

# WHY?

## Realities of the Global Energy Transition

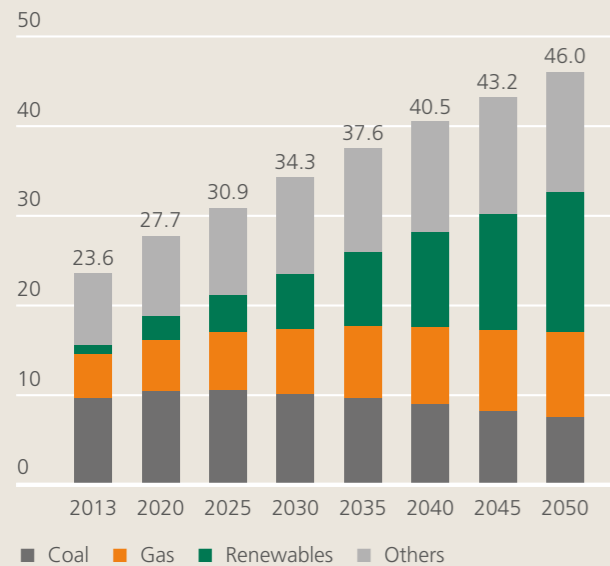
There is a fundamental shift in the global energy landscape. Decarbonisation, decentralisation, digitalisation and demand disruptions are transforming the future of the energy sector.



### 1 Decarbonisation

The world is transitioning to a low-carbon economy. The global energy mix is seeing significant shifts towards cleaner sources of energy.

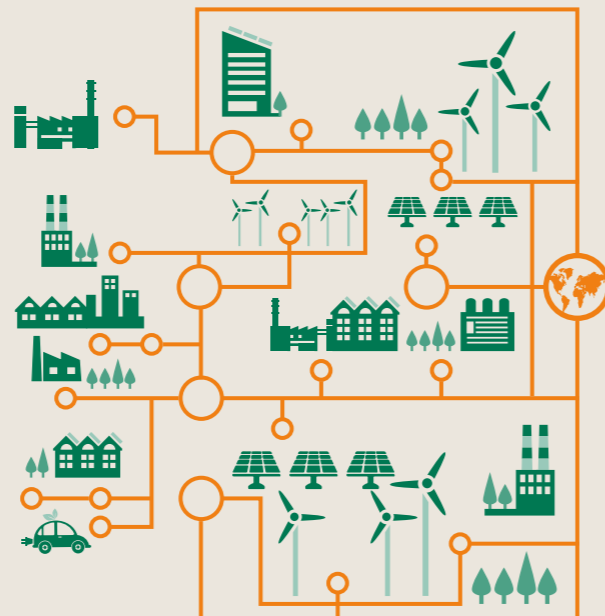
Power Generation Fuel Mix (thousand terawatt hours)



Source: McKinsey Energy Insights

### 2 Decentralisation

The shift to distributed energy systems is opening up opportunities for merchant and retail power, flexible generation and technology-enabled business models.



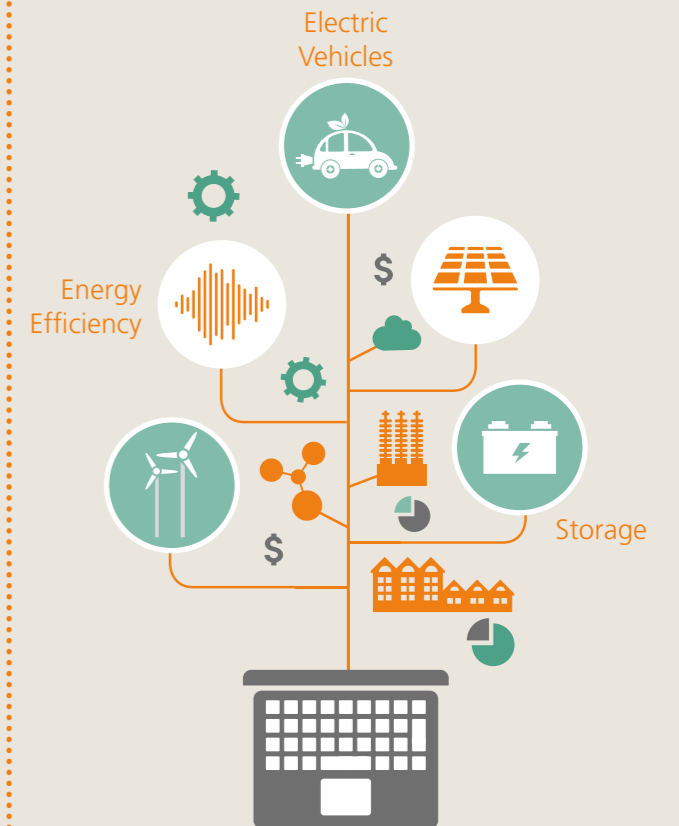
### 3 Digitalisation

The digital revolution is coming to the power industry. From generation to customer relationship management, it is transforming every facet of the industry's value chain.



### 4 Demand Disruptions

From energy efficiency, distributed generation to the electrification of vehicles, the energy sector is seeing demand disruption.



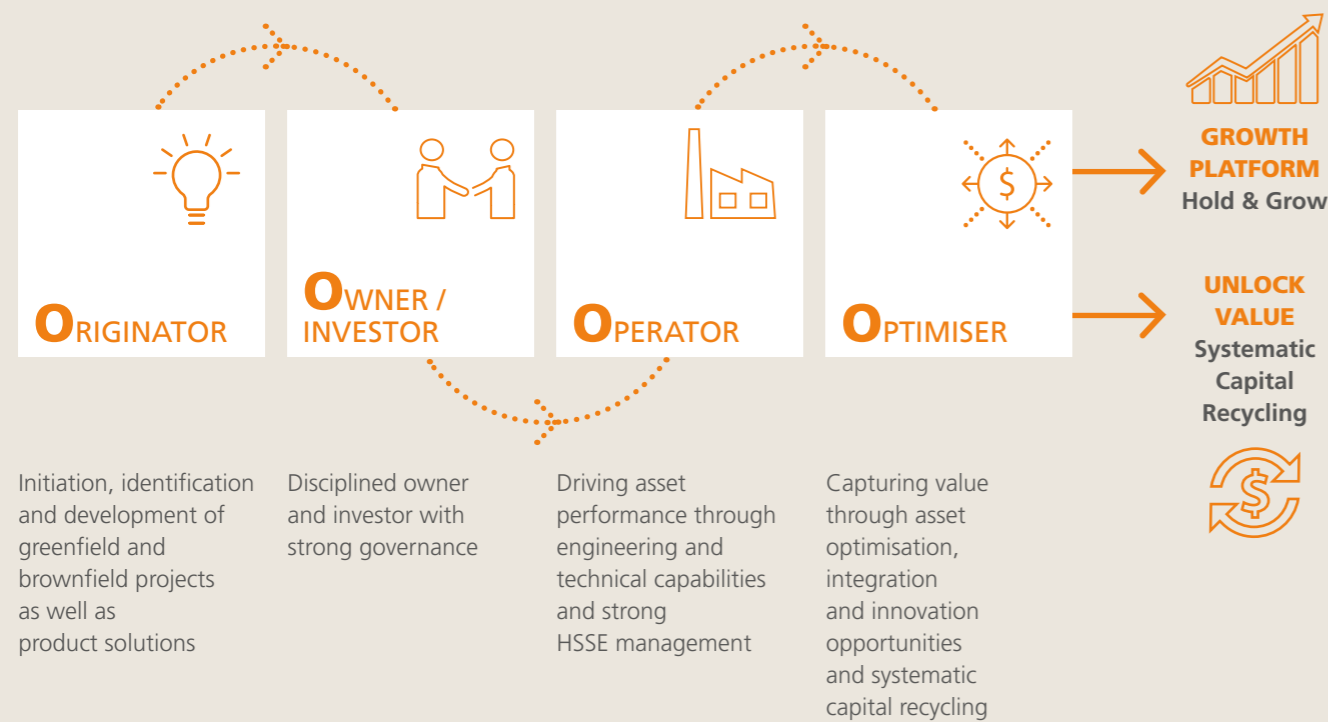
# WHAT?

## A Global Integrated Energy Platform

Sembcorp aims to be an integrated energy player, strategically positioned to benefit from the global energy transition. With our proven track record and capabilities, our distinctive business models deliver value and sustainable growth.

### The Sembcorp O<sup>4</sup> Model

We are an originator, owner or investor, operator and optimiser of energy and utilities assets. We focus on maximising value and enhancing return through asset optimisation, leveraging integration and innovation opportunities, as well as through systematic capital recycling. Our new model is platform-based and allows for organic and inorganic growth.

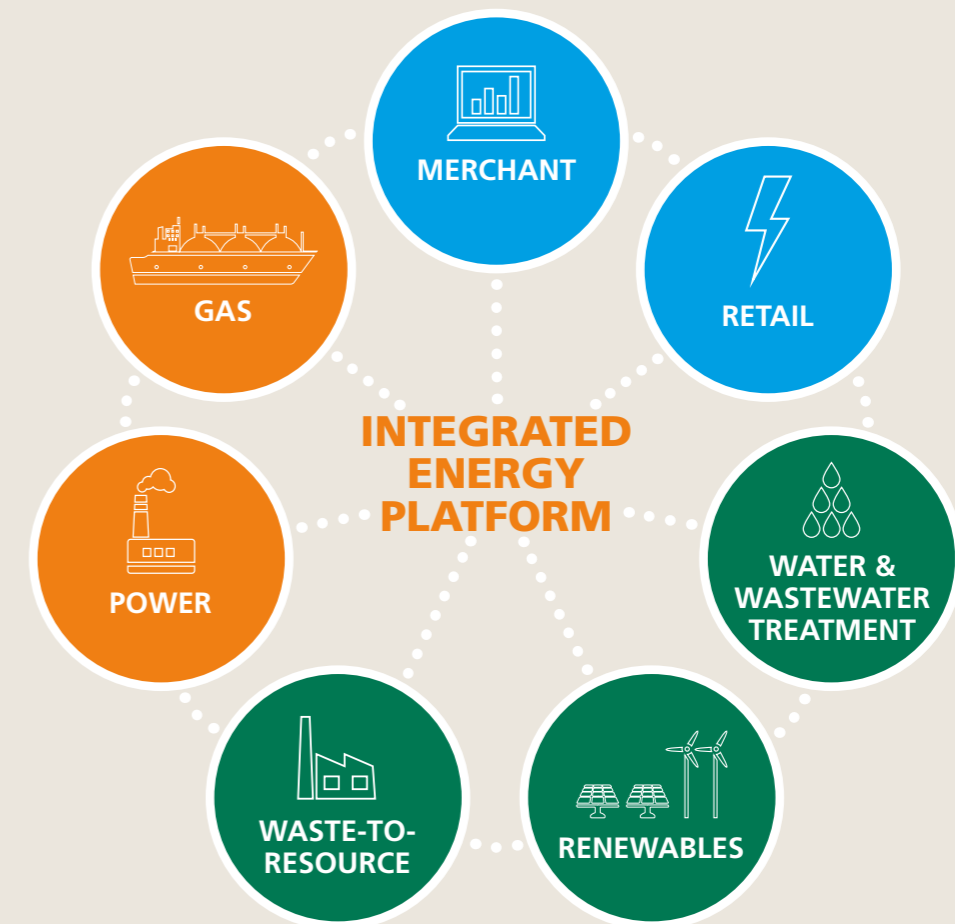


### Underpinned by Competitive Advantages

- Strong track record in developing and operating thermal and renewable energy and water assets
- Deep integration expertise
- Strong foothold in high-growth developing markets and experience in developed markets

### Integrated Energy Platforms

Leveraging Sembcorp's global track record and integration expertise, we offer a differentiated *Integrated Energy Platform* business model. By integrating multiple energy offerings around anchor assets, we provide our customers compelling value propositions across the energy and utilities value chain.



### Why Integrated Energy Platforms?

- **Returns Uplift**  
Additional offerings enhance services and products while providing upside to earnings
- **Deepens Relationship with Customers**  
Insights into customer requirements provide scope for additional tailored solutions with minimal investment
- **Provides Growth while Lowering Development Risk**  
Leverages knowledge of stakeholders and markets to gain further access and scale up

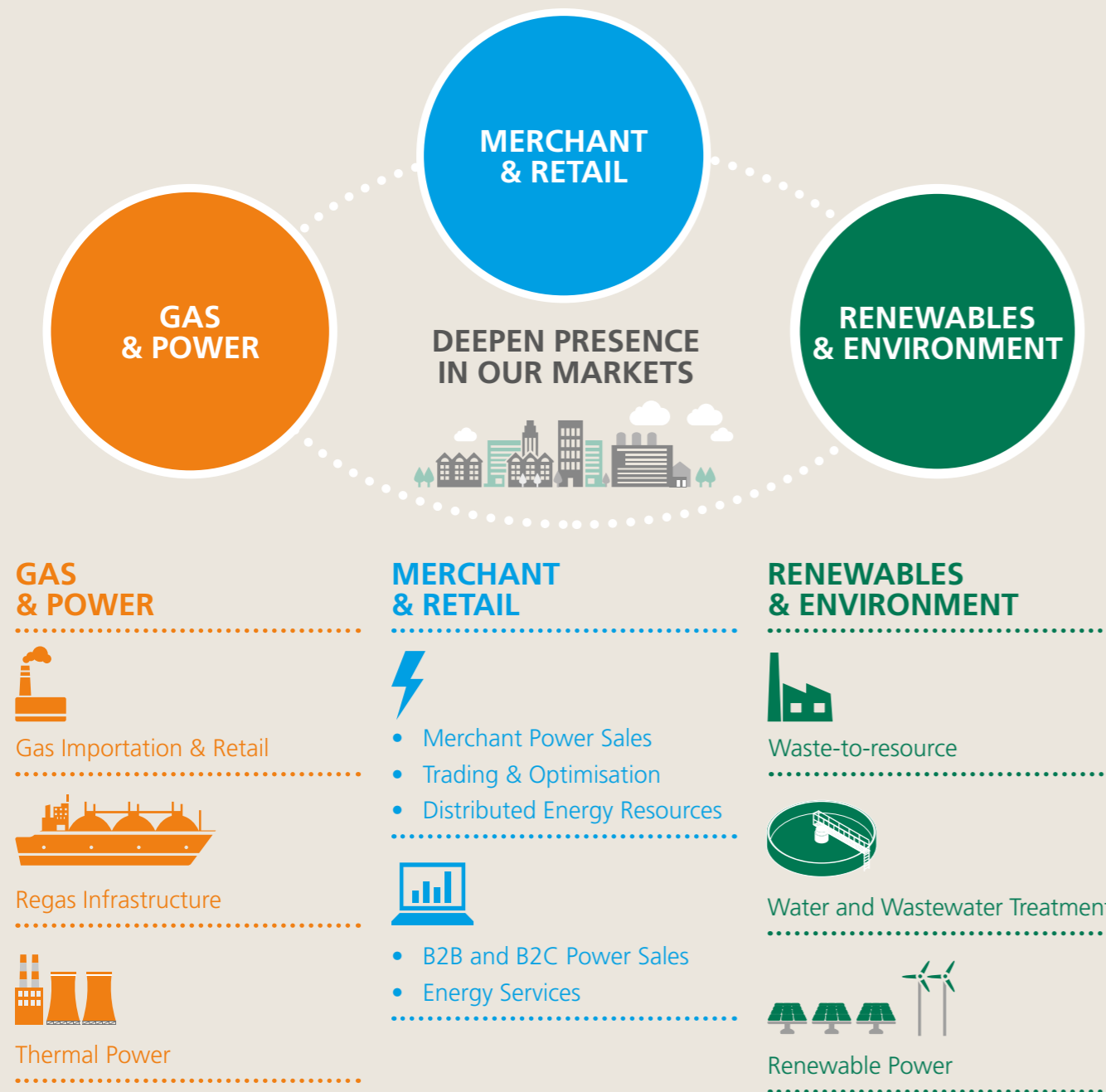
# HOW?

## Reshaping the Organisation

Having a dynamic organisation to support our strategy is key. Supported by a scalable operating model, we drive innovation and growth through our business lines and markets.

### Three Business Lines

Sembcorp will focus on growth along three business lines to build and scale up integrated energy platforms and develop a pipeline for systematic capital recycling.



### A Scalable Global Operating Model

Our matrix organisation allows us to leverage resources and achieve value-focused growth across markets and business lines globally.

