

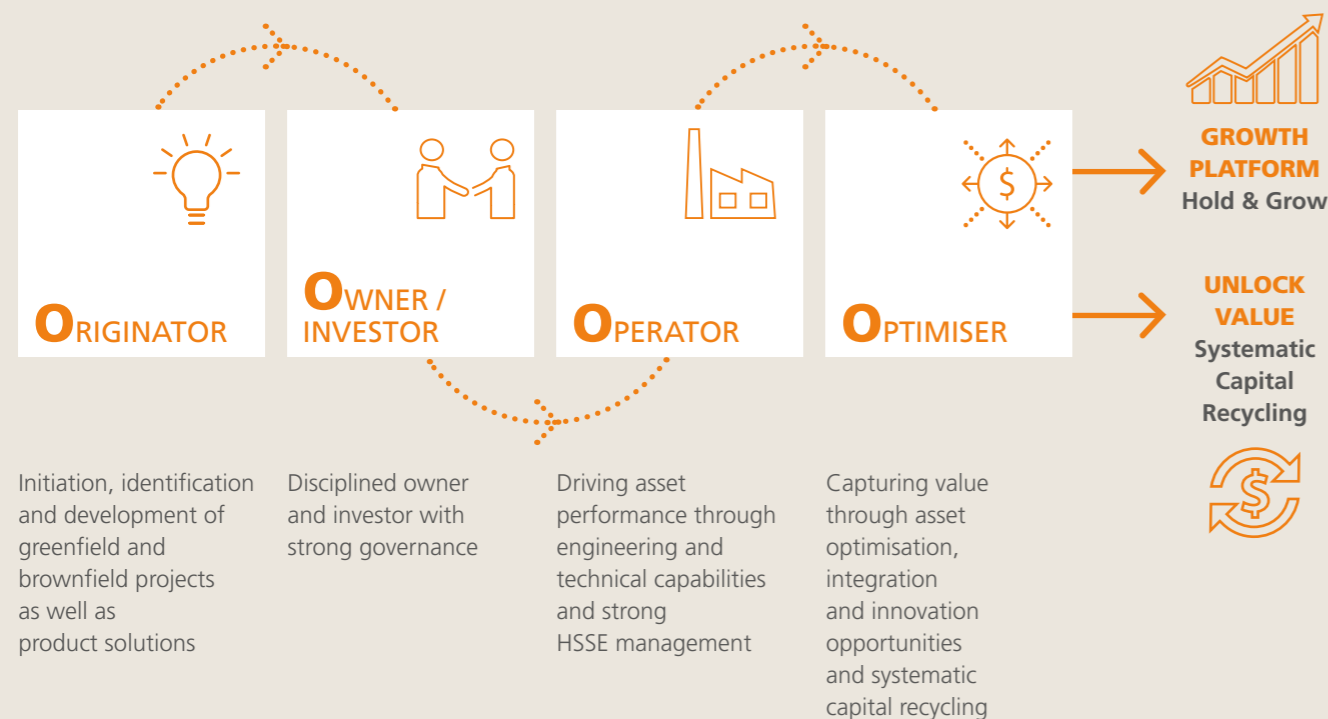
# WHAT?

## 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.

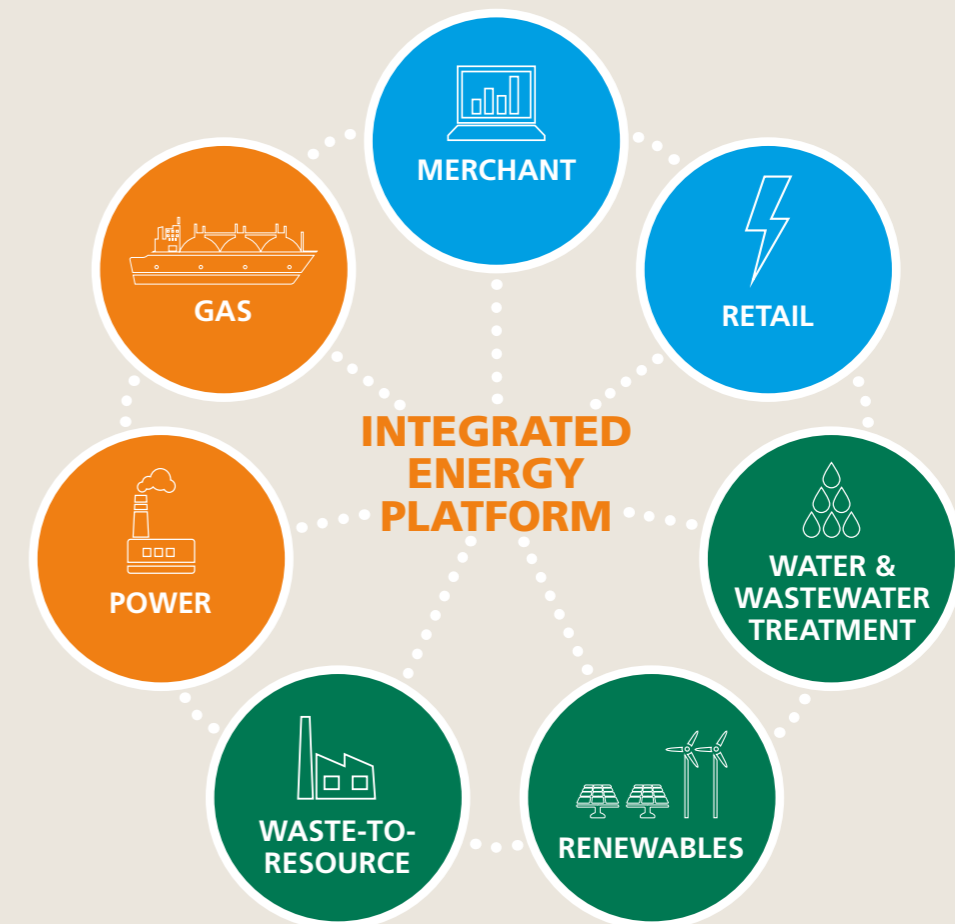


### Underpinned by Competitive Advantages

- 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