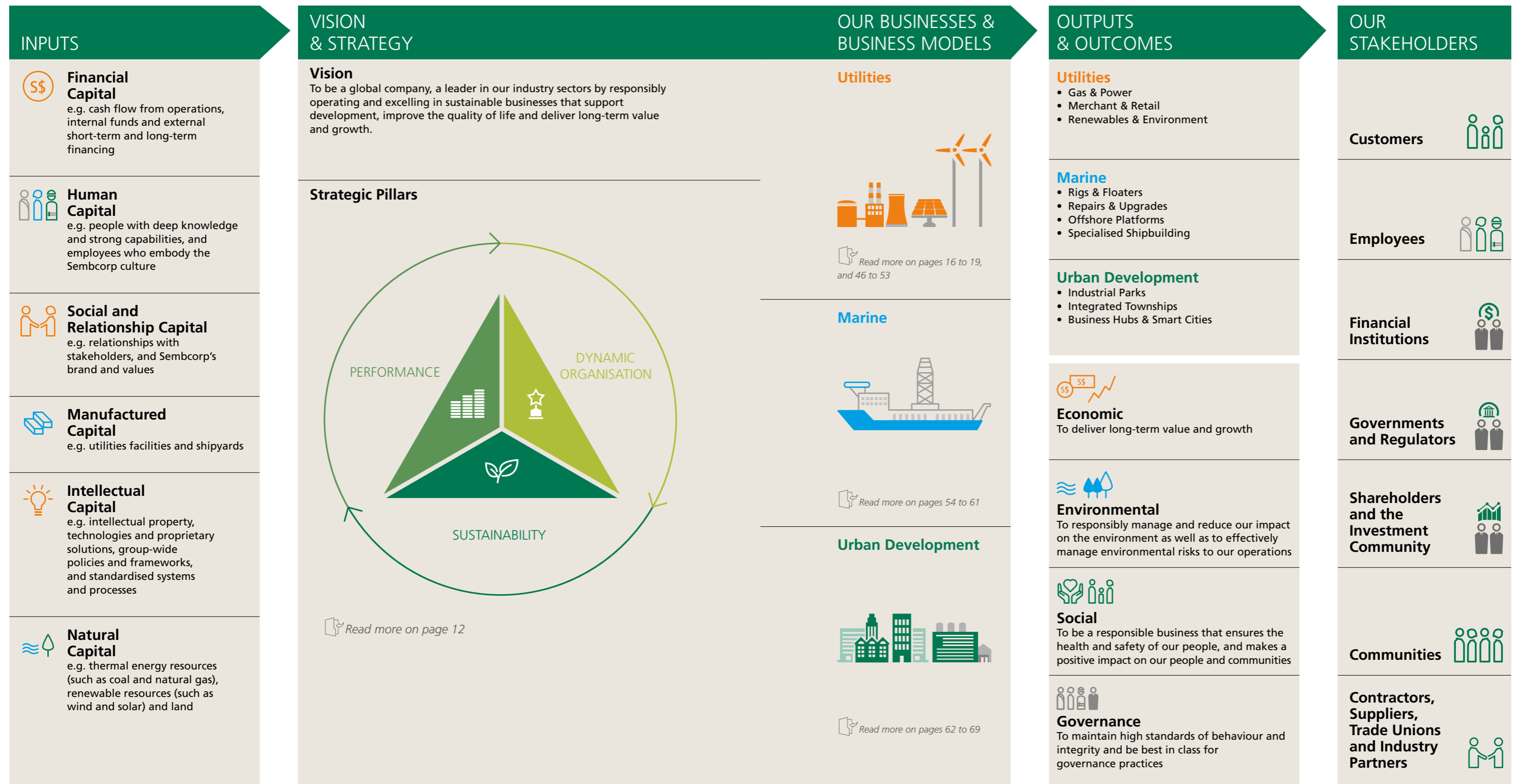


# Our Value Creation Process

Sembcorp Industries is a leading utilities, marine and urban development group, present across five continents. As an integrated energy player, Sembcorp is poised to benefit from the global energy transition. With a strong track record in developing and developed markets, we provide solutions across the energy and utilities value chain, with a focus on the Gas & Power, Renewables & Environment, and

Merchant & Retail sectors. We have a balanced energy portfolio of over 11,000 megawatts, including thermal power plants, renewable wind and solar power assets, as well as biomass and energy-from-waste facilities. In addition, Sembcorp is a world leader in offshore and marine engineering, as well as an established brand name in urban development.



# Our Material Issues

At Sembcorp, we believe in building sustainable businesses that support development, improve the quality of life and deliver long-term value and growth. Through engagement with our stakeholders and our materiality identification and review process, the following issues have been identified to be material to us.

Mitigating the risks and pursuing the opportunities presented by these issues are part and parcel of how we drive success for the Group.

**ECONOMIC**  
 [Read more on pages 28 to 69](#)

**To deliver long-term value and growth**

**Capital and Portfolio Management**

To apply a holistic, proactive and disciplined approach to the management of our portfolio and capital

**Reliability**

To ensure asset and service reliability by adopting best practices for the management and maintenance of assets, creating an efficient and cost-effective supply chain and applying sound business continuity management

**Innovation**

To apply new and improved proven technologies and methodologies which increase efficiency, reduce costs and drive revenue growth

**Sustainable Growth**

To achieve growth and create value by enhancing existing and developing new income sources

**ENVIRONMENTAL**  
 [Read more on pages 90 to 96](#)

**To responsibly manage and reduce our impact on the environment as well as to effectively manage environmental risks to our operations**

**Climate Change**

To have a business portfolio that balances the economic expectations of our stakeholders and our businesses' impact on the climate

**Local Environmental Protection**

To fulfil our duty to protect the environment and conserve resources, while providing competitive and reliable solutions for our stakeholders

**Energy and Water Efficiency**

To improve energy and water efficiency through good and economically viable environmental practices

**SOCIAL**  
 [Read more on pages 97 to 105](#)

**To be a responsible business that ensures the health and safety of our people, and makes a positive impact on our people and communities**

**Health and Safety**

To make health and safety management an integral part of everyday business and culture

**Our People**

To offer a compelling employment experience for our people to develop and excel

**Community**

To be a responsible business that makes a positive impact on our communities

**GOVERNANCE**  
 [Read more on pages 106 to 113](#)

**To maintain high standards of behaviour and integrity and be best in class for governance practices**

**Corporate Governance**

To have an effective governance and decision-making structure

**Risk Management**

To ensure effective identification and management of all material risks

**Compliance**

To comply with all legal and regulatory requirements

**Ethical Business Practices**

To ensure we conduct our businesses legally, fairly, honestly and with integrity