

# Our Value Creation Process

Our Inputs → Our Purpose, Strategy and Ambitions → Our Businesses and the Value We Create → Our Stakeholders

**Financial Capital**  
e.g. cash flow from operations, internal funds and external short-term and long-term financing

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

**Social and Relationship Capital**  
e.g. relationships with stakeholders, and Sembcorp's brand and values

**Manufactured Capital**  
e.g. energy, water and other facilities, and shipyards

**Our Purpose**  
Sembcorp's purpose and passion is to do good and play our part in creating a sustainable future. We deliver energy and innovative solutions that support development and create value – for our stakeholders and communities.

**Our Strategic Pillars**

<p><b>Performance</b></p> <ul style="list-style-type: none"> <li>Disciplined capital allocation</li> <li>Systematic capital recycling</li> <li>Active management and optimisation of assets</li> <li>Strong business models</li> </ul>	<p><b>Sustainability</b></p> <ul style="list-style-type: none"> <li>Aligned with and contributing to the United Nations Sustainable Development Goals</li> <li>Participation in the low-carbon and circular economy</li> <li>Management of environmental, social and governance risks and opportunities</li> </ul>	<p><b>Dynamic Organisation</b></p> <ul style="list-style-type: none"> <li>A scalable global operating model</li> <li>Capability development and process excellence</li> <li>Technology and digitalisation</li> <li>Dynamic high performance culture with integrity at our core</li> </ul>
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**Our Sustainability Ambitions**

<p><b>Enabling a Low-carbon and Circular Economy</b></p> <ul style="list-style-type: none"> <li>Climate Change</li> <li>Resource Management</li> <li>Local Environmental Protection</li> </ul> <p><a href="#">Read more on pages 59 to 67</a></p>	<p><b>Empowering Our People and Communities</b></p> <ul style="list-style-type: none"> <li>Health and Safety</li> <li>People</li> <li>Community</li> </ul> <p><a href="#">Read more on pages 68 to 75</a></p>	<p><b>Embedding Responsible Business Practices</b></p> <ul style="list-style-type: none"> <li>Corporate Governance</li> <li>Ethical Business and Compliance</li> <li>Risk Management</li> </ul> <p><a href="#">Read more on pages 76 to 82</a></p>
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**Energy**

- Gas & Power
- Renewables & Environment
- Merchant & Retail

Providing integrated energy solutions across the energy and utilities value chain

[Read more on pages 26 to 31](#)

**>12,600MW** in power capacity, including 2,600MW of renewable power capacity, supplying electricity in nine countries

**>3.9** million tCO<sub>2</sub>e emissions avoided through our renewable energy generation

**>8.6** million m<sup>3</sup>/day in water & wastewater treatment capacity, serving the needs of industrial and municipal customers

**Marine**

- Rigs & Floaters
- Repairs & Upgrades
- Offshore Platforms
- Specialised Shipbuilding

Offering innovative engineering solutions across the offshore, marine and energy value chain

[Read more on pages 32 to 37](#)

**280 vessels** repaired and upgraded in 2019

Strategically located shipyards and facilities in **Singapore, Indonesia, Norway, the UK and Brazil**

**>50 years** of experience in providing quality solutions to customers

**Urban**

- Industrial Parks
- High-tech Parks
- Business Hubs
- Residential Space
- Commercial Space

**13 projects** in Vietnam, China and Indonesia

Delivering the economic engine to support industrialisation and urbanisation

[Read more on pages 38 to 43](#)

**>1,000 tenants** comprising multinationals and leading local enterprises

**US\$34 billion** in direct investments attracted to its projects

**Customers**

**Employees**

**Financial Institutions**

**Governments and Regulators**

**Shareholders and the Investment Community**

**Communities**

**Contractors, Suppliers, Trade Unions and Industry Partners**