An Introduction To Sembcorp
Group Structure

Sembcorp Utilities
Provides energy, water, and onsite services to customers including companies in energy intensive industry clusters as petrochemical and chemical hubs. The Utilities segment also provides solid waste management services.

Sembcorp Development
Owns, develops, markets and manages urban developments comprising industrial parks as well as business, commercial and residential space in Vietnam, China and Indonesia.

Sembcorp Marine
Offers a full spectrum of integrated marine and offshore engineering solutions from ship repair, shipbuilding, ship conversion, rig building & repair to offshore engineering & construction including topside fabrication.

Sustainable Earnings

<table>
<thead>
<tr>
<th>Turnover</th>
<th>06</th>
<th>07</th>
<th>08</th>
<th>09</th>
<th>10</th>
<th>11</th>
<th>1H12</th>
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<tr>
<td>FY06</td>
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<td>8.6</td>
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<td>FY08</td>
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<tr>
<td>FY09</td>
<td>9.6</td>
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<td>FY10</td>
<td>8.8</td>
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<tr>
<td>FY11</td>
<td>9.0</td>
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<tr>
<td>1H12</td>
<td>5.1</td>
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Net Profit before EI

<table>
<thead>
<tr>
<th>06</th>
<th>07</th>
<th>08</th>
<th>09</th>
<th>10</th>
<th>11</th>
<th>1H12</th>
</tr>
</thead>
<tbody>
<tr>
<td>381 (31)</td>
<td>557</td>
<td>534</td>
<td>683</td>
<td>761</td>
<td>809</td>
<td>367</td>
</tr>
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</table>

Net Profit before EI 5-year (2006-2011) CAGR: 16%
Positioned for the Future

GLOBAL TRENDS

Growing Energy Needs
Global Water Scarcity
Global Urbanisation
Increasing Environmental Awareness

OUR BUSINESSES

Energy
Marine
Water
Urban Development

Our Global Footprint

Global Operations across 16 Countries in Six Continents

Well-Positioned in Fast-Growing Emerging Markets
Utilities

+ Energy
+ Water
+ Solid Waste Management

Utilities Global Footprint

Entrenched Position in Growing Markets
Growing Renewable Energy Capabilities

Targeting a high-efficiency portfolio of thermal and renewable energy assets, with a growing component of low carbon capacity

<table>
<thead>
<tr>
<th>Fuel Type</th>
<th>Facilities</th>
<th>Steam capacity</th>
<th>Power capacity</th>
</tr>
</thead>
<tbody>
<tr>
<td>Biomass</td>
<td>Sembcorp Biomass Power Station (UK) COD: 2007</td>
<td>35 MW</td>
<td></td>
</tr>
<tr>
<td>Energy-from-Waste (EfW)</td>
<td>Sembcorp Woodchip Boiler Plant Phase 1 (Singapore) COD: 2011</td>
<td>20 tph</td>
<td>4 MW (equivalent MW)</td>
</tr>
<tr>
<td>Energy-from-Waste (EfW)</td>
<td>Sembcorp Woodchip Boiler Plant Phase 2 (Singapore) COD: 2013</td>
<td>40 tph</td>
<td>9 MW (equivalent MW)</td>
</tr>
<tr>
<td>Energy from Waste Boilers (Singapore) COD: 2014</td>
<td>140 tph</td>
<td>31 MW (equivalent MW)</td>
<td></td>
</tr>
<tr>
<td>Wind</td>
<td>China Wind Power Assets (China) Acquisition completed in Sep 2012</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td></td>
<td>327 MW</td>
<td></td>
</tr>
</tbody>
</table>

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Growing Renewable Energy Capabilities

Sembcorp’s Energy-from-Waste Value Chain

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**Strong Capabilities**

A Water Player With A Difference

**Winner of 2011 Global Water Intelligence (GWI) Global Water Awards “Water Company of the Year”**

Total water & wastewater treatment solutions for industrial & municipal sectors:

- Wastewater treatment
- Reclaimed water
- Desalinated water
- Potable water
- Water for industrial use including demineralised water, industrial water, raw water, chilled water, cooling water, seawater cooling and firewater

Complete range of water products
Closed loop approach minimises discharge

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**Strong Capabilities**

Our Water Portfolio

Developer, Owner and Operator of Water and Wastewater Treatment Facilities with

>7,000,000 m³/day

© Sembcorp Industries 2012
Strong Capabilities
Our Water Portfolio

Serving a Population of Over
5 million Worldwide

<table>
<thead>
<tr>
<th>Region</th>
<th>In Operation</th>
<th>In Development</th>
</tr>
</thead>
<tbody>
<tr>
<td>Singapore</td>
<td>4,005,480</td>
<td></td>
</tr>
<tr>
<td>Indonesia</td>
<td>1,327,280</td>
<td></td>
</tr>
<tr>
<td>Philippines</td>
<td>69,000</td>
<td></td>
</tr>
<tr>
<td>ASEAN</td>
<td>295,200</td>
<td>205,624</td>
</tr>
<tr>
<td>China</td>
<td>591,800</td>
<td></td>
</tr>
<tr>
<td>Oman</td>
<td>220,850</td>
<td></td>
</tr>
<tr>
<td>UAE</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Middle East &amp; Africa</td>
<td></td>
<td></td>
</tr>
<tr>
<td>South Africa</td>
<td></td>
<td></td>
</tr>
<tr>
<td>UK</td>
<td>444,000</td>
<td>76,000</td>
</tr>
<tr>
<td>Chile</td>
<td>92,250</td>
<td>17,000</td>
</tr>
<tr>
<td>Panama</td>
<td></td>
<td></td>
</tr>
<tr>
<td>The Caribbean</td>
<td></td>
<td></td>
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<tr>
<td>The Americas</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Leveraging Capabilities In Energy And Water
Multi-Customer Business Model

Bundled Offer Approach

Energy
- Power generation and retail
- Process steam production and supply
- Natural gas import, supply and retail

Water
- Wastewater treatment
- Reclaimed water
- Desalinated water
- Potable Water
- Water for industrial use, including demineralised water, industrial water, raw water, chilled water, cooling water, seawater cooling and firewater

Centralised Utilities

On-site Logistics and Services
- Service corridor
- Chemical storage and terminaling
- Asset protection
- Hazardous waste incineration
- Industrial gases

Industrial Site Customers
Leveraging Capabilities In Energy And Water

Jurong Island, Singapore
- 3,200 ha world class chemical hub in Singapore
- Sembcorp provides energy, water and on-site logistics and services to over 40 multinationals
- Operational since 1997
- Total project cost: S$2.5 billion (US$1.6 billion)

Wilton International, UK
- 770 ha world class manufacturing site
- Sembcorp owns the site and provides energy, water and on-site logistics and services
- Operational since 1949
- Total project cost: £296 million (US$529 million)

Solid Waste Management

Capabilities include:
- Collection and treatment of municipal, industrial & commercial, construction & demolition and bio-hazardous waste
- Recycling, resource recovery & composting
- Waste-derived fuel including woodchip production

>1.9 million households and establishments served
>3.1 million tonnes of waste collected per year
>430,000 tonnes of recyclables collected per year
>13,000 medical customers served

Focused on energy from waste to enhance competitiveness of businesses across the Group
Marine

A Global Hub

Global Network Of Strategically Located Shipyards

USA
- Sembcorp-Sabina Shipyard (90 ha)

Brazil
- Estaleiro Jurong Aracruz (82.5 ha)

India
- Sembmarine Kakinada (31 acres)

INDONESIA
- PT SMOE Indonesia (69 ha)
- PT Karimun Sembawang Shipyard (31 ha)

CHINA
(Through COSCO shipyards with 2,045,000 dwt total dock capacity)
- Dalian, Guangdong, Lianyungang, Nanjing, Qidong, Shanghai, Zhoushan

SINGAPORE
- Jurong Shipyard (1,100,000 dwt, 68 ha)
- Sembawang Shipyard (775,000 dwt, 86 ha)
- SMOE* (52 ha)
- PPL Shipyard (20 ha)
- Jurong SM (82,500 dwt, 12 ha)
- New Yard Facility** (5,075,000 dwt, 206 ha)

dwt: deadweight tonnes; ha: hectares
*SMOE’s facilities are located on the same plot of land as Sembawang Shipyard

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### Growing And Expanding Our Business

<table>
<thead>
<tr>
<th>Year Range</th>
<th>Activity Description</th>
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<tbody>
<tr>
<td>1963-1969</td>
<td>Ship repair</td>
</tr>
<tr>
<td>1970-1975</td>
<td>Shipbuilding</td>
</tr>
<tr>
<td>1976-1994</td>
<td>Ship conversion and offshore</td>
</tr>
<tr>
<td>1995-2000</td>
<td>Offshore engineering</td>
</tr>
<tr>
<td>2001-2005</td>
<td>Offshore production fixed &amp; floating facilities</td>
</tr>
<tr>
<td>2006-2012</td>
<td>Offshore engineering</td>
</tr>
<tr>
<td>2012 &amp; beyond</td>
<td>Rig building</td>
</tr>
<tr>
<td>2012 &amp; beyond</td>
<td>Drillships</td>
</tr>
<tr>
<td>2012 &amp; beyond</td>
<td>Ocean drilling</td>
</tr>
<tr>
<td>2012 &amp; beyond</td>
<td>Drillships</td>
</tr>
</tbody>
</table>

### Urban Development

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Our Regional Presence

Indonesia
- Gallant Venture (listed on SGX)
  - Batamindo Industrial Park
  - Bintan Industrial Estate
- Kendal Regency Industrial Park
- Karimun Marine & Industrial Complex

China
- Wuxi-Singapore Industrial Park
- Sino-Singapore Nanjing Eco Hi-tech Island
- Singapore-Sichuan Hi-tech Innovation Park
- China-Singapore Suzhou Industrial Park

Vietnam
- Vietnam Singapore Industrial Park (VSIP)
- VSIP Binh Duong Integrated Township & Industrial Park
- VSIP Bac Ninh Integrated Township & Industrial Park
- VSIP Hai Phong Integrated Township & Industrial Park
- VSIP Quang Ngi Integrated Township & Industrial Park

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Sharpen Competitive Edge
Business Model

Industrial Park Model
- Land Developer
  - Industrial land sales
- Real Estate Developer
  - Ready-built factories (RBF)
  - Built-to-suit factories
- Facilities Management
- Utilities

Urban Development Model
- Land Developer
  - Industrial land sales
  - Commercial & Residential land sales
- Real Estate Developer
  - Ready-built factories (RBF)
  - Built-to-suit factories
  - Commercial & Residential
    - Within the Parks
    - Around the Parks
- Facilities Management
- Utilities

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Why PPP?

- Strategic Fit
- Complement our global total water solutions footprint
- Showcase our leadership in operational and integrated water solution provider expertise
- Opportunity for future collaborations across entire supply chain to reap technology and optimization benefits
- Diversity in different business models in different sectors increases Sembcorp Group experience and provides opportunities for continuous improvements through sharing via our global best practices network
- Enhances international and global organizational skills within the Group
Sembcorp PUB PPP Commercial Structure

Contracts Structure

- EPC contract with Sembcorp Utilities
  - Turnkey project
    - Notice to Proceed: Feb 2008
    - Initial Completion: 31 Jul 09 (15 MiGD)
    - Final Completion: 31 May 10 (50 MiGD)

- O&M services contract
  - Sembcorp Industries
  - O&M of NEWater plant (25 years)

- Power supply contract
  - Sembcorp Power
  - 25 years supplies from final completion

- O&M Contract with Sembcorp Industries
  - Applicable tariff will be paid by PUB based on actual NEWater quantity supplied
  - Technical requirements specified in Water Supply Agreement

- Sembcorp NEWater
  - NEWater wholesales NEWater to Sembcorp for Island wide distribution and sales
  - PUB Changi WRP provides feedwater to Sembcorp NEWater

- Power supply Contract with Sembcorp Power

- Water Supply Agreement with PUB

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Facilities Description

Production of NEWater
Process Flow Diagram

Equalization Tank 32,000 m³

Sodium Hypochlorite

MF Feed Pumps

300um MF Feed Auto-strainers

Sodium Hypochlorite Ammonium Sulfate

Low-Pressure UV (6 units x 30 lamps)

RO Feed Pumps

8" RO 9,500 m³/h, 80% recovery (10 trains x 135+63 vessels x 7 elements)

Micro Filtration 13,000 m³/h, 93% recovery (7 trains x 8 blocks x 120 modules)

RO Antiscalant

Sodium Bisulfite

NEWater Storage Tanks (5 x 17,100 m³)

Quality Assurance

NEWater Pumps 3,150 m³/h @ 72m each

Ø900 mm to Bedok NF

NIP Ø2,200 mm to Mandai Hill Service Reservoir

PUB

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Plant Layout - Architecture
NEWater Process Area
MF / RO / UV

Equilization Tank
MF Feedwater Pumping

NEWater Pumping
Station & Valve Vault

NEWater Storage Area

Feedwater Tank Inlet

Feedwater Source: ~300K M3/D
Secondary treated effluent from
PUB Changi Water Reclamation Plant
Equalization and Diversion Tanks
L85m x W32m x H11m – 32K M³

Micro Filtration Feed Pump System
~ 4K M³/H, 450KW, Variable Speed Drive
Auto Strainer System
Amiad 20” Dia, 300 microns

Micro Filtration Trains
Siemens Memcor, 7 trains x 8 Blocks x 120 modules
13K M³/H, 93% Recovery
Reverse Osmosis Trains
Toray, 9.5K M³/H, 80% recovery
10 trains x 135 vessels x 7 elements

Ultra-violet Disinfecting System
6 units
NEWater Storage Tanks
Dia 40M x H14.3M, 5 x 17K M³

NEWater Pumping Station
5 x ~3K M³/H
Process Plant Area

PPP Critical Success Factors
PPP – Critical Success Factors

- Long term contract with outputs defined
- Clear sharing and allocation of risks
- Performance based payment mechanism
- Rewards and costs sharing for continuous improvements

- Services Delivery Management not construction nor goods supply contract management
- Proactive and transparent plant information monitoring and sharing – collaboration attitude
- Relationship = Partnership (mentality must be actively cultivated with Senior Management sponsorship)

Examples on Critical Success Factors
Some Examples of CSFs

- Long term contract with output defined
  - Sembcorp will provide innovative, essential and cost effective solutions (see our tag line)

- Clear sharing and allocation of risks
  - Each party assumes risks they are in best position to manage

- Rewards and costs sharing
  - Sembcorp will optimize but some technology needs piloting

- Services Delivery Management
  - Feedwater quality wide fluctuation
  - Proactive and open communication can be a very effective low costs solution too

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Some Examples of CSFs

- Relationship management
  - Proactively seek to improve on relationship
  - Assign the right people (flexible mentality)
  - Senior Management sponsorship (commit the resources)
  - Take the opportunity to Celebrate every success regardless of size
  - Proactively champion plant performance continuous improvements (seek common goals)

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Moving On – Next 20 Years

Relationship Management is Key

- PPP is interdependent and long term in nature
- Step – in rights is good on paper and is lose – lose
- Build up partnership based on common ground – mutual benefits
  - Flexibility
  - Behaviors to support mutual respect and understanding
  - Transparent and open communications
  - Seek common goals

Coming together is a beginning; keeping together is progress; working together is success.

- Henry Ford