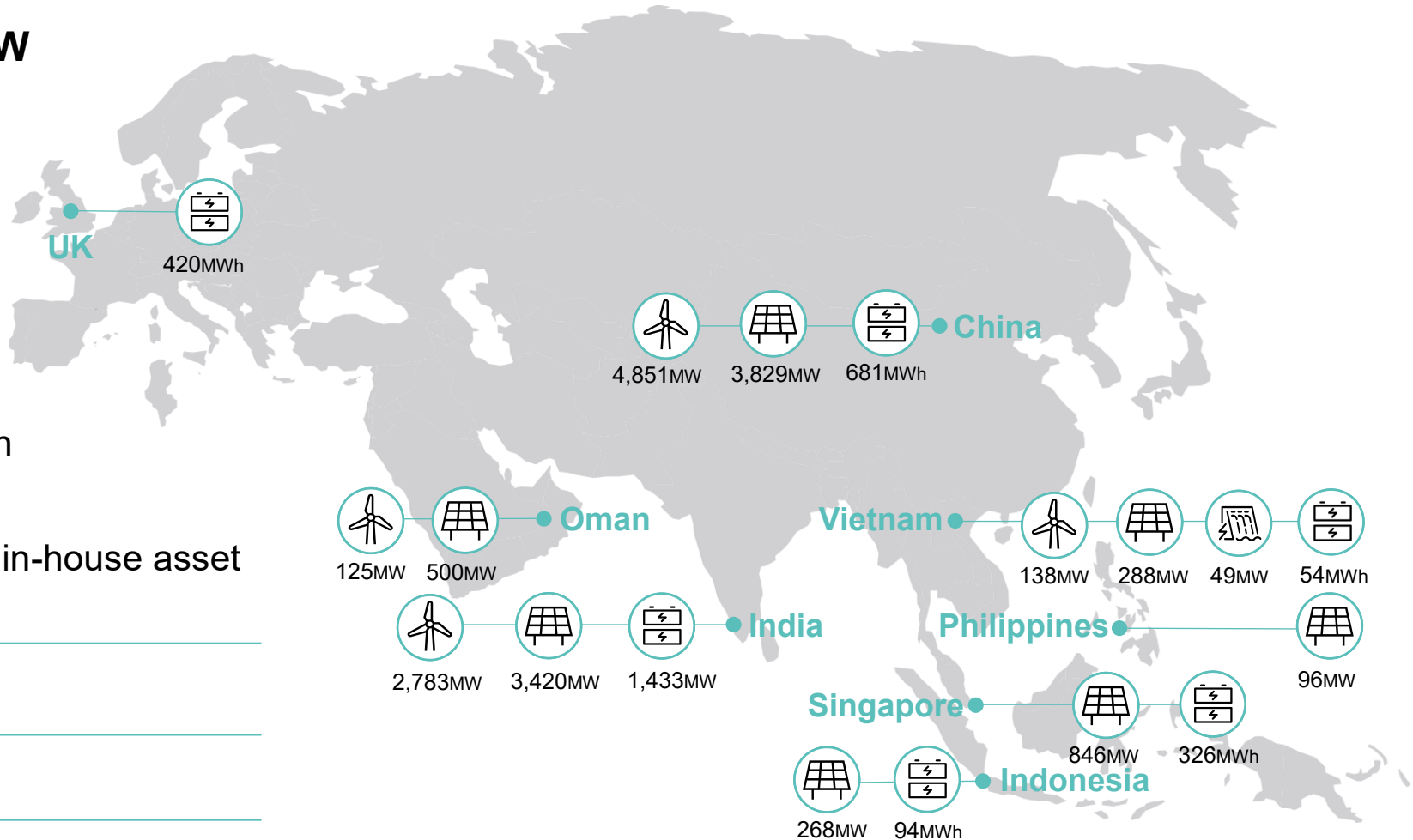
	Wind	7.9GW
	Solar	9.2GW
	Hydropower	49MW
	Energy storage	3.0GWh

One of the largest wind portfolios under in-house asset management in India





Leading solar player in Singapore

One of Asia's largest battery operators

<sup>1</sup>Total gross capacity assumes 100% ownership of assets, including projects secured and under construction, and acquisitions pending completion. Energy storage capacity is presented in MWh



## Legend





Wind	Solar	Hydropower	Energy Storage
			

# Our Water Capabilities

## Providing Sustainable Water Solutions Across Markets

### Gross Capacity Per Day

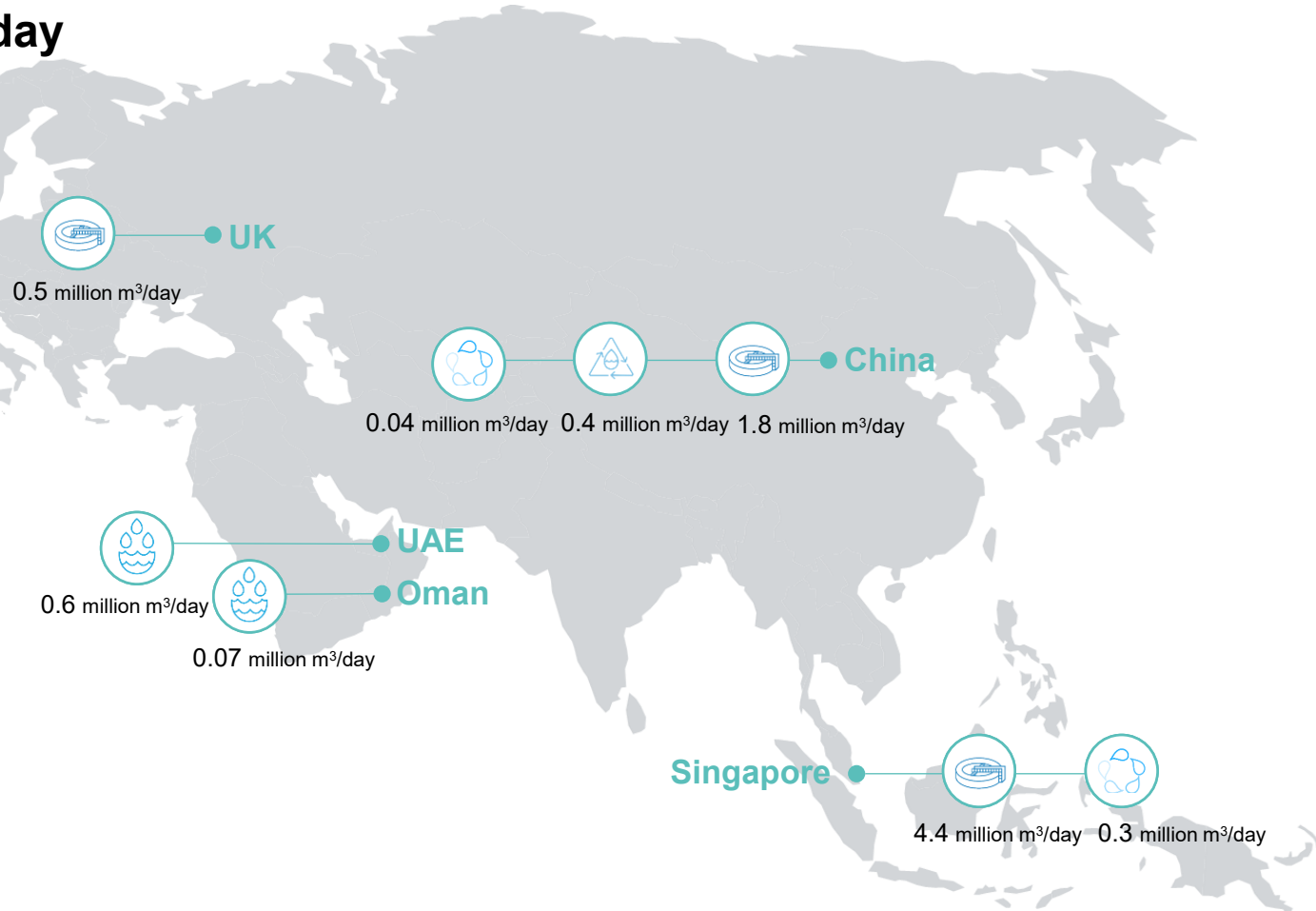
**8.1 million m<sup>3</sup> /day**

	Industrial Water & Wastewater Treatment	6.7 million m <sup>3</sup> /day
	Seawater Desalination	0.7 million m <sup>3</sup> /day
	Municipal Water	0.4 million m <sup>3</sup> /day
	Water Reclamation	0.3 million m <sup>3</sup> /day

Support customers' need for clean and efficient water management sustainably

Water recycling and minimise liquid discharge through customised treatment solutions

Expertise in handling challenging industrial effluents



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