



# 61<sup>st</sup> Annual General Meeting

26 April 2024



# DISCLAIMER

The material in this Presentation has been prepared by Seatrium Limited and contains general background information about the Company's activities as at the date of this Presentation. No representation, warranty, or undertaking, express or implied, is made as to, and no reliance should be placed on, the fairness, accuracy, completeness or correctness of the information or the opinions contained herein.

The Presentation may contain forward-looking statements. These statements are not statements of historical fact and reflect the Company's intent, belief, or current expectations with respect to its future businesses and operations. Forward-looking statements are not guarantees of future performances and actual results may differ materially from those made in or suggested by the forward-looking statements contained in this Presentation. In addition, even if the performances and results are consistent with the forward-looking statements contained in this Presentation, those results or developments may not be indicative of performances and results in subsequent periods.

Readers are cautioned not to place undue reliance on these forward-looking statements. The Company does not represent or warrant that their actual future performance and results will be as contained in the Presentation. Further, the Company disclaims any responsibility, and undertakes no obligation to update or revise any forward-looking statements contained in this Presentation to reflect any change in their expectations with respect to such statements or information after the date of this Presentation to reflect any change in events, conditions, or circumstances on which the Company based any such statements. Factors that could cause the change in the statements or information include but not limited to wars, supply chain disruptions, climate change, general industry and economic conditions, interest rate trends, exchange rate movement, cost of capital and capital availability, competition, regulatory, governmental and public policy changes.

## 28 FEBRUARY 2023: A TRANSFORMATIVE COMBINATION

**Keppel** **Offshore  
& Marine**



**sembcorp  
marine**



# Seatrium

- ✓ Synergies from combined competencies and capabilities
- ✓ Enhanced competitiveness, i.e. greater scale and cost efficiencies
- ✓ Stronger operational and financial position

# FY2023 KEY ACHIEVEMENTS

## INTEGRATED AS ONE SEATRIUM

- ✓ Implemented **One Seatrium Delivery Model** enabling global, end-to-end project execution
- ✓ Integrated people, processes and systems
- ✓ Identified **S\$300 million of annualised synergies & savings, S\$200 million in procurement savings**; On track to realise more savings

### Improved Performance

Revenue increased to **S\$7.3 billion**; **13 major projects** successfully delivered<sup>1</sup>

### Strong Order Book

Achieved **new orders<sup>2</sup> of S\$4.5 billion**, with **net order book of S\$16.2 billion**

### Capital Management

Secured **over S\$3.5 billion in financing<sup>3</sup>**; **71% sustainability-linked & green**

### New Strategy Formulated

Defined strategic pathways to build a **profitable and resilient business**

### Awards & Accolades

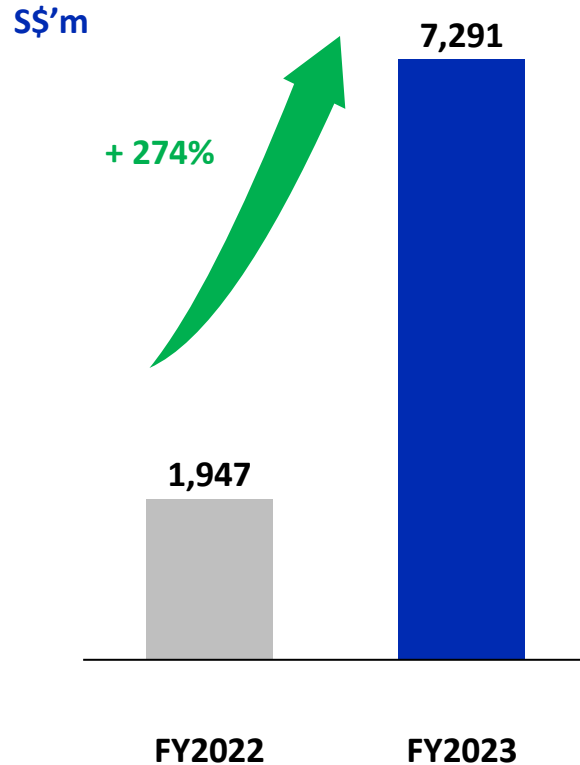
Received **34 Workplace Safety & Health** and **2 Singapore Environmental Achievement** awards

### Sustainability

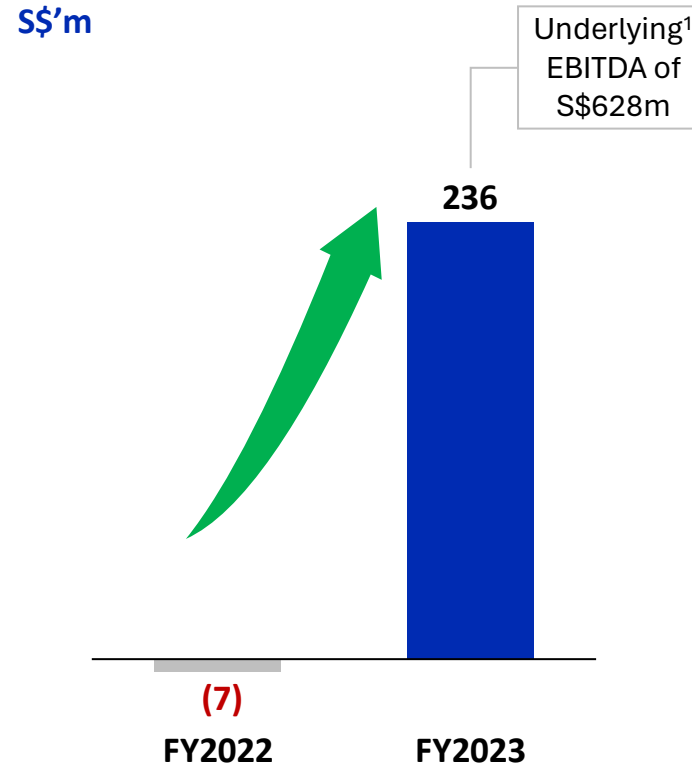
Launched Sustainability Vision 2030; Target to achieve **Net Zero by 2050**

# FY2023 FINANCIAL HIGHLIGHTS

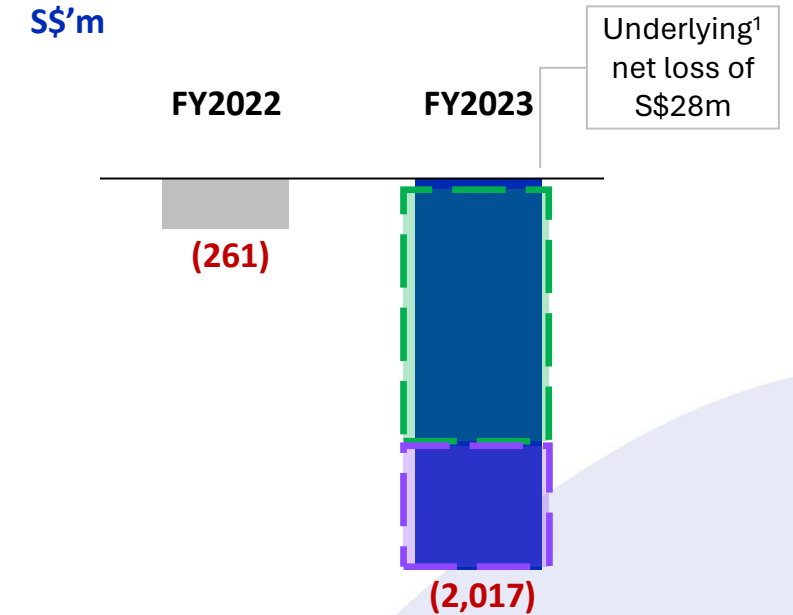
## REVENUE



## EBITDA



## NET LOSS



FY2023 net loss includes exceptional items of S\$2.1 billion, comprising:

- S\$1.4 billion of non-cash write-downs of surplus and non-core assets arising from strategic review; and
- S\$0.7 billion of provisions

# STRONGER BALANCE SHEET

S\$ million	31 December 2022	31 December 2023	+ / (-) %
Net Current (Liabilities) / Assets	(301)	55	n.m.
Net Debt	998	747	(25)
Shareholders' Funds	3,769	6,395	70
Net Leverage <sup>1</sup>	n.m.	3.2	-

- ✓ **Transformed balance sheet** to “Net Current Asset” position
- ✓ **Recalibrated debt** with average loan maturity extended by c. 2 years to beyond 2025
- ✓ **Improved liquidity** with undrawn facilities of c. S\$2 billion
- ✓ **Improved net leverage<sup>1</sup>** to 3.2x



# OUR STRATEGY:

To build a profitable and resilient business

**\$0.5 trillion opportunity in the next 5 years<sup>1</sup>**



## Oil & Gas

*Reinforce our leadership  
in production assets*



## Offshore Wind

*Accelerate transition and  
position for floating wind*



## Repairs & Upgrades

*Grow baseload of  
high-value works*



## CCS & New Energies

*Invest selectively for  
future commercialisation*

### STRATEGIC ENABLERS

One Seatrium Delivery Model

Technology and product development

Robust capital structure

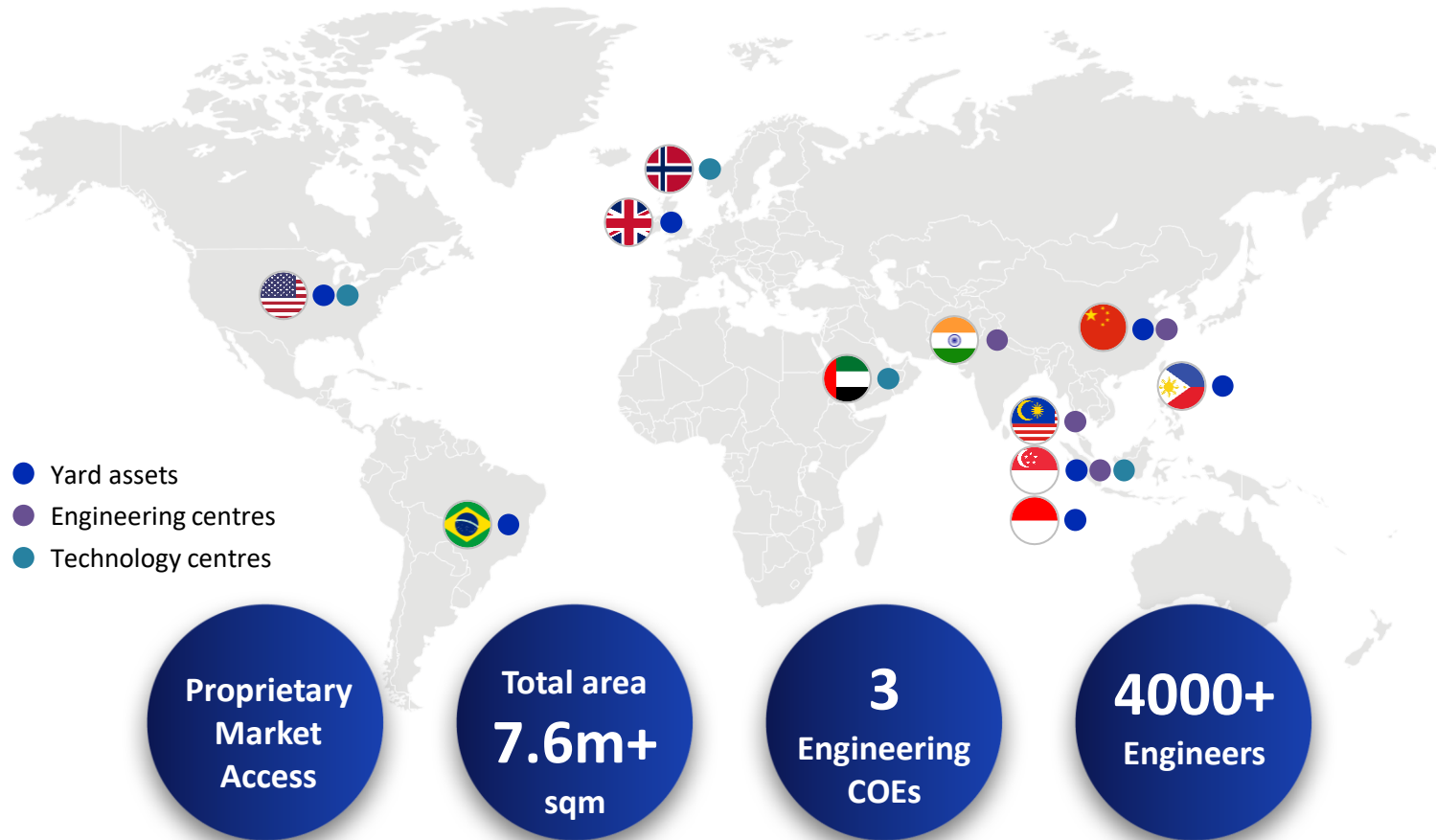
Global talent pool

Diverse and inclusive organisation

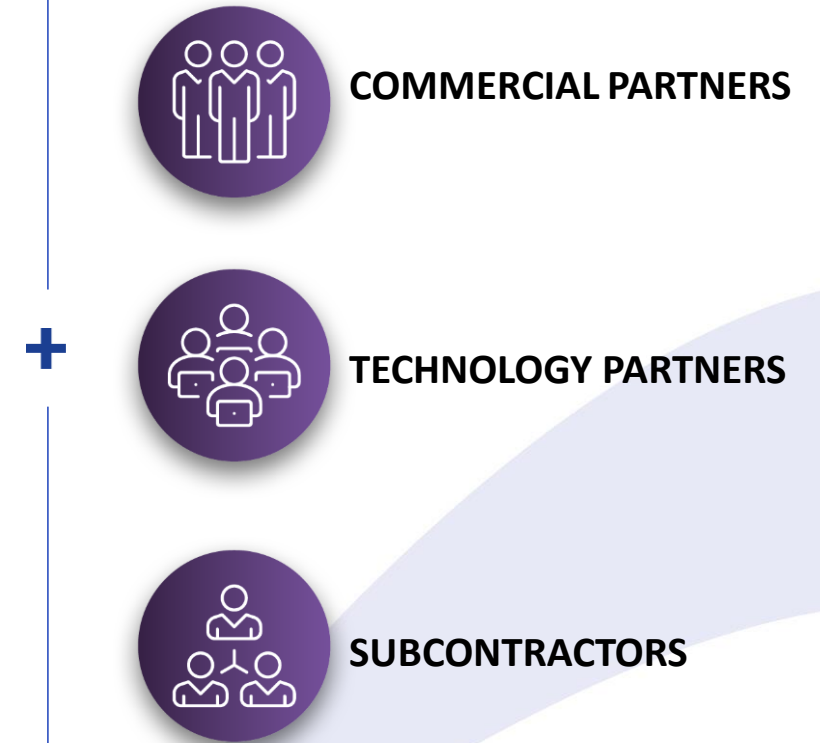
Sustainability as a business

# ONE SEATRIUM DELIVERY MODEL: Coordinated global network to deliver increasingly complex products

## OUR GLOBAL FOOTPRINT



## PARTNERSHIPS & OUTSOURCING





# ESG:

## Operate under highest standards, embed sustainability as a business opportunity

### ENVIRONMENT

Engineering innovative solutions by operating sustainably



**40%** of net orderbook from cleaner/green projects



**40%** emission reduction by 2030<sup>1</sup>  
**NET ZERO** By 2050

### SOCIAL

Promoting diversity & inclusion, human rights, safety and well-being



Maintain **Zero** fatality rate



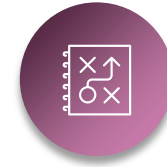
Relentless focus to reduce **LTIR<sup>2</sup>**

### GOVERNANCE

Mitigating enterprise risks through multiple layers of checks and balances



**Integrated assurance framework and code of conduct** (ISO 37001 certification)



End-to-end resourcing & **project risk management**

### Sustainability at the core of our business



Offshore wind



Marine decarbonisation



CCS



New energies

BY 2028, WE TARGET TO CONSISTENTLY ACHIEVE ...

≥ S\$1.0b

EBITDA

≥ 8.0%

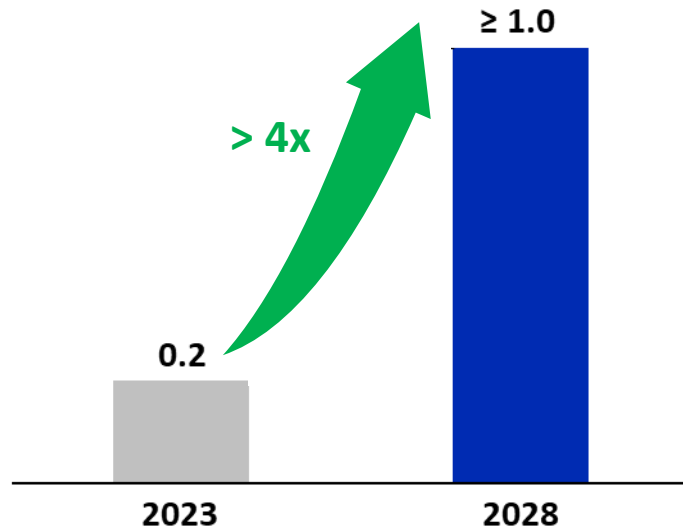
Return on Equity

c. 2.0-3.0x

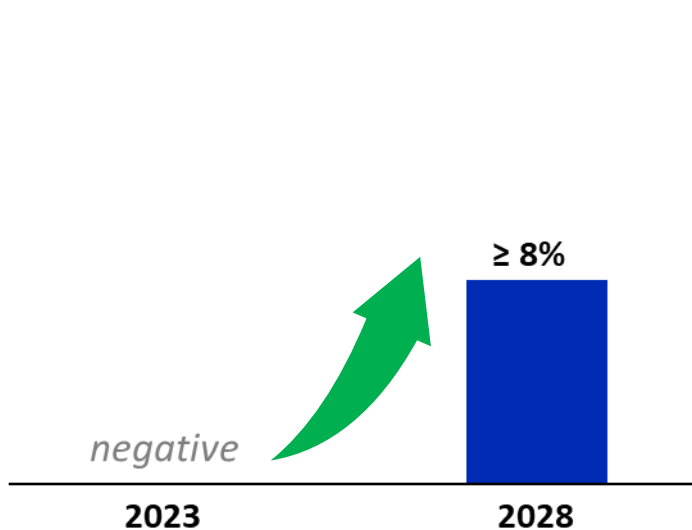
Net Debt/EBITDA

... VERSUS FY23

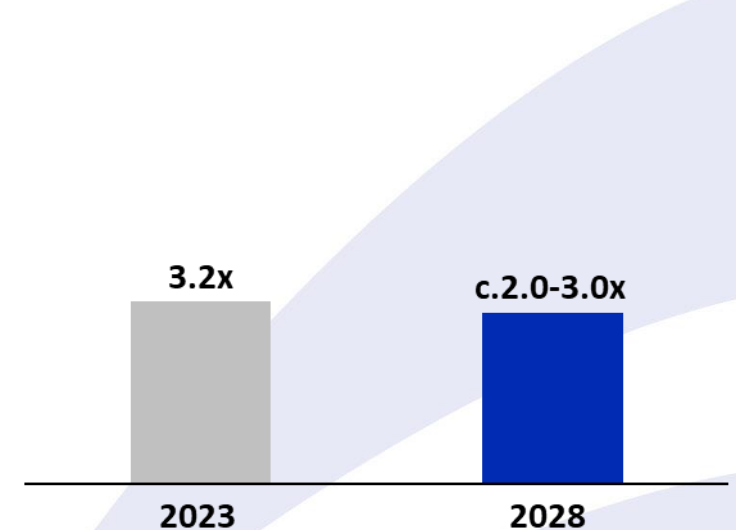
> 4x uplift



Turnaround



Sustain



# KEY PRIORITIES FOR 2024:

## Improve Business Performance and Total Shareholder Return



### Capture synergies and cost savings

- Identify further initiatives to drive a leaner cost structure



### Laser-focused on execution of order book

- Deliver projects safely, on time and on budget



### Secure new order wins and grow pipeline

- Improve cash flow profile and profitability



### Proactive capital management

- Improve return for shareholders, including a S\$100 million share buyback programme<sup>1</sup>



**Engineering Our Future Together**