



FY2015 Results Announcement

February 17, 2016

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Scope of Presentation



- CEO's Report
- Financial Review
- Group Outlook

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CEO's Report

Tang Kin Fei

Group President & CEO

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FY2015 Performance Round-up

Turnover at S\$9.5 billion, down 12%

Profit from Operations at S\$631.5 million, down 51%

Net Profit at S\$548.9 million, down 32%

EPS at 29.2 cents

ROE at 9.4%

Proposing final dividend of 6.0 cents per share, bringing total dividend for FY2015 to 11.0 cents per share

Consistent payout ratio despite challenging market conditions

Committed to Shareholder Value

2015 Final Dividend



Proposing
a final dividend of
6.0 cents
per share

If approved by shareholders,
to be paid on May 17, 2016

Together with the interim dividend of
5 cents per share (paid in September 2015),
total FY2015 dividend of **11.0 cents** per share

11.0 cents
per share
FY2015 total dividend

38%
Payout Ratio

4.4%
Dividend Yield*

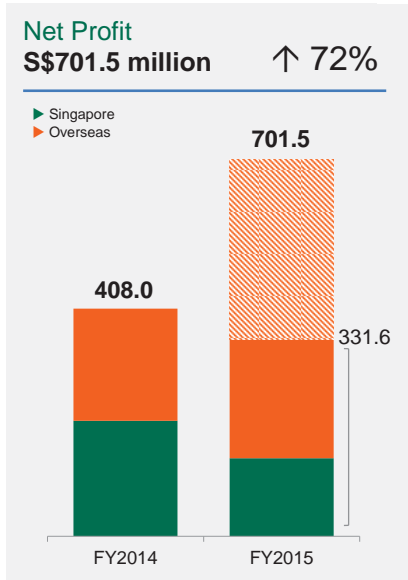
*Computed using February 16, 2016 closing share price of S\$2.51.

Utilities



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

Building the foundation for long-term growth



Significant items comprise divestment gains of S\$425.6 million from the sale of SembSita Pacific, Bournemouth and Zhumadian, less S\$55.7 million made up of S\$31.4 million from the exit of the chemical feedstock business and impairment of assets in Singapore (net of settlement amounts from customers) and S\$24.3 million for net allowance for doubtful debts in China.

Highlights

Performance update

- Net profit up 72% underpinned by overseas growth and divestment gains
- Value creation through capital recycling. Net gain of S\$425.6 million realised from divestments in 2015. Conditional S&P signed for sale of Yancheng municipal water business
- Weak Singapore performance due to lower spark spreads
- Exiting chemical feedstock business, impairment on Singapore utilities assets

Overseas growth strategy on track

- Over 3,000MW of new thermal and renewable energy projects secured in 2015
 - **Myanmar:** 225MW gas-fired Myingyan IPP project
 - **Bangladesh:** 426MW gas-fired Sirajganj power project
 - **China:** 1,620MW mine-mouth coal-fired power plants in Chongqing
 - **India:** 918MW wind and solar portfolio across six renewable resource-rich states

Building a new growth platform in Renewables

- Acquired Sembcorp Green Infra, one of the top renewable players in India
- Increased spread of portfolio and capabilities: wind, solar, biomass and energy-from-waste
- Strengthened specialist renewable energy teams at the corporate office, China and India
- Renewable power capacity in 2015 grew fourfold to 1,546 MW, or 15% of total power capacity

First thermal power project in India completed

Thermal Powertech Corporation India Limited (TPCIL)

1,320MW supercritical coal-fired power plant

- Full commercial operation in September 2015
- Secured letter of award for a second long-term PPA, 570MW with the Southern Power Distribution Company of Telangana
- 86% of net capacity under long-term PPAs, eligible for mega power status



Utilities Scorecard 2011-2015

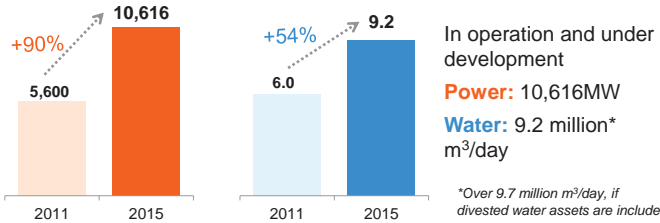
A Growing Income Base



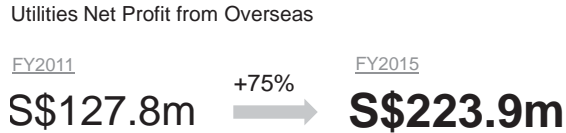
Objectives

Achievements

- Vision 10/10**
Grow total capacity to
 - 10,000MW power
 - 10 million m³/day water



- Drive growth and contribution from **Overseas** operations



From 41% of net profit in FY2011 to 60% in FY2015

- Value Creation** through capital recycling
 - Asset sales at good valuations
 - Re-deploy capital for growth

Gain on divestments **>\$450 million**

Salalah IPO (sold 20% interest)
 SembSita Pacific
 Bournemouth
 Zhumadian



Utilities Scorecard 2011-2015

A Growing Income Base



Objectives

Achievements

- Develop successful **Business Model**

Developer-Owner-Operator model for growing income base



CAPITAL RECYCLING Value creation through active capital recycling



- Establish track record and execute in **Emerging Markets**

NEW PROJECTS

Oman	China	India	Myanmar
			Bangladesh



- Build new **Platforms for Growth**

Renewables



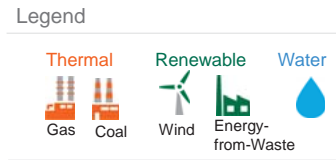
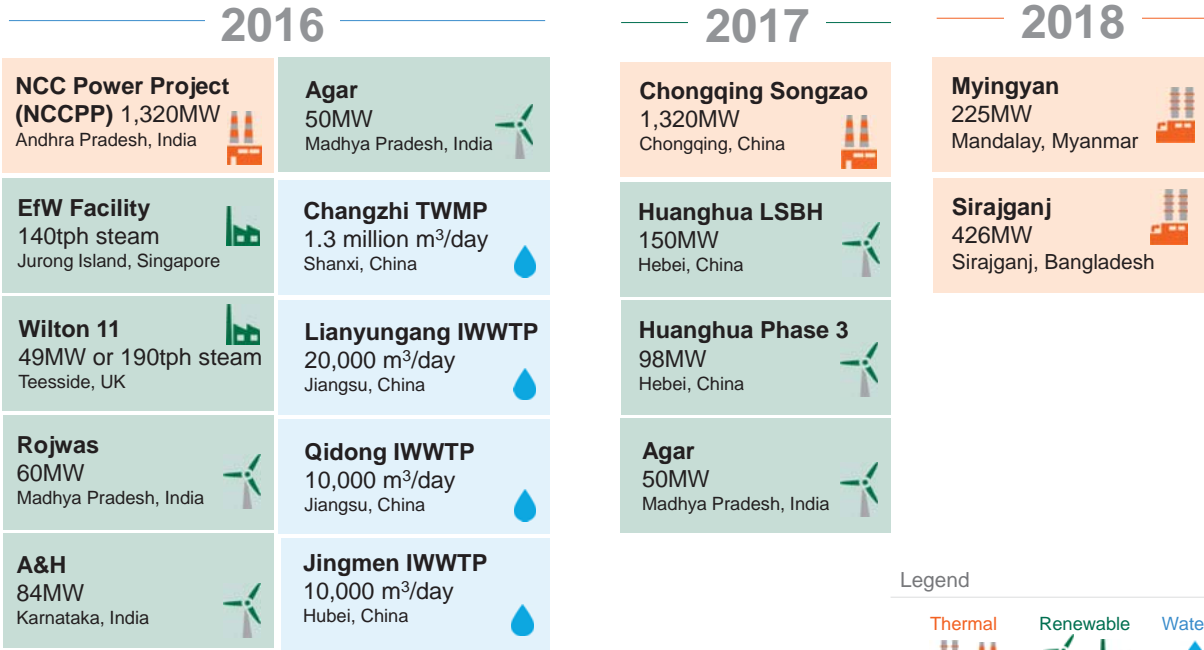
Now with both thermal and renewable power capabilities



Solid Pipeline of Projects



Over 3,800 MW of power and over 1.3 million m³/day of water and wastewater treatment capacities to be added in 2016-2018



Utilities



Well-positioned to meet the world's growing needs

Global Mega-Trends

Infrastructure Development

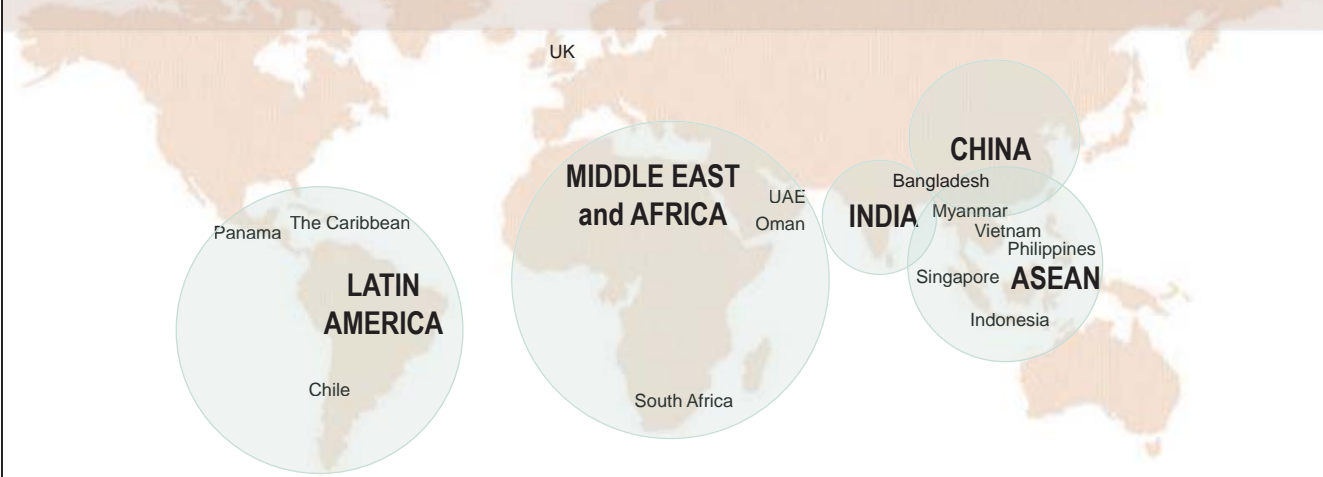
Energy, water and other infrastructure key to the economic development of developing countries

Renewable Energy

Global focus on increasing renewable sources of energy

Water Stress/Scarcity

Driven by industrialisation, urbanisation and focus on environmental conservation



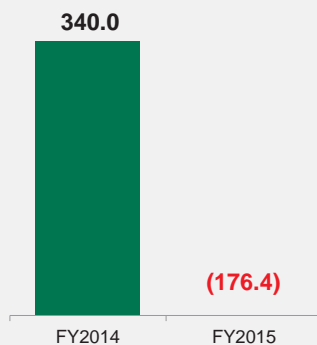


Sembcorp Marine Tuas Boulevard Yard, Singapore

Challenging macro environment

Net Loss*
(S\$176.4 million)

- Excluding impairment and provisions, associate/joint venture losses, net profit contribution would have been S\$234 million



*Sembcorp's share of Marine's net loss

Highlights

Prudent measures taken to weather the storm

- Impairment and provisions of S\$609 million for rigs including S\$329 million for Sete Brasil drillship projects made by Sembcorp Marine

Positioned for the future

Transformation for Growth

- Focus on four key capabilities

Rigs & Floaters

Offshore Platforms

Specialised Shipbuilding

Repairs & Upgrades

Strategy of providing full spectrum of integrated solutions bearing fruit

S\$3.2 billion of contracts secured in FY2015. Healthy replenishment of orderbook notwithstanding challenging macro environment.

Includes:

- US\$1 billion contract to construct three topsides for the Culzean field development for Maersk Oil North Sea UK
- US\$1 billion contract to construct the world's largest semi-submersible crane vessel for Heerema Offshore Services

Marine

Diversified Product Capabilities



Non-Drilling Solutions

Exploration/Production

Rigs & Floaters

Drilling units

Jack-ups, Semi-submersibles, Drillships



Floating production facilities

FPSOs, FDPsOs, FSOs, FPU, FLNGs, FSRUs



Production

Offshore Platforms

Integrated and Process; Production, Riser and Drilling; Wellhead, Accommodation, etc



Specialised Shipbuilding

Specialised Shipbuilding

Design and construction of high-performance, specialised vessels



Maintenance

Repairs & Upgrades

Underpinned by long-term strategic alliances and regular customers

Niche market segments such as:



LNG carriers



Cruise ships

Technology Solutions

SSP Floater technology ▶
Proprietary next-generation circular hull form
Applications include deepwater drilling, production & storage, logistic hub applications



GraviFloat ▶
Modularised LNG and LPG terminals
Re-deployable, gravity-based modularised terminals for installation in shallow waters



Urban Development

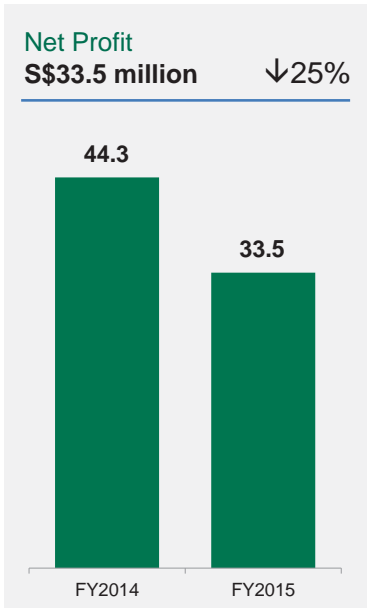


Vietnam Singapore Industrial Park, Hai Phong

Urban Development



Strong land sales but higher costs

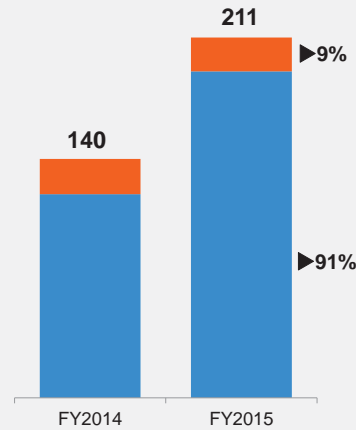


Land Sales

211 hectares

- All three regions registered increase in land sales

- Commercial & Residential
- Industrial & Business

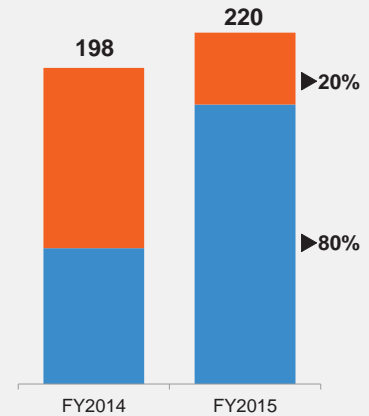


Net Orderbook

220 hectares

- Demand for industrial land remains strong

- Commercial & Residential
- Industrial & Business



Urban Development



Multiple projects provide strong base for generating profits

Vietnam

Vietnam Singapore Industrial Parks (VSIPs)

- Strong demand for industrial land boosted by Trans-Pacific Partnership
- Added 317 hectares to land bank with two new projects in Hai Duong and Nghe An

China

Nanjing Eco Hi-tech Island

- Focus on mixed-use land sales to promote economic activity in the island
- Underlying residential demand in Nanjing remains strong

Sichuan Hi-tech Innovation Park

- Strong pipeline of customers in targeted high-technology segment



Weather the storm, emerge stronger as a Group

Key Priorities

1

Manage Costs

Optimise our operations & resources

2

Prudent Financial Management

Maintain financial flexibility

3

Focus on Delivery

Ensure safe and excellent project development & execution

4

Pursue Opportunities

Enhance competitiveness and build platforms for future growth

Financial Review

Group Profit & Loss



(S\$M)	FY15	FY14	Δ%
Turnover	9,545	10,895	(12)
EBITDA*	1,720	1,457	18
Profit from Operations	631	1,297	(51)
EBIT	625	1,139	(45)
Share of results: Associates & JVs	6	158	(96)
Net Finance Cost	(205)	(51)	(305)
Finance costs	(238)	(70)	(239)
Finance income	33	19	69
PBT	426	1,246	(66)
Tax	28	(162)	NM
Non-Controlling Interests	95	(283)	NM
Net Profit	549	801	(32)
EPS (cents)	29.2	44.3	(34)

*EBITDA excludes major non-cash items such as the effects of fair value adjustments, re-measurements, impairments and write-offs.

Group Turnover



(S\$M)	FY15	FY14	Δ%
Utilities	4,227	4,850	(13)
Marine	4,968	5,831	(15)
Urban Development*	8	7	22
Other Businesses	342	207	65
TOTAL TURNOVER	9,545	10,895	(12)

*Urban Development businesses comprise mainly associates or joint ventures which are accounted for under the equity method.

Group Profit from Operations (PFO)



(S\$M)	FY15	FY14	Δ%
Utilities	947.5	521.9	82
Marine	(342.0)	717.8	NM
Urban Development	38.5	47.5	(19)
Other Businesses	40.5	34.3	18
Corporate*	(53.0)	(24.4)	(117)
TOTAL PFO	631.5	1,297.1	(51)

*Includes a fair value loss of S\$34.5 million due to the decline in the share price of Gallant Venture, which is classified as an available-for-sale financial asset. Excluding this, Corporate costs in FY15 would have declined to S\$18.5 million.

Group Net Profit



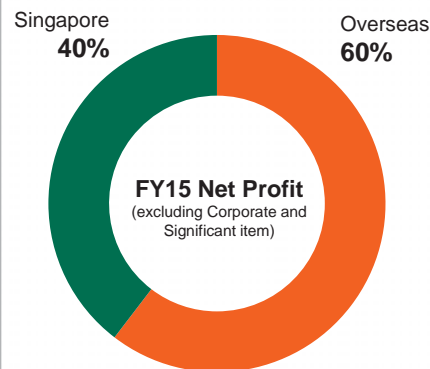
(S\$M)	FY15	FY14	Δ%
Utilities	701.5	408.0	72
Marine	(176.4)	340.0	NM
Urban Development	33.5	44.3	(25)
Other Businesses	45.6	37.4	22
Corporate*	(55.3)	(28.6)	(93)
TOTAL NET PROFIT	548.9	801.1	(32)

*Includes a fair value loss of S\$34.5 million due to the decline in the share price of Gallant Venture, which is classified as an available-for-sale financial asset. Excluding this, Corporate costs in FY15 would have declined to S\$20.8 million.

Utilities Net Profit



By Geography (\$M)	FY15	FY14	Δ%
Singapore*	146.8	217.3	(33)
Rest of ASEAN, Australia & India	37.8	63.7	(41)
China	95.5	71.0	35
Middle East & Africa	48.3	41.7	16
UK	29.9	23.6	27
The Americas	12.4	11.3	10
Corporate	(39.1)	(20.6)	(90)
Net Profit before significant items	331.6	408.0	(19)
Significant items**	369.9	-	NM
TOTAL NET PROFIT	701.5	408.0	72



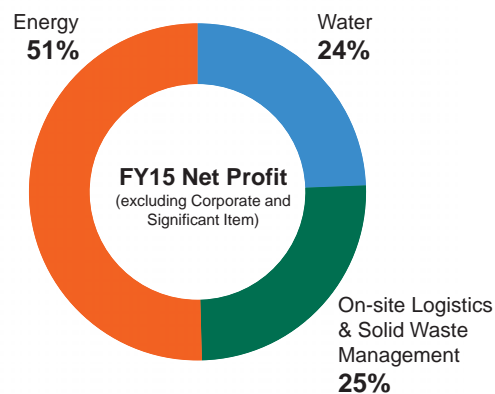
*Singapore: Net Profit breakdown	FY15	FY14	Δ%
Energy	51.7	133.8	(62)
Water	40.1	39.3	2
On-site Logistics & Solid Waste Management	55.0	44.2	24

**Significant items comprise divestment gains of S\$425.6 million from the sale of SembSita Pacific, Bournemouth and Zhumadian, less S\$55.7 million made up of S\$31.4 million from the exit of the chemical feedstock business and impairment of assets in Singapore (net of settlement amounts from customers) and S\$24.3 million for net allowance for doubtful debts in China.

Utilities Net Profit



By Product Segment (\$M)	FY15	FY14	Δ%
Energy	186.9	234.6	(20)
Water	90.4	104.3	(13)
On-site Logistics & Solid Waste Management	93.4	89.7	4
Corporate	(39.1)	(20.6)	(90)
Net Profit before significant items	331.6	408.0	(19)
Significant items*	369.9	-	NM
TOTAL NET PROFIT	701.5	408.0	72



*Refer to slide 25 footnote

Group Capex and Equity Investment



(S\$M) FY15 FY14

Capital Expenditure

– Utilities	535.8	498.2
– Marine	904.9	798.5
– Urban Development	0.7	3.3
– Other Businesses	7.0	7.8
	1,448.4	1,307.8

Equity Investment

– Utilities	644.2	308.7
– Urban Development	15.3	8.0
	659.5	316.7

Group Free Cash Flow



(S\$M) FY15 FY14

CASH FLOW FROM OPERATING ACTIVITIES

- before changes in working capital	1,350	1,472
- changes in working capital	(1,961)	(1,334)
- tax paid	(150)	(119)
	(761)	19

CASH FLOW FROM INVESTING ACTIVITIES

- divestments, dividend and interest income	1,003	145
- investments and capex and non-trade balances*	(2,202)	(1,663)
	(1,199)	(1,518)

- Add back: expansion capex	1,969	1,469
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FREE CASH FLOW **9** **(29)**

*Payables for capital works / fixed assets

Group Borrowings



(\$M)	Dec 31,15	D/C ratio*	Dec 31,14	D/C ratio*
Gross Debt				
Corporate debt	1,197	0.08	1,322	0.11
Project finance debt	2,256	0.15	1,680	0.14
Sembcorp Marine debt	3,380	0.23	1,741	0.15
	6,833	0.46	4,743	0.40
Less: Cash and cash equivalents	(1,606)		(1,661)	
Net debt	5,227	0.35	3,082	0.26

*Total Debt-to-Capitalisation ratio

Financial Indicators



	FY15	FY14
EPS (cents)	29.2	44.3
ROE (%)	9.4	15.2
ROTA (%)	3.7	7.5
Interest Cover (times)	7.2	20.8
Per Share		
NAV (S\$)	3.60	3.15
Economic Value Added		
EVA (S\$M)	(394.6)	524.7

Utilities

The Utilities business' overseas growth strategy remains on track. 2016 will see a full year's contribution from its recently completed TPCIL power plant in India. However, in Singapore, its energy business is expected to face continued intense competition in the power market.

Backed by strong operational, management and technical capabilities, the business remains focused on the execution of its pipeline of projects and the pursuit of new growth opportunities to deliver long-term growth.

Marine

In FY2015, Sembcorp Marine secured S\$3.2 billion in new orders notwithstanding the challenging macro environment. With these new contracts, net orderbook as at December 31, 2015 stood at S\$10.4 billion.

Sembcorp Marine has made prudent impairment and provisions of S\$609 million in FY2015 for rig contracts, of which S\$329 million relate to Sete Brasil. Looking ahead, this down-cycle is expected to be more protracted than previous cycles. Sembcorp Marine believes that it is sufficiently prepared, not just to ride through the storm, but to lay stronger foundations for the future when the market recovers. It will continue to actively manage its balance sheet to maintain a healthy financial position.

Sembcorp Marine remains optimistic on the longer term prospects of its business as its facilities have been built to cater to the industry's demand for the long-term. As an integrated Sembcorp Marine, the business will optimise its capabilities and capacities, as well as increase its efficiency and productivity to better serve its partners and customers.

Urban Development

The Urban Development business is expected to deliver a steady operating performance in 2016.

Group

The global downturn in the oil and gas sector and competition in the Singapore power market is expected to continue in 2016. With sound strategies and strong capabilities, the Group is committed to creating and delivering long-term value and growth.



Vital Partners. Essential Solutions.

Disclaimer



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Appendix

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Group Profit & Loss

(S\$M)	4Q15	4Q14	Δ%
Turnover	2,419	2,664	(9)
EBITDA*	681	427	60
Profit from Operations	(194)	376	NM
EBIT	(80)	341	NM
Share of results: Associates & JVs	(114)	35	NM
Net Finance Cost	(72)	(18)	(313)
Finance costs	(85)	(23)	(268)
Finance income	13	5	128
PBT	(266)	358	NM
Tax	120	(25)	NM
Non-Controlling Interests	207	(92)	NM
Net Profit	61	241	(75)
EPS (cents)	2.9	13.3	(79)

*EBITDA excludes major non-cash items such as the effects of fair value adjustments, re-measurements, impairments and write-offs.

Group Turnover



(S\$M)	4Q15	4Q14	Δ%
Utilities	986	1,173	(16)
Marine	1,327	1,445	(8)
Urban Development*	3	2	74
Other Businesses	103	44	130
TOTAL TURNOVER	2,419	2,664	(9)

*Urban Development businesses comprise mainly associates or joint ventures which are accounted for under the equity method.

Group Profit from Operations (PFO)



(S\$M)	4Q15	4Q14	Δ%
Utilities	475.2	127.7	272
Marine	(662.1)	224.9	NM
Urban Development	17.8	15.5	15
Other Businesses	12.7	12.0	5
Corporate*	(37.4)	(4.3)	(778)
TOTAL PFO	(193.8)	375.8	NM

*Includes a fair value loss of S\$34.5 million due to the decline in the share price of Gallant Venture, which is classified as an available-for-sale financial asset. Excluding this, Corporate costs in FY15 would have declined to S\$2.9 million.

Group Net Profit



(S\$M)	4Q15	4Q14	Δ%
Utilities	395.2	109.4	261
Marine	(327.5)	105.9	NM
Urban Development	16.0	15.1	6
Other Businesses	13.4	14.9	(10)
Corporate*	(36.3)	(4.7)	(675)
TOTAL NET PROFIT	60.8	240.6	(75)

*Includes a fair value loss of S\$34.5 million due to the decline in the share price of Gallant Venture, which is classified as an available-for-sale financial asset. Excluding this, Corporate costs in FY15 would have declined to S\$1.8 million.

Utilities Turnover



By Geography (S\$M)	FY15	FY14	Δ%
Singapore	3,126.9	4,146.6	(25)
Rest of ASEAN, Australia & India	453.7	5.2	8,637
China	167.7	156.6	7
Middle East & Africa	107.8	99.9	8
UK	350.1	435.8	(20)
The Americas	52.0	46.6	12
Corporate	0.2	0.2	1
TOTAL TURNOVER	4,258.4	4,890.9	(13)

	4Q15	4Q14	Δ%
Singapore	638.0	974.7	(35)
Rest of ASEAN, Australia & India	176.9	2.0	8,795
China	52.8	49.4	7
Middle East & Africa	26.9	27.4	(2)
UK	84.1	117.0	(28)
The Americas	13.0	12.9	-
Corporate	0.2	0.1	140
TOTAL TURNOVER	991.9	1,183.5	(16)

Note: Figures are stated before intercompany eliminations

Utilities Profit From Operations (PFO)



By Geography (S\$M)	FY15	FY14	Δ%
Singapore	203.9	285.7	(29)
Rest of ASEAN, Australia & India	179.0	62.5	186
China	110.7	86.4	28
Middle East & Africa	52.7	46.4	14
UK	41.3	46.4	(11)
The Americas	10.1	9.3	8
Corporate	(26.5)	(14.8)	(79)
PFO before significant items	571.2	521.9	10
Significant items	376.3	-	NM
TOTAL PFO	947.5	521.9	82
	4Q15	4Q14	Δ%
Singapore	52.6	63.7	(18)
Rest of ASEAN, Australia & India	62.0	17.5	254
China	32.6	27.8	17
Middle East & Africa	13.3	12.8	4
UK	9.5	10.8	(12)
The Americas	1.2	3.0	(60)
Corporate	(3.6)	(7.9)	54
PFO before significant items	167.6	127.7	31
Significant items	307.6	-	NM
TOTAL PFO	475.2	127.7	272

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Utilities Net Profit



By Geography (S\$M)	FY15	FY14	Δ%
Singapore	146.8	217.3	(33)
Rest of ASEAN, Australia & India	37.8	63.7	(41)
China	95.5	71.0	35
Middle East & Africa	48.3	41.7	16
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The Americas	12.4	11.3	10
Corporate	(39.1)	(20.6)	(90)
Net Profit before significant items	331.6	408.0	(19)
Significant items	369.9	-	NM
TOTAL NET PROFIT	701.5	408.0	72
	4Q15	4Q14	Δ%
Singapore	47.3	56.4	(16)
Rest of ASEAN, Australia & India	5.0	18.4	(73)
China	26.6	23.0	16
Middle East & Africa	11.9	11.4	5
UK	6.9	4.6	51
The Americas	2.3	4.5	(49)
Corporate	(6.0)	(8.9)	33
Net Profit before significant items	94.0	109.4	(14)
Significant items	301.2	-	NM
TOTAL NET PROFIT	395.2	109.4	261

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Utilities Turnover



By Product Segment (\$M)	FY15	FY14	Δ%
Energy	3,513.3	4,066.4	(14)
Water	388.2	470.7	(18)
On-site Logistics & Solid Waste Management	356.7	353.6	1
Corporate	0.2	0.2	1
TOTAL TURNOVER	4,258.4	4,890.9	(13)
	4Q15	4Q14	Δ%
Energy	813.7	966.5	(16)
Water	87.1	126.1	(31)
On-site Logistics & Solid Waste Management	90.9	90.8	-
Corporate	0.2	0.1	140
TOTAL TURNOVER	991.9	1,183.5	(16)

Note: Figures are stated before intercompany eliminations

Utilities Profit from Operations (PFO)



By Product Segment (\$M)	FY15	FY14	Δ%
Energy	373.2	289.3	29
Water	118.5	145.7	(19)
On-site Logistics & Solid Waste Management	106.0	101.7	4
Corporate	(26.5)	(14.8)	(79)
PFO before Significant items	571.2	521.9	10
Significant items	376.3	-	NM
TOTAL PFO	947.5	521.9	82
	4Q15	4Q14	Δ%
Energy	118.6	64.2	85
Water	30.3	45.8	(34)
On-site Logistics & Solid Waste Management	22.3	25.6	(13)
Corporate	(3.6)	(7.9)	54
PFO before Significant items	167.6	127.7	31
Significant items	307.6	-	NM
TOTAL PFO	475.2	127.7	272

Utilities Net Profit



By Product Segment (S\$M)	FY15	FY14	Δ%
Energy	186.9	234.6	(20)
Water	90.4	104.3	(13)
On-site Logistics & Solid Waste Management	93.4	89.7	4
Corporate	(39.1)	(20.6)	(90)
Net Profit before Significant items	331.6	408.0	(19)
Significant items	369.9	-	NM
TOTAL NET PROFIT	701.5	408.0	72
	4Q15	4Q14	Δ%
Energy	51.9	56.6	(8)
Water	25.4	36.8	(31)
On-site Logistics & Solid Waste Management	22.7	25.0	(9)
Corporate	(6.0)	(8.9)	33
Net Profit before Significant items	94.0	109.4	(14)
Significant items	301.2	-	NM
TOTAL NET PROFIT	395.2	109.4	261