



**sembcorp
marine**

Integrated Synergies, Global Possibilities.

FY2022 RESULTS PRESENTATION

27 FEB 2023

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Agenda

- **President & CEO Address**
- **Group Finance Director Address**
- **Question and Answer Session**

- ❖ Strong execution and completion of key projects
- ❖ New contract wins totalled S\$7.01 billion in FY2022
- ❖ Net order book increased to S\$6.75 billion as at 31 December 2022
- ❖ EBITDA for 2H2022 turned positive at S\$12 million with full-year EBITDA of -S\$7 million, a 99% improvement against the prior year

Overall, the Group's operational and financial performance improved significantly with the progressive resolution of COVID-19 challenges, enabling smoother and successive completions of projects



- **Outcome of EGM**
- **A Transformative Combination**
- **Global Scale & Operating Platform**
- **Enlarged Group on Completion**

A Transformative Combination



Keppel **Offshore**⁽¹⁾
& **Marine**



Creation of a premier global player offering offshore renewables, new energy and cleaner solutions in the offshore & marine sector



World-class engineering capabilities and global operational capabilities



Well-established track records for quality and reliability in executing complex, large-scale projects



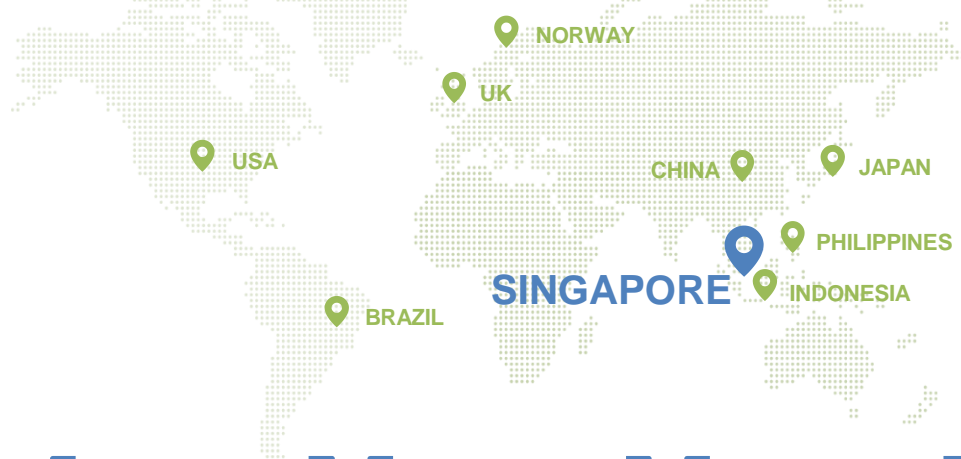
Synergies from the combined operating and engineering capabilities are expected to deliver long-term value creation

Strengthens Singapore's Position as both a Maritime and an Offshore & Marine Hub

Note:

- 1) Excludes KOM's legacy rigs and associated receivables to be sold to a separate Asset Co that will be 10%-owned by Keppel and 90%-owned by other investors, and Floatel International Ltd and Dyna-Mac Holdings Ltd to be retained by Keppel.

Enlarged Group to have the reach and platform to capitalise on the global energy transition



~S\$18bn
Net Order Book⁽¹⁾

>40
Ongoing Projects⁽¹⁾

~23,000
Combined Workforce

Enlarged Group will be able to immediately realise economies of scale, and be strategically positioned to seize opportunities in the improving industry landscape

Note:

1) Please refer to the Company's announcement dated 15 November 2022 titled "Sembcorp Marine Interim Business Update for 3Q/9M 2022" and KCL's 2H & FY2022 Financial Results announced on 2 February 2023.

SELECT ONGOING ORDERS

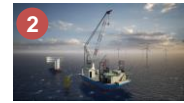
Offshore Converter Platforms / Stations



SCM and KOM currently have several offshore converter platforms projects with the following customers:

- RWE Renewables
- Confidential Client
- TenneT

Wind Turbine Installation Vessels



SCM and KOM currently have 2 WTIV projects with the following customers:

- Maersk Supply Services
- Dominion Energy

FLNG Facilities Conversion Projects from Fortress Energy



SCM awarded Master Service Agreements for the engineering, conversion, topside fabrication and integration of two Sevan drilling vessels into Floating LNG facilities

Brazilian Navy Research Support Vessel



SCM's Brazilian yard was awarded a research support vessel work for the Brazilian Navy and the Brazilian Antarctic Programme

Petrobras newbuild FPSO contracts



SCM and KOM currently have 4 newbuild FPSO projects with Petrobras

- FPSO P-78
- FPSO P-80
- FPSO P-82
- FPSO P-83



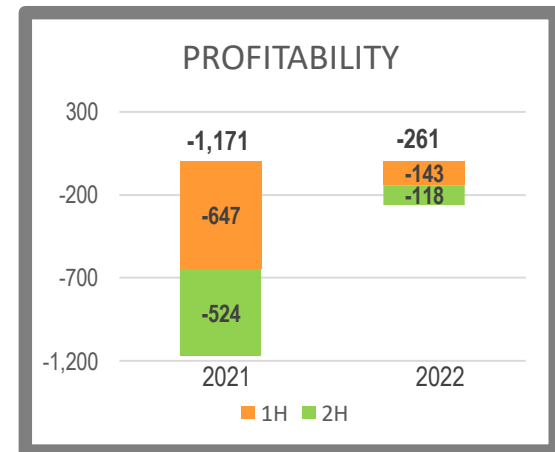
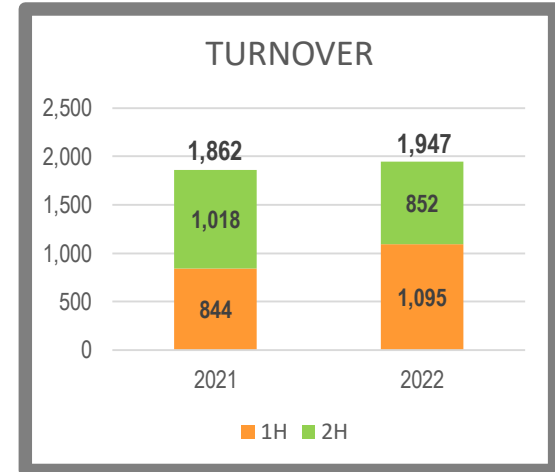
- 1 Global Footprint with World-class Integrated Yards/Facilities and Synergistic Operations
- 2 Distinct Differentiation and Expert Capabilities in EPC and Integration, Pre-com, Hook-up and Commissioning
- 3 High Standard of Project Execution with a Proven Track Record of Delivering Projects On Time, On Budget, Safely, Reliably, and to the Highest Quality.
- 4 Deep R&D Capabilities, Domain Expertise, Engineering and Technological Bench Strength
- 5 Future-ready Capabilities/Knowhow to Contribute to the Global Transition to a Low-carbon Economy
- 6 Broad Suite of Products & Services including Sustainable and Renewable Solutions
- 7 Established Customer Relationships including Long-standing Partnerships with Industry Leaders



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- ❖ Recorded revenue of S\$1,947 million for FY2022, 5% higher YoY
- ❖ Cut FY2022 net loss to -S\$261 million, 78% reduction from prior year
- ❖ Turned EBITDA positive in 2H2022, with FY2022 EBITDA of -S\$7 million, a 99% improvement over the prior year
- ❖ Successive completions of 12 key projects enabling re-deployment of resources to other projects; no projects cancelled



Group (\$ million)	FY2022	FY2021	+ / (-) %
Turnover	1,947	1,862	5
Gross Loss	(132)	(1,082)	(88)
EBITDA	(7)	(1,028)	(99)
Operating Loss	(206)	(1,224)	(83)
Loss before tax	(240)	(1,255)	(81)
Net Loss	(261)	(1,171)	(78)
EPS (basic) (cts)	(0.83)	(6.49)	(87)

- Operational and financial performance improved significantly with the progressive resolution of COVID-19 challenges.
- FY2022 EBITDA improved 99% year-on-year to -\$7 million
- FY2022 Net Loss cut by 78% to -\$261 million

Group (S\$ million)	FY2022	FY2021	% change
Net cash generated from operating activities	1,039	(589)	n.m.
Net cash from investing activities (mainly Capex)	(26)	(44)	(41)
Net cash from financing activities (mainly payment of lease liabilities)	(21)	964	n.m.
Net increase in Cash	992	331	200
Cash and cash equivalents	2,091	1,104	89

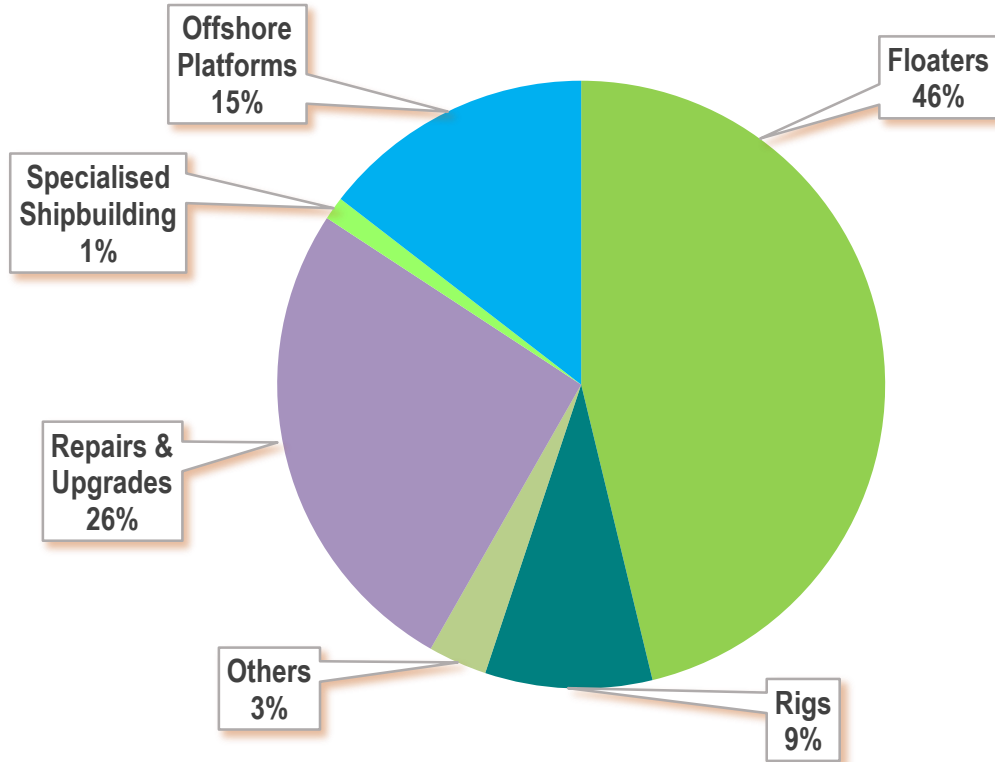
- **Positive operating cash flow generated of +S\$1,039m; significant improvement over FY2021 of -S\$589m**
- **Prudent reduction in capex spend without compromising safety and operability**

Capital, Gearing and ROE

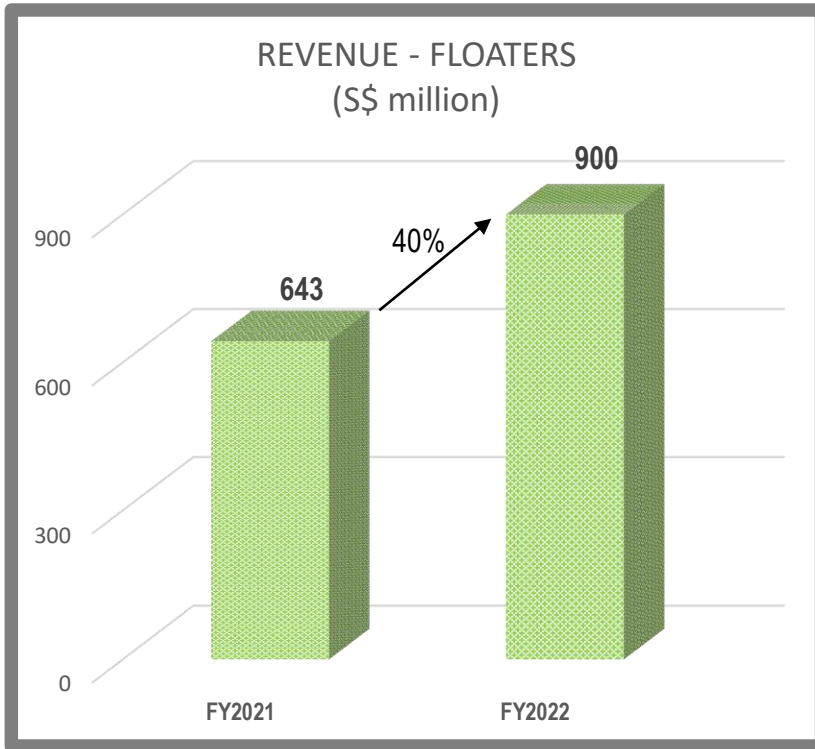
Group (\$ million)	FY2022	FY2021	% change
Shareholders' Funds	3,769	4,001	(6)
Net Debt	998	1,972	(49)
Net Working Capital	(301)	493	n.m.
Net gearing ratio (times)	0.26	0.49	(47)
Interest coverage ratio (times)	(0.05)	(12.4)	n.m.
ROE (%)	(6.7)	(30.5)	(78)
ROTA (%)	(1.4)	(12.0)	(88)
Net Asset Value (cents)	12.01	12.75	(6)

- Net debt improved to S\$1.0 billion with lower gearing ratio at 0.26
- No usage during 4Q2022 of balance S\$600 million from FY2021 Rights Issue proceeds

FY2022 SEGMENTAL REVENUE



	FY2022	FY2021	YoY +/(-) %
Floaters	900	643	40
Repairs & Upgrades	506	396	28
Offshore Platforms	283	574	(51)
Rigs	173	160	8
Specialised Shipbuilding	24	33	(27)
Others	61	56	9
Total	1,947	1,862	(5)



- Floaters revenue rose 40% YoY
- Projects include FPSO & FPU (newbuild & conversion)

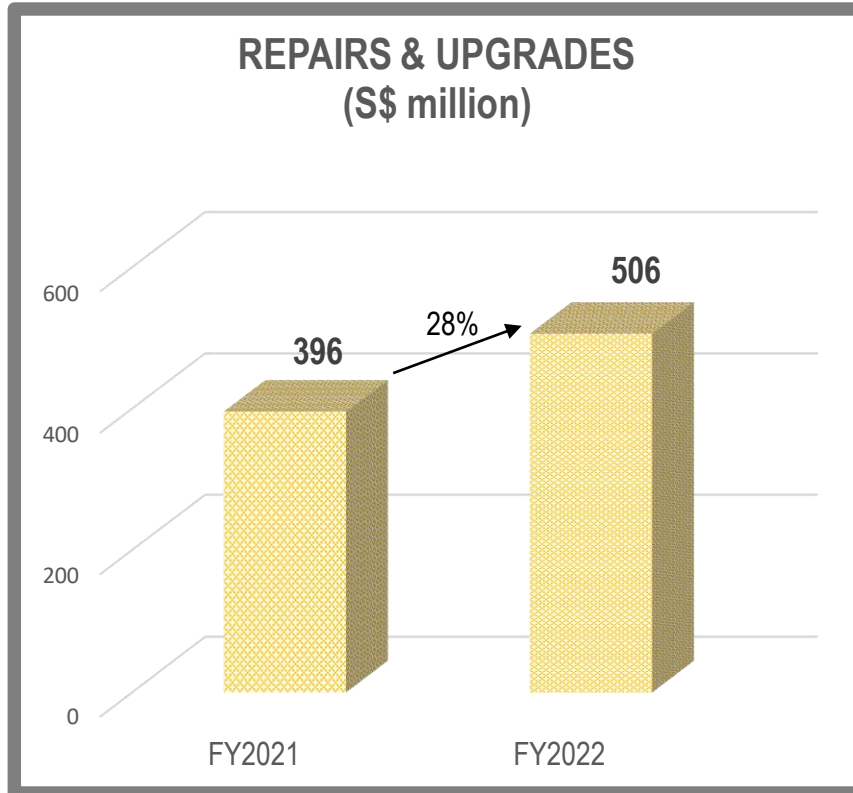
Delivered

- Equinor Johan Castberg - Newbuild FPSO
- Technip Energies Karish - Newbuild FPSO
- P-71 - Newbuild FPSO
- Shapoorji - FPSO Conversion

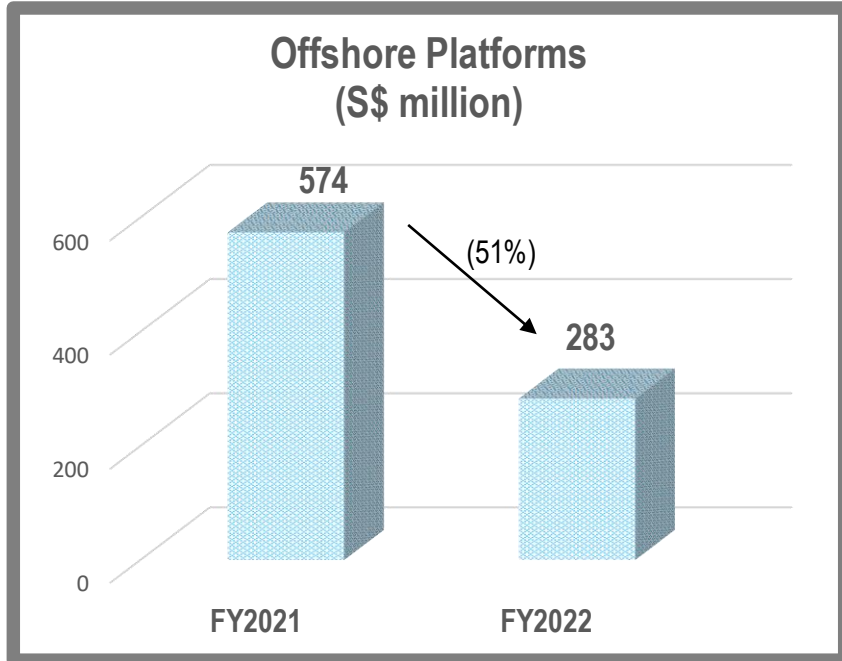
Ongoing Projects

- Shell Whale - Newbuild FPU
- P-82 - Newbuild FPSO

Repairs & Upgrades

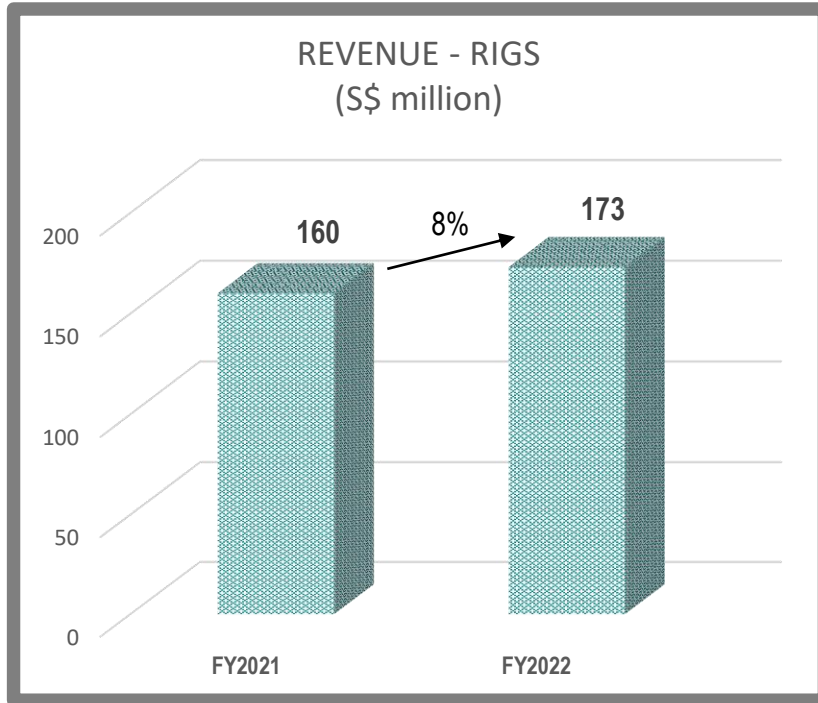


- Revenue rose 28% YoY
- Increase in vessels serviced to 221 (FY2021 : 144 vessels)
- 25 LNG carriers serviced (largest segment) including LNG reliquefaction retrofits with BWMS
- Ongoing upgrade for 3rd FSRU for *Karmol* (JV between Karadeniz Holdings and MOL)

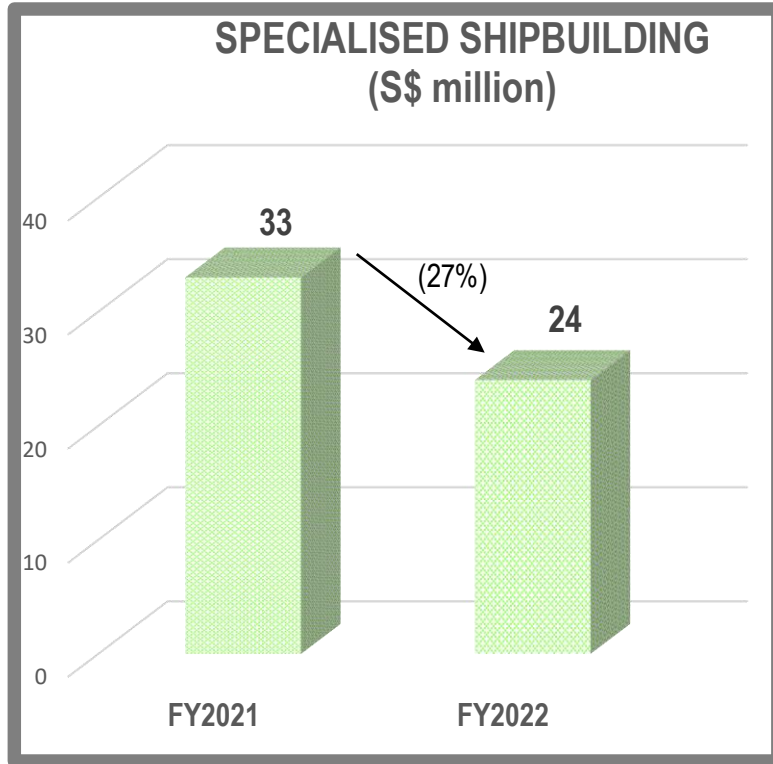


- Revenue declined 51% YoY as more projects neared completion
- Projects include Fixed Production Platforms, Offshore Wind Farm Platforms and Gas Topsides
- **Delivered:**
 - Orsted Hornsea 2 Offshore Wind Farm
 - Reactive Compensation Station (RCS) Topsides
 - Jan De Nul Formosa 2 Offshore Wind Farm – Wind Turbine Jacket Foundations
 - TotalEnergies Tyra Redevelopment Project
 - NOC Gallaf Batch 2: Wellhead Platforms
- **Projects under execution:**
 - RWE Renewables Sofia Offshore Wind Farm
 - Gas Topsides for Major Energy Company in Australia
 - Bechtel – Pluto Train 2 Gas Project

Rigs (incl WTIV)



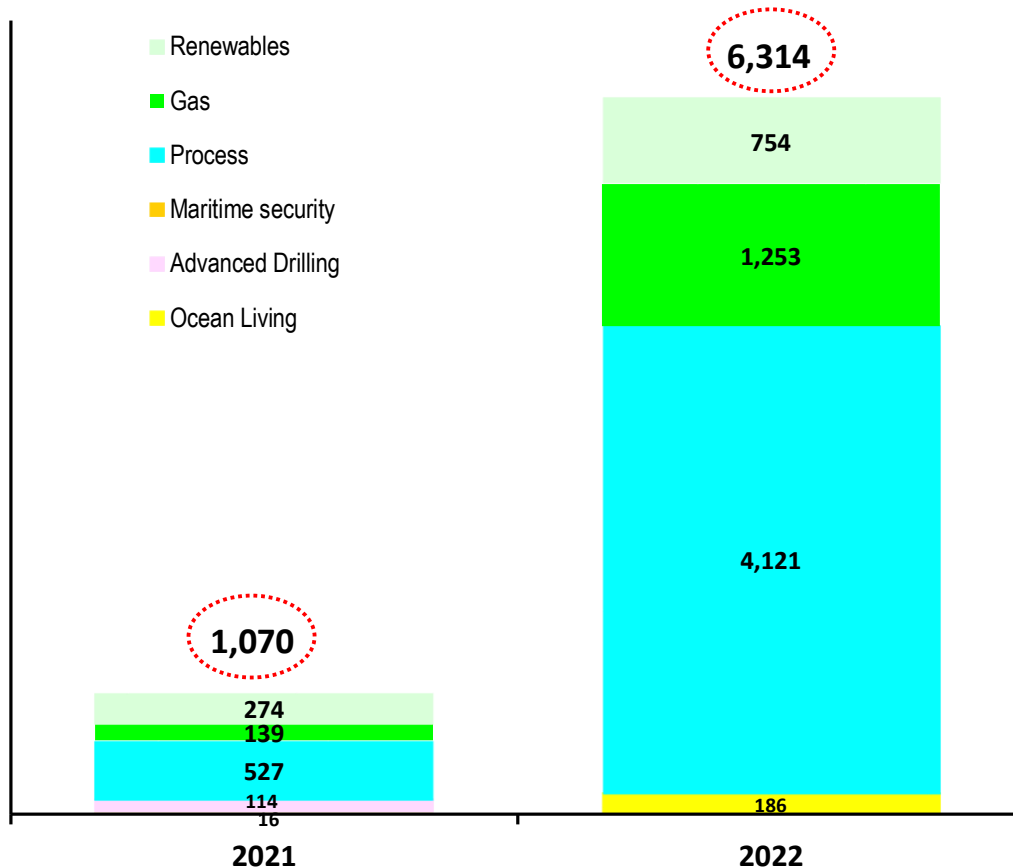
- Revenue rose 8% YoY
- Projects include Drillships and WTIV
- **Delivered:**
 - Transocean Deepwater Atlas
 - Transocean Deepwater Titan
- **Projects under execution:**
 - Maersk WTIV



- Specialised Shipbuilding revenue declined 27% YoY with vessel completions
- **Key Projects**
 - 3 units of Battery-operated Ropax ferries delivered
 - 12,000 cubic metres LNG bunker vessel

Net Order Book

S\$'M

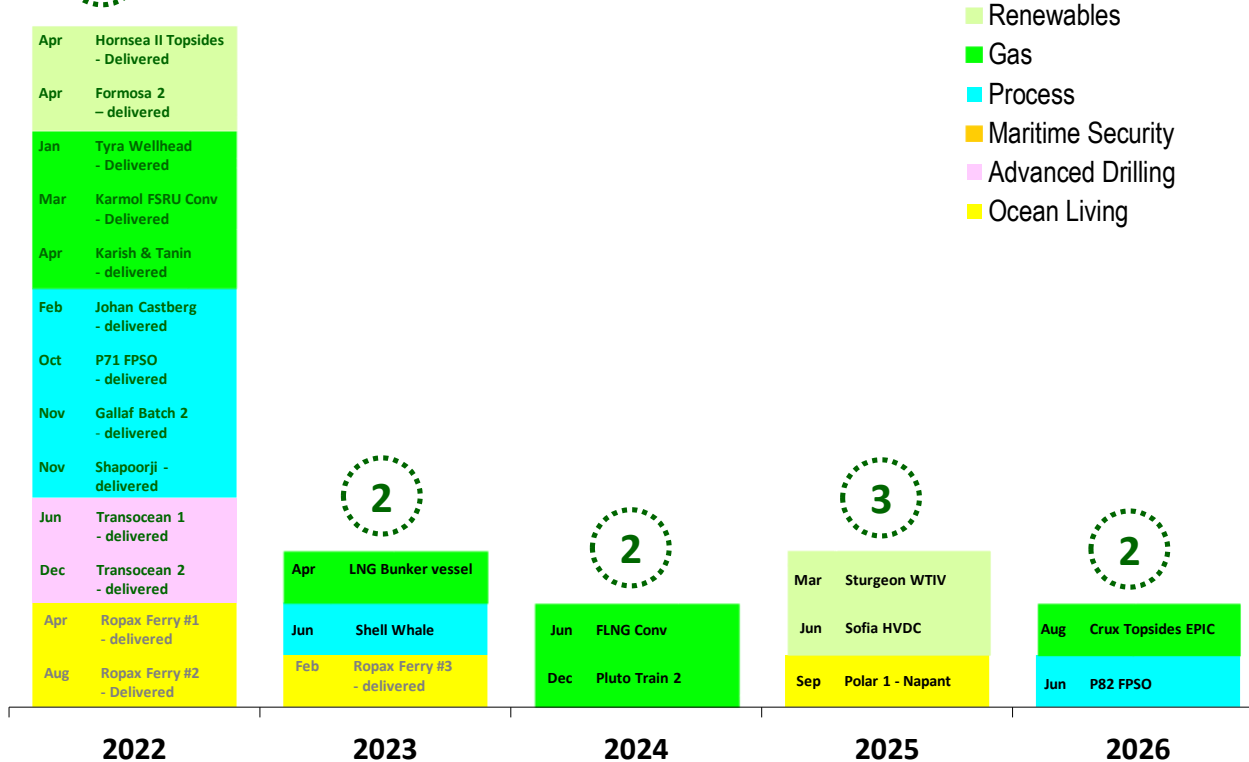


Net Order Book of S\$6.75 billion comprises:

- S\$6.31 billion of projects under execution (with a total original contract sum of S\$7.07 billion)
- S\$0.44 billion of ongoing Repairs & Upgrades projects
- Overall improvement in order visibility
- 37% or S\$2.5 billion relates to greener solutions

Projects Delivery Schedule

12 (3 Ropax ferries considered 1 Proj)



- 21 projects under execution
- 12 key projects delivered in FY2022 and to-date
- Balance 9 projects to be delivered from FY2023 to FY2026



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