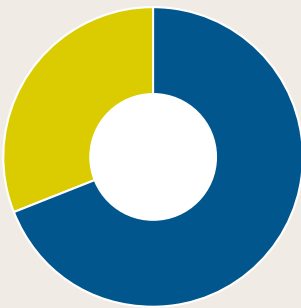


Human Resources

EMPLOYEE PROFILE

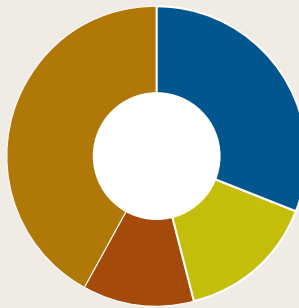
As of December 31, 2002, our permanent headcount stood at 10,815 and contract staff was 4,316¹. The employee profile shown here reflects the characteristics of our permanent staff.

GEOGRAPHICAL SPREAD



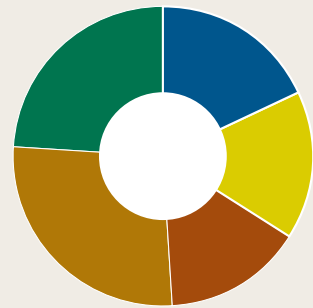
■ Singapore	69%
■ Overseas	31%

EDUCATION²



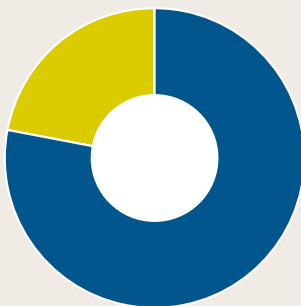
■ Engineering & Technical (tertiary & above)	31%
■ Engineering & Technical (other qualifications)	15%
■ Other Non-engineering & Non-technical (tertiary & above)	12%
■ Other Non-engineering & Non-technical (other qualifications)	42%

AGE (Years)²



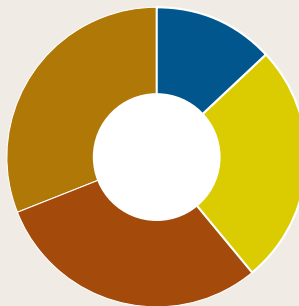
■ Less than 30	18%
■ 30 to less than 35	16%
■ 35 to less than 40	15%
■ 40 to less than 50	27%
■ 50 and above	24%

GENDER²



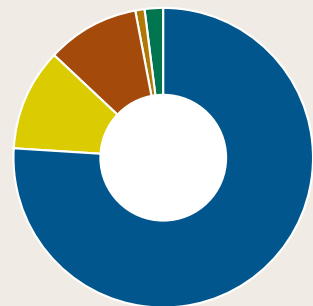
■ Male	78%
■ Female	22%

LENGTH OF SERVICE (Years)²



■ Less than 1	13%
■ 1 to less than 4	26%
■ 4 to less than 10	30%
■ 10 and above	31%

NATIONALITY²



■ Singapore Citizen	76%
■ Singapore Permanent Resident	11%
■ Malaysian	10%
■ Rest of Southeast Asia	1%
■ Others	2%

¹ This number excludes indirect contract employees

² These statistics relate to permanent employees in Singapore only

TALENT MANAGEMENT

At SembCorp Industries we want to attract, develop and motivate the best people. People are critical to our success, and we believe that empowered and committed people help us to create a competitive advantage that is irreplaceable.

We believe in being involved in the career development of our employees, and have continued to provide our employees with opportunities for continual training and life-long learning. In 2002, we allocated some 3.6 per cent of our total payroll cost to learning, while each employee received 32.5 learning hours during the year on the average.

With an emphasis on identifying talent and developing it to the fullest, our goal is to create an employment relationship that will inspire the best talents to join and stay with us. We also aim to have a strong succession plan in place, and have invested in a systematic and integrated approach to talent management.

In 2002, we continued to be certified as one of Singapore's People Developer companies. People Developer is Singapore's quality standard for human resource development

which recognises organisations that bring out the best in people for better business results. The People Developer Standard offers a systematic process to review people practices, develop staff and improve training effectiveness. With an eye to achieving business objectives, people development activities are integrated into eight systems – Learning Needs Analysis, Career Development, Resource Allocation, Communication, Induction, Monitoring, Evaluation and Improvement.

In 2002, we also added three new scholarships to our SembCorp Scholarship Programme. First launched in 1998, we have awarded a total of 58 scholarships to date. Through this programme, we aim to ensure that we will have fresh talent at the management level and develop the next generation of executives.

EMPLOYEE SHARE OPTIONS

We continue to reward employees who have contributed to the growth of SembCorp Industries by giving them the opportunity to have a personal equity interest in the company. Apart from rewarding our employees, we believe that employee stock options are helpful in aligning employees'

interests with those of our shareholders and instilling a sense of loyalty and identification with the goals of the Group.

Excluding staff from our subsidiaries who have their own share option plans, all employees are offered share options provided they meet the criteria set by the Employee Share Option Scheme committee. In 2002, share options were offered in two tranches to our employees.

SHARE OPTIONS OFFERED IN MAY 2002

Category	Headcount
Senior Management	87
Non-Executive Directors	10
Employees	2501
Total	2598

SHARE OPTIONS OFFERED IN OCTOBER 2002

Category	Headcount
Senior Management	82
Non-Executive Directors	9
Employees	2449
Total	2540