Our Value Creation Process

**Inputs**

- **Financial Capital**
  - e.g. cash flow from operations, internal funds and external short-term and long-term financing

- **Human Capital**
  - e.g. people with deep knowledge and strong capabilities, and employees who embody the Sembcorp culture

- **Social and Relationship Capital**
  - e.g. relationships with stakeholders, and Sembcorp’s brand and values

- **Manufactured Capital**
  - e.g. utilities facilities and shipyards

- **Intellectual Capital**
  - e.g. intellectual property, technologies and proprietary solutions, group-wide policies and frameworks, and standardised systems and processes

- **Natural Capital**
  - e.g. thermal energy resources (such as natural gas and coal), renewable resources (such as wind and solar) and land

**Purpose & Strategy**

Sembcorp’s purpose and passion is to do good and play our part in creating a sustainable future. We deliver energy and innovative solutions that support development and create value – for our stakeholders and communities.

**Our Strategic Pillars**

- **Performance**
  - Disciplined capital allocation
  - Systematic capital recycling
  - Active management and optimisation of assets
  - Strong business models

- **Sustainability**
  - Aligned with and contributing to the United Nations’ Sustainable Development Goals (SDGs)
  - Participation in the low-carbon and circular economy
  - Management of ESG risks and opportunities

**Outputs & Outcomes**

**Our Sustainability Ambitions**

- **Enabling a Low-carbon and Circular Economy**
  - Climate change and resource scarcity are becoming more pressing issues. Sembcorp is committed to playing our part in enabling a low-carbon and circular economy. We aim to maintain the highest standards of environmental management, reduce our greenhouse gas emissions intensity and grow our portfolio of low-carbon energy assets, while innovating our business solutions to support a circular economy.

- **Empowering Our People and Communities**
  - We value and seek to empower our people and communities. We believe in creating a values-based and performance-led culture at Sembcorp, where health and safety is an integral part of our everyday business. Through engagement and partnerships, we aim to make a lasting positive impact on our communities.

- **Embedding Responsible Business Practices**
  - Sembcorp maintains an effective governance and decision-making structure that embeds responsible business practices within the organisation. We are committed to fostering an ethical culture and conducting our businesses with integrity. We recognize the importance of the effective identification of risks, and work hard to ensure we have an adequate and effective risk management and internal control system.

**The Value We Create**

- **Providing integrated energy solutions across the energy and utilities value chain**
  - 12.5 Gigawatts in power capacity, supplying electricity to businesses and homes in 9 countries

- **Offering innovative engineering solutions across the offshore, marine and energy value chain**
  - >50 Years of proven track record in providing quality solutions to customers

- **Delivering the economic engine to support industrialisation and urbanisation**
  - 14 Projects in Vietnam, China, Indonesia and India

**Our Businesses & Business Models**

- **Utilities**
  - Gas & Power
  - Renewables & Environment
  - Merchant & Retail
  - Reposition to be a global integrated energy player
  - Focus on growth along three business lines (Gas & Power, Renewables & Environment, Merchant & Retail) that will benefit from the global energy transition
  - Read more on pages 44 to 51

- **Marine**
  - Rigs & Floaters
  - Repairs & Upgrades
  - Offshore Platforms
  - Specialised Shipbuilding
  - Offer diversified solutions for the offshore & marine industry, and enhance competitiveness through technology and innovation
  - Leverage strong track record and integrated yard facilities for quality and on-time delivery to strengthen position as a leading player in the global market
  - Read more on pages 52 to 59

- **Urban Development**
  - Industrial Parks
  - Integrated Townships
  - Business Hubs & Smart Developments
  - Leverage core competency in transforming raw land into self-sufficient urban developments and building on strong brand name to attract high-quality local and international investments
  - Enhance value of land bank, such as through the development of commercial and residential real estate at choice sites
  - Read more on pages 60 to 67

**Our Stakeholders**

- **Customers**
- **Employees**
- **Financial Institutions**
- **Governments and Regulators**
- **Shareholders and the Investment Community**
- **Contractors, Suppliers, Trade Unions and Industry Partners**
- **Institutions**
- **Financial**
- **Human**
- **Natural**
- **Social and Relationship**
- **Manufactured**
- **Intellectual**
- **Dynamic Organisation**
  - A scalable global operating model
  - Capability development and process excellence
  - Technology and digitalisation
  - Dynamic high performance culture with integrity at our core

**Sustainability Frameworks**

- Organisation Performance
  - Dynamic
- Sustainability
  - Embedding Responsible Business Practices
  - Enabling a Low-carbon and Circular Economy
  - Empowering Our People and Communities
  - Our Sustainability Ambitions

**Read more on pages 52 to 59**

**Read more on pages 44 to 51**

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