

CONTENTS

01	FY 2009 Key Figures
02	Group Quarterly Results

Corporate Stewardship

05	Letter to Shareholders
12	Corporate Profile
14	Global Strategic Hub
16	Board of Directors
22	Senior Management
24	Corporate Governance & Transparency
36	Risk Management
40	Investor Relations & Communications
44	Shareholders' Information
46	Financial Calendar
47	Corporate Directory
48	Corporate Structure
50	Awards & Accolades

Financial Review

54	Group Financial Highlights
55	Group Five-Year Performance Review
63	Economic Value Added

Operations Review & Market Outlook

66	Significant Events
70	Operations Review & Market Outlook

Forging the Future

79	Staying Globally Competitive
81	Long-term Partnerships
82	Investing in Productivity & Innovation

Corporate and Social Responsibility

85	Workplace Safety & Health
89	People Development & Training
92	Workplace Health Promotion
95	Contributions to the Community
99	Going Green

Forging the Future

Sembcorp Marine

- A leading global marine and offshore engineering group for more than 47 years.
- Comprehensive portfolio encompassing the full spectrum of integrated solutions in ship repair, shipbuilding, ship conversion, rig building, topsides fabrication and offshore engineering & construction.
- Strong track record for quality and timely delivery as well as ability to handle complex turnkey projects and repairs while meeting high standards of health, safety, security and environment.
- Development and ownership of proprietary designs for rigs and container vessels as well as innovative capabilities in fast-track semi-submersible construction.
- Continuous research and development to innovate work processes to further raise operational efficiency for greater competitiveness.
- Long-term strategic alliances with international ship operators that provide a steady and growing base-load in ship repair.

Key Developments

- Announced plans to develop a 206-hectare modern, work-efficient and integrated New Yard Facility at Tuas View Extension in Singapore to position Sembcorp Marine for sustainable growth and expansion of its businesses.
- Formed a joint venture with Kakinada Seaports to establish and operate a marine and offshore facility on the east coast of India.
- Announced plans to build a new shipyard in the State of Espirito Santo in Brazil to cater directly to one of the fastest growing offshore oil and gas exploration and production markets in the world.

FY 2009 KEY FIGURES

\$5.7 billion Turnover
\$986 million Gross Profit

\$938 million EBITDA
\$862 million Operating Profit

\$908 million Profit Before Tax
\$700 million PATMI

15 cents Total Dividends Per Share
34 cents Earnings Per Share

91 cents Net Asset Value Per Share
\$8.2 billion Market Capitalisation as at 8 March 2010



Ocean Courage