

## Inputs

### Suppliers

- Raw Materials
  - Metals, mainly steel plates and pipes
  - Wood, plastics, cables and consumables
- Equipment & Parts
  - Engine room machinery, process equipment and drilling packages
  - Software, sensors and systems machinery
  - Yard infrastructure and maintenance
- Chemicals & Gas
  - Paint for anti-fouling and corrosion protection
  - Bulk gases for production
  - Chemicals for process operation and treatment

### Special Service Providers

- Design Houses and Technical Consultants
- Inspection, Test, Commissioning and Certification Agencies
- Waste Management Services

### Labour Providers

- Sub-contractor Labour
- Local/International Workforce

## Our Value Chain

### DESIGN & ENGINEERING

- Products & Solutions Development
- Process Engineering
- Simulation & Testing

#### Material Impacts

- Business Integrity
- Innovation & Solutions Development
- Customer Focus
- Environmental Sustainability
- Human Capital
- Total Workplace Safety & Health

#### Where Impacts Occur / Ability to Influence

Within Sembcorp Marine, there is a high level of influence on the material impacts during this phase. There are various management systems and risk mitigation practices in place during design, engineering and procurement to ensure quality, safety, environment and performance standards. The Group strives to practise responsible procurement and requires supply chain partners to adhere to environmental, social and governance principles in its Supplier Code of Conduct.

### PROCUREMENT

- Raw Materials Sourcing
- Equipment & Parts Procurement
- Services & Manpower Contracting

### PRODUCTION

- Resource Planning
- Production Activities
- Project Management

#### Material Impacts

- Business Integrity
- Innovation & Solutions Development
- Customer Focus
- Environmental Sustainability
- Human Capital
- Total Workplace Safety & Health
- Community Engagement

#### Where Impacts Occur / Ability to Influence

There is a high level of involvement by the Group to manage impacts relating to quality, workplace safety and health, human capital, environmental sustainability as well as compliance with customers' location-specific operating requirements. Risk mitigation measures ensure projects are completed safely, on time and within budget. There is increasing adoption of eco-friendly and energy-efficient production processes as part of the Group's drive towards smarter, sustainable and greener operations. Some external impacts are managed at this stage, for example, labour market and community engagement.

### QUALITY, HEALTH, SAFETY & ENVIRONMENT VALIDATION

- Quality, Health, Safety & Environment Assurance
- Compliance Checks

### TRANSPORTATION & DELIVERY

- Towing Solutions
- Heavy Lifting
- Logistics Support

#### Material Impacts

- Business Integrity
- Innovation & Solutions Development
- Customer Focus
- Environmental Sustainability
- Human Capital
- Total Workplace Safety & Health
- Community Engagement

#### Where Impacts Occur / Ability to Influence

There continues to be a strong focus in managing customer relationships and fulfilling their delivery requirements. Influence of the Group is reasonably high regarding material topic impacts. To provide greener fleet transport solutions to customers, research and development is in progress for the design and construction of LNG-hybrid tugs to progressively renew the Group's diesel-powered tug fleet. Management systems and risk mitigation measures are in place to control product-related impacts, such as safety and emissions.

### PRODUCT IN OPERATION

- Product Training & Documentation
- After Sales Support

