

Businesses at a Glance

Business

Integrated Utilities

- Centralised utilities supply and support services such as steam, cooling water, chemical waste incineration and terminalling
- Water and wastewater management, including water recycling and wastewater treatment
- Chemical feedstock manufacturing
- Operation and maintenance services

Energy

- Natural gas import, supply, retail and specialty applications
- Electricity generation (including cogeneration of process steam)
- Electricity retail and related services

Offshore Engineering

- Offshore oil and gas turnkey contracting for the development of upstream fixed and floating production facilities

Strategy

- Create synergies between the various elements of our utilities business
- Develop on our unique business model as an integrated multi-utility service provider
- Build our businesses in water and wastewater treatment
- Leverage our first-mover advantage in Singapore's natural gas market
- Strengthen our power generation capabilities as a niche player
- Exploit opportunities for oil and gas works

Key Facts

- A pioneer in the concept of integrated multi-utility centres
- First commercial importer, supplier and retailer of natural gas in Singapore
- Singapore's first independent power producer and cogeneration plant
- Over 1600 MW of gross power generation capacity installed and in development
- Over 100 offshore oil and gas projects delivered worldwide

Utilities



Environmental Engineering



- Municipal waste collection and post-collection
- Industrial and commercial waste collection and disposal
- Medical waste management involving the treatment of biohazardous, cytotoxic, radioactive and pharmaceutical waste

- Materials recovery and recycling
- Construction waste disposal
- Street cleansing
- Consultancy and engineering services including planning, permitting, design, construction and operation of waste management projects

Engineering & Construction



- Process and plant engineering in the fields of oil and gas, petrochemicals, pharmaceuticals, agrochemicals and nuclear engineering
- Heavy civil and industrial engineering and infrastructure works
- Multi-disciplinary consultancy in architecture, civil and structural engineering, mechanical engineering, electrical engineering and quantity surveying

- Full spectrum design and construction services which include feasibility studies, master planning and front-end engineering and design, procurement and project and construction management

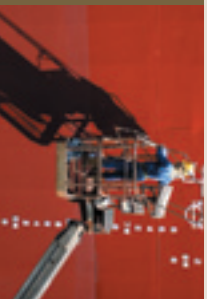
Logistics



- Full spectrum, end-to-end supply chain management via information technology network and physical logistics networks
- Specialists in handling fast moving consumer goods, electronic goods, parts and components, hazardous goods, chemicals, medical supplies and pharmaceuticals

- Materials planning, procurement, freight and inventory management, warehousing services, preservation and packing, transportation, distribution, and risk management
- Express logistics support for temperature-sensitive and high-value items

Marine Engineering



- **Ship repair services**
- Repair tankers of varying sizes ranging from mid-sized tankers to VLCCs and ULCCs
- Specialist in the niche markets of passenger ship refurbishment, repairs of chemical tankers, container vessels, liquefied gas carriers, dredgers, bulk carriers and navy vessels
- **Newbuilding**
- Design and construction of 11,500 dwt product/chemical tankers and container

- carriers of 1078 TEU to 2500 TEU
- Building of ocean-going tugs, multi-purpose cargo vessels, bulk carriers, cable laying and offshore support vessels
- Design and construction of jack-ups, and construction of semi-submersibles
- **Ship conversion and offshore engineering**
- Conversion of tankers to FPSO/FSO units
- Conversion of semi-submersible rigs to FPU's
- Specialised conversions

- Turnaround towards profitability in 2003
- Shift our business focus from civil engineering to process engineering and design by capitalising on SembCorp Simon-Carves' front-end capabilities
- Continue to target opportunities in Singapore and Asia
- Build and deepen client relationships

- Strengthen our existing Asia-Pacific network and accelerate growth in key overseas markets
- Harvest the synergies of our joint partnership with Kuehne & Nagel
- Leverage strengths and partnerships to develop specialised industry knowledge
- Harness technology to create innovative supply chain management solutions

- Build a strong international network of shipyards through our Global Hub Strategy
- Leverage the brands and reputation of our shipyards
- Focus on higher value and niche markets
- Enhance long-term partnerships and alliances

- Market presence in Australia, China, Malaysia and Singapore
- Largest environmental management services company in Singapore and 2nd largest in Australia
- More than 1600 employees in Australia and Singapore
- Serving 55% of Singapore's municipal waste market

- Commanding 20% market share of Singapore's industrial & commercial sectors
- Singapore's leading medical waste service provider
- Operating Asia's first automated materials recovery facility together with Australia's VISY Recycling

- Southeast Asia's largest engineering and construction company
- Experience across 35 countries with operations in China, India, Mexico, the Middle East, Southeast Asia, and the United Kingdom

- More than 1600 employees worldwide, including 650 design professionals
- Acquired Simon-Carves, a United Kingdom-based engineering consultancy firm in 2001

- Asia's largest integrated logistics provider serving 11 countries globally
- In global partnership with the world's leading logistics group – Kuehne & Nagel – to provide worldwide logistics services
- One of China's top supply chain management providers with operations in more than 700 cities

- India's leading third-party logistics service provider serving 500 cities
- Global warehousing space in excess of 10 million square feet
- Operating regional offshore supply bases in Azerbaijan, Indonesia, Singapore and Thailand

- A global leader in marine engineering
- Global network of eight shipyards in key international locations
- The largest ship repair and marine-related facilities east of the Suez, with a combined docking capacity of 2.2 million dwt

- A world leader in the repair of VLCCs, the conversion of FPSO/FSO units, and the repair, upgrading and building of jack-ups and semi-submersibles
- A key niche player in the newbuilding of product tankers, feeder container vessels and offshore supply vessels