

**STRACO CORPORATION LIMITED**  
 Registration Number: 200203482R  
 (Incorporated in the Republic of Singapore)

**RESPONSES TO SUBSTANTIAL AND RELEVANT QUESTIONS RECEIVED FOR THE ANNUAL GENERAL MEETING TO BE HELD ON 27 APRIL 2026**

The Board of Directors (the “**Board**” or “**Directors**”) of Straco Corporation Limited (“**Straco**” or the “**Company**”, and together with its subsidiaries, the “**Group**”) would like to provide responses to the substantial and relevant questions raised by its shareholders for the Company’s Annual General Meeting to be held on 27 April 2026 as follows:

Question	Response
<p>1. According to the chairman’s statement, visitorship to the group’s attractions (other than SOA) fell by 10-40% range during 2025. What is the group’s strategy to mitigate this declining trend?</p>	<p>Overall visitor arrivals to all the Group’s attractions were 2.95 million, 12.2 % lower than FY2024, against a backdrop of subdued consumer sentiment and global geopolitical uncertainty.</p> <p>The Group has undertaken measures to enhance the relevance and value proposition of its attractions, optimise its distribution channels, and implement selective exhibit refreshes and programming initiatives aimed at supporting visitation and repeat visits.</p> <p>To illustrate, Singapore Flyer has executed brand collaborations including one with Korean lifestyle brand Wiggle Wiggle, which included both merchandise tie ups as well as thematic activations in our capsules.</p> <p>The effectiveness of these measures remains subject to prevailing tourism conditions and consumer sentiment.</p>
<p>2. Has the visitorship trend for UWX bottom out and is there an update on the lease renewal with local authorities given the short tenure left?</p>	<p>Management’s assessment is that visitorship at UWX has stabilised in 2025 although visibility remains limited given prevailing macroeconomic and geopolitical uncertainties.</p> <p>On the lease renewal, negotiations with the relevant authorities typically commence closer to the expiry date, and we are not yet at that stage. The Board continues to monitor this matter and will update shareholders if and when there are material developments.</p>

<p>3. We spent \$7.5m in capex last year, the bulk of which was for the Flyer’s revamped Time Capsule. Has the additional investment helped to reinvigorate visitorship to the Flyer so far? Any progress on discussions with regulators on a potential revamp of the Flyer’s facade and asset enhancement?</p>	<p>The Time Capsule was upgraded in conjunction with Singapore’s SG60 celebrations.</p> <p>Ahead of its reopening, a pre-opening focus-group survey found that 86% of visitors expected the revamped experience to be engaging – with 24% rating it very favourably and 62% finding it sufficiently interesting. Early visitor response has been encouraging, and the Group continues to monitor post-visit satisfaction and attendance trends to assess the full impact of the enhancement.</p> <p>On the façade revamp and enhancement, discussions with the relevant authorities are ongoing. Given the potential for land betterment charges and other regulatory considerations, we are evaluating the commercial viability of such proposals and will update shareholders when there is greater certainty.</p>
<p>4. Given the group’s strong financial position and depressed share price, has the group considered a more active stance on share buyback?</p>	<p>The Board appreciates the support of shareholders in renewing the share buyback mandate. Share buybacks are conducted with reference to price levels, liquidity conditions, and the need to preserve an adequate public float, which constrains the pace and quantum of buyback activity. The Board will continue to assess the share buyback opportunities having regard to prevailing market conditions and the Group’s capital management priorities.</p>
<p>5. Straco is proposing to pay 1.5 cents per share in dividends for FY25, representing a 71% payout ratio and representing a cut from 2 cents/share in FY24. However, our operating cash flow is \$27m last year, more than sufficient to cover a 2 cents/share dividend rate while maintaining a sizable cash pile for future investments. Could the company share the thinking on reducing the quantum payout? For many years, since the purchase of the Flyer, Straco has not made major investments or undertake huge capital expenditure. Given the</p>	<p>The Company has been paying dividends since 2006, with payout ratios ranging between 35% to 71% of annual net profit. The proposed FY2025 dividend represents a payout at the upper end of this historical range.</p> <p>The Board determines dividends with reference to net earnings, cash requirements for business operations, asset renewal and enhancement, and capital available for investment opportunities rather than operating cashflow alone, which does not fully reflect these considerations. The Board remains committed to enhancing shareholder value, and will continue to review the appropriate quantum of dividend payout versus other</p>

<p>current state of affairs, could the board consider holding a base dividend of 2 cents per share?</p>	<p>competing needs as business conditions evolve.</p>
<p>6. Could the board share what plans are afoot for asset enhancements, if any, for our tourist attractions in 2026? Or will it be business as usual?</p>	<p>Beyond ongoing exhibit refreshes and programming updates across our attractions, no major capital expenditure has been earmarked for 2026 at this stage. The Group continues to evaluate potential asset enhancement initiatives, including those relating to the Flyer, which remain subject to regulatory approvals and commercial assessment. The Board is mindful that such initiatives may involve operational disruption and execution risk, and will communicate any material capital commitments to shareholders as and when appropriate.</p>

By Order of the Board

Lotus Isabella Lim Mei Hua  
Company Secretary

23 April 2026