

# Unique business model

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We provide one-stop integrated utilities and services to multiple customers in energy intensive industry clusters such as petrochemical hubs. A pioneer, we have lead positions in Singapore and the UK and aim to replicate the success of our model in target growth markets across the globe.

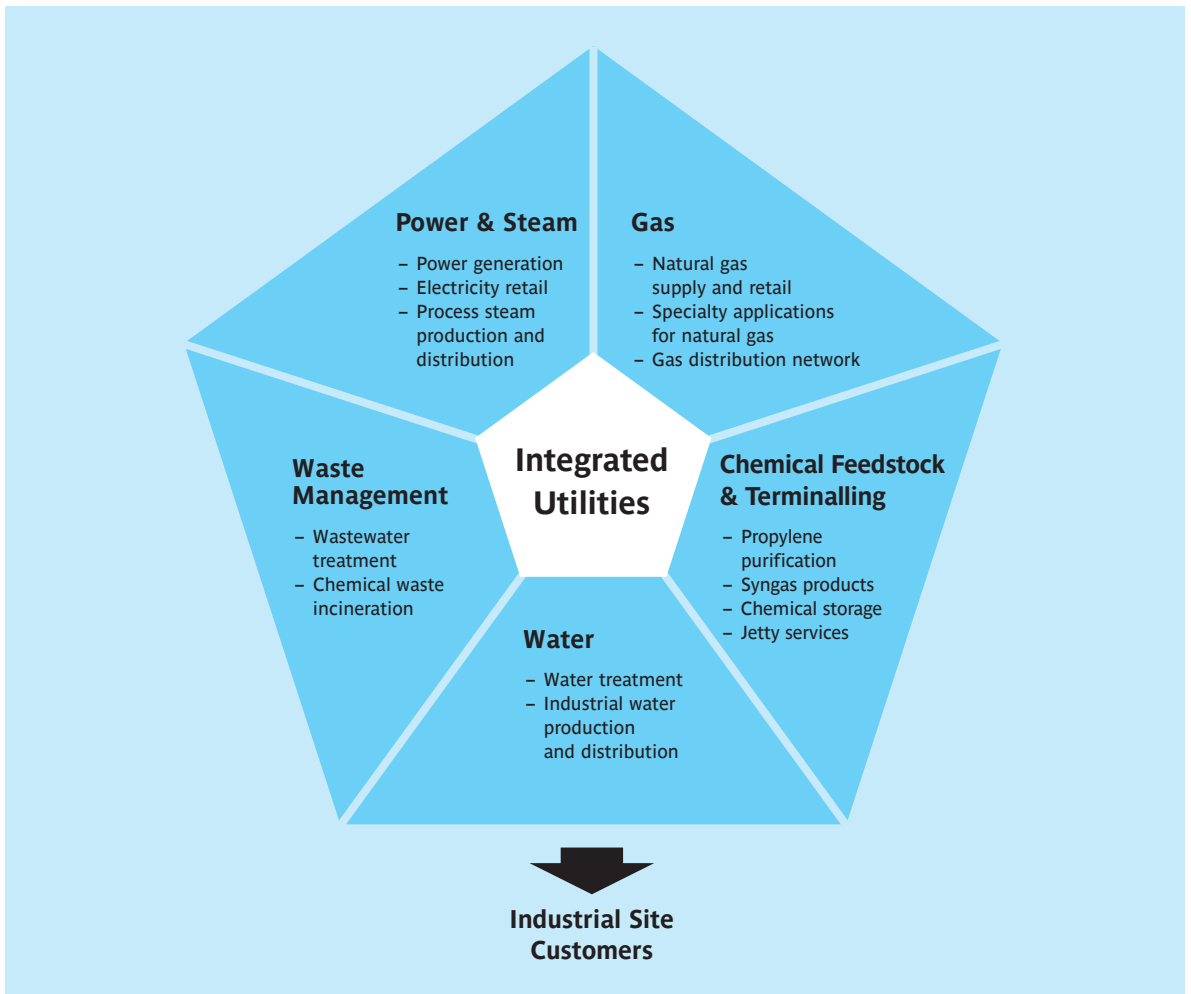
With the majority of SembUtilities' customers with long-term contracts, the business provides stable recurring income and quality earnings with high visibility.

Together with the rapid development of process industries in emerging markets and the growing trend of non-core service outsourcing, we believe that our business model is unique in its ability to provide sustainable earnings and good returns combined with growth.

We offer a full spectrum of third-party utilities and services including power, steam, natural gas, industrial water, wastewater treatment, chemical waste incineration and chemical feedstock.

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**Multi-customer multi-utility business model**



# Competitive advantage

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We believe that only businesses with a clear competitive edge and leading market positions can deliver sustainable earnings. Therefore, we are relentless in honing our competitive advantage.

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### **A first mover**

Our pioneering experience on Singapore's Jurong Island and well-established facility in the UK have propelled us to industry leadership with a solid track record and international customer base. Through strategic investments in target markets, we continue to seize opportunities to be the first mover in emerging industrial cluster developments.

### **An integrated offer**

We provide a full spectrum of third-party utilities and services as an integrated offer tailored to customers' needs. This allows us to leverage infrastructure and bundling advantages across our investments and reap economies of scale to provide the most competitive offers to our customers.

### **A solid operational track record**

We have a solid track record of operating multi-utility facilities in industrial clusters where the highest level of reliability is required. In Singapore, our cogeneration steam capacity together with multiple boilers backed by ready technical support have allowed us to deliver a steam availability of 100%. In the UK, we achieved a 99.7% operational reliability for 2005. Furthermore, we have developed unique operational and technological capabilities in the treatment of wastewater from multiple sources.

### **Strong strategic relationships**

We have established strong relationships with our Multi-national Corporation (MNC) customers as well as local governments. Intimate knowledge of our customers' needs allows us to serve them distinctively. Successful working relationships with our customers also present opportunities for us to partner them in their expansion both locally and into new markets. We continue to secure and reinforce our relationships with local authorities as we engage and partner them in the development of their industries.

(Pictured) SembCorp Utilities' multiple boilers on Jurong Island, Singapore. The boilers augment the steam output from our cogeneration plant ensuring that steam availability is maintained at 100%.

