



FY2009 Results Announcement

February 25, 2010



Scope of Presentation



- CEO's Report
- Financial Review
- Operations Review
- Group Outlook

CEO's Report

Tang Kin Fei
Group President & CEO

FY2009 Performance Round-up

Turnover of S\$9.6 billion, down 4%

PATMI of S\$682.7 million, up 35%

ROE at 23.1%

EVA at S\$770.5 million

Strong balance sheet and cash flow

- Net cash
- Operating cash flow* of S\$1.4 billion

Proposing final tax exempt one-tier dividend of 15.0 cents per ordinary share, up 36%

Strong profit growth despite difficult global economic environment

* Operating cash flow before changes in working capital

Positioned for the Future



Key Strategic Highlights

New strategic beachhead in Oman for energy and water business

- Secured US\$1 billion Salah Independent Water and Power Plant project in Oman

Positioned for expansion of marine and offshore business

- Development of 206-hectare modern, work-efficient and integrated new yard facility in Singapore
- Development of new shipyard in state of Espirito Santo in Brazil

Strengthened position as developer of integrated townships

- Development of the Sino-Singapore Nanjing Eco High-tech Island in China
- Launched 1,600-hectare VSIP Hai Phong integrated township and industrial park in Vietnam

© Sembcorp Industries 2010

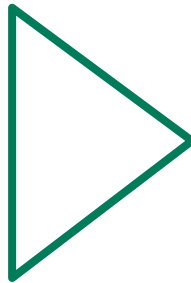
5

Positioned for the Future



Global Trends

- Growing Energy Needs
- Global Water Scarcity
- Global Urbanisation
- Increasing environmental awareness



Our Businesses

- Energy
- Water
- Marine & Offshore Engineering
- Integrated Townships

Well-placed to benefit from global trends

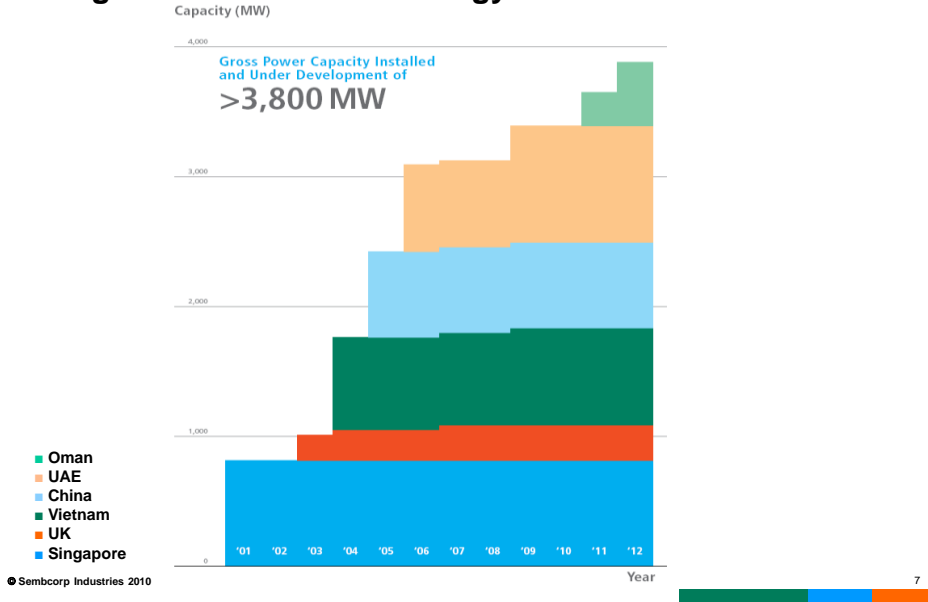
© Sembcorp Industries 2010

6

Positioned for the Future



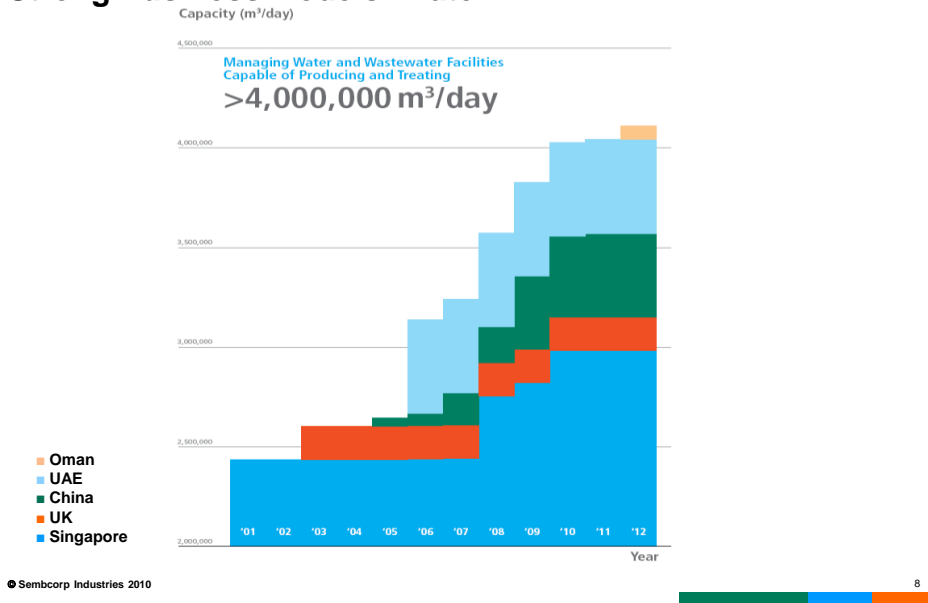
Strong Business Models: Energy



Positioned for the Future



Strong Business Models: Water

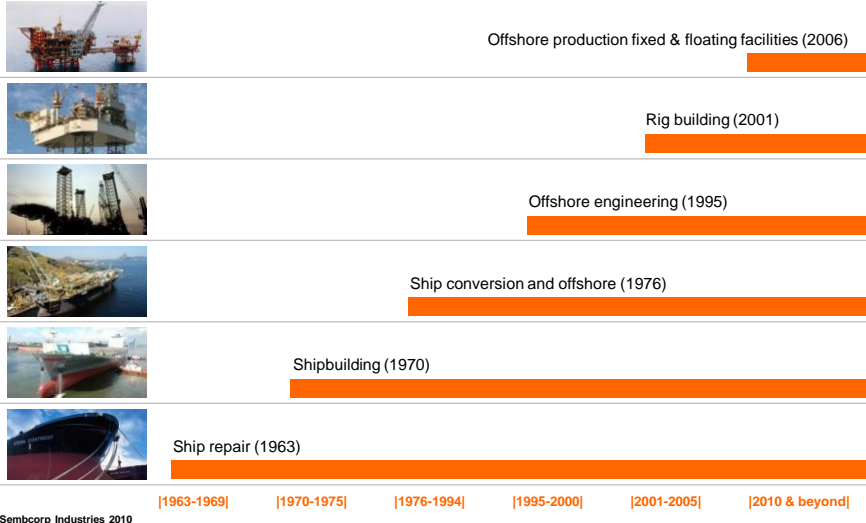


Positioned for the Future



Strong Business Models: Marine

Diversified Portfolio of Marine and Offshore Solutions

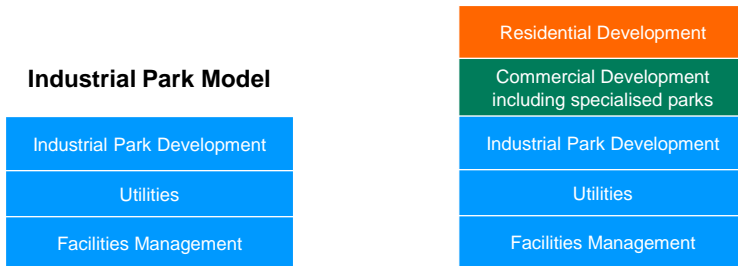


Positioned for the Future



Strong Business Models: Integrated Townships

Integrated Township Model



Integrated approach designed to provide a world-class manufacturing space and a sustainable urban environment

Growing Global Footprint



Financial Review

Lim Joke Mui
Group CFO

Group Profit & Loss



| (S\$M) | 4Q09 | 4Q08 | Δ% |
|------------------------|------------|------------|------------|
| Turnover | 2,417 | 2,694 | (10) |
| EBITDA before EI | 520 | 278 | 87 |
| EBIT before EI | 464 | 231 | 101 |
| PATMI before EI | 259 | 128 | 103 |
| EI | - | (27) | 100 |
| PATMI | 259 | 101 | 157 |
| EPS (cents) | 14.6 | 5.7 | 157 |

Group Turnover



| (S\$M) | 4Q09 | 4Q08 | Δ% |
|-------------------|--------------|--------------|-------------|
| Utilities | 984 | 985 | - |
| Marine | 1,343 | 1,617 | (17) |
| Environment | 40 | 52 | (22) |
| Industrial Parks* | 5 | 3 | 25 |
| Other Businesses | 45 | 37 | 23 |
| TOTAL | 2,417 | 2,694 | (10) |

* Industrial Park's businesses comprise mainly of associates or joint ventures. Industrial Parks' turnover is derived from providing services to these associates or joint ventures.

Group PATMI



| (S\$M) | 4Q09 | 4Q08 | Δ% |
|------------------------|--------------|--------------|------------|
| Utilities | 60.1 | 29.9 | 101 |
| Marine | 182.3 | 70.1 | 160 |
| Environment | 6.3 | 2.2 | 181 |
| Industrial Parks | 13.1 | 10.4 | 26 |
| Other Businesses | 8.9 | 8.7 | 2 |
| Corporate | (11.7) | 6.4 | NM |
| PATMI before EI | 259.0 | 127.7 | 103 |
| EI | - | (26.9) | 100 |
| PATMI | 259.0 | 100.8 | 157 |

● Sembcorp Industries 2010

15

Utilities Turnover & PATMI



| (S\$M) | 4Q09 | 4Q08 | Δ% |
|--------------------------|--------------|--------------|------------|
| TURNOVER | | | |
| Singapore | 869.5 | 879.1 | (1) |
| UK | 103.2 | 100.9 | 2 |
| Vietnam, China & the UAE | 20.4 | 14.7 | 38 |
| Total Turnover | 993.1 | 994.7 | - |
| PATMI | | | |
| Singapore | 35.4 | 12.2 | 190 |
| UK | 17.0 | 14.7 | 16 |
| Vietnam, China & the UAE | 8.2 | 6.0 | 37 |
| Corporate & Others | (0.5) | (3.0) | 83 |
| Total PATMI | 60.1 | 29.9 | 101 |

Note: Figures are stated before intercompany eliminations

● Sembcorp Industries 2010

16

Group Profit & Loss



| (S\$M) | FY09 | FY08 | Δ% |
|------------------------|------------|------------|-----------|
| Turnover | 9,572 | 9,928 | (4) |
| EBITDA before EI | 1,316 | 983 | 34 |
| EBIT before EI | 1,116 | 788 | 42 |
| PATMI before EI | 683 | 534 | 28 |
| EI | - | (27) | 100 |
| PATMI | 683 | 507 | 35 |
| EPS (cents) | 38.4 | 28.5 | 35 |

● Sembcorp Industries 2010

17

Group Turnover



| (S\$M) | FY09 | FY08 | Δ% |
|-------------------|--------------|--------------|------------|
| Utilities | 3,495 | 4,478 | (22) |
| Marine | 5,723 | 5,061 | 13 |
| Environment | 185 | 214 | (13) |
| Industrial Parks* | 15 | 16 | (8) |
| Other Businesses | 154 | 159 | (4) |
| TOTAL | 9,572 | 9,928 | (4) |

* Industrial Park's businesses comprise mainly of associates or joint ventures. Industrial Parks' turnover is derived from providing services to these associates or joint ventures.

● Sembcorp Industries 2010

18

Group PATMI



| (S\$M) | FY09 | FY08 | Δ% |
|------------------------|--------------|--------------|-----------|
| Utilities | 211.3 | 200.3 | 6 |
| Marine | 430.2 | 290.6 | 48 |
| Environment | 15.5 | 2.1 | 625 |
| Industrial Parks | 28.3 | 31.5 | (10) |
| Other Businesses | 25.0 | 12.2 | 106 |
| Corporate | (27.6) | (2.7) | (921) |
| PATMI before EI | 682.7 | 534.0 | 28 |
| EI | - | (26.9) | 100 |
| PATMI | 682.7 | 507.1 | 35 |

● Sembcorp Industries 2010

19

Utilities Turnover & PATMI



| (S\$M) | FY09 | FY08 | Δ% |
|--------------------------|----------------|----------------|-------------|
| TURNOVER | | | |
| Singapore | 3,072.1 | 3,856.3 | (20) |
| UK | 386.7 | 599.2 | (36) |
| Vietnam, China & the UAE | 68.3 | 60.9 | 12 |
| Total Turnover | 3,527.1 | 4,516.4 | (22) |
| PATMI | | | |
| Singapore | 132.0 | 130.8 | 1 |
| UK | 47.2 | 67.6 | (30) |
| Vietnam, China & the UAE | 38.8 | 16.0 | 143 |
| Corporate & Others | (6.7) | (14.1) | 53 |
| Total PATMI | 211.3 | 200.3 | 6 |

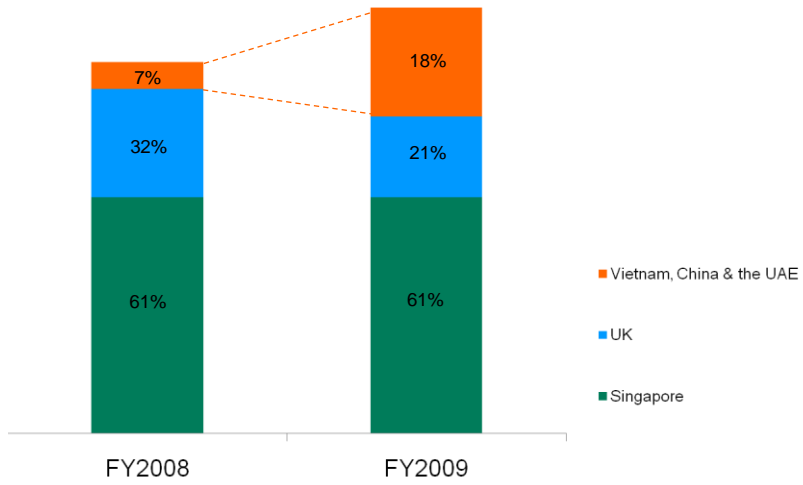
Note: Figures are stated before intercompany eliminations

● Sembcorp Industries 2010

20

Growing Broad based Income Stream

Utilities PATMI
Excluding Corporate and Others



Contribution from Vietnam, China and the UAE grew 143%

© Sembcorp Industries 2010

21

Group Capex



(\$M)

FY09

| | | |
|---------------------------|-------|---------------------|
| Fixed Asset Items | | 407.4 |
| – Utilities | 330.0 | |
| – Marine | 67.0 | |
| – Environment | 7.2 | |
| – Industrial Parks | 0.4 | |
| – Other Businesses | 2.8 | |
| Equity Investments | | 125.3 |
| – Utilities | 66.0 | |
| – Marine | 13.4 | |
| – Environment | 24.6 | |
| – Industrial Parks | 21.3 | |
| TOTAL | | <u>532.7</u> |

© Sembcorp Industries 2010

22

Group Free Cash Flow



| (\$M) | FY09 | FY08 |
|---|--------------|--------------|
| CASH FLOW FROM OPERATING ACTIVITIES | | |
| - before changes in working capital | 1,361 | 1,034 |
| - changes in working capital and others | (396) | 1,273 |
| - tax paid | (32) | (46) |
| | 933 | 2,261 |
| CASH FLOW FROM INVESTING ACTIVITIES | | |
| - divestments, dividend and interest income | 125 | 254 |
| - investments and capex | (533) | (370) |
| - loans to associates | (67) | - |
| | (475) | (116) |
| | | |
| - Add back: Expansion Capex | 424 | 198 |
| | 882 | 2,343 |
| FREE CASH FLOW* | | |

*Free Cash Flow: operating cash flow plus investing cash flow adjusted for expansion capital expenditure

● Sembcorp Industries 2010

23

Group Borrowings



| (\$M) | Dec 31,09 | Dec 31,08 |
|--------------------------|-----------------|-----------------|
| PF loans | 307 | 362 |
| Long-term | 430 | 236 |
| Short-term | 231 | 219 |
| Gross | 968 | 817 |
| Less: Cash and FD | (2,598) | (2,401) |
| Net Debt / (Cash) | (1,630) | (1,584) |
| | | |
| Net Gearing Ratio | Net Cash | Net Cash |
| | | |
| Exclude PF* | | |
| Net Debt / (Cash) | (1,752) | (1,825) |
| Net Gearing Ratio | Net Cash | Net Cash |

* PF – Non-recourse project financing

● Sembcorp Industries 2010

24

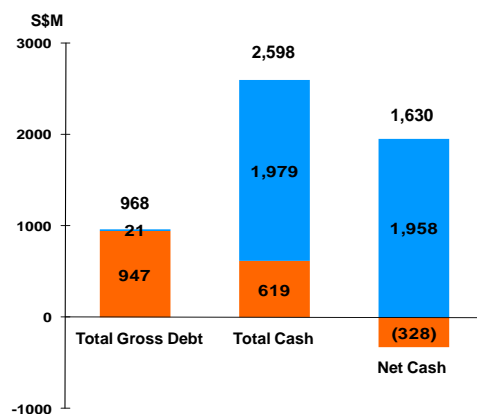
Strong Financial Stability



| (\$M) As of December 31, 2009 | Total Gross Debt | Total Cash | Net (Debt)/ Cash |
|------------------------------------|------------------|--------------|------------------|
| ■ Sembcorp Industries excl. Marine | 947 | 619 | (328) |
| ■ Sembcorp Marine | 21 | 1,979 | 1,958 |
| Total Sembcorp Group | 968 | 2,598 | 1,630 |

Marine in a net cash position of S\$1.9bn

Utilities and Others with a net debt of only S\$328m



© Sembcorp Industries 2010

25

Financial Indicators

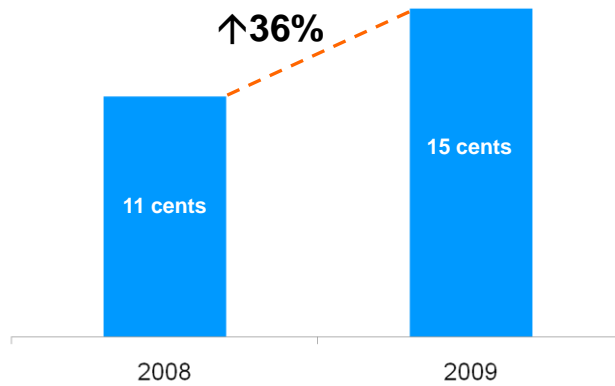


| | FY09 | FY08 |
|-----------------------------|-------|-------|
| Before EI | | |
| EPS (cents) | 38.4 | 30.0 |
| ROE (%) | 23.1 | 19.0 |
| ROTA (%) | 11.9 | 9.5 |
| Interest Cover (times) | 32 | 22 |
| After EI | | |
| EPS (cents) | 38.4 | 28.5 |
| ROE (%) | 23.1 | 18.0 |
| ROTA (%) | 11.9 | 9.0 |
| Interest Cover (times) | 32 | 21 |
| Per Share | | |
| NAV (S\$) | 1.86 | 1.46 |
| NTA (S\$) | 1.80 | 1.39 |
| Economic Value Added | | |
| EVA (S\$M) | 770.5 | 510.7 |

© Sembcorp Industries 2010

26

Rewarding Shareholders



Proposed final tax exempt one-tier dividend of 15 cents per ordinary share to be paid on May 12, 2010



Operations Review

Tang Kin Fei
Group President & CEO

Utilities



Integrated Wastewater Treatment Membrane Bioreactor, Jurong Island, Singapore

Utilities



Key Developments

Singapore

Strong operational performance, expanded facilities

- Strong performance from energy business
- Serving growing customer needs on Jurong Island
 - Expansion of service corridor in Sakra and Seraya, and extension to Tembusu
 - Increased integrated wastewater treatment capacity by over 50% with additional 2,880m³/day membrane bioreactor (MBR) plant in April 2009
- Completed first phase commercial operation of the Sembcorp NEWater Plant in June 2009. Full project completion (50 MiGD) by May 2010



Sembcorp NEWater Plant, Singapore

Utilities



Key Developments

UK

New demand onstream, reconfigured assets

- New onsite demand:
 - SABIC LDPE plant operational Oct 2009. Full production expected by mid-2010
 - Ensus bio-ethanol plant undergoing commissioning. Expected completion 1Q2010
- Sale of Artenius UK's Wilton plants to Lotte Chemicals by administrators
- Increased green income
- 42 MW / 162 tph combined heat and power unit in September 2009
- Investment in new 52 MW steam condensing turbine to convert steam capacity into power for the export to UK electricity grid. Expected completion mid-2011



Sembcorp Biomass Power Station, UK

Utilities



Key Developments

China

Establishing and growing beachheads

- Cogeneration plant in Shanghai performed well
- Expansions in existing beachheads
 - 15,000 m³/day high concentration wastewater treatment plant in Zhangjiagang completed in May 2009
 - 10,000 m³/day wastewater treatment plant in Tianjin completed in June 2009
- Establishment of beachhead in Southern China
 - 15,000 m³/day wastewater treatment plant in Qinzhou Economic Development Zone. Expected completion mid-2011
- First full year of operations in the Shenyang Economic & Technological Development Area providing potable water to over 600 industrial customers and over 20,000 municipal customers. Water tariff increased w.e.f. October 2009



Zhangjiagang wastewater treatment facility, China

Utilities



Key Developments

Other Markets

- In Vietnam, Phu My 3 power plant performed well, underpinned by 20-year PPA
- In the UAE, Fujairah IWPP performed well. Successfully completed the power expansion, increasing capacity to 893 MW and boosting profits



Fujairah Independent Water and Power Plant, UAE

Utilities



Key Developments

Other Markets

Salalah IWPP, Oman

Positioned for Growth in the Middle East

- First project in Oman, second strategic beachhead in Middle East after the UAE
- 490 MW (445 MW net) power capacity, 15 MiGD desalinated water
- Total project cost: approx US\$1 billion
- Sembcorp's stake: 60%
- 15-year power and water purchase agreement with OPWP
- O&M by 70%-owned Sembcorp subsidiary
- Expected full project completion: 1H2012



Artist Impression of Salalah Independent Water and Power Plant, Oman

Marine



Marine



Key Developments

- Achieved record year with strong earnings growth
- Delivered 4 jack-ups, 2 semi subs, and 3 ship conversion and offshore projects in 2009
- All deliveries on schedule or ahead of schedule
- Net orderbook of S\$5.5 billion as at December 31, 2009 with completions and deliveries until early 2012

Marine



Key Developments

New Yard Facility

Positioned for expansion of the Marine & Offshore business

- A "One-Stop Solutions" hub for ship repair & conversion, shipbuilding, rig building and offshore engineering & construction
- Increase in capacity, capability, and efficiency to stay ahead of competition
- Total dock capacity will increase by 62% from 1.9 million dwt to 3.1 million dwt
- 206 ha site to be developed in three phases:
 - 73.3 ha Phase 1: partial operations expected mid-2012 and full completion expected end 2013
- Poised to respond to anticipated increase in demand for big dock capacity



Marine



Key Developments

Strengthened Global Network of Shipyards

Brazil

- Acquired 825,000 m² of freehold land to build new shipyard in state of Espirito Santo in Brazil
- Shipyard to cater directly to Brazil, one of the world's fastest growing offshore oil and gas exploration and production markets

India

- Formed joint venture with Kakinada Seaports to establish and operate marine and offshore facility on east coast of India

Integrated Townships



Integrated Townships



Key Developments

Vietnam

- Positioned as major integrated township and industrial park developer with 4,845 ha under development
 - Expansion in Binh Duong from 1000 ha to 1700 ha
 - Preparation for customer take-up in Bac Ninh with 472 ha settled and 34 ha delivered to customers
 - Launched Sembcorp's fourth VSIP project with 1,600 ha VSIP Hai Phong Integrated Township & Industrial Park, in northern Vietnam in January 2010

China

- Developing the Sino-Singapore Nanjing Eco High-tech Island, China
 - 1,500 ha island aims to attract R&D centres with a modern, ecologically-friendly work-live-play environment
- New phase of development for Wuxi-Singapore Industrial Park to make it a complete residential, commercial and industrial development
- Collaboration with Suntech Power and Wuxi New District to jointly develop a 400 ha 'Solar City'

Environment



SembSITA Pacific's Advanced Waste Treatment (AWT) in Western Sydney, Australia

Environment



Key Developments

- Australia operations performed well
 - Two state-of-the-art resource recovery facilities in Perth and Sydney began full commercial operations in July and August
 - Wins Asia Pacific-wide Frost & Sullivan Waste Management Company of the Year Award for excellence in waste management, including the application of waste-to-resource technologies
- Improved performance from Singapore operations
- Streamlined business portfolio to sharpen focus on waste-to-resource
 - Divested the conservancy services, commercial cleansing and car park management units within the Services division of our Singapore operations

Group Outlook

Tang Kin Fei
Group President & CEO

Group Outlook

The pace of global economic recovery in 2010 is likely to be muted. Notwithstanding this, Sembcorp remains committed to delivering a credible operating performance and satisfactory earnings.



Vital Partners. Essential Solutions.

Disclaimer

This presentation contains certain statements that are not statements of historical fact, i.e. forward-looking statements. These forward-looking statements are based on current expectations, projections and assumptions about future events. Although Sembcorp Industries believes that these expectations, projections and assumptions are reasonable, these forward-looking statements are subject to the risks (whether known or unknown), uncertainties and assumptions about Sembcorp Industries and its business operations, such as (without limitation) the general economic and business conditions in Singapore, the Asia-Pacific region and elsewhere; currency fluctuations between the Singapore dollar and other currencies; governmental, statutory, regulatory or administrative initiative affecting our business; industry trends; future levels and composition of our assets and liabilities; future profitability of our operations; competition; changes in Singapore tax or similar laws or regulations; changes in, or the failure to comply with, governmental regulations, including exchange control regulations, if any.

You are advised not to place undue reliance on these forward-looking statements as the forward-looking events referred to in this presentation may differ materially or not occur due to these risks, uncertainties and assumptions.

Investors should assume that the information in this presentation is accurate only as of the date it is issued. Sembcorp Industries has no obligation to update or revise any forward-looking statement, whether as a result of new information, future events or otherwise, except as required by law.