



SAMSUNG C&T CORPORATION

August, 2011



COMPANY OVERVIEW

3p

- **Company Status**
- **Construction Strategy**
- **T&I Strategy**
- **Synergy between Construction and T&I**

2011.1H BUSINESS PERFORMANCE

11p

- **Summary**
- **New Orders**
- **Financials**
- **Investment Assets (Affiliates)**

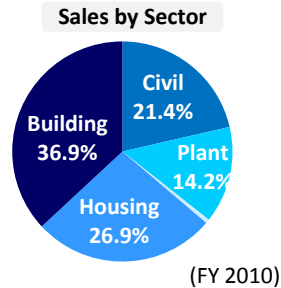


CONSTRUCTION DIVISION

Mr. Jung, Yeon-Joo President & CEO



- Samsung C&T '10 ~ present
President & CEO
- Samsung Engineering '03~'09
President and CEO
- Samsung SDI 2001 ~'03
Executive VP & CFO



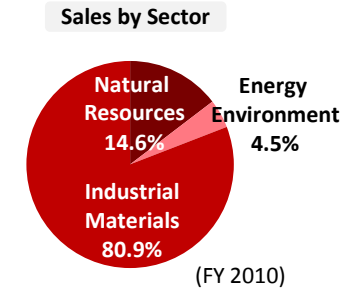
Building	High Rise, High Tech
Civil	Roads, Ports, Bridges
Plant	Power Plants, Energy Facilities
Housing	Housing

T&I DIVISION

Mr. Kim, Shin President & CEO



- Samsung C&T '11 ~ present
President & CEO
- Senior Exec. VP,
Energy & Minerals '10~ '11
- Exec. VP & CFO, T&I '06~ '09
- Treasurer, Finance '00~ '06



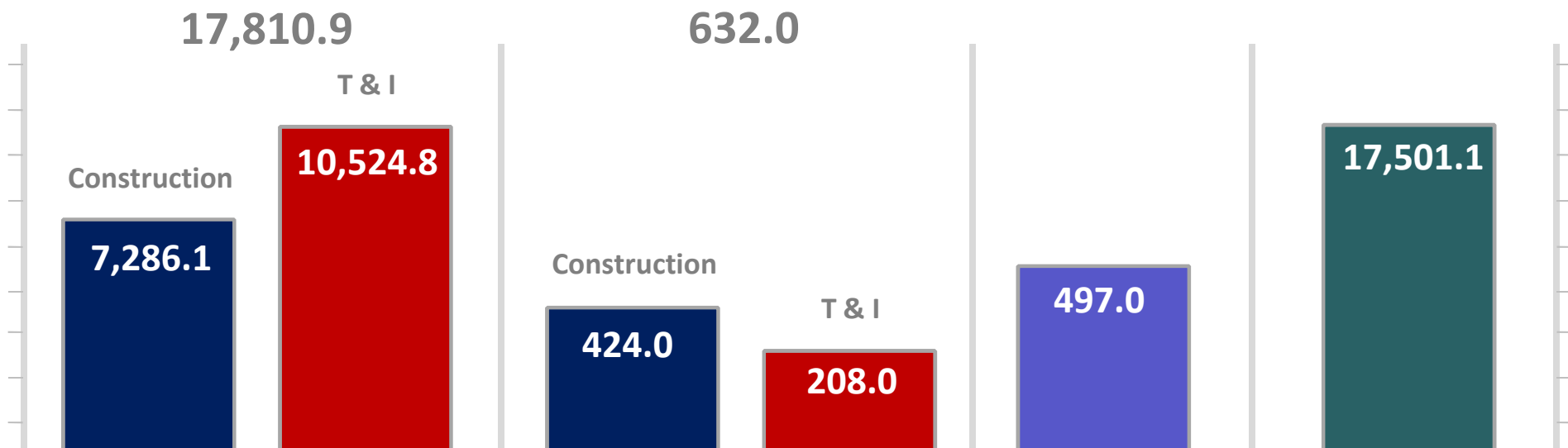
Industrial Materials	Chemicals, Iron & Steel Elec. Components, Textile
Natural Resources	Oil and Gas E&P, Coal, Rare minerals
Energy & Environment	Power plant / Infra developer, Bio Energy Operation

Sales

Operating Profit

Net Income

Total Assets



* IFRS consolidated Financials as of end of 2010 (KRW bn)

1. Global Best Strategic Products



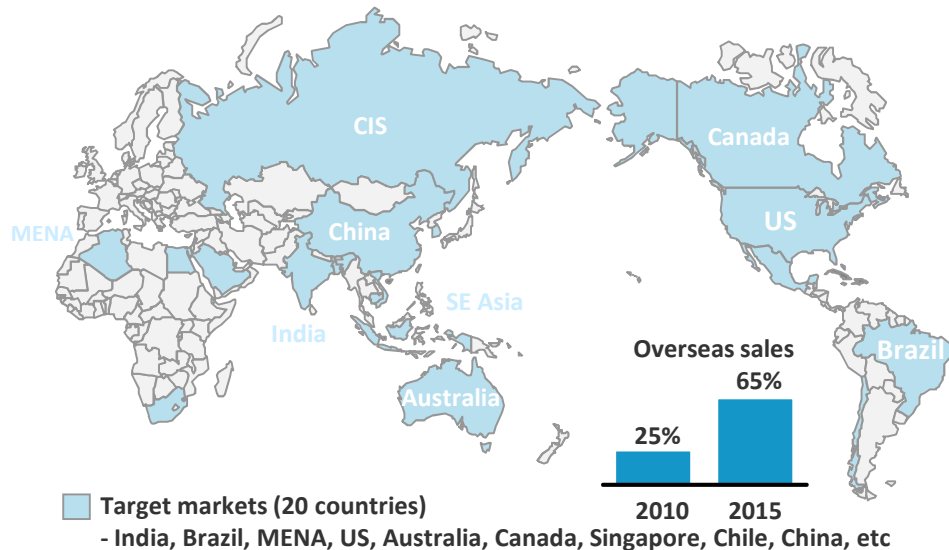
Opportunistic Products : Selective based on profitability

- ✓ General Building, Water/ Dam, Industrial plant, etc

2. Mega / Complex Project Specialist



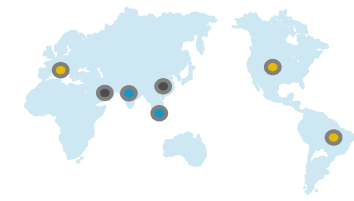
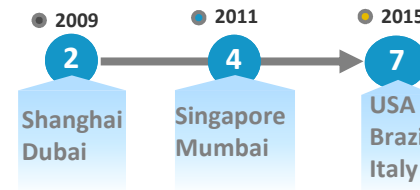
3. Globalization



	2009	2011	2015	
Global Marketing	30	39	75	(No. of Persons)
RHQ/Global Offices	15	22	45	(No. of Offices)

- Proposal marketing via customer business roadmap
- Establish Local partnership in hub market (India, Brazil, Indonesia)

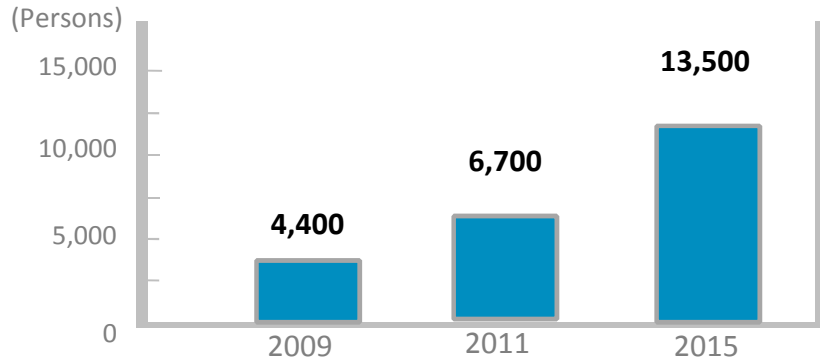
Number of International Procurement Offices



- Increased Global subcontractors & vendors
- Adopt/Build advanced IT system (Real-time project monitoring etc)

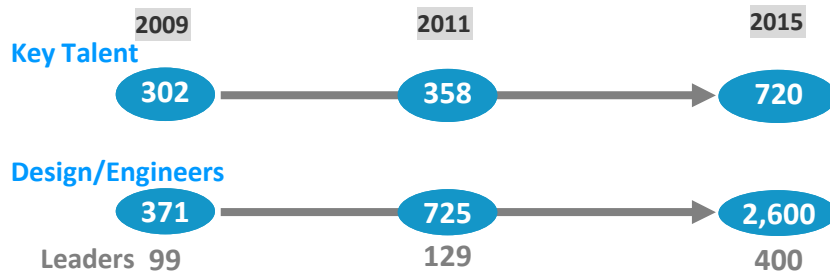
Global Talent

Enhance overall capacity by acquiring talent across value chain



Recruits	2010~2011	2012~2015
Total Recruits	+2,700	+8,100
New/Experienced	+2,400	+5,100
Global	+300	+3,000

(Number of Persons)

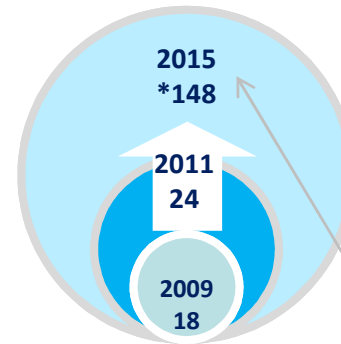


Recruiting Strategy
US R&D center - global talent recruiting platform
Regional engineering centers, Senior Management Referrals

Management /Business Leadership Strategy
Attract leaders from diverse disciplines (marketing, finance, strategy, industry, etc)
Attract global talents in business management at all levels

Technology

Identify Core Technologies



No. of Core Technologies

- Build R&D Centers in advanced markets and major hub markets to provide locally required technology
- Design technology adoption agreement with globally advanced technology companies(US)
- Acquire Technology Firms

* Construction 71, Design 65
Equipment 8, Materials 4

Financing Capacity

Enhance PF capability and expand financial networks

- One of the largest Structured Finance teams in the nation
- (PFI '09 "Deal of the year" : Mexico Manzanillo LNG Receiving Terminal)
- Extensive Business with Korean ECAs
- Global Commercial Banking Network

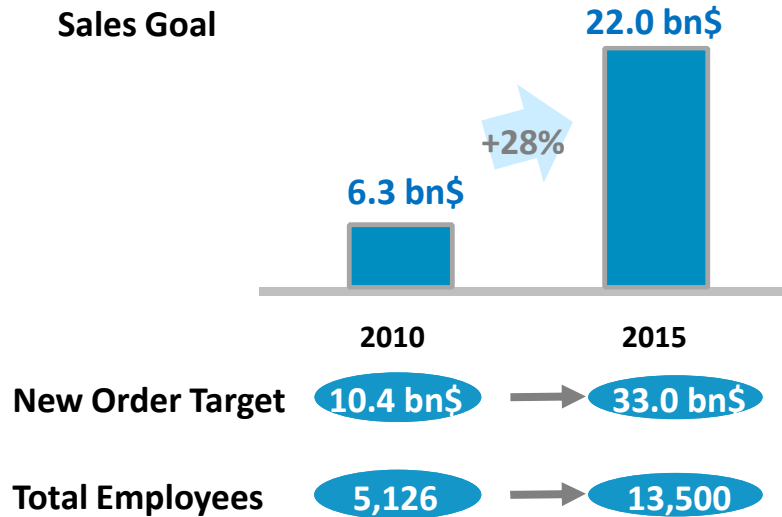
Equity Investment (KRW bn)

	2011 Plan
Equity Investment	170.0

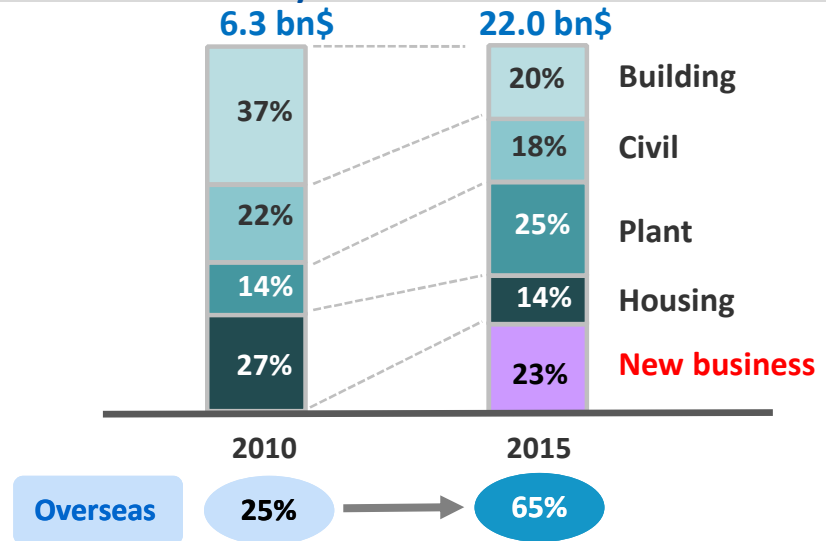
Plan to increase gradually according to the type of carrying business

✓ Equity Investments : IPP, PPP, Mining, M&A, etc

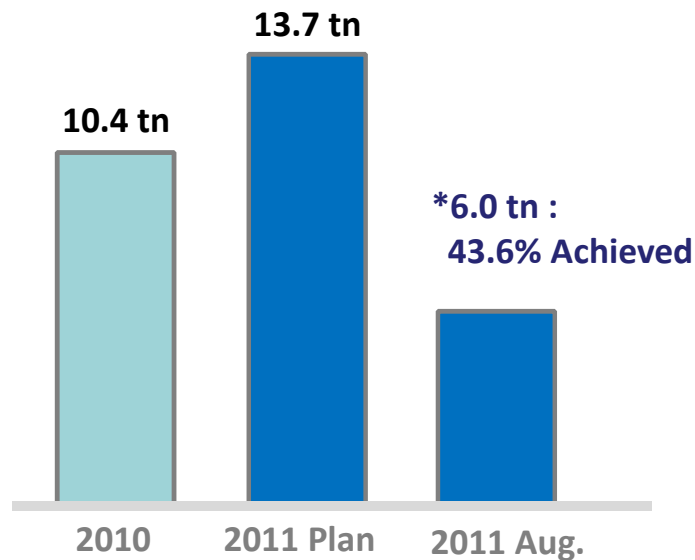
Growth Target



Sales Breakdown by business



New Orders progress in 2011



Overseas performance

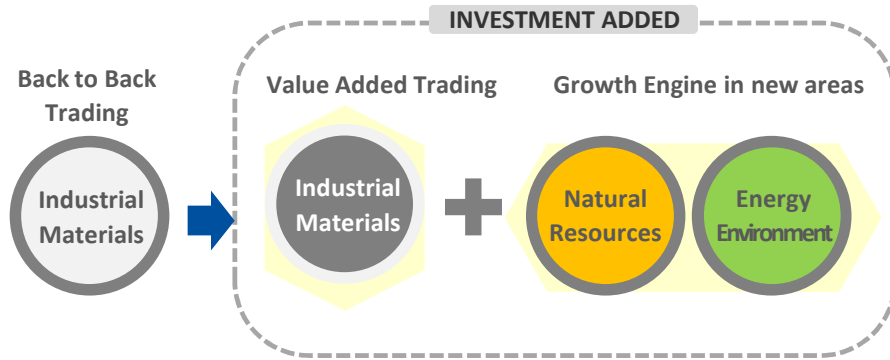
Category	Project Name	Value
Building	Indonesia Rasuna Tower(CM)	12.0bn
	India Worli Tower	
Civil	UAE Abu Dhabi DTS-T01	295.9bn
	Singapore DTL Ph.3 C922	186.3bn
	Singapore Merbau	173.2bn
Plant	Saudi Qurayyah IPP 1(LNTP)	1,211.1bn
	Singapore LNG 2 nd Berth	180.9bn
Others		

Major Overseas Bidding List

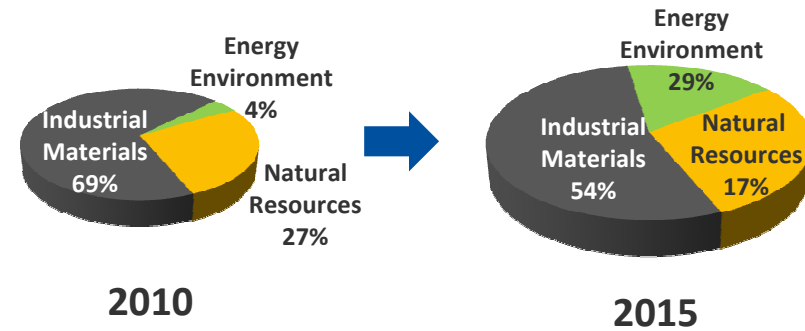
Category	Project Name
Building	UAE Abu Dhabi YAS Mall
	UAE Abu Dhabi 4 Seasons Hotel etc
Civil	Vietnam Son Duong Port
	Singapore DTL Ph.3 C923
	UAE Shah-Habsan Freight-Railways etc
Plant	Saudi Qurayyah IPP 2
	UAE EMAL CCPP
	Turkey Kirikale CCPP
	Taiwan Formosa piperack etc

Strategy Direction

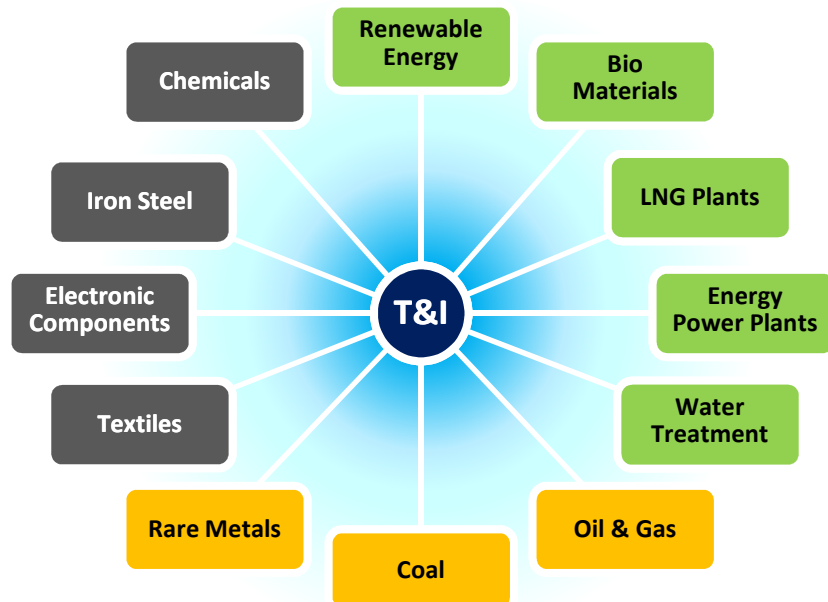
Strategic Change



Portfolio Change



Core Business



Industrial Materials

- Chemicals** PX, PTA, Methanol, Cyanide, etc
- Iron & Steel** STS products, Coil centers, Hot, Cold products
- Elec. Comp.** Wafer Process Material, Solar cell trading
- Textiles** Textile, Logistics, etc

Natural Resources

- Oil & Gas** Gulf of Mexico, Oman, Qatar etc
- Coal** Mine (Russia, Australia, Indonesia., etc)
- Rare Metals** Lithium(Chile), Cobalt (Congo), Nickel(Madagascar)

Energy · Environment

- Renewables** Ontario 2.5GW, 500 MW/yr target
- Bio Materials** Palm Plantation Indonesia : BD/BE
- LNG Plants** FSU(Floating Storage Unit), Develop, O&M
- Energy PP** IWPP, IPP Mexico Norte II
- Water Treat.** Mexico Water Sewage project



Investment

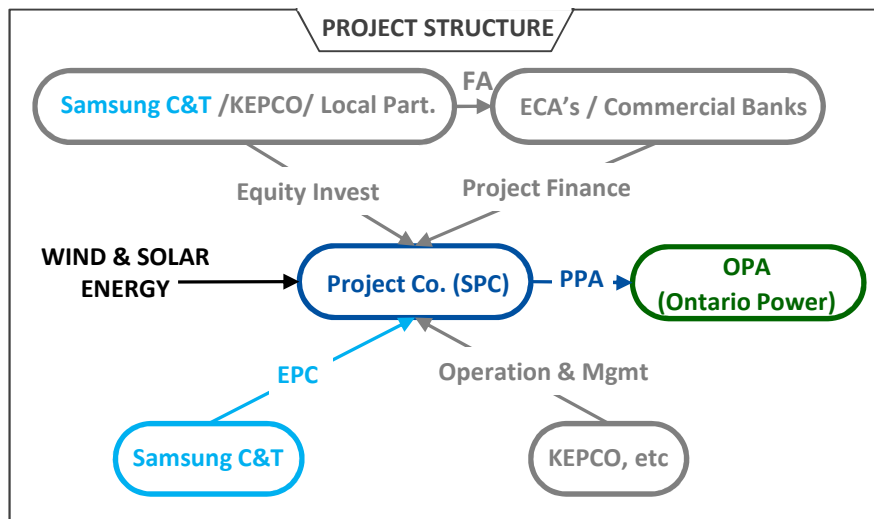
	2007 - 2010	2011	2012 - 2015
Total	671.4	470.0	1,730.0
Industrial Materials	190.4	97.4	230.0
Natural Resources	261.5	197.2	700.0
Energy Environment	217.6	175.4	800.0

Natural Resources (E&P)

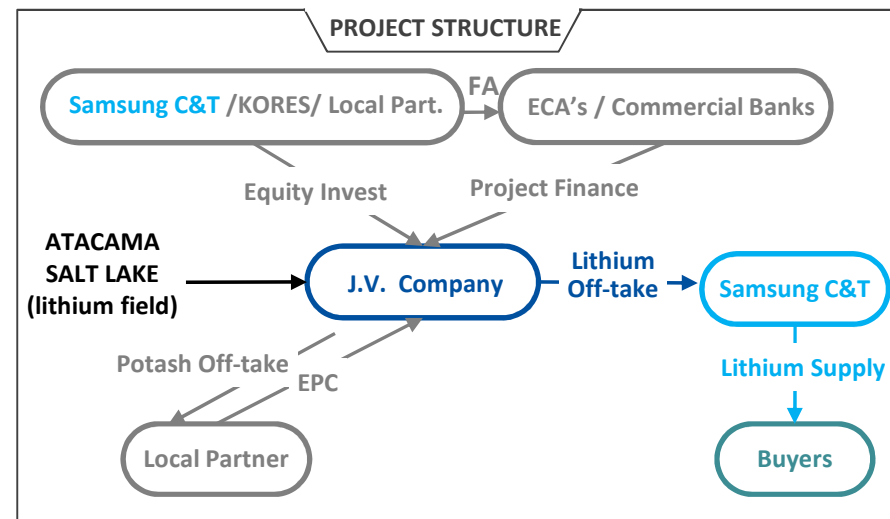
	Project Location	Investment (mn\$)	Period	Production (C&T %)
Oil and Gas E & P	GULF OF MEXICO	235.0	2008-2025(E)	3,200 BOE/day
	OMAN	1.6	1997-2024(E)	1,500 BOE/day
	QATAR	5.9	1999-2023(E)	800 BOE/day
	ALGERIA	29.6	1991-2013(E)	100 BOE/day
Nickel	MADAGASCAR	112.0	2011-2037(E)	7,500 MT/yr
Lithium	CHILE	141.0(E)	2013-2033(E)	20,000 MT/yr

Energy and Environment

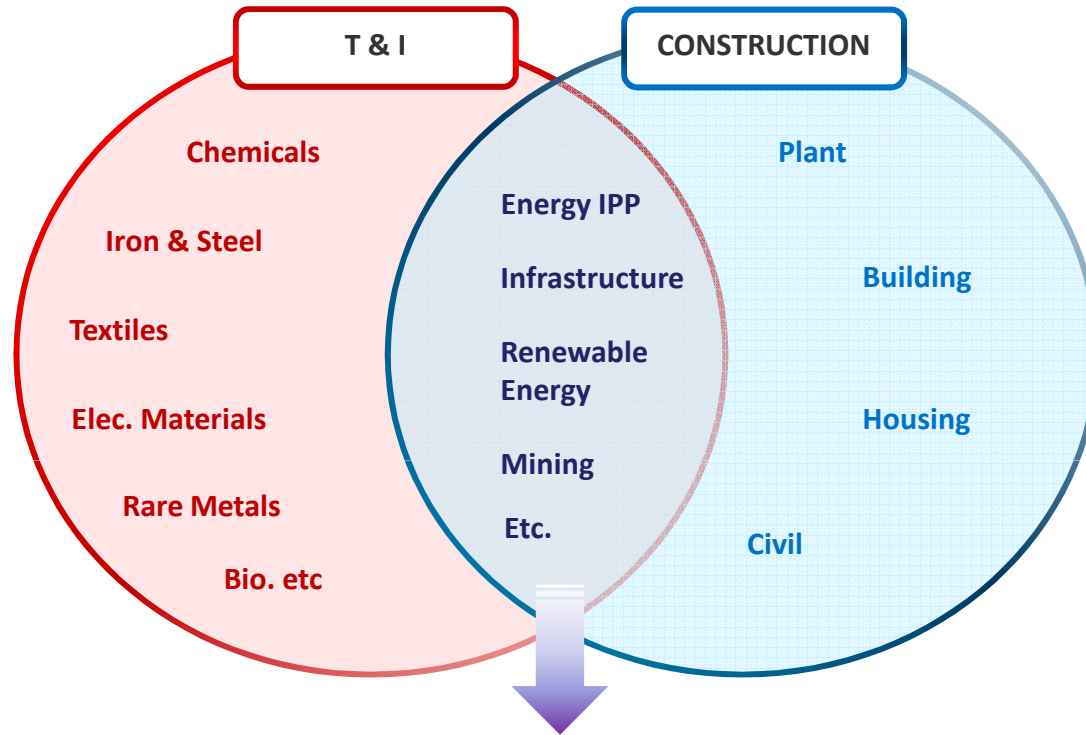
Ontario Canada Wind & Solar Cluster



Chile Lithium Potash Project



Synergy in Business Areas



• Business expansion in value chain in both divisions lead to new cooperative business opportunities, creating synergy between divisions.

- ✓ Kuwait IWPP
- ✓ Canada Ontario Renewable energy
- ✓ Congo cobalt
- ✓ Domestic(Busan) New port
- ✓ etc



● T&I Division
From Business Planning & Operations to Full EPC Involvement



● Construction Division
From Full EPC to Development, Operation & Management



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2011.1H BUSINESS PERFORMANCE

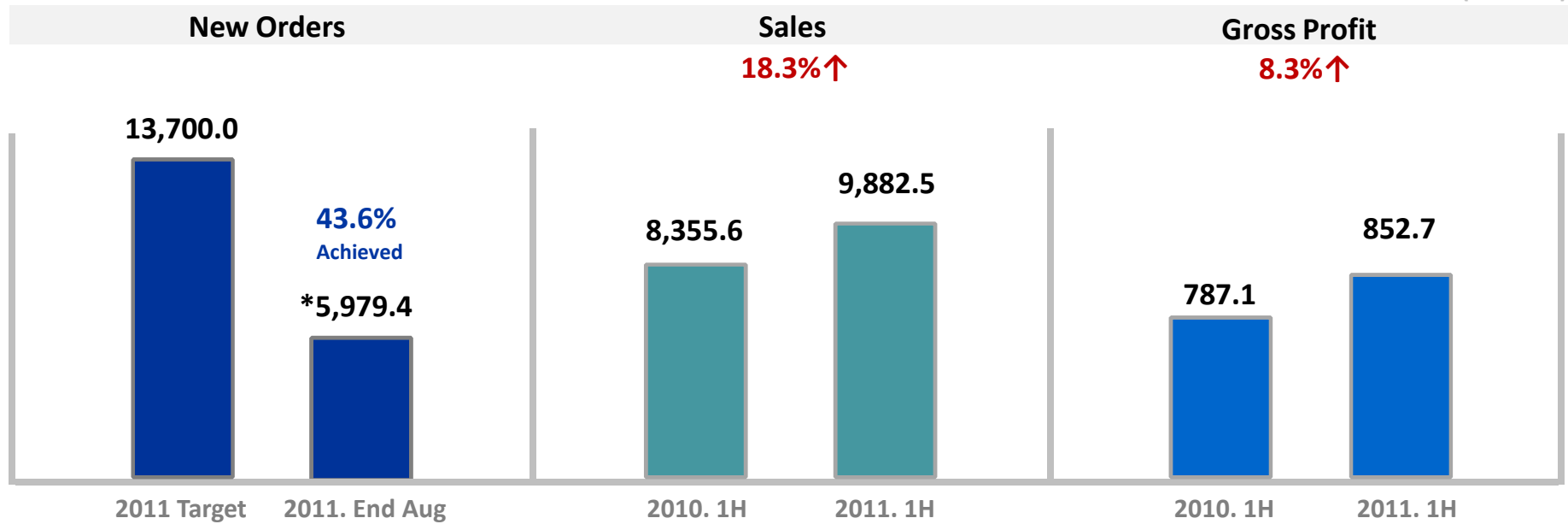
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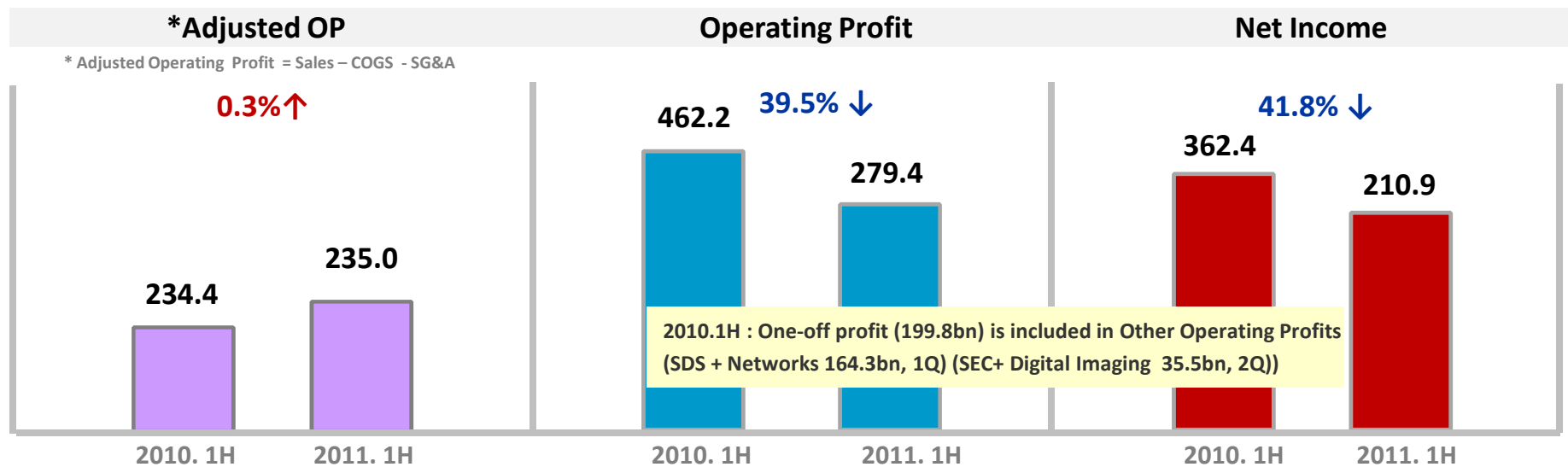
Summary(YOY)

(KRW bn)



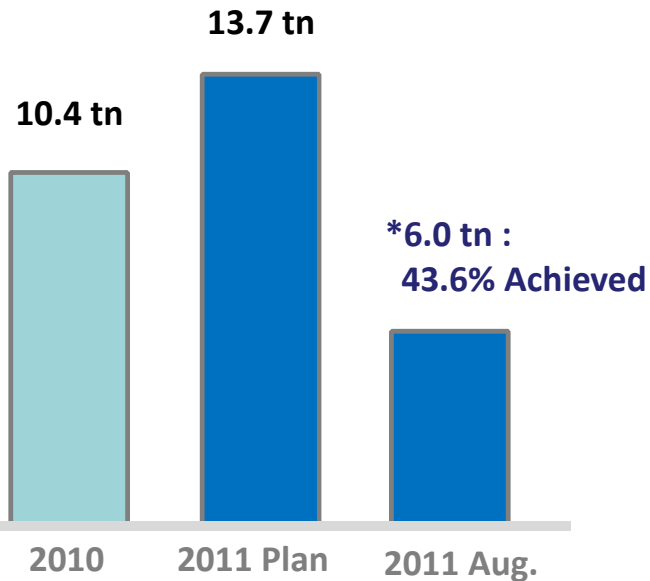
* Saudi Qurrayah IPP 1 (1,211.1) included

(KRW bn)



* Adjusted Operating Profit = Sales - COGS - SG&A

New Orders: 5,979.4 bn



New Orders overseas 2,858.5bn

- Building**
 - Indonesia Rasuna Tower(CM) 12.0bn
 - India Worli Tower
- Civil**
 - UAE Abu Dhabi DTS-T01 295.9bn
 - Singapore DTL Ph.3 C922 186.3bn
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 - etc
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 - etc
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 - Saudi Qurayyah IPP 2
 - UAE EMAL CCPP
 - Turkey Kirikale CCPP
 - Taiwan Formosa piperack
 - etc

New Orders Breakdown (bn KRW)

	2010	2011 Plan	2011. Aug	Progress
Building	2,112.2	2,715.0	1,160.0	42.7%
Civil	678.0	900.0	242.7	27.0%
Plant	442.3	535.0	260.9	48.8%
Housing	2,723.2	3,000.0	1,457.3	48.6%
Overseas	4,428.4	6,550.0	* 2,858.5	43.6%
Total	10,384.1	13,700.0	5,979.4	43.6%

Orders Backlogs Breakdown (bn KRW)

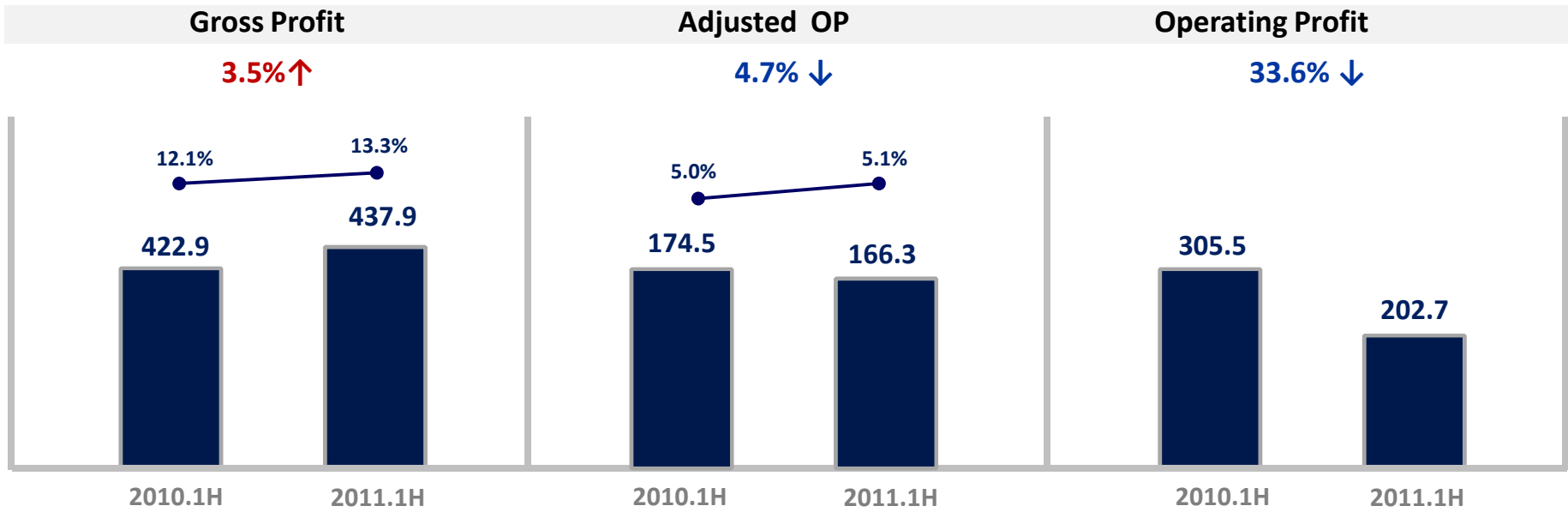
	End of 2010	2011.1H	Change
Building	3,730.2	3,518.1	△212.1
Civil	3,103.0	2,704.2	△398.8
Plant	718.1	687.5	△30.6
Housing	12,348.8	13,175.1	826.3
Overseas	6,849.6	7,055.4	205.8
Total	26,749.7	27,140.3	390.6

CONSTRUCTION	2010. 1H	2011.1H	Change	(%)
Building	781.7	1,295.5	513.8	(65.7%↑)
Civil	426.7	497.5	70.8	(16.6%↑)
Plant	241.9	271.5	29.6	(12.2%↑)
Housing	1,203.7	491.0	△712.7	(△59.2%↓)
Overseas	832.7	712.4	△120.3	(△14.4%↓)
Etc	18.1	26.8	8.7	(48.1%↑)
Total	3,504.8	3,294.7	△210.1	(△6.0%↓)

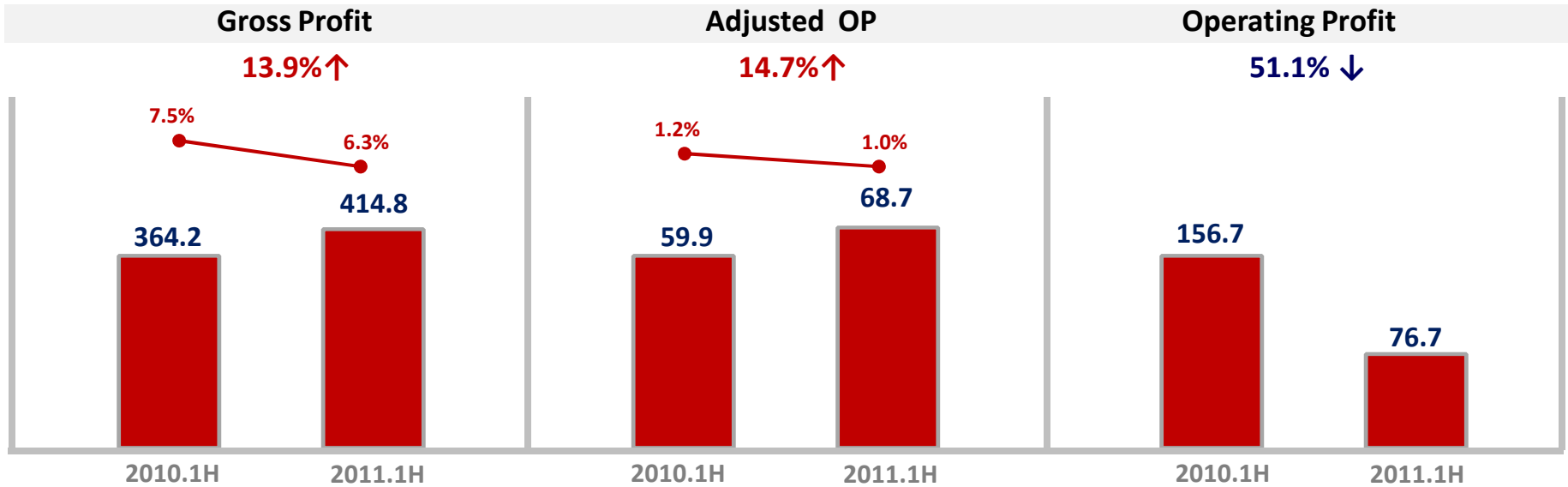
T & I	2010.1H	2011.1H	Change	(%)
Industrial Materials	4,005.5	5,162.4	1,156.9	(28.9%↑)
Natural Resources	719.4	1,275.8	556.4	(77.3%↑)
Energy · Environment	125.9	149.6	23.7	(18.8%↑)
Total	4,850.8	6,587.8	1,737.0	(35.8%↑)

■ Construction

(KRW bn)

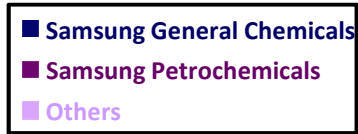


■ T & I

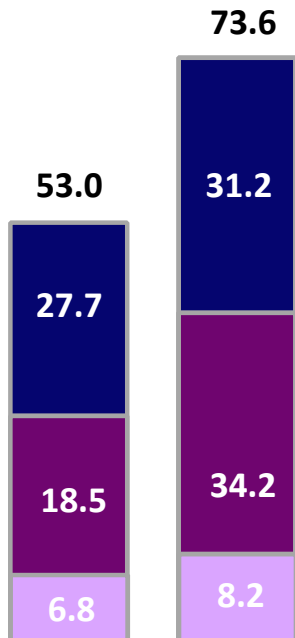


(KRW bn)

Equity Method Profit



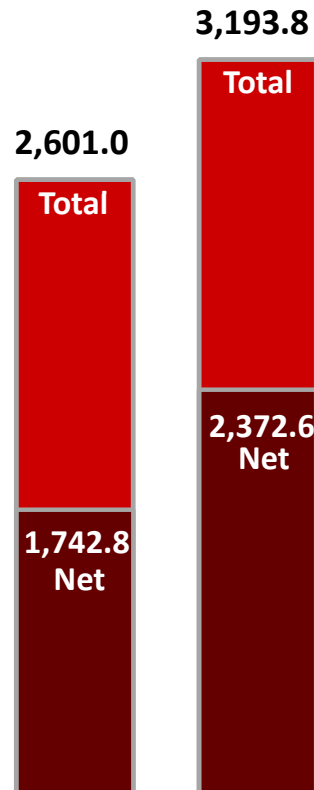
38.9% ↑



2010.1H 2011.1H

Total/Net Debt

Total Debt 22.8% ↑
Net Debt 36.1% ↑

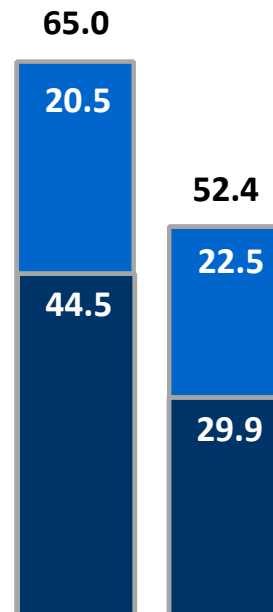


End of 2010 2011.1H

Dividend Income



19.4% ↓

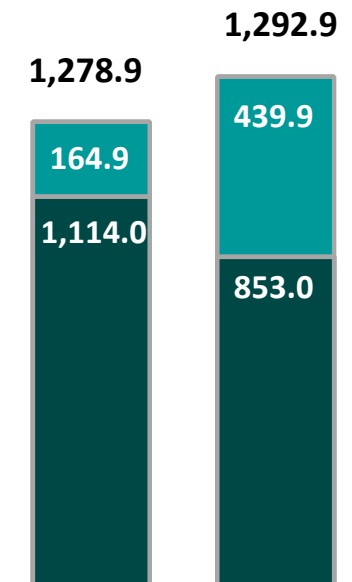


2010.1H 2011.1H

Housing PF

Construction	
Suwon Gwanggyo	54.2
Gimpo Hangang	49.7
Suwon Shindong	336.0

Pre- Construction	
Chunho Dong	307.5
Inchon Okryun	397.5
Buchun JoongDong	148.0



2010.1H 2011.1H

	2011. 1H			2010. 1H			Change			End of 2010		
	Total	Construction	T&I	Total	Construction	T&I	Total	Construction	T&I	Total	Construction	T&I
Sales	9,882.5	3,294.7	6,587.8	8,355.6	3,504.8	4,850.8	1,526.9	△210.1	1,737.0	17,810.9	7,286.1	10,524.8
Gross profit (Margin %)	852.7 (8.6%)	437.9 (13.3%)	414.8 (6.3%)	787.1 (9.4%)	422.9 (12.1%)	364.2 (7.5%)	65.6 (△0.8%p)	15.0 (1.2%p)	50.6 (△1.2%p)	1,561.2 (8.8%)	825.1 (11.3%)	736.1 (7.0%)
Selling and administrative expenses	617.7	271.6	346.1	552.7	248.4	304.3	65.0	23.3	41.8	1,106.3	505.0	601.3
Adjusted Operating Profit	235.0 (2.4%)	166.3 (5.1%)	68.7 (1.0%)	234.4 (2.8%)	174.6 (5.0%)	59.9 (1.2%)	0.6 (△0.4%p)	△8.3 (0.1%p)	8.8 (△0.2%p)	454.9 (2.6%)	320.1 (4.4%)	134.8 (1.3%)
Other operating profit and expenses	44.4	36.5	7.9	227.8	131.0	96.8	△183.4	△94.5	△88.9	177.1	104.1	73.0
Operating profit (Margin %)	279.4 (2.8%)	202.7 (6.2%)	76.7 (1.2%)	462.2 (5.5%)	305.5 (8.7%)	156.7 (3.2%)	△182.8 (△2.7%p)	△102.8 (△2.5%p)	80.0 (△2.0%p)	632.0	424.0	208.0
Finance income and expenses	△49.1			△34.3			△14.8			△66.2		
Equity method profit	73.6			53.0			20.6			113.1		
Profit before income tax	303.9			480.9			△177.0			678.9		
Profit for the period (Margin %)	210.9 (2.1%)			362.4 (4.3%)			△151.5 (△2.2%p)			497.0 (2.8%)		
Attributable to owners of the parent	206.1			361.9			△155.8			485.8		
Attributable to not controlling assets	4.8			0.5			4.3			11.2		

* Adjusted Operating Profits = Sales - COGS – SG&A Expenses (※ Adjusted OP separately calculated for investor reference only, not included in official statements)

(bn KRW)

	2011. 1H (A)	End of 2010 (B)	Changes (A-B)
Total assets	17,449.0	17,501.1	△52.1
Current assets	7,382.2	6,792.7	589.5
Cash and cash equivalents	821.2	858.2	△37.0
Non-current assets	10,066.8	10,708.4	△641.6
Long-term available-for-sales securities	7,921.9	8,627.8	△705.9
Total liabilities	9,317.4	8,922.7	394.7
Current liabilities	6,424.8	6,126.2	298.6
Short-term borrowings	1,958.3	1,621.4	336.9
Non-current liabilities	2,892.6	2,796.6	96.0
Long-term borrowings	1,235.5	979.6	255.9
Total equity	8,131.6	8,578.4	△446.8
Equity attributable to owners of the parent	8,095.1	8,545.7	△450.6
Capital Stock	804.3	804.3	-
Non-controlling interests	36.5	32.7	3.8

Investment Assets (Affiliates)

(bn KRW)

Company		Ownership Ratio	Shares (thousand)	Price per share 31 July. 2011	Purchase price	Book value 30 June. 2011	Market value 31 July. 2011
Listed	Samsung Electronics	4.06%	5,976	844,000	395.1	4,936.5	5,043.7
	Cheil Worldwide	12.64%	14,539	16,650	20.6	230.4	242.1
	Samsung Techwin	4.28%	2,273	77,300	28.3	211.2	175.7
	Samsung Fine Chemicals	5.59%	1,442	70,400	34.0	98.8	101.5
	Samsung Card	2.39%	2,942	60,000	104.0	170.1	176.5
	Samsung Securities	0.27%	180	79,500	3.6	14.2	14.3
	I market Korea	10.57%	3,800	26,600	1.9	68.0	101.1
Non-Listed	Samsung General Chemicals	38.68%	18,954	n/a	116.6	364.9	n/a
	Samsung Petrochemical	27.27%	1,082	n/a	37.2	53.6	n/a
	Samsung Everland	1.48%	37	n/a	3.4	78.8	n/a
	Samsung Biologics	10.00%	150	n/a	7.5	7.5	n/a
	Samsung SDS	18.29%	13,216	133,500	180.4	782.8	1,764.3
	Samsung Tesco	5.32%	3,283	n/a	33.5	131.0	n/a
Total					966.1	7,147.8	

- 1) Decision made to dispose of all Imarket Korea shares : details yet to be decided
- 2) Disposal of all remaining Tesco shares to Tesco (July 1st 2011) to be reflected into 3Q 2011 profit.

Thank you

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