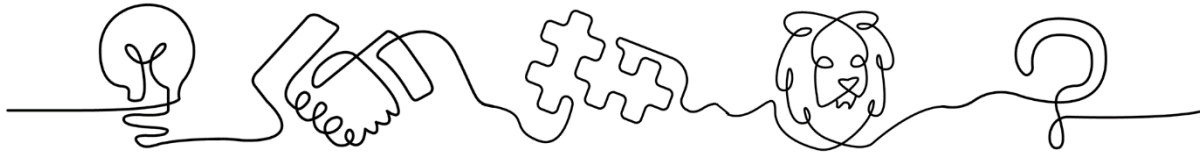


The Sembcorp Mindsets and Competency Framework

An Overview



Creative Insight

We innovate and solve complex problems

Committed

We walk the talk, do the right thing and deliver on our promises

Connected

We value our people, forge strong partnerships and care for our communities and the environment

Courageous

We dare to challenge the norm and lead disruption

Curious

We continuously seek to learn about ourselves and the world around us



Leadership Competencies

See It

- Shapes the Future
- Make Decisions and Tests New Ideas

Believe It

- Inspires and Energises
- Leads via Influence and Networks

Do It

- Drives Performance
- Leads Change and Transformation

Develop It

- Attracts and Develops Talent
- Builds Great Teams

Performance Framework

- Initiates improvement

- Is committed
- Partners with customers and team

- Is dependable
- Takes ownership
- Makes safety a priority