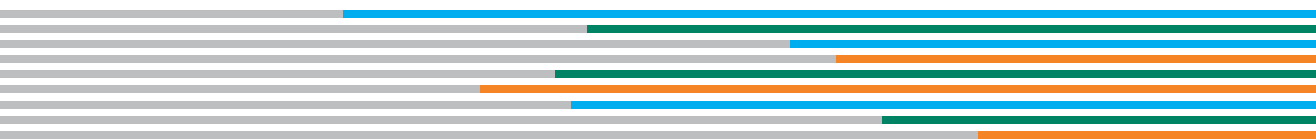


Like many businesses around the world, Sembcorp operates amidst increasingly challenging market conditions.

Over the years, we have built up robust capabilities, a solid track record and leading positions in our key markets. Our businesses provide essential solutions, for which long-term demand will continue to grow.

With this firm foundation, we are confident that Sembcorp has what it takes to remain nimble and resilient, emerge stronger as a Group and continue delivering value for years to come.



UTILITIES

Sembcorp's Fujairah 1 Independent Water and Power Plant in the UAE provides efficient electricity and water to meet the needs of both industry and the community



We meet the world's growing demand for energy and water

With a combined capacity of around 11,000 megawatts of power and close to nine million cubic metres per day of water, our sizeable international portfolio of assets provides a strong recurring income base.

Strategically positioned in key growth markets with a proven track record as a developer, owner and operator, we are poised for long-term growth as a provider of essential solutions.

MARINE



Sembcorp Marine's Tuas Boulevard Yard in Singapore offers distinct capabilities that enable cost-effective execution and strengthen the business' long-term competitiveness

We offer a full spectrum of innovative solutions across the offshore and marine value chain

We offer a full spectrum of innovative solutions to customers, both within the oil and gas sector and beyond. To take on new opportunities, we have made strategic investments in technology and infrastructure, enabling us to target new customer segments and diversify our offerings.

A globally competitive business with state-of-the-art yards and capabilities, we have proven our resilience, successfully navigating through business cycles over more than 50 years.

URBAN DEVELOPMENT



We deliver the economic engine to support industrialisation and urbanisation

We have a unique business model that transforms raw land into integrated urban developments. These projects deliver the economic engine to accelerate growth in emerging markets.

With projects that have drawn over US\$23 billion in direct investments, we have built a strong brand name as a valued partner to governments. Our land bank extends to around 11,000 hectares in Vietnam, China and Indonesia and our customer base to nearly 900 multinational and leading local corporations.

Located on Sino-Singapore Nanjing Eco Hi-tech Island in China, Sembcorp's *Nanjing International Water Hub* will offer research facilities as well as office and conference space to facilitate the development and commercialisation of new water technologies