

Contents

<i>Corporate Profile, Vision & Core Values</i>	2
<i>Letter To Shareholders</i>	4
<i>At A Glance</i>	10
• Group Financial Highlights	11
• Group Quarterly Results	12
• Financial Calendar	14
• Corporate Directory	15
• Corporate Structure	16
• Significant Events	18
• Awards & Accolades	22
<i>Corporate Governance And Transparency</i>	24
• Board Of Directors	38
• Management Team	44
• Investor Relations	46
• Shareholders' Information	48
• Share Prices And Monthly Volumes	49
<i>Risk Management & Financial Review</i>	50
• Risk Management	51
• Group Five-year Financial Summary	54
• Value Added Statement & Productivity Ratios	58
• Economic Value Added	60
<i>Market Review & Outlook</i>	62
<i>Corporate Social Responsibility</i>	68
<i>Human Capital</i>	72
<i>Promoting Health, Safety, Security And Environment</i>	78
<i>Competitive Edge & Capabilities</i>	90



Builder of the World's Largest Floating Platform @ Marina Bay

Proud Sponsor of NDP 08 Sparks and Giant Birthday Card Spectators' Display



CORPORATE PROFILE

Sembcorp Marine is a leading global marine and offshore engineering group specialising in a full spectrum of integrated solutions ranging from ship repair, shipbuilding, ship conversion and rig building to offshore engineering & construction. As one of the largest marine and offshore engineering leaders in Asia, the Group has a global network spanning six strategic hubs – Singapore, China, India, USA, Brazil and the Middle East. Sembcorp Marine's Singapore hub consists of Jurong Shipyard, Sembawang Shipyard, PPL Shipyard, SMOE and Jurong SML, supported by P.T. Karimun Sembawang Shipyard and P.T. SMOE (Batam) in Indonesia.



Sail-away of FPSO Hai Yang Shi You 117.

CORPORATE VISION

Sembcorp Marine aims to be the world leader in ship repair, shipbuilding, ship conversion, rig building and offshore engineering & construction, providing innovative solutions that exceed its customers' expectations. While anchoring itself for future growth, the Group continues to commit itself to fulfilling the changing needs and aspirations of its employees.

CORE VALUES

Integrity

We believe in and perform our duties with honesty, dedication and responsibility. We value loyalty, trustworthiness, reliability and openness as essential personal attributes in our corporate culture.

Teamwork

We are committed to working together and having trust in one another to achieve common organisational goals and results. We believe in promoting closer relationships and developing team spirit among our people to encourage speedy and open communication and to care for each other.

Community Responsibility

We view our business as being an integral part of society. We are committed to be a responsible corporate citizen, both locally and globally, contributing to community improvements, and to create a caring organisation.

Health, Safety, Security and Environmental Preservation

We are committed to continuously promote a safe and healthy work environment for our customers, employees, contractors and the community. We take responsibility for our own safety, security and for others both on and off the job.

Innovativeness

We believe that innovation and creativity are crucial to stay ahead of the competition and bring about better efficiency in the organisation. We secure industry leadership through constant innovative technological and engineering solutions and encouraging entrepreneurship.

Quality

We constantly and consciously strive to achieve world-class quality standards in everything we do for our customers, to improve our quality of life and to add value for our shareholders. We believe in continuous improvement and enhancing our competencies to meet rapid global changes.

People-Centredness

We respect and value every individual regardless of his or her position in our organisation. We provide equal opportunities and a conducive environment for employees to attain their full potential. We reward all employees fairly, benchmarking their performance to best practices. We believe in building a learning organisation for our people to acquire knowledge and skills to achieve professionalism.

Customer Service

Our customer is the key to our success. We continue to provide innovative solutions that add value to our customers and to build lasting relationships with them based on trust and shared purpose.