Our Value Creation Process

Our Inputs – → Our Purpose, Strategy and Ambitions Financial **Our Purpose** Capital Sembcorp's purpose and passion is to do good and play our part e.g. cash flow from in creating a sustainable future. We deliver energy and innovative operations, internal funds solutions that support development and create value – for our and external short-term stakeholders and communities. and long-term financing Human

Performance

Capital e.g. people with deep knowledge and strong capabilities, and employees who embody the Sembcorp culture

Social and with

Sembcorp's



(\$)

Relationship
Capital
e.g. relationships v



e.g. relationships
stakeholders, and
brand and values



lanufactured		
apital		
g. energy, water and other		

facilities, and shipyards



Capital e.g. intellectual property, technologies and proprietary solutions, group-wide policies and frameworks, and standardised systems and processes

Natural ≈Ų Capital

e.g. thermal energy resources (such as natural gas and coal), renewable energy resources (such as wind and solar) and land

Sustainability Sustainability • Aligned with and contributing to the United Nations Sustainable **Development Goals**

Dynamic

Organisation

- Active management and • Participation in the low-carbon • Technology and optimisation of assets and circular economy • Strong business models Management of
 - environmental, social and governance risks and opportunities
- **Dynamic Organisation** • A scalable global operating model Capability development and process excellence
- digitalisation • Dynamic high
- performance culture with integrity at our core

Our Sustainability Ambitions

Our Strategic Pillars

Performance

allocation • Systematic capital

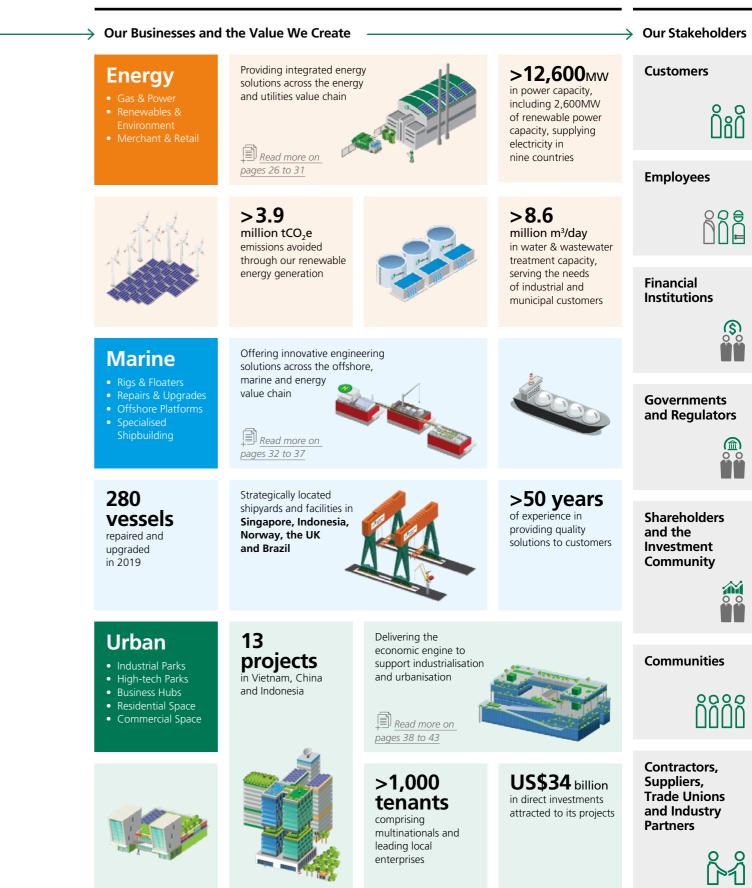
recycling

<u>J</u>

R

• Disciplined capital





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