

## FULFILLING THE NEEDS OF OUR CUSTOMERS



As a provider of engineering solutions to the global offshore, marine and energy industries, Sembcorp Marine is proud of our customer-centric culture. We focus on building long-term partnerships based on a thorough and continuous understanding of our customers' requirements. By delivering safe, cost-competitive and reliable products and services that satisfy their expectations, we aspire to be our customers' partner of choice.

Our working relationships with industry players often go beyond the project scope. By collaborating with customers, vendors and suppliers in critical areas such as R&D, cyber-security, workplace safety and health, and sustainability management, we multiply our contributions across the value chain.

	Our Commitment	Our Efforts in 2019
<b>Forging Strong Relationships</b>	<ul style="list-style-type: none"> <li>Achieve high levels of economic productivity with our strong customer base and highly diversified portfolio by establishing sustainable business relationships with repeat and new customers</li> </ul>	<ul style="list-style-type: none"> <li>Participated in six international offshore, marine and energy marketing events, conferences and exhibitions to increase brand awareness and develop our sales pipeline. We reached out to more than 100,000 visitors globally</li> </ul>
<b>Reinforcing Brand Loyalty</b>	<ul style="list-style-type: none"> <li>Achieve high levels of customer satisfaction and retention through high-performance quality product solutions, health, safety and environment (HSE) compliance and sustainability, as well as operational excellence</li> </ul>	<ul style="list-style-type: none"> <li>Met internationally recognised compliance audits for ISO 9001, ISO 45001, ISO 14001 and ISO 37001</li> <li>Installed a new robotic-enabled steel fabrication facility and 2 x 15,000 MT cranes to strengthen our project execution</li> <li>Maintained 100% compliance with product safety and health</li> <li>Attained overall 95% customer satisfaction</li> </ul>
<b>Building Trust</b>	<ul style="list-style-type: none"> <li>Achieve high levels of mutual trust, information confidentiality and data security, enabling effective long-term synergistic partnerships, solutions development and joint improvement</li> </ul>	<ul style="list-style-type: none"> <li>Supported customers' pre- and front-end engineering development projects, and co-developed new products and solutions</li> <li>Collaborated with classification societies to tailor cybersecurity policies and solutions for the maritime ecosystem</li> <li>Continued to protect customers' data and Intellectual Property (IP)</li> </ul>

"Some **\$530 million** of our new orders last year - over one-third of the total - related to greener solutions, including scrubber and ballast water management system retrofits, and gas and renewable energy projects. Among them, the Group won a design-and-build contract from Mitsui O.S.K. Lines (MOL) for a 12,000 cbm capacity LNG bunker vessel."

- Extracted from Chairman and CEO's Joint Report in Sembcorp Marine Annual Report 2019



MOL LNG Bunker Vessel Strike-steel Ceremony

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## New Partnerships & Contracts



Sembcorp Marine secured a floating production unit (FPU) construction and integration contract for Shell's Whale Field Development in the Gulf of Mexico. This project is testament to our yard capabilities and Shell's trust in us, following our successful bid for the Shell Vito FPU project in 2018.



We won a contract to fabricate two well-head platforms for North Oil Company-operated Al Shaheen oil field.



Sembcorp Marine signed our first repair and upgrade contract with NYK Cruises for a major refit of Asuka II, Japan's largest cruise ship.

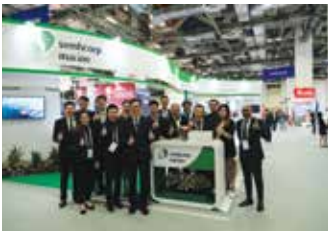


Project management teams at the Mitsui O.S.K. Lines (MOL) LNG Bunker Vessel Strike-steel Ceremony in September 2019. This is our first LNG bunker vessel construction project.

## REACHING OUT TO OUR GLOBAL CUSTOMERS AND PARTNERS



SEA ASIA 2019



Sembcorp Marine representatives at Sea Asia 2019, a biennial exhibition attended by maritime players and international exhibitors.



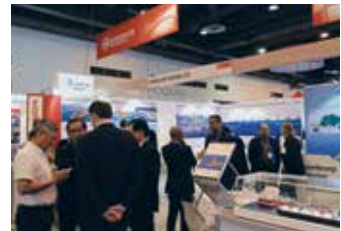
SEATRADE CRUISE  
GLOBAL 2019



Sembcorp Marine team with other delegates at Seatrade Cruise Global 2019, where we were the only Asian exhibitor.



OFFSHORE  
TECHNOLOGY  
CONFERENCE (OTC)  
2019



Sembcorp Marine showcased its capabilities and innovative technologies at OTC 2019.

### Celebrating Key Milestones & Achievements together



Project management teams at the Norled Battery-powered ROPAX Ferries Strike-steel Ceremony, which took place in July 2019 at Tuas Boulevard Yard. This project marks our entry into the ROPAX ferry design and construction segment.



The Johan Castberg Floating Production, Storage & Offloading (FPSO) Vessel Keel-laying Ceremony took place in March 2019 at Tuas Boulevard Yard. Our partnership with project owner Equinor strengthened Sembcorp Marine's brand in Norway.



We completed upgrading works on the 173,400 cbm Floating Storage & Regasification Unit (FSRU) BW Magna for BW LNG Pte Ltd in December 2019.



**NOR-SHIPING  
2019**



Sembcorp Marine President & CEO Mr Wong Weng Sun (left) introducing our projects to Senior Minister of State for Transport, Dr Lam Pin Min.



**GASTECH  
2019**



Mr Alfred Moujaes (second from right), Managing Director of Sembcorp Marine Gas & Process Solutions, interacting with visitors.



**OFFSHORE  
ENERGY WEEK  
2019**



Sembcorp Marine attended the Offshore Energy Week 2019 in Amsterdam, the Netherlands.

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## Our Deliveries in 2019



Distinguished guests with senior management of Sembcorp Marine and Heerema Marine Contractors at the Naming Ceremony for the Sleipnir. Our successful completion of this vessel demonstrates the Group's ability to deliver world-class projects that meet the best safety, quality and environmental standards.



Senior management of Sembcorp Marine and Helix Energy Solutions Group at the Naming Ceremony for the Q7000 well intervention semi-submersible rig. The vessel's -20°C structural design temperature demonstrates Sembcorp Marine's advanced engineering solutions for deeper, colder and harsher operating environments.



Our Estaleiro Jurong Aracruz (EJA) yard crossed a significant operational milestone in September 2019 with the completion of the Petrobras P-68 FPSO, its first floating production, storage and offloading project. In completing this project, EJA cements its status as a premier facility in Brazil capable of taking on full engineering, procurement, construction and commissioning work for large-scale offshore projects.

Repaired & upgraded **280** vessels with a total revenue of **\$605** million

Set a **NEW** industry record of **55** LNG-related Repairs & Upgrades Contracts in a single year

Retained our position as Asia's **TOP** cruise vessel repair and upgrading company with **16** projects completed in 2019

Secured more than **200** orders for ballast water management system and gas scrubber retrofits

**Trusted Partner**  
in *Advanced Technologies* for  
a Sustainable  
Future



The unique membrane tanks of the 12,000 cbm Liquefied Natural Gas (LNG) bunker vessel, constructed for our customer MOL, will be fabricated under a licensing agreement with LNG containment specialist GTT. This project strengthens our track record in LNG-related engineering designs and solutions.

In 2018, Sembcorp Marine won a contract from Ørsted to build two topsides (right) for the Hornsea 2 Offshore Wind Farm in the UK North Sea.



We continue to strengthen our position in the renewable energy segment, partnering with Jan De Nul N.V. in 2019 to fabricate 15 jacket foundations for the 378MW Formosa 2 Offshore Wind Farm in Taiwan.



Sembcorp Marine's design and construction of three identical battery-powered ROPAX ferries for Norled AS showcase our zero emission energy solutions.