



# Powering The Future

Nomi Ahmad

Head of UK

NEPIC Meet the Members event

June 2018

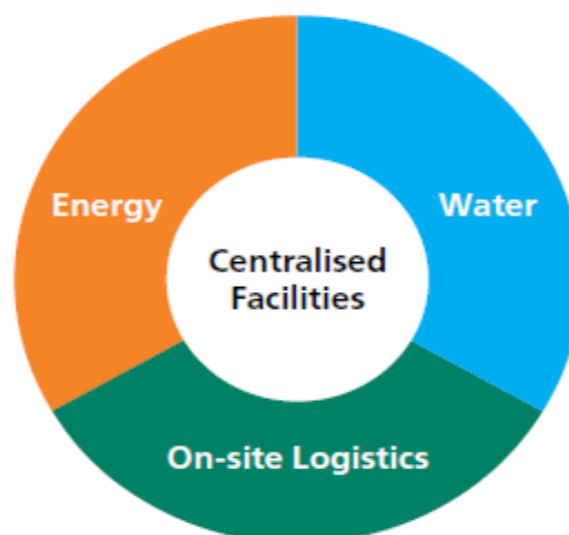
c.25 years of energy sector experience



KIDDER, PEABODY  
& COMPANY

FOUNDED 1865





#### ENERGY

- Power generation and retail
- Process steam production and supply
- Natural gas import, supply and retail

#### WATER

- Wastewater treatment
- Reclaimed water
- Desalinated water
- Potable water
- Water for industrial use, including demineralised water, industrial water, raw water, chilled water, cooling water, seawater cooling and firewater

#### ON-SITE LOGISTICS

- Service corridor
- Hazardous waste incineration
- Chemical storage
- Asset protection



# Sembcorp Industries Group Structure



Temasek Holdings 49.5%

Public Shareholders 50.5%

## Sembcorp Utilities



Provides energy, water, on-site logistics and solid waste management solutions to industrial and municipal customers.

## Sembcorp Development



Develops, markets and manages urban developments comprising industrial parks as well as business, commercial and residential space.

## Sembcorp Marine



Market cap\* S\$4.8 billion

Offers innovative offshore & marine engineering solutions focusing on four key capabilities: rigs & floaters, repairs & upgrades, offshore platforms and specialised shipbuilding.

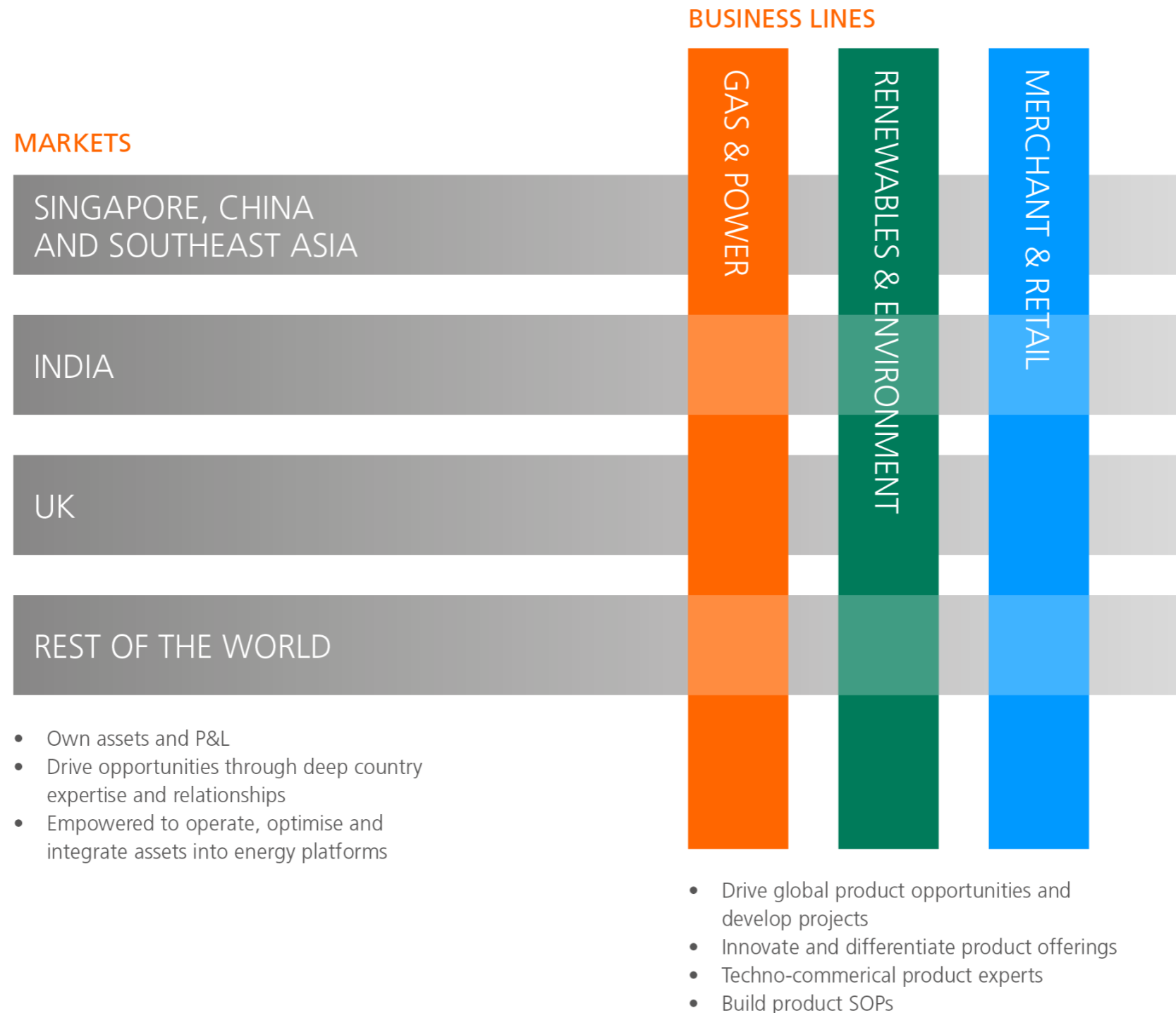
**A leading energy, water, marine and urban development group**

\* As at May 22, 2018

# A Scalable Global Operating Model

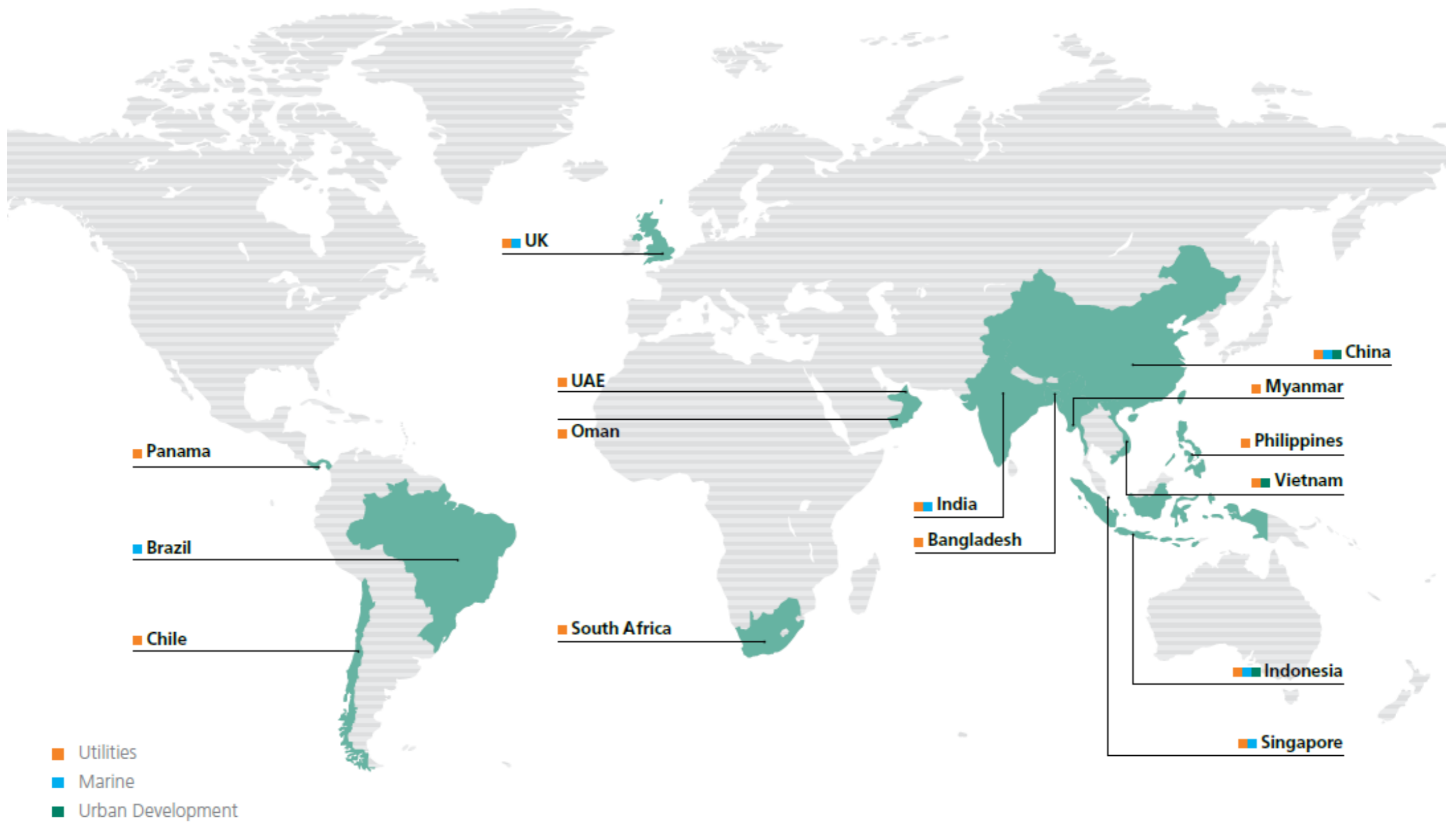


Our matrix organisation allows us to leverage resources and achieve value-focused growth across markets and business lines globally



# Global Operations across 15 Countries in 5 Continents

Well-Positioned in Key Growth Markets



# Utilities – Repositioning Portfolio

- ***Sharpen geographical focus - deeper presence in selected markets***
- ***Balance portfolio – be in emerging and developed markets***
- ***Recycle capital - to strengthen balance sheet and enable sustainable growth***



# Sembcorp – Wilton International Utility Assets



**Energy that is On-Site Generated, Low Carbon, Resilient, Affordable**



## **Biomass Power Station (2007)**

33 MW (Biomass (Wood) Fired)  
CHP station supplying Renewable  
Energy



**£297million invested since 2003**

**Transitioning to a low carbon and  
renewable fuelled Combined Heat  
and Power (CHP) asset base**



## **GT1+ST11 (2004/2011)**

1 x 70MW Combined Cycle Gas  
Turbine CHP plant



## **GT2 (2009)**

1 x 40MW Gas Turbine CHP Plant



## **EfW CHP Plant (Wilton 11) (2016)**

39MW Power or 150 te/h of Steam



## **Package Boilers (2007)**

120 te/h of Steam

# Biomass breakthrough



# Additional Low Carbon Landmark Investment



# Additional Low Carbon Investment



# New Horizons At Wilton



# Attracting Jobs And Investment



# Sembcorp Development Plans At Wilton



# Working With Others



# Building Our UK Business



12 The Gazette WEDNESDAY, JUNE 6, 2018

@TeessideLive

## BUSINESS

Making your business our business.



# Sembcorp becomes major power player



Looking over the industrial site at Wilton

By COREENA FORD

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TEESSIDE energy group Sembcorp is poised to become a major player in the UK electricity market following a £216m deal to acquire UK Power Reserve.

Sembcorp Industries, which employs more than 170 people at Wilton, has announced an agreement to acquire the business and assets of the Solihull business, which is the UK's largest flexible distributed energy generator.

The announcement transforms the UK business of Singapore headquartered Sembcorp's UK business, from being a provider of centralised utilities on Teesside into an integrated energy business with operations across the UK.

The deal gives Sembcorp a firm foothold in the rapidly-evolving niche power market, and gives the firm an additional capacity of over 1,000 megawatts (MW) in the UK, where it currently supplies energy, centralised utilities and services to industrial firms in the region.

UKPR's energy generating assets are spread across 32 locations in England and Wales, with the nearest locations in Hull and Trumfleet, comprising 533 MW in operation with a further 480 MW in



Nomi Ahmad

construction and development expected to come online by 2019.

They include small-scale, fast-ramping power generation units and the development of 120MW of rapid response battery storage – one of the biggest portfolios in Europe.

Sembcorp directors said the addition of UKPR to Sembcorp's UK portfolio will create a strong integrated energy business, poised for further growth.

Nomi Ahmad, head of Sembcorp's UK utilities business, said: "Sembcorp is delighted to have secured this exciting business, which deepens our presence in the UK considerably and provides major opportunities for further

expansion. UKPR and Sembcorp's existing Teesside business will form a strong integrated energy business in the UK, combining centralised services at Wilton with multiple flexible assets across the country along with expertise across the full spectrum of UK energy markets.

"We are committed to supporting the UK's power needs in line with Government policy, and the acquisition of UKPR does exactly that, as would our proposed new power station on Teesside if approved.

"In addition, UKPR complements our existing operations on Teesside superbly and set us firmly on track for further growth in the UK."

Sembcorp UK currently has 210MW of generation capacity at Wilton International industrial site in Teesside, comprising Combined Heat and Power (CHP), steam power and renewable generation to service energy-intensive industrial and commercial customers.

Sembcorp UK is also seeking UK planning approval to develop two combined cycle gas turbine units

of up to 1,700 megawatts at Wilton.

Tim Emrich, who is stepping down as CEO of UKPR, said: "This is an exciting new chapter for UKPR – Sembcorp's investment underlines not only the value of the UK's distributed energy market, but also the strong position that UKPR has built up.

"The next phase of development is already well under way and integration with Sembcorp opens up huge possibilities for the future."

Sam Wither, UKPR's current chief commercial officer, who is taking over from Mr Emrich as head of UKPR, said: "Sembcorp's coming on board as a key shareholder is a vote of confidence in our company and team.

"Moving ahead, UKPR looks forward to growing as part of the Sembcorp Group's integrated energy business in the UK.

"We will also look to continue the close working relationships we have built with our existing commercial partners over the years."

“UKPR complements our existing operations on Teesside superbly and set us firmly on track for further growth in the UK.”

# ukpowerreserve

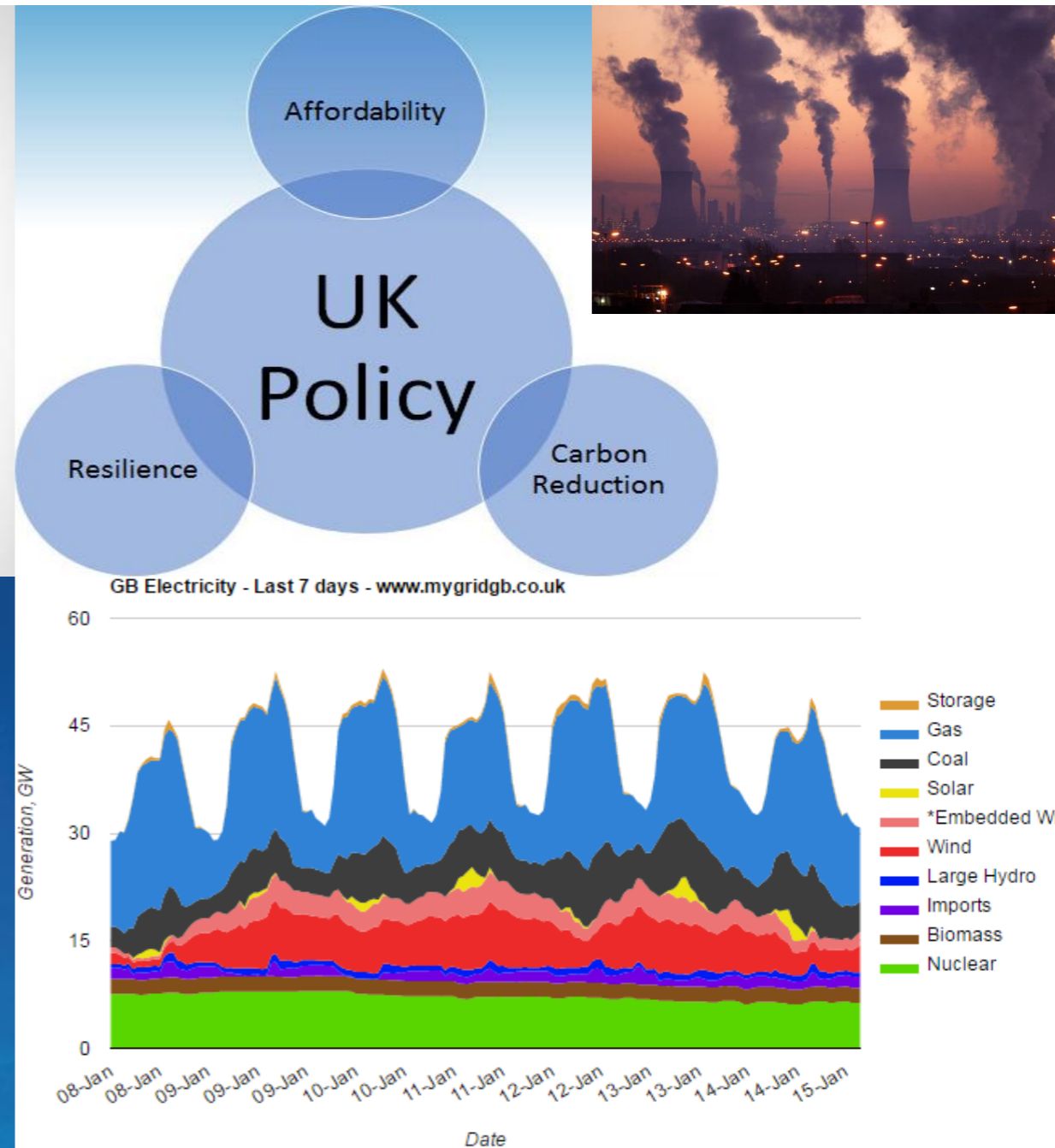
PART OF  **sembcorp** GROUP



## FT Sembcorp swoops for UK Power Reserve

FINANCIAL TIMES Singapore group to buy operator of small-scale generators from private equity owners

# The Four 'D's'



# Utilities



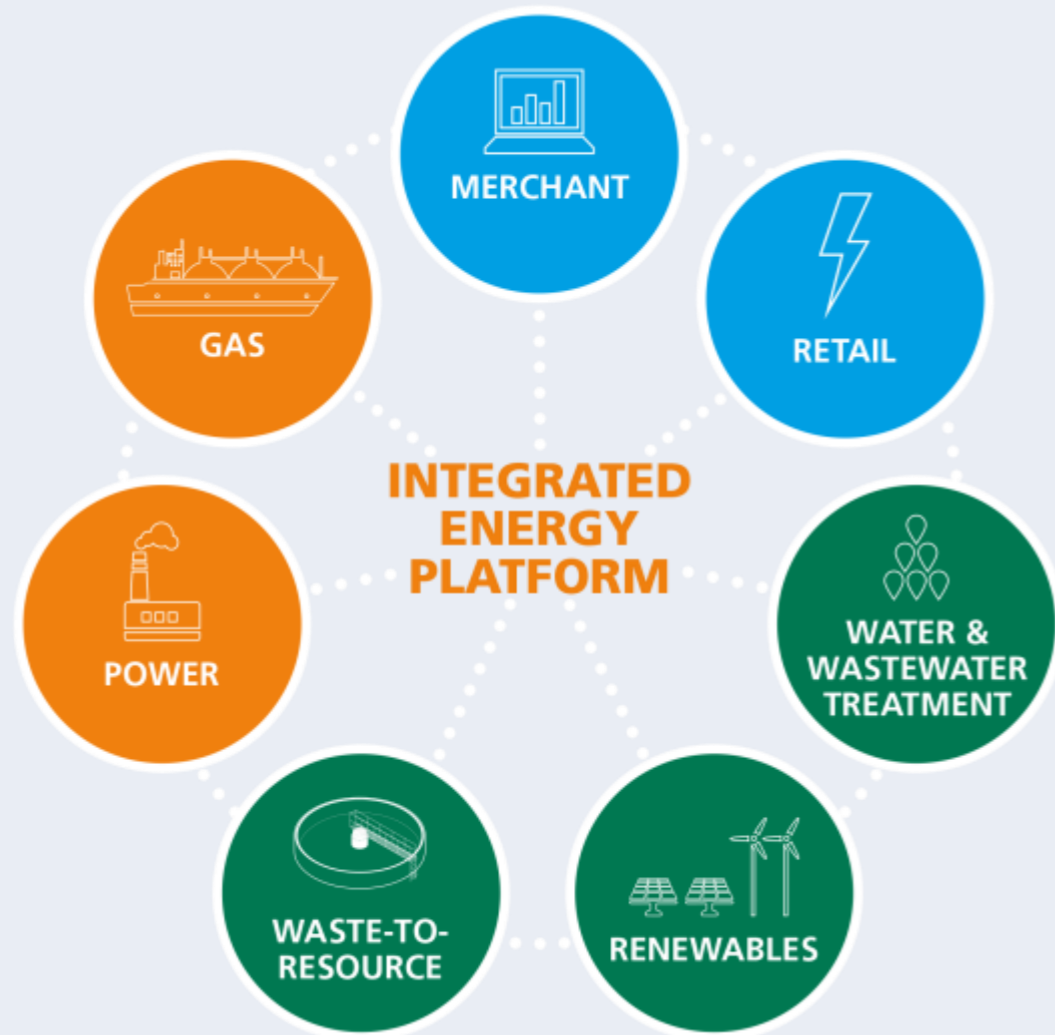
**Sembcorp Green Infra's wind power assets in Madhya Pradesh, India**

# Growth Platform: A Differentiated Business Model



## Integrated Energy Platforms

Multiple offerings around anchor assets



## Benefits

### ✓ Returns uplift

Additional offerings enhance services and products while providing upside to earnings

### ✓ Deepens relationship with customers by offering differentiated value propositions

Insights into customer requirements provide scope for additional tailored solutions with minimal investments

### ✓ Provides growth while lowering development risk

Leverages knowledge of stakeholders and markets to gain further access and scale up

# Focused On Three Business Lines



GAS & POWER	MERCHANT & RETAIL	RENEWABLES & ENVIRONMENT
 Gas Importation and Retail  Regas Infrastructure  Thermal Power	 <ul style="list-style-type: none"><li>• Merchant Power Sales</li><li>• Trading and Optimisation</li><li>• Distributed Energy Resources</li></ul>  <ul style="list-style-type: none"><li>• B2B and B2C Power Sales</li><li>• Energy Services</li></ul>	 Waste-to-Resource  Water and Wastewater Treatment  Renewable Power

# Sembcorp Development Plans At Wilton





**Vital Partners. Essential Solutions.**