Our Priorities

<table>
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<th>Our Progress</th>
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<td>Performance</td>
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- **Profit growth of 123% from 2017, up 23% excluding exceptional items**
- **India turnaround to profitability**
- **Profit growth of 123% from 2017, up 23% excluding exceptional items**
- **India turnaround to profitability**
- **Net profit up 4% from 2017, second year of record earnings**
- **Record net orderbook secured, up 69% from 2017**

- **Work volume significantly below peak levels and competition remained intense**
- **Moving up the value chain with entry into new product segments, such as renewable energy engineering solutions**
- **Pursuing adjacencies and offering new business models such as specialised business hubs and smart developments**

- **Unlocking value through divestments: cash proceeds of ~S$200 million in 2018**

| Reshaping Portfolio |

- **Deepening presence in key markets of Singapore, India and the UK, notably in the gas & power, renewables and flexible generation businesses**
- **Pursuing adjacencies and offering new business models such as specialised business hubs and smart developments**

| Strengthening Balance Sheet |

- **New Key Performance Indicator Framework incorporates Environmental, Social & Governance (ESG) components**

| Sustainability |

- **A climate change strategy was established with targets that include**
  - Reducing greenhouse gas (GHG) emissions intensity to 0.42 tonnes of carbon dioxide equivalent per megawatt hour (tCO2e/MWh) by 2022 and to <0.40 tCO2e/MWh by 2030
  - Increasing renewables capacity to ~4,000 megawatts by 2022

- **A leading solar player in Singapore with over 120 megawatt peak capacity**
- **More than 1,700 megawatts of renewable energy capacity in India; first to deliver a SECI wind project**

- **New Key Performance Indicator Framework incorporates Environmental, Social & Governance (ESG) components**

| Dynamic Organisation |

- **Building leadership bench strength**
- **Risk Management & Compliance**
- **Embedding innovation in our business by developing differentiated solutions**

Read more on pages 24 and 25.