



# Towards a Greener Future



**Sembcorp's purpose and passion is to do good and play our part in building a sustainable future.**

**Our vision is to be a leading provider of sustainable solutions – supporting development and creating value for our stakeholders and communities.**



### Overview

Group FY2020 Highlights	1
Chairman and CEO's Statement	2
Supporting a Renewables Future	6

### Operating and Financial Review

Group Financial Review	8
• Financial Highlights	8
• Five-year Financial Performance	10
• Value Added and Productivity Data	12
• Treasury Management	14
Energy Review	16
Urban Review	22

### Our Leadership

Board of Directors	28
Technology Advisory Panel	32
Senior Executives	33

### Environmental, Social and Governance Review

Sustainability Report	35
• About this Report	35
• Managing Sustainability	38
– Our Sustainability Framework	38
– Supporting the SDGs	39
– Sustainability Governance	39
– Memberships and Associations	39
• Our Material ESG Issues	40
<i>Enabling a Low-carbon and Circular Economy</i>	40
– Climate Change	
– Resource Management	
– Local Environmental Protection	
<i>Empowering Our People and Communities</i>	43
– Health and Safety	
– People	
– Community	
<i>Embedding Responsible Business Practices</i>	48
– Corporate Governance	
– Ethical Business and Compliance	
– Risk Management	
Corporate Governance Statement	54
Investor Relations	71

### Consolidated Financial Statements

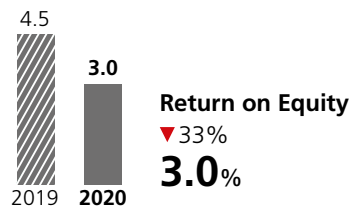
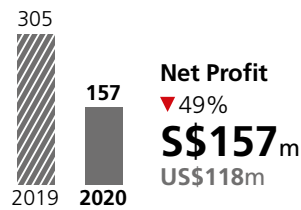
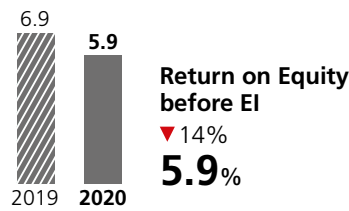
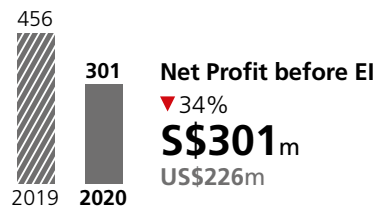
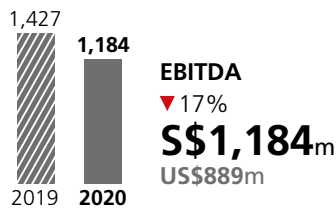
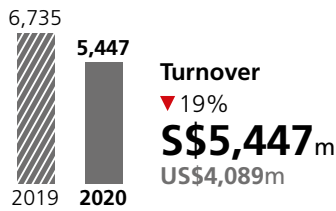
Directors' Statement	74
Independent Auditors' Report	84
Balance Sheets	90
Consolidated Income Statement	92
Consolidated Statement of Comprehensive Income	93
Consolidated Statement of Changes in Equity	94
Consolidated Statement of Cash Flows	98
Notes to the Financial Statements	101

### Other Information

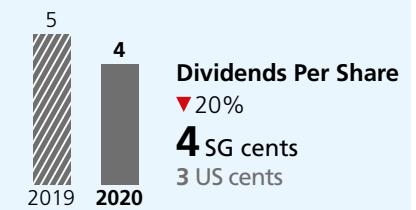
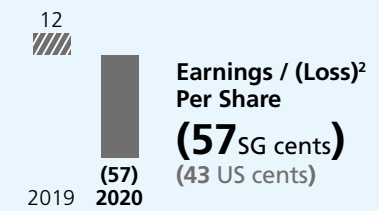
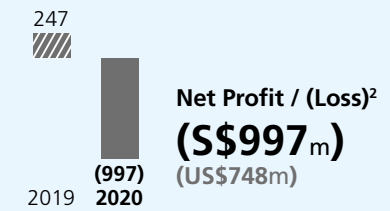
Additional Information on Directors Seeking Re-election	222
Shareholding Statistics	226
Corporate Information	228
Glossary	Inside back cover

# Group FY2020 Highlights

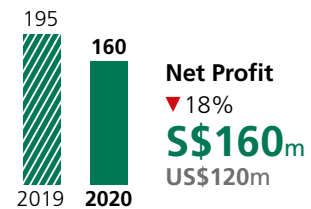
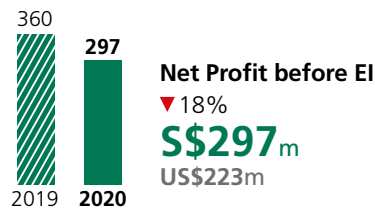
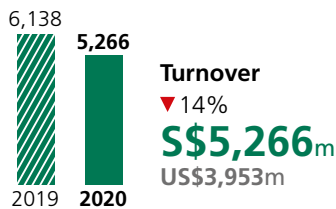
## Group: Continuing Operations<sup>1</sup>



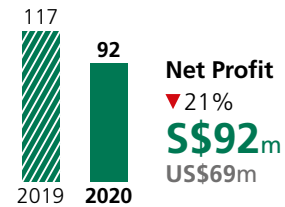
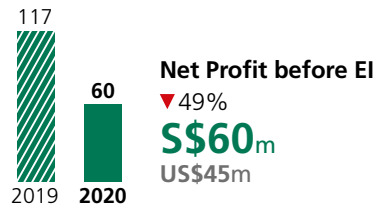
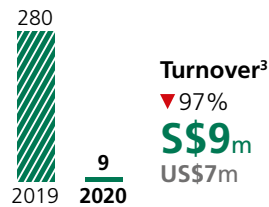
## Group



## Energy



## Urban



EI: exceptional items m: million

<sup>1</sup> Following the completion of the distribution *in specie* of ordinary shares in the capital of Sembcorp Marine Limited to Sembcorp Industries shareholders (the Distribution), the performance of the Marine business for the period from January 1, 2020 to September 11, 2020 is reported under discontinued operation

<sup>2</sup> Includes a non-cash, non-recurring fair value loss of S\$970 million recorded following the completion of the Distribution and net loss from the discontinued Marine business

<sup>3</sup> Most of our Urban businesses are associates or joint ventures. Turnover reflects payment for services provided to these associates or joint ventures. For 2019, turnover included recognition from the sale of *Riverside Grandeur* in Nanjing, China, a residential development wholly-owned by Sembcorp

**TOWARDS A GREENER FUTURE**  
**We aim to transform our portfolio towards a greener future, by focusing on growing our renewables and sustainable urban solutions businesses.**



**Ang Kong Hua**  
 Chairman (right)

**Wong Kim Yin**  
 Group President & CEO (left)

Dear Shareholders,

2020 was a year of immense challenge and profound change. Nations, companies and individuals struggled to cope with the impact of the global coronavirus (COVID-19) pandemic. Meanwhile, disruption to the energy sector continued to gain pace.

In some ways, this unprecedented change mirrored Sembcorp's own. We started a new chapter in our history, by ushering in new leadership and completing the landmark demerger between Sembcorp Industries and Sembcorp Marine.

Amid extraordinary times, the global Sembcorp team responded with exceptional commitment and character. They were ready on the frontlines to deliver reliable essential services, which continued with no disruption. They rallied together to support communities hard hit by the COVID-19 pandemic and also scored wins for the business in a difficult year. We salute them.

**Creating Value in a Challenging Year**

2020 was very challenging. While the underlying performance of our Energy and Urban businesses remained resilient and we continued to deliver positive operating cash flow, the Group incurred a net loss of S\$997 million for the full year mainly due to a non-cash, non-recurring fair value loss of S\$970 million recorded following the completion of the distribution *in specie* of the ordinary shares in the capital of Sembcorp Marine and a net loss of S\$184 million for the Marine business prior to the demerger. In addition, the Group recorded exceptional items of negative S\$144 million. Given the unprecedented impact of COVID-19 on the global economic outlook and the challenging market environment, this included impairments amounting to S\$240 million that were made in the year. Without these exceptional items, and excluding the discontinued Marine business, Group net profit was S\$301 million compared to S\$456 million in 2019.

The demerger via a distribution *in specie* of Sembcorp Industries' stake in Sembcorp Marine was completed in September, following a recapitalisation of Sembcorp Marine through a S\$2.1 billion renounceable rights issue. Our shareholders received 491 Sembcorp Marine shares for every 100 Sembcorp Industries shares owned, with no cash outlay. The demerger has unlocked value, with our share price increasing 78% in 2020 following its completion.


The board proposes a final and total dividend of 4.0 cents per ordinary share for 2020, subject to shareholders' approval.

Notwithstanding the adverse business conditions, the Group continued to gain momentum in renewables growth and deepened our presence in key markets.

**Amid extraordinary times, the global Sembcorp team responded with exceptional commitment and character.**

Together with 400MW of new solar capacity secured in India, we grew our global renewables portfolio in operation and under development to over 3,200MW in 2020. This included a 60MWp inland floating solar photovoltaic (PV) system in Singapore, which will be one of the world's largest when completed later this year. In India, we cemented our position as one of the nation's leading independent power producers by being the first to successfully commission 800MW of wind capacity from the first three tenders by the Solar Energy Corporation of India (SECI).

In 2020, we completed divestments in Chile, China and Panama. Since 2018, we have unlocked cash proceeds of S\$735 million through 17 divestment transactions, demonstrating our commitment to systematic capital recycling.

 For more on the performance of the Group and our businesses, please refer to pages 8 to 27.

**Transforming our Portfolio Towards a Greener Future**


**Sustainability is our Business**

Looking forward, the path to a post-COVID world remains unclear. Yet the megatrends of decarbonisation, urbanisation and electrification are clearly here to stay. As economies start to rebuild, the emphasis is expected to be on resilient and sustainable infrastructure and development.

**With our strategy fully anchored in this purpose, sustainability is front and centre of all that we do. It is our business.**

At Sembcorp, we are driven by a clear purpose to play our part in building a sustainable future. With our strategy fully anchored in this purpose, sustainability is front and centre of all that we do. It is our business.

Our vision is to be a leading provider of sustainable solutions. We aim to transform our portfolio towards a greener future, by focusing on growing our renewables and sustainable urban solutions businesses.

 For more on sustainability at Sembcorp, please refer to pages 35 to 53.

**A Strong Foundation**

We are confident that our strategy is built on a strong foundation. With Singapore as our home base, we are well-placed to serve markets in Asia, where population growth is driving rising demand for sustainable solutions that enable rapid industrialisation, urbanisation and electrification.

Sembcorp is today one of Singapore's largest home-grown renewable energy players, operating an international portfolio of wind, solar and energy storage assets. Backed by our strong market positions, project development and operations & maintenance expertise, we believe we can vie to be a regional front runner. We are a leading renewables player in Singapore with about 280MWp of solar capacity. We are able to offer a full suite of solutions including ground-mounted, rooftop and floating solar PV systems. In India, we achieved the highest wind capacity under self-operations of any independent power producer in the country, thanks to a solid execution track record. Across our markets, we leverage digital and advanced analytics – from predictive asset management and energy generation forecasting to remote and automated operations – as a key differentiator.

Meanwhile, our Urban business has 13 projects strategically located across Vietnam, China and Indonesia. Partnering governments, we undertake a full range of services including master planning, land and property development as well as asset management, to develop the economic engines for growth that have attracted about US\$41 billion in direct investments to date.

It is our belief that this unique combination of energy and urban development capabilities creates a strong platform ideally positioned to seize growth opportunities presented by global megatrends. By leveraging synergies

Sembcorp is the first in India to commission 800MW of wind capacity from the first three SECI wind tenders, demonstrating our solid execution track record



*Jiangdao Intelligent Cube, a 106,218-square metre business park on Sino-Singapore Nanjing Eco Hi-tech Island, China, houses high-tech companies such as Tencent and iFlytek*

across our businesses, we can provide solutions focused on meeting the twin goals of clean energy and sustainable urbanisation in Asia.

**A Note of Thanks**

On behalf of the management and board, we would like to extend a warm welcome to Nagi Hamiyeh and Lim Ming Yan who joined us in March 2020 and January 2021 respectively. Mr Hamiyeh is joint head of Temasek's Investment Group and head of Portfolio Development. Mr Lim is chairman of the Singapore Business Federation and chairman of Workforce Singapore. He was previously president and group chief executive officer of CapitalLand, one of Asia's largest diversified real estate groups.

We would also like to record our thanks to Tan Sri Mohd Hassan Marican, Dr Teh Kok Peng and Jonathan Asherson OBE who will be retiring from our board at the forthcoming annual general meeting. We extend our deepest appreciation for the contributions they have each made during their many years in service to the company.

Special mention and thanks must also go to Neil McGregor who retired as Group President & CEO in June 2020. Mr McGregor played a pivotal role in charting our strategic direction towards

sustainability. Under his leadership, the reshaping of our portfolio towards renewables and sustainable solutions gained considerable momentum.

Before closing, we would like to again express our gratitude to our employees for their hard work and dedication, and to our shareholders and stakeholders who have stood by us.

Transforming and performing in the face of such difficult times will be challenging. However, as we start this new decade, we enter it with confidence and determination. With a strong foundation underpinning our strategy, we are confident that as we press on to deliver and create value for our stakeholders, together, we will build a thriving Sembcorp.

Driven by our purpose, we are determined to transform our portfolio towards a greener future – not just for ourselves but for the generations to come.

**Ang Kong Hua**  
Chairman  
February 23, 2021

**Wong Kim Yin**  
Group President & CEO  
February 23, 2021



# Supporting a Renewables Future

Over **3,200MW** in gross renewable energy capacity in operation and under development



## WIND

Highest wind capacity under in-house operations & maintenance in India

Utility-scale



CHINA



INDIA

**2,419**<sub>MW</sub>



## SOLAR

Constructing one of the world's largest single floating solar systems in Singapore

Utility-scale • Floating • Rooftop



INDIA



SINGAPORE



VIETNAM

**679**<sub>MW</sub>



## ENERGY STORAGE

Developing one of Europe's largest battery storage portfolios in the UK



UK

**120**<sub>MW</sub>

Capacity figures are as at December 31, 2020

## Our Renewable Energy Journey

2019

VIETNAM

Entered the solar energy market in Vietnam



2019

UK

The first 60MW of our 120MW battery energy storage portfolio commences operations in the UK



2016

SINGAPORE

Entered the solar energy market in Singapore



2015

INDIA

Acquired a majority stake in a leading renewable energy company in India



2012

CHINA

Entered China's renewable energy market by acquiring a stake in wind power assets in Hebei and Inner Mongolia



# Group Financial Review

## Financial Highlights

Following the completion of the distribution *in specie* of ordinary shares in the capital of Sembcorp Marine Limited to Sembcorp Industries shareholders, the performance of the Marine business for the period from January 1, 2020 to September 11, 2020 is reported under discontinued operation. The profit and loss figures are after the elimination of inter-segment finance income of S\$38 million in 2020 and S\$27 million in 2019. The 2019 comparative figures have been re-presented accordingly.

	2020	2019	Change(%)
<b>For the Year</b> ( <i>S\$ million</i> )			
<b>Continuing Operations</b>			
Turnover	5,447	6,735	(19)
Earnings before interest, tax, depreciation and amortisation (EBITDA) <sup>2</sup>	1,184	1,427	(17)
Earnings before interest and tax	442	706	(37)
Share of results: Associates & JVs, net of tax	233	186	25
Profit before tax	211	448	(53)
Net profit before exceptional items	301	456	(34)
Net profit from continuing operations	157	305	(49)
<b>Discontinued Operation</b>			
Loss from discontinued operation, net of tax	(184)	(58)	(217)
Loss on the Distribution	(970)	–	NM
Loss from discontinued operation	(1,154)	(58)	NM
<b>Group net (loss) / profit</b>	<b>(997)</b>	247	NM
<b>Capital Position</b> ( <i>S\$ million</i> )			
Owners' funds	3,339	6,070	(45)
Total assets	13,562	23,252	(42)
Net debt	6,696	9,033	(26)
Operating cash flow	491	977	(50)
Free cash flow	719	1,352	(47)
Capital expenditure and equity investment	315	812	(61)
<b>Shareholder Returns</b>			
Net assets per share ( <i>S\$</i> )	1.87	3.85	(51)
Earnings per share ( <i>cents</i> )	(56.81)	11.81	NM
Earnings per share – continuing operations ( <i>cents</i> )	7.84	15.06	(48)
Dividends per share ( <i>cents</i> )	4.0	5.0	(20)
Distribution per share	4.911 SCM Shares for each SCI Share held <sup>2</sup>	–	NM
Last traded share price ( <i>S\$</i> )	1.70	2.29	(26)
Total shareholder returns (%)	51	(8)	NM

<sup>1</sup> EBITDA excludes major non-cash items such as the effects of fair value adjustments, re-measurements, impairments and write-offs

<sup>2</sup> On September 11, 2020, Sembcorp Industries (SCI) distributed 4.911 Sembcorp Marine (SCM) shares for each SCI share held by entitled SCI shareholders at the record date

## Overview

On September 11, 2020, Sembcorp Industries completed the distribution *in specie* of ordinary shares in the capital of Sembcorp Marine Limited to its shareholders (the Distribution). Consequent to the Distribution, the performance of the Marine segment for the period from January 1, 2020 to September 11, 2020 is reported as a discontinued operation.

## Turnover

The Group achieved a turnover of S\$5,447 million from continuing operations, compared to S\$6,735 million in 2019. The Energy business recorded a turnover of S\$5,266 million, 14% lower compared to 2019. The decline was due to a fall in oil prices, lower energy demand and absence of contribution from divested businesses. The Urban business recorded S\$9 million in turnover, compared to S\$280 million in 2019. Turnover in 2019 included recognition of the sale of *Riverside Grandeur* in Nanjing, China, a residential development wholly-owned by Sembcorp.

## Net Profit


The Group recorded a net loss of S\$997 million in 2020 compared to a net profit of S\$247 million in 2019. This was mainly due to a non-cash, non-recurring fair value loss of S\$970 million recorded following the completion of the Distribution in September 2020. Net loss for the Marine business attributable to the Group, for the period prior to the Distribution, was S\$184 million. The Group also recorded exceptional items of negative S\$144 million for the year.

Excluding exceptional items and the discontinued Marine business, net profit was S\$301 million compared to S\$456 million in 2019.

In 2020, the Energy business contributed S\$160 million in net profit to the Group, compared to S\$195 million in 2019. Excluding exceptional items, the business delivered a net profit of S\$297 million, compared to S\$360 million in the previous year. The Energy business' activities and

financial performance in 2020 remained resilient amid a challenging global market environment. The year-on-year decline was mainly due to the absence of contribution from divested businesses and lower triad income from the UK in line with the reduction announced by the regulator. Net profit from the Rest of the World grew as the Sirajganj Unit 4 gas-fired power plant in Bangladesh contributed to earnings for the full year.

Exceptional items recorded by the Energy business in 2020 amounted to a negative S\$137 million. This mainly comprised impairments of assets amounting to S\$208 million, offset mainly by income recognition due to Change in Law events in India.

 A listing of the exceptional items can be found in the Energy Review section of this report on page 19.

The Urban business turned in a creditable performance in 2020, driven by higher contributions from its China and Indonesia projects, despite the impact of COVID-19. Net profit was S\$92 million compared to S\$117 million the year before. Net profit in 2020 included exceptional items of S\$32 million while net profit in 2019 included a significant contribution from the sale of residential units in the *Riverside Grandeur* development in China.

## Cash Flow and Liquidity

As at December 31, 2020, the Group's cash and cash equivalents in the cash flow statement stood at S\$1,009 million. Net cash from operating activities before changes in working capital stood at S\$1,047 million, while net cash from operating activities was S\$491 million. The build-up of working capital was mainly due to the India energy operations.

Net cash used in investing activities was S\$1,281 million, mainly from net cash outflow on the Distribution arising from the deconsolidation of Sembcorp Marine's cash amounting to S\$1,309 million. Net cash from financing activities was S\$55 million. Proceeds from borrowings

were offset by the repayment of borrowings and the redemption of perpetual securities during the year.

## Financial Position

Group shareholders' funds declined to S\$3,339 million as at December 31, 2020, from S\$6,070 million as at December 31, 2019. As a result of the Distribution, Sembcorp Marine is no longer a subsidiary of the Group and its financials have been deconsolidated. This accounted for the significant reduction in balances of assets, liabilities and non-controlling interests.

Property, plant and equipment net decrease of S\$4,999 million was mainly due to the Distribution as well as depreciation charged for the year, net of additions from new renewable power assets in Singapore, India and the UK.

Non-current trade and other receivables declined S\$1,175 million due to the deconsolidation of the Marine business.

Net current assets increased due to a decrease in interest-bearing borrowings due within 12 months as a result of the deconsolidation of the Marine business and a decrease in trade and other payables.

Non-current liabilities decreased in 2020 mainly due to interest-bearing borrowings. Interest-bearing borrowings decreased with the deconsolidation of the Marine business, but included new borrowings to refinance the Energy business' funding requirement upon redemption of perpetual securities.

## Shareholder Returns

In 2020, return on equity of the Group's continuing operations was 3.0% and earnings per share amounted to 7.84 cents. Including discontinued operation, loss per share was 56.81 cents. Subject to approval by shareholders at the next annual general meeting, a total and final dividend of 4.0 cents per ordinary share has been proposed for the financial year ending December 31, 2020.

Five-year Financial Performance

	2020 <sup>1</sup>	2019	2018	2017	2016
<b>For the Year</b> (\$ million)					
Turnover	5,447	9,618	11,689	9,026	7,907
– Energy	5,266	6,138	6,536	5,697	4,111
– Marine	– <sup>1</sup>	2,883	4,888	3,035	3,544
– Urban	9	280	5	8	7
– Other Businesses	172	317	260	286	245
Earnings before interest, tax, depreciation and amortisation (EBITDA) <sup>2</sup>	1,184	1,535	1,279	1,523	1,315
Earnings before interest and tax	442	565	667	920	784
Share of results: Associates & JVs, net of tax	233	184	174	164	125
Profit before tax	211	295	420	611	537
Net profit from continuing operations	157	247	347	383	395
– Energy	160	195	312	140	348
– Marine	– <sup>1</sup>	(85)	(48)	157	48
– Urban	92	117	86	83	33
– Others / Corporate	(95)	20	(3)	3	(34)
Return on equity (%)	3.0	3.5	5.1	5.8	6.2
Return on total assets (%)	3.7	3.5	3.6	4.4	4.0
Discontinued operation <sup>1</sup> (including loss on the Distribution)	(1,154)	–	–	–	–
Net profit	(997)	247	347	383	395
<b>At Year End</b> (\$ million)					
Property, plant and equipment, right-of-use assets and investment properties	7,339	12,331	11,782	11,249	11,287
Other non-current assets	3,219	4,826	5,215	4,004	3,379
Net current assets	877	83	748	2,159	1,609
Non-current liabilities	(7,959)	(9,361)	(9,807)	(9,238)	(8,112)
Net assets	3,476	7,879	7,938	8,174	8,163
Share capital and reserves (including perpetual securities)	3,339	6,871	6,788	6,944	6,702
Non-controlling interests	137	1,008	1,150	1,230	1,461
Total equity	3,476	7,879	7,938	8,174	8,163
<b>Per Share</b>					
Earnings (cents)	(56.81)	11.81	16.98	19.06	19.92
Net assets (\$)	1.87	3.85	3.80	3.88	3.75
Dividends (cents)	4.0	5.0	4.0	5.0	8.0

<sup>1</sup> Following the completion of the distribution *in specie* of ordinary shares in the capital of Sembcorp Marine Limited to Sembcorp Industries shareholders, the performance of the Marine business for the period from January 1, 2020 to September 11, 2020 is reported under discontinued operation

<sup>2</sup> EBITDA excludes major non-cash items such as the effects of fair value adjustments, re-measurements, impairments and write-offs

Figures prior to 2017 are presented in accordance with the Financial Reporting Standards in Singapore (FRS)

2020

Sembcorp posted a net profit of S\$157 million and turnover of S\$5,447 million from continuing operations. In 2020, before exceptional items and the discontinued Marine business, net profit was S\$301 million compared to S\$456 million in 2019. Including the Marine business and exceptional items, the Group recorded a net loss of S\$997 million for 2020, compared to a net profit of S\$247 million in 2019.

The net loss of S\$997 million was mainly due to a non-cash, non-recurring fair value loss on distribution and a net loss of S\$184 million from the Marine business prior to the Distribution. The Group's carrying value for all of its Sembcorp Marine's (SCM) shares at the date of the Distribution was S\$2,561 million. The Distribution, measured at fair value, using the closing price of SCM shares of S\$0.182 prior to the Distribution, amounted to S\$1,597 million. Distribution at fair value less transaction costs of S\$6 million resulted in S\$970 million loss on Distribution for the Group.

The Group's exceptional items, totalled negative S\$144 million in 2020. The Energy and Other Businesses segments accounted for negative S\$137 million and S\$39 million of the exceptional items respectively. This was offset by S\$32 million positive exceptional items from the Urban business.

In 2020, the Energy business contributed a net profit of S\$160 million to the Group, compared to S\$195 million in 2019. Net profit, before exceptional items, was S\$297 million, down 18% from S\$360 million in 2019. Energy's net profit before exceptional items in 2019 also benefitted from one-off insurance and vendor settlements.

The Urban business contributed a net profit before exceptional items of S\$60 million, compared to S\$117 million in 2019. Urban's net profit in 2019 included the recognition of S\$71 million

from the sale of residential units in *Riverside Grandeur* in Nanjing, China. Growth in 2020 was driven by strong land sales achieved at Nanjing Eco Hi-tech Island and Kendal Industrial Park.

2019

Sembcorp posted a net profit of S\$247 million and turnover of S\$9,618 million in 2019, compared to S\$347 million and S\$11,689 million respectively in 2018. Excluding exceptional items, net profit grew 17% to S\$395 million.

In 2019, the Energy business contributed a net profit of S\$195 million to the Group, compared to S\$312 million in 2018. Net profit, before exceptional items, was S\$360 million, up 12% from S\$321 million in 2018, with overseas markets performing better. China recorded a 22% growth in net profit while India doubled its net profit from 2018. The better performance in the UK was driven by the recognition of revenue from the capacity market, which resumed in 4Q2019.

Exceptional items recorded by the Energy business in 2019 amounted to negative S\$165 million. This comprised impairments of S\$245 million and S\$7 million of additional provision for potential fines and claims at Sembcorp Nanjing SUIWU in China, offset by net gains of S\$86 million from the divestment of businesses and assets.

The Marine business turned in a net loss of S\$85 million to the Group in 2019, compared to a net loss of S\$48 million in 2018. The loss recorded in 2019 was mainly due to accelerated depreciation for the Tanjong Kling Yard and continued low overall business volume.

The Urban business delivered another year of record profits in 2019. Net profit grew 36% to S\$117 million in 2019 compared to S\$86 million in 2018, driven by profit recognition

from the successful completion and handover of *Riverside Grandeur*, a wholly-owned residential development in China.

2018

Sembcorp recorded a net profit of S\$347 million and turnover of S\$11,689 million. Compared to 2017, turnover was 30% higher, while net profit was 9% lower. 2017 turnover and net profit, in accordance with SFRS(I), was S\$2,663 million and S\$383 million respectively.

The Energy business contributed a net profit of S\$312 million to the Group, compared to S\$140 million in 2017. Net profit, before exceptional items, was S\$321 million, up 23% compared to S\$261 million in 2017, with Singapore, China and India being the main contributors. However, the increase in 2018 net profit was partially offset by provisions made for the delayed start-up of the Sembcorp Myingyan Independent Power Plant in Myanmar and losses at UK Power Reserve (UKPR).

Exceptional losses recorded by the business in 2018 amounted to S\$9 million. This comprised mainly of S\$23 million of divestment gains, S\$25 million of additional provision for potential fines and claims at an overseas water business, as well as a non-cash S\$7 million expensing of capitalised cost at UKPR on refinancing.

The Marine business reported a loss of S\$48 million in 2018, compared to a net profit of S\$157 million in 2017, in accordance with SFRS(I). The business' loss in 2018 was mainly due to loss from the sale of a semi-submersible rig and continued low overall business volume. Meanwhile, the Urban business continued to deliver good performance with steady contributions from Vietnam and China. 2018 net profit was S\$86 million, slightly higher than the net profit of S\$83 million in 2017.



## Group Financial Review

### 2017

The 2017 review is based on reported financials prepared under FRS.

Sembcorp posted a net profit of S\$231 million and turnover of S\$8,346 million in 2017, compared to S\$395 million and S\$7,907 million respectively in 2016.

The Energy business contributed S\$140 million in net profit to the Group, compared to S\$348 million in 2016. Excluding exceptional items, the business delivered a net profit of S\$261 million. Singapore operations continued to perform well, mitigating the weak performance of our second thermal power plant in India and the absence of contribution from the Yangcheng power project in China, following the expiry of its cooperative joint venture agreement. Singapore operations were also the largest contributor to the Energy business' net profit before exceptional items.

Exceptional losses recorded by the business in 2017 amounted to S\$121 million. These included a provision of S\$25 million for potential fines and claims at an overseas water business, impairment charges of S\$56 million and S\$39 million in refinancing cost incurred for our second thermal power plant in India.

The Marine business' net profit contribution to the Group was S\$7 million in 2017, compared to S\$48 million in 2016. The business' lower net profit in 2017 was mainly due to lower overall business volume, especially in rigs & floaters and offshore platforms. Meanwhile, the Urban business reported a net profit of S\$83 million, up from S\$33 million in 2016. The business' strong performance was driven by higher contributions from all its operating markets and, in particular, higher sales in China.

### 2016

Sembcorp posted a net profit of S\$395 million and turnover of

S\$7,907 million in 2016, compared to S\$549 million and S\$9,545 million respectively in 2015.

The Energy business contributed S\$348 million in net profit to the Group. 63% of this net profit was generated by overseas operations. Excluding exceptional items, the business delivered profit growth of 4% in 2015, backed by record profits in China of S\$125 million. Exceptional gains recorded by the business amounted to S\$3 million, comprising S\$34 million from a divestment gain on the sale of a municipal water operation in Yancheng, China, less S\$31 million total refinancing cost for our first thermal power plant in India. The Marine business' net profit contribution to the Group was S\$48 million in 2016, compared to a net loss of S\$176 million in 2015.

### Critical Accounting Policies

Sembcorp's financial statements are prepared in accordance with Singapore Financial Reporting Standards (International) (SFRS(I)) and International Financial Reporting Standards (IFRS).

With effect from January 1, 2020, the Group has applied the following SFRS(I)s, interpretations of SFRS(I) and requirements of SFRS(I):

- Amendments to SFRS(I) 1-1 and SFRS(I) 1-8 *Definition of Material*
- Amendments to SFRS(I) 3 *Definition of a business*
- Amendments to References to Conceptual Framework in SFRS(I) Standards
- Amendments to SFRS(I) 16 *COVID-19-Related Rent Concessions*

The adoption of the standards does not have any significant impact on the financial statements.

### Value Added and Productivity Data

In 2020, the Group's total value added was S\$1,745 million. This was absorbed by employees in wages, salaries and benefits of S\$396 million,

by governments in income and other taxes of S\$37 million and by providers of capital in interest, dividends and distribution of S\$3,093 million, resulting in a negative balance of S\$1,781 million. The negative balance was mainly due to the completion of the distribution *in specie* of ordinary shares in the capital of Sembcorp Marine Limited to Sembcorp Industries shareholders in September 2020.

### Value Added Statement (S\$ million)

	2020 <sup>1</sup> Continuing Operations	2019	2018	2017	2016
<b>Value Added from</b>					
Turnover	5,447	9,618	11,689	9,026	7,907
Less: Bought in materials and services	(4,075)	(7,458)	(9,699)	(6,753)	(5,860)
Gross value added	1,372	2,160	1,990	2,273	2,047
Investment, interest and other income	228	526	328	421	536
Share of results of associates and joint ventures, net of tax	233	184	174	164	125
Other non-operating expenses	(88)	(147)	(93)	(229)	(491)
	1,745	2,723	2,399	2,629	2,217

### Distribution

To employees in wages, salaries and benefits	396	820	759	807	800
To governments in income and other taxes	37	233	149	104	119
To providers of capital in:					
Interest on borrowings	461	586	508	527	402
Dividends to owners <sup>2</sup>	2,615	71	71	125	179
Profit attributable to perpetual securities holders	17	36	43	43	39
	3,526	1,746	1,530	1,606	1,539

### Retained in Business

Depreciation and amortisation	444	682	595	571	454
Deferred tax (credit) / expense	(25)	(91)	(7)	65	32
Retained profits	(2,443)	140	232	215	178
Non-controlling interests	22	(30)	(15)	110	42
	(2,002)	701	805	961	706
Other non-operating expenses / (income)	221	276	64	62	(28)
	(1,781)	977	869	1,023	678

### Total Distribution

	1,745	2,723	2,399	2,629	2,217
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### Productivity Data<sup>#</sup>

	2020 <sup>1</sup> Continuing Operations	2019	2018	2017	2016
Average staff strength	5,426	16,575	16,578	16,288	18,072
Employment costs (S\$ million)	396	820	759	807	800
Profit after tax per employee (S\$'000)	33	13	20	30	24
Value added (S\$ million)	1,372	2,160	1,990	2,273	2,047
Value added per employee (S\$'000)	253	130	120	140	113
Value added per dollar employment costs (S\$)	3.46	2.63	2.62	2.82	2.56
Value added per dollar investment in property, plant and equipment (S\$)	0.13	0.13	0.12	0.15	0.14
Value added per dollar sales (S\$)	0.25	0.22	0.17	0.25	0.26

<sup>#</sup> The figures above reflect data for core businesses only

<sup>1</sup> Excludes the results of the Marine business. Following the completion of the distribution *in specie* of ordinary shares in the capital of Sembcorp Marine Limited to Sembcorp Industries shareholders, the performance of the Marine business for the period from January 1, 2020 to September 11, 2020 is reported under discontinued operation

<sup>2</sup> Includes the Distribution. The Group's carrying value of the Sembcorp Marine Limited shares at the date of the Distribution was S\$2,561 million. As the Distribution was measured at fair value, a distribution of S\$1,597 million and a loss on distribution of S\$970 million were recognised

## Group Financial Review

### Treasury Management

Sembcorp Financial Services (SFS), the Group's wholly-owned treasury vehicle, manages the Group's financing and treasury activities in Singapore and oversees such activities in other markets together with the respective business units. In addition, funds borrowed by SFS are on-lent to businesses within the Group, where appropriate.

SFS and its overseas treasury units undertake active cash management by setting up cash pooling structures in various countries, utilising surplus funds from businesses and lending

to those with funding requirements. It also actively manages the Group's excess cash using a number of financial institutions, and closely tracks developments in the global banking sector. We believe such proactive cash management continues to be an efficient, cost-effective way of managing the Group's cash and meeting our funding requirements.

#### Facilities

As at December 31, 2020, the Group's total credit facilities, including our multi-currency debt issuance programme, amounted to S\$14,303 million (2019: S\$20,458 million). This comprised

borrowing facilities of S\$12,719 million (2019: S\$17,011 million) and trade-related facilities of S\$1,584 million (2019: S\$3,447 million), including but not limited to bank guarantees, letters of credit, bid bonds and performance bonds.

#### Borrowings and Perpetual Securities

The Group aims to closely align the structure and maturity profile of our debt book with the commercial profile of our core assets, while focusing on maintaining adequate liquidity for our businesses. We continue to build on our banking relationships to ensure that we are able to secure funding on

competitive terms, as and when commercially viable and strategically attractive opportunities arise.

In 2020, the Group established S\$1,575 million of revolving credit facilities and term loans with tenors ranging from three to five years. The new facilities together with a mix of other existing revolving credit facilities and cash were used to refinance the redemption of S\$300 million fixed rate notes in April 2020 and S\$800 million of subordinated perpetual securities in May and June 2020. Following the demerger of Sembcorp Marine in September 2020, the Group also

redeemed the S\$1,500 million guaranteed bond in November 2020, which was previously issued in July 2019 to finance a subordinated loan to Sembcorp Marine. The refinancing resulted in an increase in the Group's floating rate debt.

As at December 31, 2020, the Group's gross borrowings amounted to S\$7,728 million (2019: S\$10,800 million). The year-on-year decrease of S\$3,072 million in gross borrowings was mainly due to the deconsolidation of Sembcorp Marine's debt following the demerger. The Group's interest cover decreased from 2.6 times in 2019

to 2.4 times in 2020. The Group remains committed to ensuring a diversified funding base and to optimising the cost of funding while working towards achieving prudent financial ratios. We also aim to maintain an efficient and optimal mix of committed and uncommitted facilities.

The overall debt portfolio in 2020 comprised 37% (2019: 64%) of fixed rate debt and 63% (2019: 36%) of floating rate debt. We continue to actively monitor and manage the fixed and floating rate mix of our debt portfolio.

#### Financing and Treasury Highlights (\$ million)

	2020	2019	2018
<b>Source of Funding</b>			
Cash and cash equivalents	1,032	1,767	1,925
<b>Borrowing facilities (including multi-currency debt issuance programme)</b>			
Committed borrowing facilities	8,298	13,478	12,195
Less: Amount drawn down	(7,451)	(11,317)	(10,449)
<b>Unutilised committed borrowing facilities</b>	<b>847</b>	<b>2,161</b>	<b>1,746</b>
Uncommitted borrowing facilities	4,421	3,533	3,620
Less: Amount drawn down	(277)	(283)	(1,083)
<b>Unutilised uncommitted borrowing facilities</b>	<b>4,144</b>	<b>3,250</b>	<b>2,537</b>
<b>Total unutilised borrowing facilities</b>	<b>4,991</b>	<b>5,411</b>	<b>4,283</b>
<b>Trade-related facilities</b>			
Facilities available	1,584	3,447	3,716
Less: Amount used	(894)	(1,352)	(1,604)
<b>Unutilised trade-related facilities</b>	<b>690</b>	<b>2,095</b>	<b>2,112</b>
<b>Funding Profile</b>			
<b>Maturity profile</b>			
Due within one year	593	2,643	1,862
Due between one to five years	5,037	5,532	5,803
Due after five years	2,098	2,625	3,067
	<b>7,728</b>	<b>10,800</b>	<b>10,732</b>
<b>Debt mix</b>			
Fixed rate debt	2,833	6,914	5,754
Floating rate debt	4,895	3,886	4,978
	<b>7,728</b>	<b>10,800</b>	<b>10,732</b>

#### Financing and Treasury Highlights (\$ million)

	2020	2019	2018			
<b>Debt Ratios</b>						
<b>Interest cover ratio</b>						
Earnings before interest, tax, depreciation and amortisation (EBITDA)	1,184	1,535	1,279			
Interest on borrowings	499	586	508			
Interest cover (times)	2.4	2.6	2.5			
<b>Debt / capitalisation (D/C) ratios</b>						
	2020	D/C ratio	2019	D/C ratio	2018	D/C ratio
Sembcorp Industries corporate debt	4,721	0.42	4,263	0.23	2,788	0.15
Sembcorp Industries project finance debt	3,007	0.27	3,636	0.19	3,714	0.20
Sembcorp Marine debt	–	–	2,901	0.16	4,230	0.23
Sembcorp Industries Group gross debt	7,728	0.69	10,800	0.58	10,732	0.57
Less: Cash and cash equivalents	(1,032)	–	(1,767)	–	(1,925)	–
Sembcorp Industries Group net debt / (cash)	6,696	0.60	9,033	0.48	8,807	0.47

# Energy Review



An energy player with a balanced portfolio of over 12,700MW of power, with more than 3,200MW of renewable energy capacity comprising wind, solar and energy storage

## Competitive Edge

- Global track record as an originator, owner or investor, operator and optimiser of energy assets with strong operational, management and technical capabilities
- Provider of innovative renewable energy solutions with over 3,200MW of renewable energy capacity comprising wind, solar and energy storage installed and under development globally
- An integrated energy player with a solid track record in providing energy, water and on-site logistics to multiple industrial site customers with compelling value propositions across the energy and utilities value chain
- Reliable and competitive solutions across the gas value chain including gas sourcing, importation and trading



Wind  
**2,419**<sub>MW</sub>



Solar  
**679**<sub>MW</sub>



Energy Storage  
**120**<sub>MW</sub>

Above: Sembcorp secured a contract from National Water Agency PUB to design, build, own and operate a 60MWp floating solar photovoltaic (PV) system on Tengeh Reservoir in Singapore, which will be one of the world's largest inland floating solar PV systems when completed

## Performance Scorecard

### Financial Indicators (\$ million)

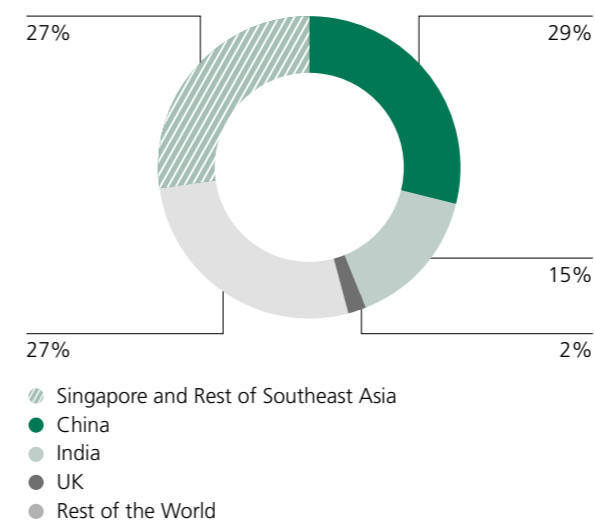
	2020	2019	Change (%)
Turnover <sup>1</sup>	<b>5,278</b>	6,170	(14)
Earnings before interest, tax, depreciation and amortisation (EBITDA) <sup>2</sup>	<b>1,223</b>	1,308	(6)
Earnings before interest and tax	<b>527</b>	603	(13)
Share of results: Associates & JVs, net of tax	<b>122</b>	114	7
Net profit	<b>160</b>	195	(18)
– Net profit before exceptional items	<b>297</b>	360	(18)
– Exceptional items <sup>3</sup>	<b>(137)</b>	(165)	17
Return on equity (%)	<b>4.6</b>	5.3	(13)

<sup>1</sup> Turnover figures are stated before intercompany eliminations

<sup>2</sup> EBITDA excludes major non-cash items such as the effects of fair value adjustments, re-measurements, impairments and write-offs

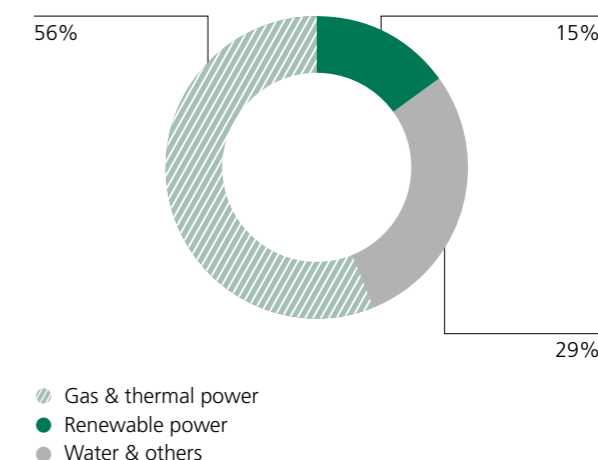
<sup>3</sup> 2020 exceptional items amounted to a negative S\$137 million. The breakdown of 2020 exceptional items can be found in Table 1 on page 19  
2019 exceptional items totalling a negative S\$165 million, comprised impairments of S\$245 million and S\$7 million of additional provision for potential claims at a joint venture wastewater treatment company in China offset by net divestment gain of S\$86 million and a S\$1 million revision on purchase price allocation for a solar project in Singapore. The net divestment gain of S\$86 million was from the sale of Vellocet Clean Energy in Australia, Xinmin municipal water asset and Lianyungang industrial wastewater treatment asset in China, the utilities assets formerly serving Jurong Aromatics Corporation in Singapore and Wilton land lease in the UK

## Net Profit\* by Geography



\* Excluding Corporate and exceptional items

## Net Profit\* by Segment



\* Excluding Corporate and exceptional items

## Energy Review

### Focusing on execution amidst challenges

The activities and financial performance in 2020 were affected by the unprecedented impact of COVID-19 on global economic conditions and low energy prices. Lockdowns in multiple markets led to reduced energy demand ranging from 2% to 7%, impacting our operations in Singapore, India and the UK.

Amid the pandemic, our Energy business continued to deliver essential energy and environmental services globally with no disruption. The health and safety of our people remains our top priority. We focused on executing our existing businesses well and maintained our momentum in strengthening our renewables portfolio, while navigating the challenges of COVID-19. Most notably, we secured a contract to design, build and operate one of the world's largest, inland floating solar photovoltaic (PV) systems on Tengeh Reservoir, Singapore. The team managed to start construction within the year. In India, we continue to actively support India's renewable energy ambitions and became the first independent power producer to deliver on its projects and commission full capacity from the first three wind tenders held by Solar Energy Corporation of India (SECI). We also secured a 400MW solar power project in an auction conducted by SECI. With this win, the Group now has a renewables portfolio of over 3,200MW installed and under development across China, India, Singapore, the UK and Vietnam.

In line with the Group's capital recycling efforts and portfolio rebalancing strategy, we completed divestments in Chile, China and Panama.

### Financial Results

Turnover for the Energy business was S\$5.3 billion, compared to S\$6.2 billion in 2019. Net profit after exceptional items was S\$160 million, compared to S\$195 million the previous year.

### Operational Indicators\*

	2020	2019
Gross power capacity (MW)	<b>12,782</b>	12,631
– Thermal	<b>9,481</b>	9,825
– Renewable (including energy storage)	<b>3,218</b>	2,721
– Energy-from-waste	<b>83</b>	85
Steam capacity (tonnes per hour)	<b>3,503</b>	3,501
Water and wastewater treatment capacity (m <sup>3</sup> /day)	<b>8,263,781</b>	8,661,145

\* 2019 and 2020 capacity refers to total gross capacity of facilities installed and under development

### Net Profit (S\$ million)

	2020	2019	Change(%)
Singapore	<b>76</b>	102	(25)
Rest of Southeast Asia	<b>18</b>	42	(57)
China	<b>100</b>	106	(6)
India	<b>50</b>	100	(50)
UK	<b>7</b>	22	(68)
Rest of the World <sup>1</sup>	<b>94</b>	69	36
Corporate	<b>(48)</b>	(81)	41
Net Profit before Exceptional Items	<b>297</b>	360	(18)
Exceptional Items <sup>2</sup>	<b>(137)</b>	(165)	17
Total Net Profit	<b>160</b>	195	(18)

<sup>1</sup> Rest of the World includes the Americas, Australia, Bangladesh and Middle East. The subsidiary in Australia was divested in September 2019

<sup>2</sup> 2020 exceptional items amounted to a negative S\$137 million. The breakdown of 2020 exceptional items can be found in Table 1 on page 19

2019 exceptional items totalling a negative S\$165 million, comprised impairments of S\$245 million and S\$7 million of additional provision for potential claims at a joint venture wastewater treatment company in China offset by net divestment gain of S\$86 million and a S\$1 million revision on purchase price allocation for a solar project in Singapore. The net divestment gain of S\$86 million was from the sale of Vellocet Clean Energy in Australia, Xinmin municipal water asset and Lianyungang industrial wastewater treatment asset in China, the utilities assets formerly serving Jurong Aromatics Corporation in Singapore and Wilton land lease in the UK

Exceptional items totalled a negative S\$137 million. This was mainly due to the unprecedented impact of COVID-19 on global economic conditions and low energy prices impacting the assessment of the recoverable amount of certain investments and assets. The breakdown of the exceptional items is found in Table 1. Excluding exceptional items, underlying net profit declined 18% to S\$297 million.

### Singapore

Net profit of the Singapore operations was S\$76 million, compared to S\$102 million in 2019. 2020 performance was negatively impacted by the decline

in the prices of oil and high sulphur fuel oil and lower energy demand as a result of the reduced economic activity amid the pandemic. Earnings were also impacted by the absence of contribution from utilities assets formerly serving Jurong Aromatics Corporation, which were divested in October 2019.

We continued to strengthen our renewables portfolio in Singapore, securing 100MWp of new projects in 2020. Notably, we signed a 25-year long-term power purchase agreement with PUB, Singapore's National Water Agency, to design, build, own and

operate a 60MWp floating solar PV system on Tengeh Reservoir. When fully operational in 2021, this project will be one of the world's largest inland floating solar PV systems. We also launched Singapore's first Renewable Energy Certificate (REC) aggregator platform that manages RECs from multiple sources. Backed by our own growing renewables capacity, the digital platform offers liquidity and flexibility, and enables customers to transact RE100-recognised RECs to meet their green energy requirements.

We signed a memorandum of understanding with CapitaLand and SP Group in November 2020, to jointly study the use of integrated energy solutions to power data centres. The integrated energy solutions will potentially include a combination of solar PV, green hydrogen and energy storage amongst others.

We completed the acquisition of 100% equity interest in Veolia ES Singapore and the public cleaning business of Veolia ES Singapore Industrial for S\$19 million in June 2020. The acquired businesses hold contracts for public and commercial waste and recyclable

Table 1: 2020 Exceptional Items (S\$ million)

### Net Profit Impact

#### Singapore

Write-down of inventory of gasoil reserves to net realisable value	(38)
Write-off of inventory due to uncertainty on the recoverability of the gasoil inventory stored at Hin Leong Trading	(44)
Impairment of utilities assets on Jurong Island	(21)
Negative goodwill recognised upon the completion of the acquisition of Veolia	17

#### China

Impairment of a dedicated wastewater treatment plant in Nanjing	(8)
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#### India

Income recognition of claims for compensation due to Change in Law events	98
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#### UK

Impairment of UK Power Reserve assets, including goodwill	(60)
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#### Bangladesh

Additional recognition of Sirajganj Unit 4 construction margin	14
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#### Chile

Net loss from divestment of municipal water business	(34)
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#### Oman

Impairment of investment in Sembcorp Salalah Power and Water Company	(81)
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#### Panama

Gain on divestment of municipal water business	20
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<b>Total</b>	<b>(137)</b>
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Sembcorp continued to deliver essential services with no disruption amid the COVID-19 pandemic

## Energy Review

collections covering recovery and recycling, public and commercial cleaning services, as well as associated properties. The acquisition further strengthens Sembcorp's business in the provision of environmental services and our position as the nation's premier integrated environmental services provider.

### Rest of Southeast Asia

The Rest of Southeast Asia comprises power operations in Myanmar and Vietnam as well as municipal water operations in Indonesia and the Philippines. Net profit from the Rest of Southeast Asia was S\$18 million, compared to S\$42 million in 2019. In 2019, contribution in Myanmar was boosted by one-off income mainly comprising liquidated damages and vendor settlement income. Excluding the one-off income in 2019,

performance in 2020 improved due to better availability of the Sembcorp Myingyan Power Plant. In Indonesia, the 25-year concession to supply potable water to residential and non-residential customers in Batam expired in November 2020.

### China

China operations contributed S\$100 million in net profit, compared to S\$106 million in 2019. Performance from our thermal assets, Shanghai Caojing cogeneration plant and Chongqing Songzao supercritical coal-fired power plant improved. However, contribution from wind assets was lower due to lower wind resource in Huanghua. Net profit from our water assets was steady, as lower production volumes by customers were mitigated by operational cost savings initiatives.

### India

Power demand in India declined 3% on a year-on-year basis and Indian Energy Exchange (IEX) spot prices were 21% lower in 2020 compared to 2019. Net profit from our India operations was S\$50 million, compared to S\$100 million in 2019. Net profit from the first supercritical coal-fired power plant declined from 2019. This was due to lower availability as one unit underwent capital overhaul in the second half of the year. Average plant load factor (PLF) for the year was 78%. Performance from the second supercritical coal-fired power plant was impacted by lower IEX tariff and lower demand. Its average PLF was 75%.

Contribution from our India renewables arm was also lower due to poor wind resource. During the year, we fully commissioned our SECI 2 and SECI 3

wind projects, bringing our installed renewable energy capacity in India to 1,729MW. With the full commissioning of the 300MW SECI 3 wind project, Sembcorp became the first independent power producer to deliver on all its projects awarded in the first three wind tenders held by SECI. This is also the largest operational wind capacity from SECI tenders for any developer to date. The successful completion of our SECI wind power projects is testament to the solid execution track record and expertise we have on the ground to deliver large-scale renewable energy assets.

India is a key market and we are committed to providing sustainable solutions that contribute to the nation's clean energy ambitions. A 400MW solar power project was also secured in an auction conducted by SECI. The entire output of the project in Rajasthan will be sold to SECI under a 25-year long-term power purchase agreement. Commissioning of the project is expected mid-2022.

### UK

Net profit from the UK was S\$7 million, a decline from S\$22 million in 2019. Electricity demand in the UK declined 7% in 2020 due to the significant impact of COVID-19, particularly in the second quarter of 2020 when the country was in full lockdown.

Contribution from operations on Teesside was lower. Flexible generation assets were also called on less frequently to balance the system. In addition, there was lower triad income in line with reductions announced by the regulator. However, we believe that as coal, older gas and nuclear plant retirements continue, market volatility may increase and our flexible generation assets would be well-positioned to meet the demand.

### Rest of the World

Operations in the Rest of the World include a gas-fired power plant in Bangladesh and independent water and power plants in Oman and the UAE. Water assets in Chile and Panama



A further 60MW of our 120MW battery storage system in the UK will commence operations in 2021

included in this segment have been divested as of July and November 2020 respectively. Net profit from the Rest of the World grew 36% to S\$94 million, up from S\$69 million the previous year. Net profit from the Sirajganj Unit 4 combined cycle gas turbine power plant in Bangladesh was higher as it contributed to earnings for the full year. The plant commenced full operations in April 2019. Net profit from our Middle East operations also increased with better availability from the Fujairah 1 independent water and power plant in the UAE, and the Salalah independent water and power plant in Oman.

### Outlook

According to the International Energy Agency, with the recovery of the world economy in 2021, demand for electricity is expected to rebound in 2021, following a decline in 2020 due to the measures taken against COVID-19. However, significant challenges remain for economies around the world. Uncertainties continue to persist with regard to the strength of recovery from the COVID-19 pandemic.

The performance of the Energy business will also be impacted by changes in customer profile in the UK and Singapore, as well as the loss of income from divested assets in Chile and Panama.

The business will continue to focus on providing sustainable solutions that support the global energy transition. In 2021, approximately 200MW of renewable energy capacity is expected to come onstream.



We secured a 400MW solar project in the Solar Energy Corporation of India (SECI) auction and fully commissioned our SECI 2 and SECI 3 wind projects – becoming the first independent power producer to complete projects awarded in the SECI 1, 2 and 3 tenders in India

# Urban Review



A leading Asian developer with a strong track record in transforming raw land into sustainable urban developments, delivering the economic engine to support growth

## Competitive Edge

- Over 30 years of track record in undertaking master planning, land preparation and infrastructure development to transform raw land into urban developments
- A valued partner to governments, with the ability to deliver the economic engine to support industrialisation and urbanisation by attracting local and international investments
- Significant land bank of integrated urban developments comprising industrial parks as well as business, commercial and residential space in Vietnam, China and Indonesia
- People-centric approach to urban planning, incorporating green solutions and smart technology to enhance the liveability and sustainability of our developments



Total Net Orderbook  
**277** hectares



Remaining Saleable Land  
**2,473** hectares

Above: Sino-Singapore Nanjing Eco Hi-tech Island is part of the new Jiangsu Free Trade Zone pilot scheme to promote integrated development of the Yangtze River region and to improve overseas investment cooperation in China

## Performance Scorecard

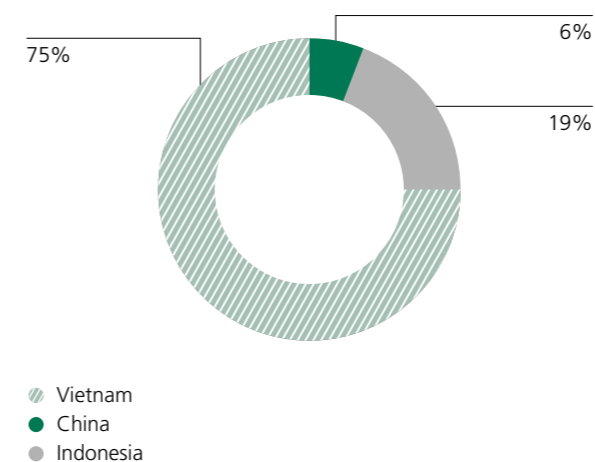
### Financial Indicators (\$ million)

	2020	2019	Change (%)
Turnover <sup>1</sup>	9	280	(97)
Earnings before interest and tax	(14)	102	NM
Share of results: Associates & JVs, net of tax	109	75	45
Net profit	92	117	(21)
– Net profit before exceptional items	60	117	(49)
– Exceptional items <sup>2</sup>	32	–	NM
Return on equity (%)	8.3	11.4	(27)

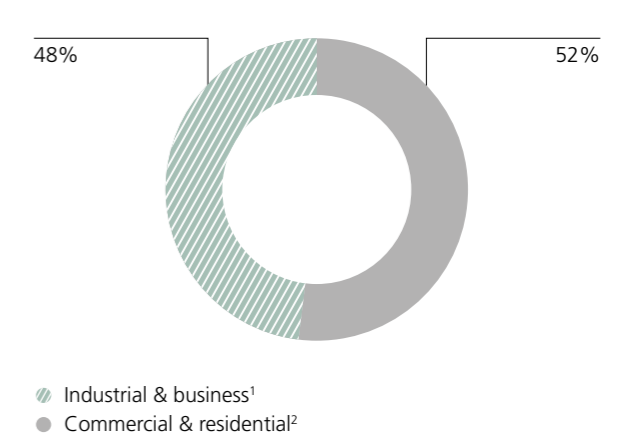
<sup>1</sup> Most of our Urban businesses are associates or joint ventures. Turnover reflects payment for services provided to these associates or joint ventures. For 2019, turnover included recognition from the sale of *Riverside Grandeur* in Nanjing, China, a residential development wholly-owned by Sembcorp

<sup>2</sup> 2020 exceptional items relate to the Singapore-Sichuan Hi-tech Innovation Park project comprising the recognition of S\$23 million additional income from finalisation of the project and a S\$9 million gain from share of equity reduction in Sino-Singapore (Chengdu) Innovation Park Development Co

## Remaining Saleable Land by Geography



## Remaining Saleable Land by Segment



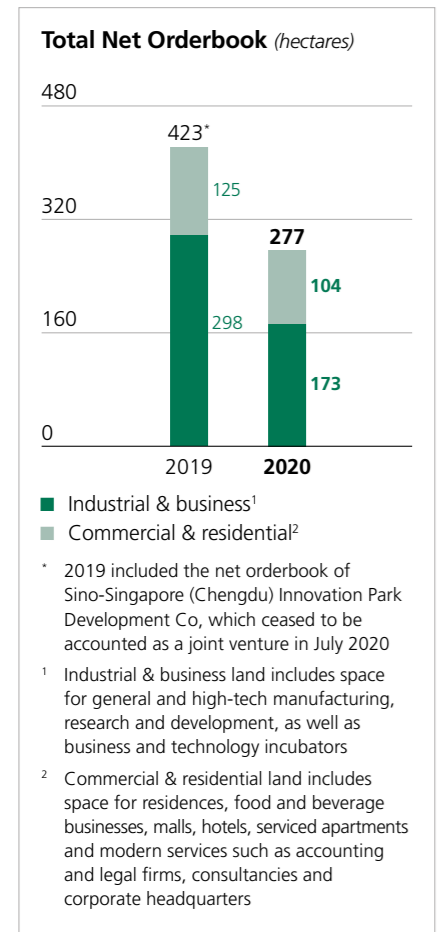
<sup>1</sup> Industrial & business land includes space for general and high-tech manufacturing, research and development, as well as business and technology incubators

<sup>2</sup> Commercial & residential land includes space for residences, food and beverage businesses, malls, hotels, serviced apartments and modern services such as accounting and legal firms, consultancies and corporate headquarters

**Creditable performance despite the COVID-19 pandemic**

The Urban business turned in a creditable performance in 2020, driven by higher contributions from our China and Indonesia projects, despite the impact of COVID-19. Net profit was S\$92 million compared to S\$117 million the year before. 2020 net profit included the recognition of S\$23 million in additional income from the finalisation of the Singapore-Sichuan Hi-tech Innovation Park project and a S\$9 million gain from our share of equity reduction in Sino-Singapore (Chengdu) Innovation Park Development Co (SSCIP). Net profit in 2019 included significant contribution from the sale of residential units in the *Riverside Grandeur* development in China. Return on equity for the business was 8.3% in 2020.

Land sales in 2020 amounted to 172 hectares, compared to 268 hectares the year before. The uncertain economic



**Operational Indicators (hectares)**

	2020	2019*
Saleable land inventory	5,718	5,938
Land sold (cumulative)	2,968	2,915
Total net orderbook	277	423
Remaining saleable land	2,473	2,600

\* 2019 included figures relating to Sino-Singapore (Chengdu) Innovation Park Development Co, which ceased to be accounted as a joint venture in July 2020  
 Note: Figures are based on current planned estimates



Strong attendance at the launch of *BelHomes* in VSIP Hai Phong, Vietnam

outlook due to the COVID-19 pandemic led to lower take-up and demand at our Vietnam Singapore Industrial Park (VSIP) developments in Vietnam. Strong land sales at the Sino-Singapore Nanjing Eco Hi-tech Island (SNEI) project in China as well as record land sales at the Kendal Industrial Park project in Indonesia mitigated the decline in VSIP land sales. In 2020, the net orderbook was 277 hectares, compared to 423 hectares in 2019. Additionally, 2019 included the net orderbook of SSCIP, totalling 19 hectares, which ceased to be accounted as a joint venture in July 2020.

**Vietnam**

Performance at the VSIP integrated townships and industrial parks was negatively impacted by a combination of the COVID-19 pandemic and severe wet weather conditions. According to Markit Economics which monitors the

Purchasing Manager's Index (PMI) for economic trends in the manufacturing and service sectors, the Vietnam PMI contracted below 50 in February 2020 following the COVID-19 outbreak. Manufacturing activity was weak as a result of supply shortages, issues with importing materials, increases in input costs and weak global demand for goods. Vietnam's foreign direct investment (FDI) inflows decreased 2% from a year earlier and FDI pledges, which indicate the size of future FDI disbursement, decreased 25% in 2020.

Factories that were under construction experienced construction delays owing to movement restrictions. Prospective customers delayed investment decisions as physical site inspections and meetings with government agencies could not be conducted. While these factors contributed to the slowdown in land



*The Habitat Binh Duong* phase three – a residential development in Vietnam jointly developed by Sembcorp Properties and VSIP

sales, no tenants shut down operations or withdrew land orders. We also do not see a structural shift away from manufacturing investments in Vietnam.

Vietnam's housing market proved resilient during the year. Demand in

the mid-tier housing segment was high as residents maintained their confidence in the real estate sector. We recognised profits from the sale of 351 out of 383 units at the *Sun Casa (Hoa Loi)* residential development in 2019 and 2020. Profits from the sale of

the remaining units will be recognised in 2021. During the soft launch of a sister development named *Sun Casa Central (Vinh Tan)* in December 2020, down payments were made for 150 units of terraced houses and shophouses.

VSIP also launched a second *BelHomes* development in Hai Phong in 2020, with down payments made for all 519 landed houses and shophouses. Profits from these sales will be recognised upon handover to residents from 2021. Phase two of *The Habitat Binh Duong* in VSIP Binh Duong that launched in 2019, was fully sold with the profits from 383 apartment units recognised upon handover to residents in 2020. The remaining 77 units will be handed over to residents in 2021. The development's third phase was launched in 2019 and 2020, with 356 out of 793 units taken up to date. These will be handed over to residents from 2022.



VSIP in Bac Ninh Province, Vietnam

## Urban Review

### China

Our China market contributed significantly to the business' performance in 2020. The Chinese government boosted domestic consumption to keep economic activity going, and kept the broad policy environment supportive by ensuring ample liquidity and reducing lending rates for companies. Our SNEI project sold several land plots during the year, following a concerted effort together with the government to attract companies in the artificial intelligence and environmental industries, in keeping with the island's industry positioning. *Jiangdao Intelligent Cube*, our 106,218-square metre gross floor area business park within SNEI that was completed in 2019, achieved 89% occupancy for its rental units and has sold 82% of its office space.

Sembcorp's wholly-owned business hub, the *International Water Hub* (IWH), commenced operations during the year.



Operations at Wuxi-Singapore Industrial Park in China remained stable during the year

IWH's facilities comprising office, laboratory, retail spaces and conference amenities are leased to companies involved in the R&D and commercialisation of new water solutions. At the end of December 2020, 39% of the building's office and laboratory spaces had been taken up.

We also recognised profits from the sale of the last six remaining apartments of the 332-unit *Riverside Grandeur* residential development.

In Chengdu, our 50%-owned Singapore joint venture company, Singapore-Sichuan Investment Holdings (SSIH), sold a 30%

equity interest it held in the 1,000-hectare Singapore-Sichuan Hi-tech Innovation Park to Chengdu Hi-tech Investment Group. The sale was completed in July, with SSIH holding the remaining 20% stake in the project. The Urban business recorded a gain of S\$9 million from the sale and continues to maintain a 10% effective equity interest in SSCIP.

Contribution from our Wuxi-Singapore Industrial Park project remained healthy and was higher than in 2019. With strong support from the local government, tenants' factory operations were unaffected throughout the pandemic with no closures or withdrawals of tenancy contracts.

### Indonesia

The Indonesian economy entered into a recession in the third quarter of 2020, its first since the 1998 Asian Financial Crisis. According to the Indonesian Investment Coordinating Board, COVID-19 impacted exports and imports, causing contractions across multiple sectors including mining, manufacturing, construction, trade and more, with the exception of a slight expansion in the communications sector. Following declines in FDI in the first half of the year, FDI increased 1% in the third quarter of 2020 year-on-year due to investments from Singapore, China and Japan.

Despite the impact of COVID-19, Kendal Industrial Park achieved record land sales, more than triple the total in 2019. While the pandemic disrupted operations in the region, the business was able to convert the orderbook for land reserved in earlier years, recognising profit from these sales upon handover to customers.

### Outlook

In 2020, pandemic-related disruptions to government services contributed to delays. We were unable to commence construction at two new VSIP developments, VSIP Binh Duong Park III and VSIP Bac Ninh Park II, despite investment licences being



Manufacturers proceeded with factory construction at the Kendal Industrial Park in Indonesia

issued. In August, we announced that the Myanmar Investment Commission had issued a permit approving the development of the Myanmar Singapore Industrial Park in Hlegu Township. However, the agreement to lease the land has yet to be concluded with the authorities. The resultant delays of these three projects will lead to stretched development timelines and a reduction in inventory for land sales in 2021.

The Urban business' remaining effective share in SSCIP is 10% after a reduction of equity interest in 2020. Under accounting standards, SSCIP has been reclassified as a Financial Asset in our financial accounts. As such, Sembcorp will not share in any future gain or loss from the sale of SSCIP's balance land bank.

Looking ahead, the emergence of new COVID-19 variants and potential new waves of outbreaks pose potential risks of protracted economic recovery. Nevertheless, our focus remains on expediting land development for delivery to customers. Underpinned by our orderbook, the underlying performance for the Urban business is expected to improve.



*International Water Hub* within SNEI in China, commenced operations during the year



# Board of Directors



**Ang Kong Hua**



**Wong Kim Yin**



**Tan Sri Mohd Hassan Marican**



**Tham Kui Seng**



**Dr Teh Kok Peng**



**Ajaib Haridass**



**Nicky Tan Ng Kuang**



**Yap Chee Keong**



**Jonathan Asherson OBE**



**Dr Josephine Kwa Lay Keng**



**Nagi Hamiyeh**



**Lim Ming Yan**

## Ang Kong Hua

Chairman

Non-executive & Independent Director

Appointed February 26, 2010 E C N T

A well-known corporate figure in Singapore, Mr Ang brings to Sembcorp a wealth of experience in the manufacturing and services sectors, including the chemicals, electronics, engineering and construction sectors. Currently, he serves on the board of GIC, which manages Singapore's external reserves, as well as the board of Southern Steel.

Mr Ang holds a BSc (Honours) degree in Economics from the University of Hull, UK.

## Wong Kim Yin

Group President & CEO

Appointed July 1, 2020 E T

Mr Wong has over 20 years of leadership experience in the energy sector and investment management. As the former group chief executive officer of SP Group, Mr Wong led the transformation of the company towards an increased focus on sustainability and innovation.

Prior to the SP Group, Mr Wong was senior managing director of investments at Temasek International, overseeing investments in the energy, transportation and industrial sectors. He was also with The AES Corporation managing project development and mergers and acquisitions (M&A) across the Asia Pacific.

Mr Wong is the chairman of SkillsFuture Singapore. He is also a director of China Venture Capital Fund Corporation, DSO National Laboratories and the Inland Revenue Authority of Singapore. He previously served as a director of SeaTown Holdings until earlier this year.

Mr Wong holds a Bachelor of Science in Computer Science & Information Systems from the National University

of Singapore (NUS) and a Master of Business Administration from the University of Chicago Booth School of Business.

*Past directorships in listed companies and major appointments 2018–2020:*

- Singapore Power (SP) Group of Companies
- Singapore Polytechnic

## Tan Sri Mohd Hassan Marican

Non-executive & Independent Director

Appointed June 16, 2010 C N

Tan Sri Mohd Hassan Marican brings to the board over 30 years of experience in the energy sector, as well as in finance and management. He was president and chief executive officer of Malaysia's Petroliaam Nasional (PETRONAS) from 1995 until his retirement in February 2010.

He is chairman of Sembcorp Marine, Singapore Power, Pavilion Energy, Pavilion Energy Trading & Supply, Pavilion Energy Singapore (formerly known as Pavilion Gas) and Lan Ting Holdings and a director of Sarawak Energy, Lambert Energy Advisory, and mh Marican Advisory. He is also a senior international advisor at Temasek International Advisors.

Tan Sri Mohd Hassan Marican holds an honorary doctorate from the University of Malaya and is a fellow of the Institute of Chartered Accountants in England and Wales.

*Past directorships in listed companies and major appointments 2018–2020:*

- Khazanah Nasional

## Tham Kui Seng

Non-executive & Independent Director

Appointed June 1, 2011 E C

Mr Tham brings to the board a strong background in management in various industries, including over a decade of experience in the real estate sector.

He was the former chief corporate officer of CapitaLand and is a director of Banyan Tree Holdings, Avanda Investment Management, Sembcorp Properties and Peachwood & Co. He is also an advisor to Mellford Pte Ltd.

Mr Tham holds a First Class Honours degree in Engineering Science from the University of Oxford, UK.

*Past directorships in listed companies and major appointments 2018–2020:*

- Global Logistic Properties
- Sembcorp Design and Construction
- Straits Real Estate
- Temasek International Advisors
- The Straits Trading Company

## Dr Teh Kok Peng

Non-executive & Independent Director

Appointed October 15, 2012 A R T

Dr Teh is a senior advisor to China International Capital Corporation and a director of Fullerton Health Corporation, Astrea III, Astrea IV, Astrea V, Astrea VI, Hollysys Automation Technologies, Aviva Singlife Holdings and Seviara Holdings. He is chairman of Azalea Asset Management and NUS East Asian Institute. He is also a member of the Global Economic and Financial Advisory Council of Caisse de dépôt et placement du Québec (CDPQ) and an advisory director of Campbell Lutyens.

Previously, Dr Teh served as advisor to GIC's Group Executive Committee, chairman of GIC's China Business Group and chairman of Ascendas. He was also formerly president of GIC Special Investments, deputy managing director of GIC, deputy managing director of the Monetary Authority of Singapore (MAS) and an economist at the World Bank.

Dr Teh holds a First Class Honours degree in Economics from La Trobe University, Australia and a PhD in Economics from the University of

### Board Committees:

E Executive A Audit R Risk C Executive Resource & Compensation N Nominating T Technology Advisory Panel

## Board of Directors

Oxford, UK. He also completed the Advanced Management Program at Harvard Business School, USA.

*Past directorships in listed companies and major appointments 2018–2020:*

- Temasek Foundation Connects
- Lu International (Singapore) Financial Asset Exchange

### Ajaib Haridass

Non-executive & Independent Director  
Appointed May 1, 2014 A R

With 44 years of legal experience, Mr Haridass specialises in maritime law, and deals with commercial and banking litigation. Currently a consultant with Haridass Ho & Partners, he is a panel member of arbitrators of the Singapore International Arbitration Centre, the Singapore Chamber of Maritime Arbitration and the Asian International Arbitration Centre. Mr Haridass is also an accredited principal mediator of the Singapore Mediation Centre, a senior accredited specialist (maritime and shipping law), Singapore Academy of Law and a director at Manhattan Resources. He is a commissioner for oaths, a notary public and a retired justice of the peace. He is also lead independent director of Nam Cheong.

Mr Haridass holds a Bachelor of Laws (Honours) degree from the University of London and is a qualified barrister-at-law at the Honourable Society of the Middle Temple, UK.

*Past directorships in listed companies and major appointments 2018–2020:*

- Sembcorp Marine
- Small Claims Tribunal of the State Courts of Singapore

### Nicky Tan Ng Kuang

Non-executive & Independent Director  
Appointed November 1, 2015 E C N T

Mr Tan has rich experience in corporate finance, audit as well as M&A. He currently runs nTan Corporate Advisory.

Over the course of his career, he has been partner and head of Global Corporate Finance at Arthur Andersen Singapore and ASEAN, partner and head of Financial Advisory Services at PricewaterhouseCoopers Singapore, as well as chairman of Financial Advisory Services at PricewaterhouseCoopers Asia Pacific.

Mr Tan is a director of Singtel Innov8, Chloride Eastern Industries, Intellectual Property Office of Singapore. Mr Tan is a member of the Nee Soon Town Council and chairman of its investment & finance committee, as well as a member of Pei Chun Public School's management committee.

Mr Tan qualified as a chartered accountant in the UK. He is a member of the Institute of Chartered Accountants in England and Wales, the Institute of Singapore Chartered Accountants, as well as a fellow of the Singapore Institute of Directors.

*Past directorships in listed companies and major appointments 2018–2020:*

- Community Cancer Fund
- National Cancer Centre Research Fund
- National University Health System
- MOH Holdings' audit & risk committee

### Yap Chee Keong

Non-executive & Independent Director  
Appointed October 1, 2016 A R

Mr Yap brings to the board financial, management and audit expertise, as well as experience in industry sectors including energy, infrastructure and real estate. Formerly the executive director of The Straits Trading Company, and chief financial officer of SP Group, he is also a director of various companies such as Shangri-La Asia, Olam International, Mediacorp, Ensign InfoSecurity and Maxeon Solar Technologies.

Previously, Mr Yap served on the board of Singapore's Accounting and

Corporate Regulatory Authority (ACRA) and on ACRA's Public Accountants Oversight Committee. He was a member of the working group convened by MAS, Singapore Exchange (SGX) and ACRA to review the Guidebook for Audit Committees in Singapore, as well as the panel convened by MAS, SGX, ACRA and the Singapore Institute of Directors, which formulated guidelines for board risk committees.

Mr Yap holds a BAcc from NUS and is a fellow of the Institute of Singapore Chartered Accountants and CPA Australia.

*Past directorships in listed companies and major appointments 2018–2020:*

- Certis CISCO Security
- Citibank Singapore
- Malaysian Smelting Corporation
- The Straits Trading Company

### Jonathan Asherson OBE

Non-executive & Independent Director  
Appointed July 17, 2017 A R T

Mr Asherson has rich experience in regional strategy and business, and the power and engineering industries. He has served as non-executive chairman of Rolls-Royce Singapore, regional director for ASEAN and the Pacific at Rolls-Royce and held various positions in Siemens' industrial power business in China, Malaysia, Germany and USA.

Mr Asherson is an independent director of Genting Singapore and Tru-Marine. He is an advisory board member of Supply Chain and Logistics Academy. He advises Partners in Performance, a performance improvement company and Byhiras, an investment finance technology company in the UK.

His previous appointments include chairman and vice-chairman of Singapore International Chamber of Commerce, president of the British

Chamber of Commerce and board member of the Singapore Economic Development Board. He was also a council member of the Singapore National Employer's Federation and the Singapore Business Federation. He has served as an advisor to various organisations in Singapore and the UK, including the UK Department for International Trade (Southeast Asia), the Singapore Institute of International Affairs, institutes within the Agency for Science, Technology and Research (A\*STAR), Science and Technology Advisory Council at the Engineering Research Institute @ NTU and Nanyang Technological University School of Mechanical and Aerospace Engineering. He also served on the Ngee Ann Polytechnic Aerospace Technology Advisory Committee and Nanyang Polytechnic Engineering Advisory Committee.

Mr Asherson is a chartered engineer and holds a BSc (Honours) degree in Mechanical Engineering from Kingston University, UK.

*Past directorships in listed companies and major appointments 2018–2020:*

- Rolls-Royce Singapore

### Dr Josephine Kwa Lay Keng

Non-executive & Independent Director  
Appointed August 1, 2018 T

Dr Kwa brings to the board rich experience in technology as well as research and development (R&D) across various industries, including energy and engineering. She is a member of the board and audit committee of A\*STAR. She is also a director of Southern Steel and Barghest Building Performance.

Dr Kwa was previously chief executive officer of NSL and served in various other functions over her 23-year tenure with the company, including being its chief operating officer

and head of Technology, responsible for R&D, information technology, energy and environmental investments, and strategy. Dr Kwa chaired the National Energy Efficiency Committee for Industries in Singapore from 2000 to 2009 and continues to serve on the steering committee for the Singapore Certified Energy Manager Programme.

Dr Kwa holds a PhD and BSc (Honours) degree in Mechanical Engineering from the University of Leeds, UK.

*Past directorships in listed companies and major appointments 2018–2020:*

- NUS Energy Studies Institute

### Nagi Hamiyeh

Non-executive & Non-independent Director  
Appointed March 3, 2020 E N

Mr Hamiyeh is the joint head of Temasek's Investment Group. He is concurrently the head of Portfolio Development. Over the course of his career with Temasek, he has led the firm's natural resources, industrials, consumer and real estate investment teams and was joint head of the Enterprise Development Group as well as head of Africa and Middle East, Australia and New Zealand.

Mr Hamiyeh is a director on the boards of Dream International, Olam International, Sheares Healthcare Group of companies, Sigma Healthcare Management and CLA Real Estate Holdings.

Prior to joining Temasek in 2005, Mr Hamiyeh was a banker with Credit Suisse First Boston's Energy Group. He began his career at Bain & Company.

Mr Hamiyeh holds a Master of Science degree in Civil and Environmental Engineering from the Massachusetts Institute of Technology, as well as a Bachelor of Science degree in

Civil Engineering from the University of Texas.

*Past directorships in listed companies and major appointments 2018–2020:*

- Lebanese International Finance Executives
- Tana Africa Capital
- Tana Africa Investment Managers

### Lim Ming Yan

Non-executive & Independent Director  
Appointed January 18, 2021 A R T

Mr Lim is chairman of the Singapore Business Federation and chairman of Workforce Singapore. He is a member of Singapore's Future Economy Council (FEC), a member of FEC's Emerging Stronger Taskforce, a board director of Business China, as well as a board trustee of Singapore Management University. He also sits on the boards of Singapore Press Holdings, Central China Real Estate and DLF Cyber City Developers.

Mr Lim previously served as president and group chief executive officer of CapitaLand. He was chief executive officer of The Ascott and spent a decade leading CapitaLand's growth and expansion in China.

Mr Lim holds a first class honours degree in Mechanical Engineering and Economics from the University of Birmingham, UK. He also completed the Advanced Management Program at Harvard Business School, USA.

*Past directorships in listed companies and major appointments 2018–2020:*

- Ascott Residence Trust Management
- CapitaLand
- CapitaLand Commercial Trust Management
- CapitaLand Mall Trust Management
- CapitaLand Retail China Trust Management
- Singapore Tourism Board

#### Board Committees:

E Executive A Audit R Risk C Executive Resource & Compensation N Nominating T Technology Advisory Panel

## Technology Advisory Panel

Sembcorp's Technology Advisory Panel advises the company on digital and technological developments in line with our strategy to become a leading provider of sustainable solutions.

The panel reviews and approves the vision and strategy for digital and technology developments at Sembcorp. It oversees the development and application of significant emerging as well as potentially disruptive technologies. It further ensures the appropriate management of specialised research and development (R&D) projects and systems for intellectual property creation and protection.

The panel also advises Sembcorp's leadership on technological trends and opportunities. Members of the panel help to introduce new and emerging technologies or companies to the Group and regularly advise on topical issues and technologies in their respective fields of interest and expertise.

### Prof Ng How Yong

PhD in Environmental Engineering, University of California Berkeley, USA  
BEng (First Class Honours) in Civil Engineering, National University of Singapore

Prof Ng is a Provost's Chair Professor of the NUS Department of Civil and Environmental Engineering, director of the NUS Environmental Research Institute, as well as director of the Sembcorp-NUS Corporate Laboratory. He has over 20 years of experience in biological wastewater treatment and membrane processes for water reuse and seawater desalination, and has served as a consultant on municipal wastewater treatment and reuse, industrial effluent treatment as well as seawater desalination in Singapore, China, Japan and the USA. Prof Ng is also a



Ang Kong Hua



Wong Kim Yin



Dr Teh Kok Peng



Jonathan Asherson OBE



Dr Josephine Kwa Lay Keng



Nicky Tan Ng Kuang




Lim Ming Yan



Prof Ng How Yong



Prof Lui Pao Chuen

 The Technology Advisory Panel is chaired by Ang Kong Hua and comprises Wong Kim Yin, Dr Teh Kok Peng, Jonathan Asherson OBE, Dr Josephine Kwa Lay Keng, Nicky Tan Ng Kuang, Lim Ming Yan, and co-opted members Prof Ng How Yong and Prof Lui Pao Chuen. Profiles of the directors are found on pages 28 to 31.

fellow of the Academy of Engineering Singapore and the International Water Association (IWA), vice-chairman of the management committee of the IWA Specialist Group on Membrane Technology, and the immediate past president of the Environmental Engineering Society of Singapore.

### Prof Lui Pao Chuen

MSc in Operations Research and Systems Analysis, Naval Postgraduate School, USA  
BSc in Physics, University of Singapore

Prof Lui was formerly Singapore's Chief Defence Scientist and has several decades of experience in engineering, science and research. He is an advisor to Singapore's National Research Foundation and various government organisations. He sits on the boards of

research institutes, corporations and technical organisations.

Prof Lui is a fellow of the Singapore Academy of Engineering and the Singapore National Academy of Sciences as well as an honorary fellow of the ASEAN Federation of Engineering Organisations. His accolades include the National Science & Technology Medal, the Institute of Physics Singapore's President's Medal, as well as the International Council on Systems Engineering's Pioneer Award. In addition, Prof Lui is the recipient of the Lifetime Engineering Achievement Award from the Institution of Engineers Singapore, the Defence Technology Medal (Outstanding Service) from the Ministry of Defence, as well as the Aviation Pioneer Award from the Singapore Institute of Aerospace Engineers.

## Senior Executives

### Wong Kim Yin

Group President & CEO

Mr Wong is Group President & CEO of Sembcorp Industries. He has over 20 years of leadership experience in the energy sector and investment management. As the former group chief executive officer of SP Group, Mr Wong led the transformation of the company towards an increased focus on sustainability and innovation.

Prior to the SP Group, Mr Wong was senior managing director of investments at Temasek International, overseeing investments in the energy, transportation and industrial sectors. He was also with The AES Corporation managing project development and mergers and acquisitions (M&A) across the Asia Pacific.

Mr Wong is the chairman of SkillsFuture Singapore. He is also a director of China Venture Capital Fund Corporation, DSO National Laboratories and the Inland Revenue Authority of Singapore. He previously served as a director of SeaTown Holdings until earlier this year.

Mr Wong holds a Bachelor of Science in Computer Science & Information Systems from the National University of Singapore (NUS) and a Master of Business Administration (MBA) from the University of Chicago Booth School of Business.

### Eugene Cheng

Group Chief Financial Officer

Mr Cheng joined Sembcorp in March 2021<sup>1</sup> and oversees the Group's finance, strategy, portfolio, and commercial functions.

He brings with him extensive experience in financial and strategic leadership across the aviation, offshore oil & gas, marine engineering and logistics industries. Prior to joining Sembcorp, Mr Cheng was chief corporate officer of SATS where he oversaw key business functions such as business development, strategic investments and M&A, as well

as corporate strategy. Mr Cheng also served as group chief corporate officer of IMC Industrial Group. He was an investment banker with JP Morgan and Citigroup, specialising in M&A advisory, corporate financing and capital raising.

Mr Cheng holds a Bachelor (First Class Honours) and a Master of Accountancy from the Nanyang Technological University (NTU).

### Robert Chong

Chief Corporate & Human Resource Officer

Mr Chong oversees the Group's human resource (HR), strategic communications and sustainability, health, safety, security and environment as well as corporate secretariat departments. He has over 30 years of senior management experience in HR, organisational transformation and various corporate functions supporting business growth, having helmed senior roles at various global companies such as the Shangri-La Group, Keppel Corporation, Temasek International and Shell (Asia Pacific & Middle East).

Certified as a Master Professional by the Institute for Human Resource Professionals, Mr Chong is an active advocator and contributor in developing senior HR leaders.

Mr Chong holds a Bachelor of Arts in Sociology from NUS and an MBA in Accountancy from NTU. He also attended the Advanced Management Program at Harvard Business School, USA, and other senior leadership programmes at INSEAD, France, and IMD, Switzerland.

### Koh Chiap Khiong

CEO, Singapore, Southeast Asia & China

Mr Koh is responsible for driving the strategic direction and growth of the Singapore, Southeast Asia and China markets.

He has deep knowledge of the energy and water sectors with extensive

experience in managing infrastructure-related businesses and a strong financial background. He has held various senior appointments in Sembcorp, including group chief financial officer, chief transformation officer, as well as the head of finance and chief risk officer of its utilities business. Mr Koh was previously chief financial officer of Power Seraya.

Mr Koh holds a first class honours degree in Accountancy from NUS and completed the Advanced Management Program at Harvard Business School, USA.

### Vipul Tuli

CEO, South Asia

Mr Tuli oversees Sembcorp's investments and key stakeholder relationships in India and Bangladesh. He is also the Managing Director of Sembcorp Energy India, a leading independent power company in India wholly-owned by Sembcorp.

He has 25 years of experience in the energy sector. Prior to Sembcorp, he was a senior partner with McKinsey & Company where he helped to build and lead its Asian energy practice. He has also advised government institutions on issues of energy policy, organisation, industry structure, and regulation.

Mr Tuli holds a bachelor's degree in Technology (Chemical Engineering) from the Indian Institute of Technology in New Delhi, India and received his MBA from the Indian Institute of Management in Calcutta, India.

### Andy Koss

CEO, UK & Middle East

Mr Koss oversees Sembcorp's operations comprising large-scale industrial assets on the Wilton International site, a portfolio of flexible gas engines and battery

<sup>1</sup> Graham Cockroft was Group Chief Financial Officer until February 28, 2021

energy storage systems across the UK, together with the company's business interests in the Middle East.

Mr Koss has nearly 30 years of experience in the financial and energy sectors. Prior to joining Sembcorp, he spent 15 years at Drax Group where he rose to chief executive officer of generation and oversaw the group's UK power generation sites and key functions. He was deputy group treasurer of Provident Financial, and has held various accounting and investment banking roles at companies including Coopers & Lybrand, UBS and Dresdner Kleinwort Benson.

Mr Koss is a qualified chartered accountant and treasurer. He holds a first class honours degree in Mathematics, Operational Research, Statistics and Economics from the University of Warwick in the UK.

**Kelvin Teo**  
CEO, Urban

Mr Teo is CEO of Sembcorp Development, the Urban business which comprises industrial properties, business hubs, commercial and residential projects in Vietnam, China and Indonesia. He oversees business performance, joint venture relations and the integration of urban solutions for the development of sustainable developments.

He was previously the Urban business' president and chief operating officer, as well as chief financial officer. He is a council member of the Singapore-Jiangsu Cooperation Council, Singapore-Sichuan Trade and Investment Committee, and the Vietnam-Singapore Business Council. Mr Teo is a recipient of the Vietnam Government's Friendship Medal for his long-standing contribution to the country's socio-economic development and enhancement of Vietnam-Singapore relations.

An accountant by training, Mr Teo is an affiliate of the Association of

Chartered Certified Accountants in the UK and holds a Diploma (with Merit) in Business Studies from Ngee Ann Polytechnic, Singapore. He completed the Senior Executive Programme jointly conducted by Harvard Business School, USA and Tsinghua University's School of Economics and Management, China, as well as the Advanced Management Programme at INSEAD, France.

**Tan Cheng Guan**  
Executive Vice President,  
Office of the Group President & CEO and  
Head, Group Centre of Excellence

As Head of Group Centre of Excellence, Mr Tan leads the development of advanced engineering and technological capabilities through targeted research and innovation across Sembcorp's thermal, renewables, water and waste-to-resource businesses.

He is also the chairman of Sembcorp's Climate Change Working Committee, driving the company's performance towards climate-related metrics and targets, overseeing key initiatives such as risk mitigation, opportunities, and greenhouse gas (GHG) mitigation.

Mr Tan pioneered the early development of Sembcorp's utilities business on Jurong Island in Singapore. He was previously Head of Renewables & Environment and led the Group's entry into the renewables business. He also led the company's business expansion in China, India, the UK, the Middle East, Myanmar and Bangladesh.

Possessing broad experience in engineering, strategy, business and project development for the utilities and energy industry, Mr Tan has worked in Shanghai, London, Kuala Lumpur and Sarawak.

Mr Tan holds a Bachelor of Civil Engineering (Honours) degree from the University of Liverpool, the UK and completed the Advanced Management Program at Harvard Business School, USA.

**Looi Lee Hwa**  
General Counsel

Ms Looi oversees legal, ethics and compliance matters within the Group.

She brings to Sembcorp rich experience in her field, having worked in legal and compliance positions in a number of industries, including shipping, manufacturing as well as oil and gas. Prior to joining Sembcorp, Ms Looi was group general counsel and company secretary at Neptune Orient Lines Group and at Chartered Semiconductor Manufacturing.

Ms Looi holds a Bachelor of Laws (Honours) degree from NUS and was admitted to the bar as an advocate and solicitor of the Supreme Court of Singapore.

**Kenneth Lui**  
Chief Risk Officer


Mr Lui is responsible for developing and overseeing the Group's risk management framework, recommending its risk appetite and ensuring the risks faced by the business are measured, reviewed and monitored in order to support its sustainable growth.

He has over 20 years of experience in risk management, having worked in the banking, finance and real estate sectors amongst others. Before joining Sembcorp, he served as senior vice president and head of enterprise risk management at Ascendas Singbridge where he oversaw the group's global risk management framework. He also worked in Bank of America Merrill Lynch Singapore, Deutsche Bank Singapore and Sydney, and other global banks holding leadership roles in risk.

Mr Lui holds a bachelor's degree in Commerce from the University of Western Australia and a Master of Applied Finance from Macquarie University, Australia. He is also a chartered accountant of the Institute of Chartered Accountants, Australia and a member of the Global Association of Risk Professionals.


**Reporting Framework**

Our Sustainability Report has been prepared in accordance with the Global Reporting Initiative (GRI) Standards: Core option and the Singapore Exchange Sustainability Reporting Guide as well as the Ten Principles of the United Nations (UN) Global Compact. Our climate-related disclosures are guided by the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD) as well as CDP's (formerly Carbon Disclosure Project) Climate Change programme. Our previous report was published in March 2020. There are no significant changes from previous reporting periods in the list of material sustainability issues and boundaries.

 For GRI-disclosures, please refer to the 2020 Performance Data and Commentary report in the Performance section on our Sustainability webpage.

**Materiality**

Material sustainability issues have been identified in line with the GRI Standards for sustainability reporting. In our 2016 materiality assessment, stakeholders were identified in accordance with the AA1000 Stakeholder Engagement Standard. Our material sustainability issues are reviewed and endorsed by our Sustainability Steering Committee and the board annually.

 For more information on our approach to stakeholder engagement and materiality, please refer to Our Approach section on our Sustainability webpage.


**Reporting Scope**

- Our report provides information on Sembcorp as well as its subsidiaries and covers the period from January 1 to December 31, 2020
- It excludes operations, joint ventures, partnerships and associates where Sembcorp does not have management and / or operational control, with the exception of greenhouse gas (GHG) emissions data. In line with the methodology used for the development of our GHG emissions target, we report our GHG emissions and GHG emissions intensity using an equity share approach
- Sembcorp Marine is separately listed and reports its activities in a separate Sustainability Report. With the demerger of Sembcorp Marine and Sembcorp Industries on September 11, 2020, Sembcorp Marine is no longer part of the Sembcorp Industries Group
- Data pertaining to new acquisitions and subsidiaries will be included in our report upon the availability of a full calendar year of data
- Data pertaining to entities divested during the year is excluded from our report

**Assurance**

Our key sustainability data is independently assured by PricewaterhouseCoopers LLP.

Changes in reported data could occur arising from areas such as changes in material sustainability issues, boundaries or information, including the design, definitions and use of disclosures in the report. Upon such occurrences, current disclosures are presented alongside the appropriate restated comparative or historical data.

 For the Independent Limited Assurance Report, please refer to the 2020 Performance Data and Commentary report in the Performance section on our Sustainability webpage.

**Sustainability Contact**

We welcome feedback on our sustainability issues and reporting at sustainability@sembcorp.com.

Participation in sustainability ratings

- CDP (formerly known as the Carbon Disclosure Project)
- Energy Intelligence's Top 100 Green Utilities report
- FTSE4Good Index Series<sup>1</sup>
- MSCI ESG Ratings<sup>2</sup>
- Sustainalytics



<sup>1</sup> FTSE Russell (the trading name of FTSE International Limited and Frank Russell Company) confirms that Sembcorp Industries has been independently assessed according to the FTSE4Good criteria, and has satisfied the requirements to become a constituent of the FTSE4Good Index Series. Created by the global index provider FTSE Russell, the FTSE4Good Index Series is designed to measure the performance of companies demonstrating strong environmental, social and governance practices. The FTSE4Good indices are used by a wide variety of market participants to create and assess responsible investment funds and other products

<sup>2</sup> The use by Sembcorp Industries of any MSCI ESG Research LLC or its affiliates (MSCI) data, and the use of MSCI logos, trademarks, service marks or index names herein, do not constitute a sponsorship, endorsement, recommendation, or promotion of Sembcorp Industries by MSCI. MSCI services and data are the property of MSCI or its information providers, and are provided 'as-is' and without warranty. MSCI names and logos are trademarks or service marks of MSCI

2020 Highlights

Generated **\$806 million** of revenue from the Renewables and Environment business



Generated **4.6 million MWh** of renewable electricity in 2020, equivalent to powering over one million households<sup>1</sup> in Singapore



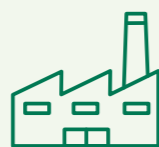
Avoided **4.1 million tonnes** of carbon dioxide equivalent emissions with energy generated by our renewable assets



Planted over **900,000 trees** since 2015 to help absorb air pollutants from the environment



Converted **870,000 tonnes** of waste into energy



Achieved **100%** recycling rate for ash produced by our coal-fired power plants in India



Helped create **342,000 jobs** over the years in our urban developments



Contributed **\$3.5 million** to our communities



Winner of

- Singapore APEX Corporate Sustainability Awards 2020, APEX winner for Sustainable Solutions
- India Greentech Environment Award 2020 for Environment Protection
- Vietnam Property Award 2020 for Best Sustainable Developer, Special Recognition in ESG as well as Sustainable Construction

Key Performance Indicators

	2020	2019	2018
<b>Environmental</b>			
<b>Climate Change</b>			
Direct (Scope 1) GHG emissions <sup>1</sup> (kilotonnes CO <sub>2</sub> e)	26,303.5	25,851.3 <sup>r</sup>	23,672.5 <sup>r</sup>
Energy indirect (Scope 2) GHG emissions <sup>1</sup> (kilotonnes CO <sub>2</sub> e)	224.8	304.8 <sup>r</sup>	255.2 <sup>r</sup>
Indirect (Scope 3) GHG emissions <sup>2</sup> (kilotonnes CO <sub>2</sub> e)	9,673.4	8,344.2	NA
GHG emissions intensity <sup>3</sup> (tCO <sub>2</sub> e/MWh)	0.54	0.55 <sup>r</sup>	0.56 <sup>r</sup>
Gross renewable energy capacity <sup>4</sup> (MW)	3,218	2,721	2,689
<b>Resource Management</b>			
Water withdrawal <sup>5</sup> (million m <sup>3</sup> )	2,322.7	2,322.0 <sup>r</sup>	1,856.2
Net water consumption <sup>6</sup> (million m <sup>3</sup> )	50.7	64.6 <sup>r</sup>	54.3
Water discharge (million m <sup>3</sup> )	2,272.0	2,257.4 <sup>r</sup>	1,801.9
Waste generated <sup>7</sup> (kilotonnes)	1,749.2	1,894.3	1,713.3
– Hazardous waste	33.4	51.3	39.9
– Non-hazardous waste	1,715.8	1,843.0	1,673.4
<b>Local Environmental Protection</b>			
Significant spills <sup>8</sup>	0	0	0
<b>Social</b>			
<b>Health and Safety<sup>9</sup></b>			
Number of fatalities <sup>10</sup>	0	2	1
Lost time injury rate <sup>11</sup> (number per million man-hours)	0.9	1.1	0.5
Accident severity rate <sup>12</sup> (number per million man-hours)	9.7	473.1	137.0
<b>People<sup>13</sup></b>			
Employee turnover <sup>14</sup> (%)	12.4	13.9 <sup>r</sup>	11.6
Training hours (average hours per employee)	23.6	29.4	25.2
<b>Community</b>			
Community contributions (S\$ million)	3.5	1.4	1.1

Commentary on the data and other performance data is available in this report, as well as the Performance section on our Sustainability webpage.

Notes: Please refer to the Reporting Scope section on page 35 for details on our reporting coverage.

<sup>1</sup> Direct (Scope 1) and Energy indirect (Scope 2) GHG emissions data cover our energy, water, waste management and Urban business assets, with the exception of 2018 data that excludes the Urban business

<sup>2</sup> Indirect (Scope 3) GHG emissions include our fuel and energy-related activities (Category 3) and use of sold products (Category 11). We started to account for Scope 3 GHG emissions from 2019

<sup>3</sup> Our GHG emissions intensity includes both Scope 1 and 2 GHG emissions

<sup>4</sup> Our gross renewable energy capacity includes wind, solar and energy storage

<sup>5</sup> Water withdrawal includes all water we extract from the sea, surface, ground or third party sources such as wastewater from customers or treated water from water utilities

<sup>6</sup> Net water consumption is defined as water consumed by our own sites and administrative offices

<sup>7</sup> Data for waste generated excludes waste that is collected and incinerated for our customers

<sup>8</sup> A significant spill refers to the accidental release of a hazardous substance which results in severe and / or persistent environmental damage, and is classified as having major or massive impact in our Group HSE Hazard Identification and Risk Management Standard. Significant spills are reported upon the occurrence of the incident

<sup>9</sup> Health and safety data covers both assets in operation and under construction

<sup>10</sup> Data covers employees and contractors as well as members of the public

<sup>11</sup> Lost time injury rate is defined as the number of fatalities and lost work day cases per million man-hours worked. It includes high consequence work-related injuries, which refer to injuries that result in permanent disability and / or

injuries that require long-term follow up such as physiotherapy treatment and where the individual is not expected to recover fully to pre-injury health status within six months

<sup>12</sup> Accident severity rate is defined as the number of lost work days per million man-hours worked. We record lost time due to one fatality as 6,000 lost work days, in line with guidelines by the US National Institute for Occupational Safety and Health

<sup>13</sup> Data covers both permanent and contract employees

<sup>14</sup> Data covers both voluntary and involuntary turnover

<sup>r</sup> Indicates restated figure

For more details on the restatements, please refer to the 2020 Performance Data and Commentary report in the Performance section on our Sustainability webpage.

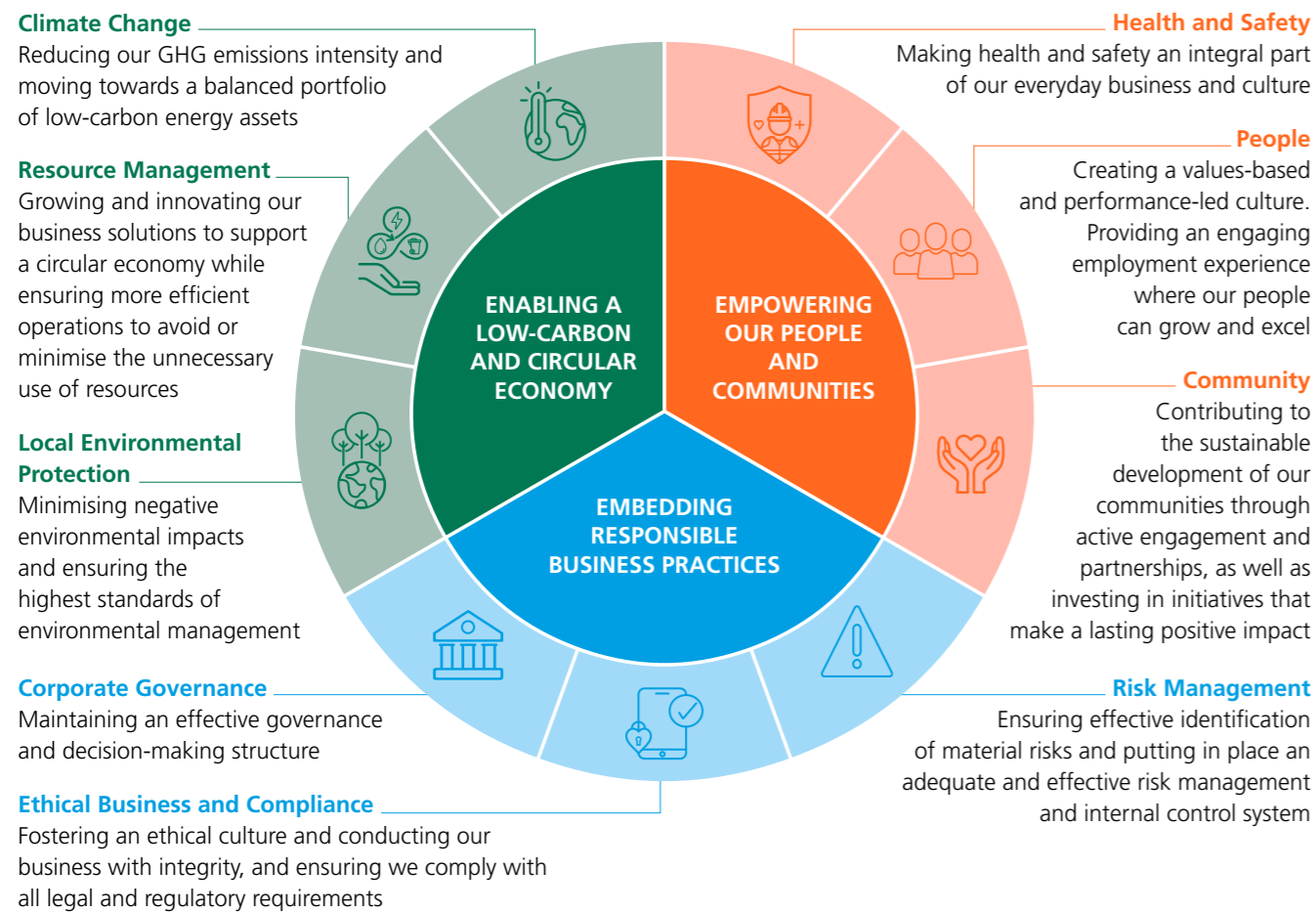
<sup>1</sup> Based on the average energy consumption of a four-room public housing unit in Singapore. Source: Energy Market Authority, Singapore, 2020

# Managing Sustainability

Sembcorp has long held a strong commitment to sustainability. We are driven by our purpose to play our part in building a sustainable future. We see sustainability in our company as inextricably linked to our ability to deliver long-term value and growth to our stakeholders.

## Our Sustainability Framework

Our sustainability framework, comprising three ambitions, supports the UN Sustainable Development Goals (SDGs) and underpins our value creation process. Our ambitions are: to enable a low-carbon and circular economy, empower our people and communities, and embed responsible business practices throughout our organisation.



### Driven by Our Purpose

Our purpose and passion is to do good and play our part in building a sustainable future. Our vision is to be a leading provider of sustainable solutions – supporting development and creating value for our stakeholders and communities.

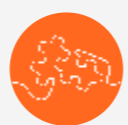
### Underpinned by Our Values



**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

## Supporting the SDGs

The SDGs and their accompanying targets were ratified by 193 states at the UN Summit in September 2015. The scale and ambition of the SDGs mean they cannot be achieved by governments alone, and require the collective effort of businesses, organisations and all levels of society. Sembcorp believes in playing our part to help meet these goals. We aim to transform our portfolio towards a greener future, by focusing on growing our renewables and sustainable urban solutions businesses.

For more information on our support of the SDGs, please refer to Our Approach section on our Sustainability webpage.

## Sustainability Governance

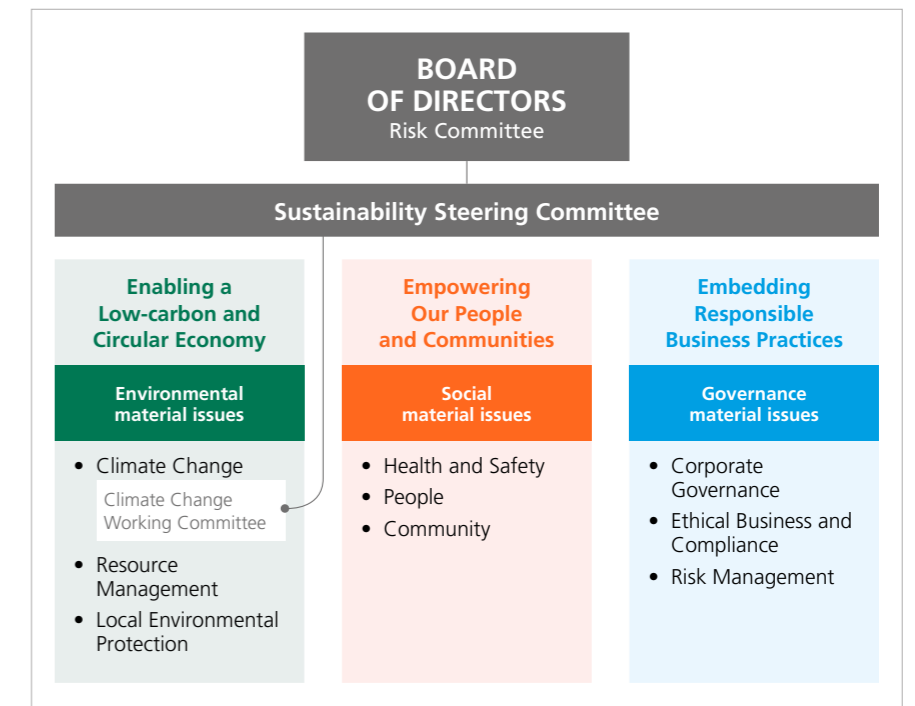
Sembcorp's board of directors oversees the business affairs of the Group. The main duties of the board include providing leadership on Sembcorp's overall strategy which takes into consideration our material sustainability issues. Sembcorp has a Sustainability Steering Committee that provides strategic direction for managing sustainability-related risks and opportunities. The committee is chaired by our group chief financial officer, and comprises senior executives who are accountable for the management of Sembcorp's material sustainability issues.

To ensure that sustainability is embedded into the business, environmental, social and governance (ESG) components are included in the performance scorecard of our leadership team. With this, the performance incentives of our senior executives specifically take into account ESG performance and the achievement of set targets.

More information on our sustainability-related policies is available in the Reports and Policies section on our Sustainability webpage.

### Board Statement

Sembcorp's board of directors is collectively responsible for the long-term success of the company. The board considers sustainability issues as part of its strategy formulation. It has determined Sembcorp's material ESG factors, and exercises oversight in the management and monitoring of our material ESG factors.



## Memberships and Associations

### WE SUPPORT



Signatory to the United Nations Global Compact



Supporter of the Financial Stability Board's Task Force on Climate-related Financial Disclosures



Member of the founding consortium of the GRI ASEAN Regional Hub which opened in Singapore in 2019



Partner of Carbon Pricing Leadership Coalition Singapore

## Enabling a Low-carbon and Circular Economy



**Climate Change**

### Our Priorities

Reducing our GHG emissions intensity and moving towards a balanced portfolio of low-carbon energy assets



**Resource Management**

### Our Priorities

Growing and innovating our business solutions to support a circular economy while ensuring more efficient operations to avoid or minimise the unnecessary use of resources



**Local Environmental Protection**

### Our Priorities

Minimising negative environmental impacts and ensuring the highest standards of environmental management

### Climate Change

#### Why this is material

As an energy producer, our energy generation activities release GHG emissions that contribute to climate change. Climate change also poses potential regulatory, technological, physical and reputational risks to our business.

#### Our approach

We have a two-pronged approach to addressing the risks and opportunities brought about by climate change.

The first is to minimise our negative impact by reducing our operational GHG emissions, and the second is to enhance our positive impact by growing our green business lines such as renewables.

Climate-related issues are managed through our Climate Change Working Committee (CCWC). The CCWC reports to the Sustainability Steering Committee (SSC), which in turn reports to the board's Risk Committee. The achievement of

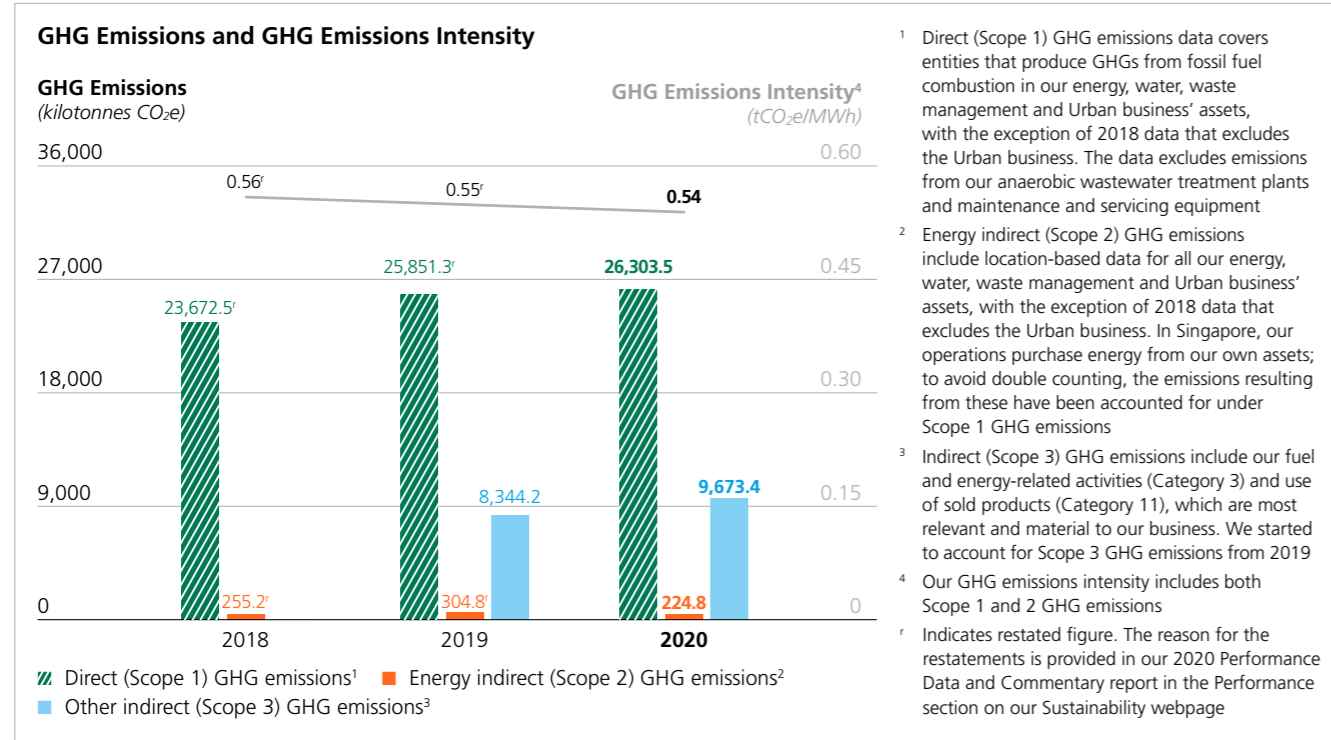
our climate change targets is monitored and incentivised via the performance scorecards of our senior executives.

#### Our frameworks and policies

- Climate Change Strategy
- Group Environmental Policy

#### Reference frameworks

- The Paris Agreement
- Greenhouse Gas Protocol
- Task Force on Climate-related Financial Disclosures (TCFD)



### Performance

- We grew our gross renewables capacity comprising wind, solar and energy storage assets to 3,218MW, from 2,721MW at the end of 2019.

[To find out how we grew our renewables portfolio amid the pandemic, please refer to the Feature Stories section on our Sustainability webpage.](#)

- Our GHG emissions intensity was 0.54 tonnes of carbon dioxide equivalent per megawatt hour (tCO<sub>2</sub>e/MWh) compared to 0.55tCO<sub>2</sub>e/MWh in 2019. The slight decrease in emissions intensity was due to an increase in renewable energy generation.

- Scope 3 GHG emissions increased by 16% to 9.7 million tCO<sub>2</sub>e from 8.3 million tCO<sub>2</sub>e due to an increase in our stake in the gas business.

- We improved our CDP Climate Change score from B- to B.

- We climbed 10 places and ranked 50<sup>th</sup> in the Top 100 Green Utilities report by Energy Intelligence.

- We were also placed 13<sup>th</sup> in the Top Power Generators Ranked by Renewables Capacity by Energy Intelligence.

[To find out how we developed a stronger ecosystem for green attributes, please refer to the Feature Stories section on our Sustainability webpage.](#)

### Resource Management

#### Why this is material

As an energy and urban development player, our activities consume resources such as fuel and water. We continue to optimise our operational resource consumption to reduce our impact on the environment.

Our three key areas of focus are:

- Energy management
- Water and wastewater management
- Waste management

#### Our approach

##### Energy Management

To optimise the efficiency of our energy assets, we use advanced digital solutions that enable real-time data analysis for the early detection of anomalies to facilitate prompt corrective intervention or preventive maintenance. We also aim to increase the use of solar energy at our sites to reduce our Scope 2 GHG emissions.

[To find out how our partnerships and innovation have helped to improve resource management, please refer to the Feature Stories section on our Sustainability webpage.](#)

##### Water and Wastewater Management

We seek to ensure that our interactions with, and usage of, water resources are responsibly managed. Our wastewater treatment business applies various technologies such as membrane separation and biological treatment to effectively treat different wastewater profiles from our customers.

##### Waste Management

We adopt the principles of reduce, reuse and recycle, and actively seek solutions that support a circular economy.

[To find out how we are exploring the resource recovery of decommissioned solar panels, please refer to the Feature Stories section on our Sustainability webpage.](#)

Resource management falls under the oversight of the Global Operations department. It is guided by the Group Health, Safety, Security and Environment (HSSE) Management Framework, Environmental Policy and Standards, as well as all applicable environmental regulations.

#### Our frameworks and policies

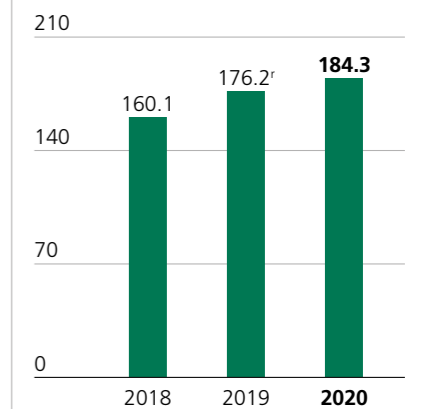
- Group HSSE Management Framework comprising
  - Group HSSE Policy
  - Group HSSE Rules and Standards
- Group Environmental Policy

#### Performance

- We consumed 184.3 petajoules of energy in 2020.
- Our global energy and water facilities undertook 24 energy optimisation projects that led to a reduction of over 60,000MWh of electricity consumed, the equivalent of over 21,000tCO<sub>2</sub>e emissions avoided.

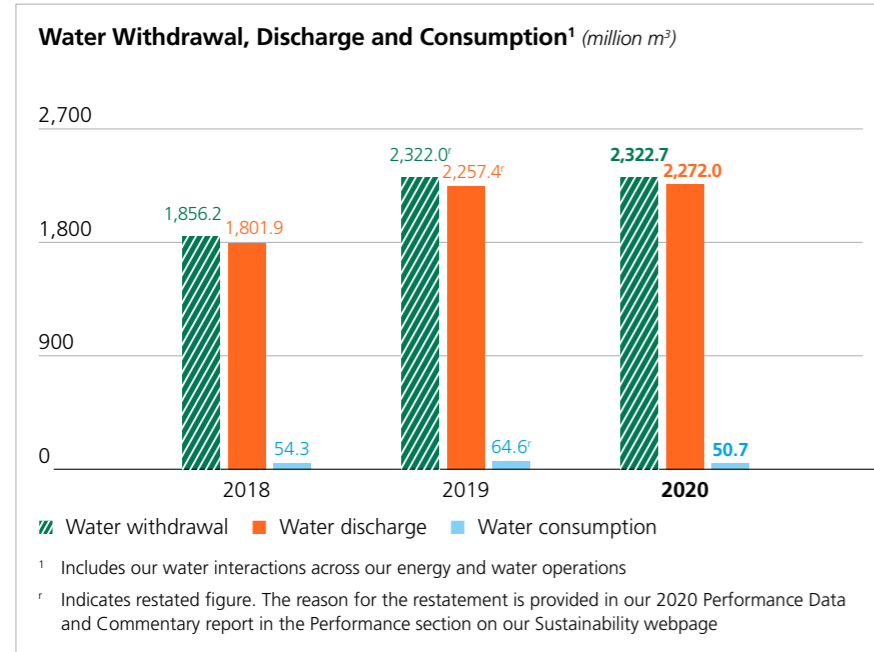
- We withdraw water for energy generation and cooling purposes in our energy operations. We also treat multiple streams of water and industrial wastewater for our customers. We withdrew 2,322.7 million cubic metres (m<sup>3</sup>)

#### Energy Consumption within Sembcorp<sup>1</sup> (petajoules)



<sup>1</sup> Energy consumption within Sembcorp = Fuel consumption (natural gas, fuel oil, petrol, diesel, coal and waste, biomass) + Energy purchased for consumption + Self-generated electricity (renewables) – Total energy sold

<sup>r</sup> Indicates restated figure. The reason for the restatement is provided in our 2020 Performance Data and Commentary report in the Performance section on our Sustainability webpage



of water in 2020. Our water withdrawal and discharge remained stable, and we consumed less water in 2020.

- We undertook three water optimisation projects that improved efficiency and led to a projected annualised reduction of around 17,000m<sup>3</sup> of water used.
- We generated 1.7 million tonnes of waste, an 8% reduction from last year. This was due to lower electricity production in our thermal plants and wastewater treatment volume, resulting in reduced ash and sludge generation respectively. 98% of waste generated was non-hazardous waste and 2% was hazardous waste. 95% of non-hazardous waste was recycled into bricks, cement and used in the filling of low-lying areas and dyke raising.

**Local Environmental Protection**  
**Why this is material**

Our operations and activities have varying degrees of impact on the environment, such as the discharge of effluent, disposal of waste, or the

emission of air pollutants. Any improper or non-compliant discharge, disposal or emission may result in harm to the environment and public health, as well as threaten the long-term viability of our business.

**Our approach**

Our Group HSSE standards support the Precautionary Principle in managing environmental risks. We seek to take preventive action to minimise our impact on the environment.

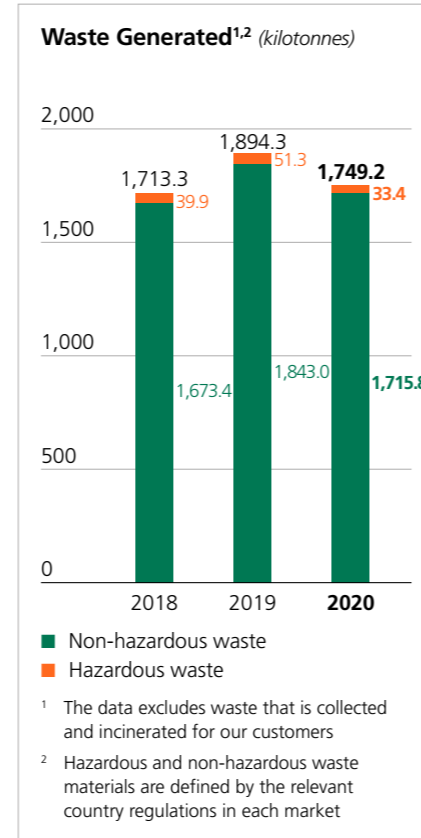
Where required, we conduct environmental impact assessments in accordance with national and / or international standards and methodologies.

Local environmental protection falls under the oversight of the Group HSSE department, guided by the Group HSSE Policy and Standards as well as all applicable environmental regulations.

**Our frameworks and policies**

- Group HSSE Management Framework comprising
  - Group HSSE Policy
  - Group HSSE Rules and Standards

\* A significant spill refers to the accidental release of a hazardous substance which results in severe and / or persistent environmental damage, and is classified as having major or massive impact in our Group HSSE Hazard Identification and Risk Management Standard. Significant spills are reported upon the occurrence of the incident



- Group HSSE Legal and Regulatory Governance Framework
- Group Environmental Policy

**Reference frameworks**

- ISO14001

**Performance**

- We developed our Group HSSE Legal and Regulatory Governance Framework to guide our operations towards the highest standards of environmental compliance.
- We registered zero significant\* spill incidents across our global operations.
- Details of fines can be found on page 49 of this report.

**Empowering Our People and Communities**

**Health and Safety**

**Our Priorities**  
 Making health and safety an integral part of our everyday business and culture

**Health and Safety**  
**Why this is material**

The nature of our business means that any lapse in health or safety protocols may result in direct or indirect impact on our employees, contractors, customers and communities.

**Our approach**

We recognise the right to life, health and safe working conditions, and are committed to reducing health and safety risks in our operations to as low as reasonably practicable. We believe that most incidents are preventable and it is our responsibility to ensure that our employees are equipped with the right skills and tools to work safely. We also require our contractors to comply with our health and safety policy to prevent and manage health and safety risks.

We aim to provide our customers with safe, reliable products and services. Quality assurance and compliance testing are done at various points of production. Our monitoring and control regime includes detailed inspections as well as predictive and preventive maintenance of critical equipment, parts and instruments.

In line with our responsibility to provide a secure working environment, we closely monitor and assess security threats and potential risks to our operations and assets.

**People**

**Our Priorities**  
 Creating a values-based and performance-led culture. Providing an engaging workplace where our people can grow and excel

Occupational health and safety fall under the oversight of the Group HSSE department, who provides updates to the board's Risk Committee. The department is guided by the Group HSSE Management Framework. Performance incentives for all employees take into account the Group's overall health and safety performance for the year.

Product safety and reliability are overseen by the chief executive officers of various markets, who are bound by regulatory and contractual terms to meet product and service specifications and standards.

Physical security falls under the oversight of the Group HSSE department, whose work is guided by the Group Security Management System.

**Our frameworks and policies**

- Group HSSE Management Framework comprising
  - Group HSSE Policy
  - Group HSSE Rules and Standards
  - Group Security Management System
  - Group Security Standards
  - Group HSSE Legal and Regulatory Governance Framework
- Human Rights Policy

**Reference frameworks**

- ISO45001

**Community**

**Our Priorities**  
 Contributing to the sustainable development of our communities through active engagement and partnerships, as well as investing in initiatives that make a lasting positive impact

- International Association of Oil and Gas Producers (IOGP) Global Safety Performance Indicators
- US National Institute for Occupational Safety and Health (NIOSH)
- American Society for Industrial Security Standards
- Singapore Ministry of Home Affairs Security Guidelines

**Performance**

- There has been improvement in the 2020 health and safety performance despite increased workplace risk factors arising from the impact of COVID-19. Pandemic response measures such as split team work arrangements were implemented to reduce the risk of transmission within the workplace. As a result, operations ran on longer working hours due to reduced manpower and faced additional operational constraints due to enhanced safety requirements. In spite of these factors, there were zero fatalities and our lost time injury rate and accident severity rate improved by about 20% and 98% respectively compared to 2019. We remain committed to continually improving our occupational health and safety performance.

To find out how our businesses ensured safe operations during the pandemic, please refer to the Feature Stories section on our Sustainability webpage.



**People**

**Why this is material**

Having a competent, highly motivated and performance-led workforce is key to ensuring the success of our business. Our people play a vital role in ensuring our business stays relevant by delivering on our transformation strategy and goals.

We identified the following areas of focus:

- Employee engagement
- Employee development
- Compensation and benefits
- Employee wellness
- Human rights and labour standards
- Diversity and equal opportunities

**Our approach**

**Employee engagement**

Our leadership communicates with employees through various channels including dialogues, town halls, video conferencing, newsletters and email circulars. We conduct an employee engagement survey at least once a year.

[To find out how we continued to engage our employees amid the pandemic, please refer to the Feature Stories section on our Sustainability webpage.](#)

**Employee development**

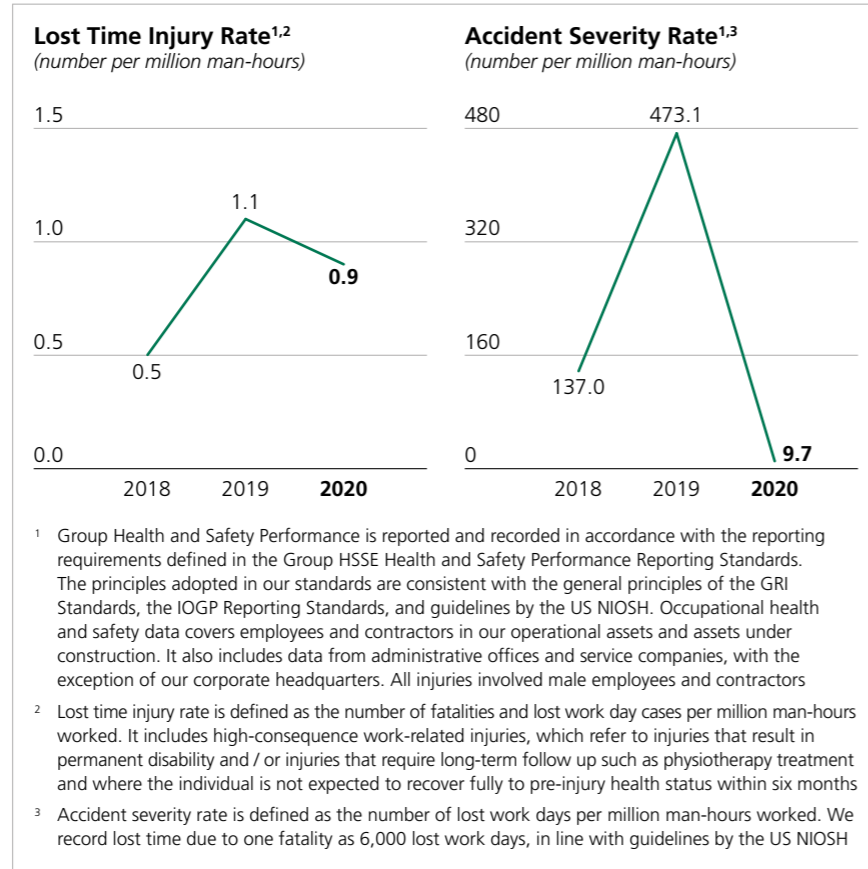
Our talent strategy is built upon talent acquisition and development. We are committed to equipping our people with the capabilities and know-how to achieve their fullest potential, while enabling them to remain relevant in an evolving operating landscape.

Talent strategy and development as well as succession planning are supported by the:

- Talent review and succession planning framework
- Lead, Appraise and Develop (LeAD) performance management system

**Compensation and benefits**

We have in place a competitive remuneration and reward system based on the key principles of equity



and meritocracy. Our salary levels are reviewed regularly and benchmarked against local markets, as well as data from global market surveys and consultancy firms. Where applicable, we also undergo negotiations with employee unions.

Annual variable bonuses for all employees are based on business and individual performances which are measured against targets that were previously agreed upon with their supervisors. Share plans are also available for eligible employees.

Employee compensation and benefits are reported to the board's Executive Resource and Compensation Committee.

**Employee wellness**

We adopt a holistic approach to workplace wellness encompassing

the physical, social and psychological well-being of our employees.

Our workplace wellness plans are supported by:

- A dedicated budget for activities that encourage employee well-being and team bonding
- Employee-led committees that organise a range of free or subsidised recreational and wellness activities
- Mandatory medical screenings for employees whose work may include occupational health hazards and voluntary free annual health screenings to all employees in most markets

**Human rights and labour standards**

Our Human Rights Policy sets out our principles with respect to human rights and labour standards, including the prohibition of forced or child labour and freedom of association.

Our Code of Conduct sets out key principles on fairness, opportunity, non-discrimination, dignity, respect and non-harassment.

**Diversity and equal opportunities**

Our principles with respect to diversity are set out in our Human Rights Policy and Code of Conduct. Recruitment, promotion, rewards and career development opportunities are based on merit, without discrimination against age, race, gender, sexual orientation, religion, family or marital status, or any other status protected by the laws or regulations in the locations where we operate.

We believe that our localisation strategy supports local capability building and equal opportunity. We also offer our employees placements in different markets to encourage greater exposure and to diversify their skills and experience.

Our practices in these focus areas fall under the oversight of the Chief Corporate and Human Resource Officer who is supported by the Human Resource, Group HSSE, Group Internal Communications and Group Sustainability departments.

**Our frameworks and policies**

- Talent Management and Development Policy
- Learning and Development Policy
- Talent Acquisition Policy
- Whistle-blowing Policy
- Employee Grievance and Disciplinary Action Policy
- Human Rights Policy
- Code of Conduct

**Reference frameworks**

- United Nations (UN) Guiding Principles on Business and Human Rights
- UN Universal Declaration of Human Rights
- The Employers' Pledge of Fair Employment Practices under Singapore's Tripartite Alliance for Fair and Progressive Employment Practices

**Performance**

- We launched global pulse surveys in April and June 2020 to better understand how employees were coping amid the pandemic. Findings and concerns highlighted in the first survey were followed up on. The results were reflected in improved scores from the second pulse survey, including better employee well-being, and improved sentiment towards the organisational and enhanced digital support given to help employees adapt to the changing work environment.

- A global employee engagement survey was conducted in November 2020. Employee participation rates in the engagement survey improved significantly from 59% in 2019 to 82% in 2020, while the employee engagement dimension scored above global industry benchmarks.

- We were included in Forbes' 2020 list of the World's Best Employers.

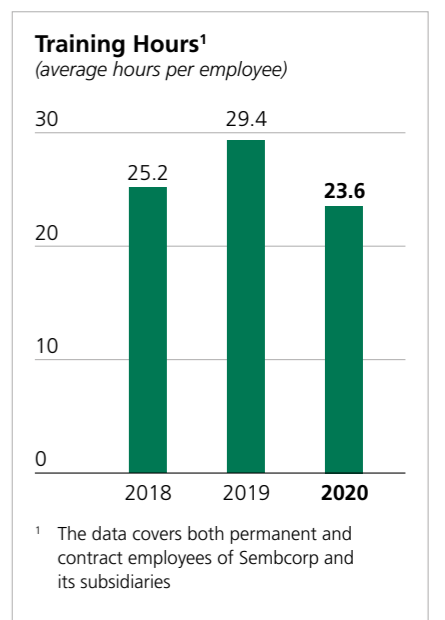
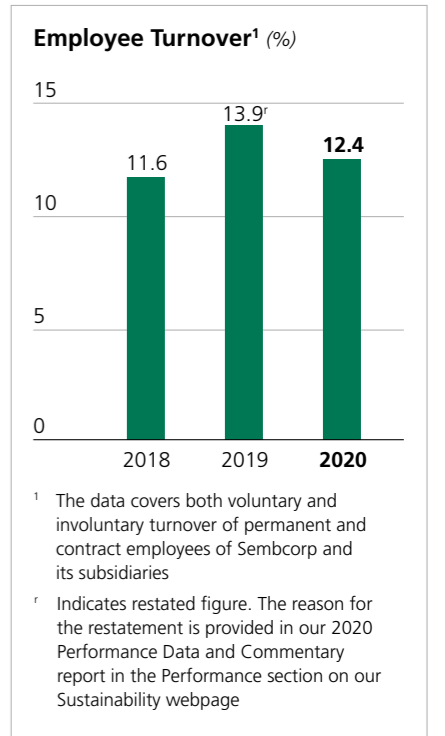
- Employee turnover was 12.4% in 2020 compared to 13.9% in 2019. The voluntary turnover rate was 9.0% in 2020, down from 10.5% in 2019.

- We achieved an average of 23.6 training hours per employee in 2020. The lower training uptake was due in part to employees transitioning to work from home arrangements. COVID-19 restrictions also limited the number of physical training sessions that could be conducted. Certain training sessions were also cancelled as vendors were unable to conduct virtual sessions.

- We launched the Sembcorp Academy which aims to provide more structured learning opportunities for employees. The Academy kicked off with

technical development programmes for operations and maintenance employees in Singapore.

- We piloted a graduate development programme designed to attract high calibre graduates from local universities in Singapore.



# Our Material ESG Issues

- In 2020, we launched the Flexible Benefits Programme in Singapore. This provided employees with more choice to decide how they use their flexible credits.
- To help employees better adapt to the changing work environment, we launched a global virtual wellness campaign to encourage healthy habits while working from home. We also launched an employee assistance programme in Singapore where employees could seek consultation services and professional support to better manage the stress associated with the COVID-19 pandemic.

## Community

### Why this is material

Sembcorp's long-term success is based on being a valued partner to the communities we serve in. At the same time, we recognise that the nature of our business means we can have varying degrees of economic, social and environmental impact, in direct or indirect ways, on the communities in which we operate.

### Our approach

We believe we can contribute to the sustainable development of our communities through our operations and community investments. We believe our local operations are best placed to understand the unique needs of the community and forge partnerships with local stakeholders. As such, markets manage community assessments, engagement programmes and contributions locally, while aligning to group-level strategic frameworks and guidelines.

Community-related issues fall under the oversight of the Group Sustainability department. Community investments undergo a counterparty due diligence assessment conducted by the Group Ethics and Compliance department. Quarterly global community investment meetings are held to communicate plans and policies.



### Our frameworks and policies

- Group Community Grievance Management Policy
- Group Community Investment and Sponsorship Compliance Policy
- Group Community Investment Guidelines



### Reference frameworks

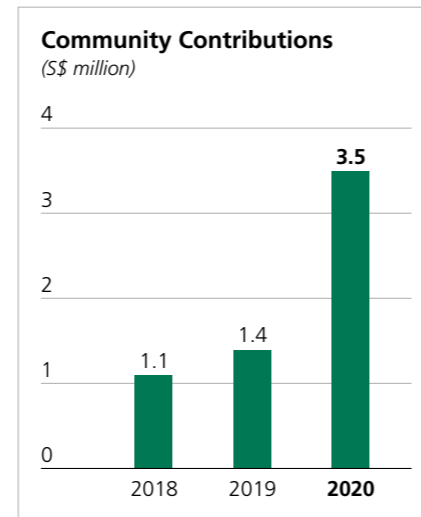
- AA1000 Stakeholder Engagement Standard
- Business for Societal Impact (formerly LBG) Framework and Guidance

### Performance

- In 2020, Sembcorp contributed S\$3.5 million through cash and in-kind donations to charities and community initiatives globally, which included over S\$600,000 in mandatory contributions and close to S\$52,000 in leveraged contributions. Of our total contribution, S\$1.7 million was channelled to support pandemic-related causes.
- In 2020, 86% of our operations supported communities through local community engagement and / or development programmes.
- In 2020, we launched the Sembcorp Energy for Good Fund in Singapore with an initial injection of S\$1.5 million. Of this, over S\$1 million was used to provide relief to the social sector, essential workers and migrant workers who were impacted by the pandemic. Globally, our markets responded to community needs throughout the year as well as during our annual Sembcorp Gives Back Week in September 2020.



To find out how we supported environmental research and education, please refer to the Feature Stories section on our Sustainability webpage.



## Giving Back in a Pandemic



### SINGAPORE

- Internal fundraising and dollar-for-dollar matching of employee donations to support vulnerable groups adversely impacted by the COVID-19 pandemic
- Prepared and distributed dry food bundles and cooked meals to beneficiaries
- Sembcorp Power provided rebates to offset electricity bills to selected small businesses as well as eligible residential consumers

### CHINA

Donated personal protective equipment (PPE) to local communities

### UK

- Company and employee funded donations to support charities affected by COVID-19
- Employee-led virtual meetings to mentor homeless and at risk youths in job searching and employability skills



### BANGLADESH

Donation of PPE and disinfection chambers to local communities



### VIETNAM

- Distributed food staples to villages in Bac Ninh province and Hai Phong city via "Rice ATMs"
- Delivered food supplies to ethnic hill tribes living in the remote mountainous region of Coc Lau commune in Lao Cai province



### MIDDLE EAST

- Purchased machines and disinfecting tools for the daily disinfection of public areas in Fujairah
- Donated disinfection equipment to hospitals



### MYANMAR

Donated medical equipment to local hospitals

### INDIA

- Sembcorp Entrepreneurship Development Centre trainees sewed reusable face masks which were distributed to the local communities
- Disinfected public areas in villages
- Donated medical equipment to a local hospital in Gurugram



Embedding Responsible Business Practices

**Corporate Governance**

**Our Priorities**  
 Maintaining an effective governance and decision-making structure

**Corporate Governance**

**Why this is material**

Well-defined corporate governance structures, practices and processes are essential to enhancing corporate accountability and long-term sustainability to preserve and maximise shareholder value.

**Our approach**

We comply with the principles and guidelines set out in the Singapore Code of Corporate Governance 2018 issued by the Monetary Authority of Singapore, and our corporate governance practices are set out in the Corporate Governance Statement of this annual report.

Sembcorp's Board of Directors are collectively responsible for the long-term success of the company.

To facilitate the effective execution of both our internal processes and business needs, we have in place a clearly defined organisational structure which includes detailed roles and responsibilities for key appointment holders. This is further supported by an established matrix for the delegation of authority and financial authority limits, which has been approved by the board.

**Our frameworks and policies**

- Constitution of Sembcorp Industries
- Board Diversity Policy
- Interested Person Transactions Mandate
- Corporate Governance Statement

**Ethical Business and Compliance**

**Our Priorities**  
 Fostering an ethical culture and conducting our business with integrity while ensuring we comply with all legal and regulatory requirements

**Reference frameworks**

- Singapore Code of Corporate Governance 2018

**Performance**

- We ranked eighth in the Singapore Governance and Transparency Index 2020, the leading index for assessing corporate governance practices of Singapore-listed companies.
- We placed fifth in the inaugural Singapore Board Diversity Index developed by Willis Towers Watson in partnership with the Singapore Institute of Directors and supported by BoardAgender.
- We received the ASEAN Asset Class Award in the 2019 ASEAN Corporate Governance Scorecard assessment.

**Ethical Business and Compliance**

**Why this is material**

Responsible business conduct ensures the long-term viability of our businesses by building trust and confidence with our stakeholders. Our businesses operate in highly regulated environments where non-compliance may subject us to statutory and regulatory fines or sanctions, and could result in the loss of our licence to operate.

**Our approach**

We are committed to high standards of behaviour and integrity in everything we do and expect the same from those whom we do business with.

**Risk Management**

**Our Priorities**  
 Ensuring effective identification of material risks by putting in place an adequate and effective risk management and internal control system

We seek to ensure that we comply with all legal and statutory requirements, and have zero tolerance for fraud, bribery and corruption.

Ethical business and compliance falls under the oversight of our general counsel, supported by the Group Ethics and Compliance department. Ethics and compliance matters are reported quarterly to the senior leadership council. The Group Integrated Audit (GIA) department provides independent assurance to the senior leadership council and the board's Audit Committee on the reliability, adequacy and effectiveness of our system of internal controls, risk management, governance framework and processes.

All employees are required to comply with the principles and requirements of our Code of Conduct. Bonus payments for most employees are tied to the completion of mandatory compliance training.

**Our frameworks and policies**

- Code of Conduct
- Whistle-blowing Policy
- Group Anti-bribery and Corruption Policy
- Group Data Protection Policy
- Group Gifts, Entertainment and Travel Policy
- Group Know-your-counterparties Policy
- Group Conflict of Interest Policy

Our Group Data Protection Policy sets out the framework and principles which govern the collection, use, disclosure, correction, deletion, protection, transfers and retention of confidential personal and business data. Our global businesses and data intermediaries who process and manage data on our behalf are expected to abide by the policy, subject to local laws and regulations on data protection.

**Performance**

- In 2020, 100% of our employees completed mandatory compliance training and acknowledged compliance to the Code of Conduct.
- In addition to mandatory e-learning, we conducted 29 training workshops targeting employees whose work exposed them to higher risk of bribery and corruption. Over 1,100 employees globally attended these video conference trainings, with the aim to heighten their awareness of anti-bribery and corruption, fraud, financial crimes and conflict of interest.
- A total of 23 data protection and cyber security awareness training workshops were conducted for over 900 employees globally.
- As part of our continuous improvement efforts, we updated and enhanced our Group Conflict of Interest Policy.
- We increased the scope of our Third Party Due Diligence compliance programme.

**Fines and Sanctions**

We are committed to complying with statutory and regulatory requirements. We report significant fines or monetary sanctions that are equal to or above S\$50,000 that are paid during the financial year.

In 2020, we paid fines totalling S\$549,000 in Chile for incidents that occurred in 2012, 2013 and 2017

relating to delays in the registration of a water well and the construction and expansion of sewage treatment plants that were committed to under a regulatory development plan. Our Chile business was divested on July 29, 2020.

As disclosed in our Annual Report 2019, legal proceedings related to the discharge of off-specification wastewater by a joint venture wastewater treatment company in China resulting from the illegal and criminal activities of some former employees were concluded in February 2020. The Group paid S\$10 million in fines for the criminal case in 2019 and agreed to a S\$44 million settlement for the civil claim.

Following this incident, we took all necessary steps to further strengthen our internal controls and processes across our water operations in China. The Group also committed to invest S\$45 million over a four-year period to support environmental protection in the country.

**Risk Management**

**Why this is material**

The global energy transition has led to significant risks and business model disruptions. As a diverse company with a presence in multiple markets, we are exposed to risks including financial, operational, compliance and information technology threats.

**Our approach**

We have an overall risk management strategy, as set in place by our board of directors and supported by the board's

Risk Committee and Audit Committee. Oversight of risk management within the Group's listed entities lies with their respective boards. The Risk Committee reviews and enhances the effectiveness of the Group's risk management plans, systems, processes and procedures. It also regularly reviews group-wide risks including significant risk exposure relating to operational risks, foreign exchange rates, commodity prices and major investment projects as well as corresponding risk mitigation plans. HSSE policies, guidelines and limits are also regularly reviewed.

**Risk Appetite Framework**

The board has determined a risk appetite framework which guides the board and management in the execution of our strategy and objectives. Under this framework, the board has approved risk appetite statements with respect to economic, environmental, social and governance areas in line with our material issues for the management and reporting of our overall sustainability performance.

**a. Economic**

Sembcorp actively pursues global strategies to deliver sustainable long-term value and growth. This includes developing new capabilities and expanding our business in both existing and new markets. Though this carries inherent risks, the Group aims to be a disciplined investor with an investment approval framework that integrates robust due diligence and risk management. The Group has set appropriate limits for investment exposure in each country to further manage concentration risk.


The Group is committed to maintaining an appropriate financial position to ensure access to funding and to protect shareholder value. The Group has a defined set of risk management policies to manage our financial risks. The Group will not

take part in any form of transaction deemed speculative in nature that is not supported by underlying business and operating requirements, under any circumstance.

**b. Environmental**

Sembcorp is committed to operating in a socially responsible manner to manage our impact on the environment, as well as to provide high quality products and services that contribute to the sustainable development of the communities in which we operate.

In addition to being committed to complying with all applicable environmental standards and requirements through our established internal policies and processes, we assess the impact of environmental and climate-related risks on our business, and apply appropriate control measures to manage them. Where viable, we also invest in the latest technologies and utilise our capabilities to achieve better operational efficiencies and promote environmental sustainability.

 For information on our climate-related risks, please refer to our TCFD disclosure that is available in Our Focus Areas: Environment section on our Sustainability webpage.

**c. Social**

Sembcorp is committed to being a responsible business that ensures the health and safety of our people, while having a positive impact on our stakeholders and communities. The health and safety of all our employees, contractors, customers and the public is of paramount

importance to the Group. Sembcorp will not compromise the health and safety of our internal and external stakeholders in the pursuit of operational excellence and business growth. We take a serious view of any breach of health and safety standards and regulations across all our operations and facilities.

Sembcorp recognises the need for a strong and competent team that is committed to transformation and growth. Sembcorp will continue to equip our employees with the relevant capabilities and competencies, and provide an engaging employment experience to help create a purpose-driven, values-based and performance-led culture that supports a sustainable business.

Sembcorp is also committed to building our digital capabilities to improve the efficiency of our businesses and to maintain an effective control environment to manage the cyber risk exposure of our customers' data as well as our assets and operations.

In addition, Sembcorp strongly believes in the need to conduct our business in a responsible manner and to make a positive contribution to the communities in which we operate. The Group is therefore committed to high standards of business conduct, engaging our stakeholders and managing our environmental and social impact on local communities.

**d. Governance**

As a company listed on the Singapore Exchange, we are accountable to a wide range of stakeholders. Sembcorp is committed to maintaining high standards of behaviour and integrity, and aims to be the best in class for governance practices.

The Group strives to comply with all applicable laws and regulatory requirements in the countries where we operate, including adopting a zero tolerance stance towards any form of fraud, bribery and corruption. We expect all employees to adhere to the guidelines set forth in the company's Code of Conduct.

Our risk appetite statements are also supported by key risk indicators, which are monitored and reported to the board's Risk Committee on an ongoing basis.

**Enterprise Risk Management**

The Group is committed to ensuring that an effective and practical enterprise risk management (ERM) framework is in place. Our framework aims to safeguard our people and assets, protect shareholders' interests, facilitate informed decision-making for value creation and ultimately enhance our brand and reputation. In designing our ERM framework, the Group has adapted and made reference to various industry risk management standards, such as ISO31000 and the Enterprise Risk Management – Integrated Framework of the Committee of Sponsoring Organizations of the Treadway Commission. Our ERM framework specifically sets out a systematic and structured approach towards risk management through the following activities:

- Awareness training and workshops
- Risk identification and assessment
- Formulation of key risk management strategies
- Design and implementation of risk mitigation controls (preventive, detective and responsive controls)
- Monitoring and timely reporting of risk management performance and risk exposure levels
- Continual improvement of risk management capabilities and mitigation measures

Our ERM framework is supported by the following key pillars:

**a. Fraud Risk Management**

The possibility of fraud is an inherent risk in any organisation. To manage this, the Group has established a fraud prevention policy which has been approved by our board's Risk Committee. The policy provides a framework and comprehensive guidance on anti-fraud measures to proactively manage the risk of fraud, bribery and corruption. We actively influence and encourage our joint ventures and associates to adopt our fraud risk management framework. Our zero-tolerance approach is regularly communicated to employees through awareness training and e-learning programmes.

The following key activities and complementary policies and procedures are part of our holistic approach towards fraud risk management, and to address the risk of bribery and corruption:

*Preventive*

- Code of Conduct
- Conflict of Interest Policy
- Gifts and Entertainment Policy
- Fraud risk assessments
- Counterparty due diligence

*Detective*

- Whistle-blowing Policy
- Compliance and monitoring
- Pre-employment screening

*Responsive*

- Fraud reporting procedures
- Fraud investigation procedures
- Grievance handling procedures

*Whistle-blowing Policy*

Sembcorp has a Whistle-blowing Policy in place. We provide employees and external parties with well-defined and accessible channels through which they may, in confidence, raise concerns regarding possible

**Staying Prepared to Address Cybersecurity Threats**

Cyberattacks are a growing threat in this digital age. A breach in cybersecurity could have a significant impact on our business' operations. Cybersecurity risks at Sembcorp include data breaches or loss, insider threats or national / state-wide cyberattacks that may result in a loss of industrial control systems or regulatory non-compliance.

With this in mind, the right governance structures and policy, systems and processes, together with vigilant employees can help to ensure that Sembcorp stays prepared in the face of potential cyberthreats.

Our cybersecurity strategy is underpinned by our Cybersecurity Framework. Our chief digital officer leads the team responsible for cybersecurity and reports to our board's

Audit Committee quarterly. Our management systems are designed in line with industry best practices such as the National Institute of Standards and Technology (NIST) Cybersecurity framework and ISO27001. Some of our plants are certified to ISO27001. Cybersecurity is audited annually. It is also included in our Internal Audit department's annual work plan. We conduct regular vulnerability assessments, including vulnerability assessment penetration testing.

In 2020, we held numerous workshops, table-top exercises, as well as global phishing exercises. We launched a cybersecurity awareness month which threw the spotlight on social engineering, and shared articles and videos among our global workforce. Quarterly newsletters on security threats and best practices were also shared regularly.


**Sembcorp's Cybersecurity Framework**  
(in adherence to NIST Cybersecurity framework)

<b>IDENTIFY</b>	Develop organisational understanding to manage cybersecurity risk to systems, applications and data
<b>PROTECT</b>	Provide appropriate safeguards to ensure confidentiality, integrity and availability of business and ensure delivery of critical infrastructure services
<b>DETECT</b>	Proactively identify the occurrence of cybersecurity events, discover cybersecurity anomalies and other weaknesses in a timely manner within and outside the environment
<b>RESPOND</b>	Effectively manage and respond to cybersecurity events with appropriate actions, whilst containing the impact of potential cybersecurity incidents
<b>RECOVER</b>	Develop and implement the appropriate activities to maintain plans for resilience and to restore any capabilities or services that were impaired due to a cybersecurity event

improprieties in the conduct of business activities, financial reporting or other matters to the Audit Committee. This facilitates an independent investigation of such matters for appropriate resolution. The policy is available on our website and is reviewed regularly.

A whistle-blower may submit his / her allegations or concerns via telephone, email, our online whistle-blowing portal or other communication channels.

The company will take reasonable steps to protect the identity of the whistle-blower. The company does not condone retaliatory action against whistle-blowers. The whistle-blowing case will be received by the Head of GIA and an investigation will be conducted in compliance with the requirements set out in the company's Whistle-blowing Policy.

 Our Whistle-blowing Policy is available in the Reports and Policies section on our Sustainability webpage.

**b. Operational Risk Management**

The Group's management of operational risk is focused on the following areas:

*Crisis management and business continuity*

A robust and effective crisis management framework is put in place with the Group's crisis management, emergency response and business continuity procedures and plans. The Group also addresses crises and emergencies through the implementation of appropriate prevention, preparedness, as well as response and recovery programmes.

With operations across the globe, the Group actively monitors emerging threats, formulates and updates our strategies and mitigation measures

accordingly, to prevent disruption to our operations. Focus is placed on establishing a robust and effective crisis management framework that is relevant to the current business environment and risk landscape. Crisis communication procedures are also embedded into the Group's crisis management framework. The Group's crisis management, emergency response and business continuity plans are regularly tested and fine-tuned to ensure that the Group can respond effectively to crises and emergencies, while ensuring that critical business functions can recover and continue in a timely manner. In addition, the Group adopts key standards and practices set out by ISO22301:2012 under Societal Security – Business Continuity Management Systems – Requirements.

*Health, Safety, Security and Environment*

A group-wide HSSE management system, which is aligned with international standards and industry best practice, sets out the standard for operations in the various markets to actively manage HSSE risks. The Group HSSE department is guided by our Group President & CEO and the board's Risk Committee, reflecting the high priority accorded to HSSE issues at Sembcorp. The group-wide HSSE management system is aligned with ISO14001 and ISO45001 Standards, and provides guidance to business units in systematically managing HSSE risks associated with our activities and services.

*Insurance*

As a risk transfer mechanism, the Group has in place a comprehensive insurance programme to protect our worldwide business operations against financial loss arising from property damage, machinery breakdown, business interruption and / or third party liability. The

Group has also engaged a panel of insurance consultants, leveraging their technical expertise and resources to negotiate competitive pricing and comprehensive coverage with insurance companies. Sembcorp Captive Insurance, a wholly-owned captive insurance subsidiary, provides first-layer coverage against property damage and business interruption losses for the Group's energy operations in Singapore and Teesside in the UK.

**c. Financial, Market and Credit Risk Management**

The Group actively manages our financial, market and credit risk exposures with respect to foreign exchange rates, commodity prices and interest rates via established policies, including treasury policies and financial authority limits. These policies set out the parameters for managing the Group's exposure to counterparty, liquidity, foreign exchange and other material transaction risks.

*Financial and market risks*

The Group defines and utilises approved financial instruments, governed by board approved risk management policies, to manage our exposure to foreign exchange, commodity prices and interest rate fluctuations arising from operational, financing and investment activities. The commodities include fuel oil, coal and natural gas. Transactions such as foreign exchange forwards, interest rate swaps, commodities swaps, purchase of options and contracts for differences are used to manage these risks as appropriate. Transactions are only allowed for hedging purposes based on the underlying business and operating requirements, as transactions for speculative purposes are strictly prohibited. Exposure to foreign currency risk

is also hedged naturally, where possible. In addition, the Group has financial authority limits, which seek to limit and mitigate operational risk by setting out the threshold of approvals required for entering into contractual obligations and investments.

*Default and counterparty credit risks*

Our default and counterparty credit risks arise from varied counterparties such as customers, vendors, joint venture partners and financial institutions who may fall short of their payment and / or performance obligations. As such, a group-wide credit risk policy has been put in place to ensure that we transact with creditworthy counterparties as much as possible. This is achieved via thorough credit analysis and limit setting prior to entering into any business contract. After entering into business contracts, we perform periodic credit reviews and monitor credit exposures closely to detect signs of credit deterioration. Risk mitigation measures such as parental and banker's guarantees, letters of credit, deposit securities and collateral may be deployed on a case-by-case basis as credit enhancements. We also screen for material concentrations of credit risk to ensure that no single counterparty or group of related counterparties has excessive credit exposure that may result in material impact on the Group in the event of a default.

**d. Investment Risk Management**

To ensure that prudence is exercised in all investment decisions, the Group has in place an investment approval process, under which a disciplined approach is taken to review the key risks and opportunities presented by potential investments. As part of our investment approval process, all new investments and

transactions are reviewed by a cross-functional project team that provides risk assessments, mitigation measures and recommendations to the respective authorised persons for approval in accordance with the applicable financial authority limits.

In addition, to ensure that Sembcorp maintains appropriate diversification across different geographies, the Group has put in place a country risk framework to monitor and report our investment exposure globally. Furthermore, our investment exposure to each country is regularly reported to the board's Risk Committee. This framework also defines limits that have been approved by the board and stipulates that any deviation from these country limits requires prior board approval according to a set procedure.

As at December 31, 2020, the countries outside of Singapore in which the Group has the largest investment exposure are India (S\$3.8 billion) and China (S\$1.6 billion). Investment exposure comprises invested capital including reserves and committed contingent support for projects and assets.

**e. Tax Risk Management**

We comply with all relevant taxation laws, regulations and regulatory disclosure requirements.


In 2018, Singapore implemented Country-by-Country (CbC) Reporting for Singapore multinational enterprise (MNE) groups. During the financial year, we filed the CbC report in compliance with the submission requirements of the Inland Revenue Authority of Singapore.

With regard to our approach to tax risk management, our tax policy stipulates the following:

- Comply with relevant taxation laws and regulations and other regulatory disclosure requirements
- Apply diligent professional care and judgement to arrive at well-reasoned recommendations, supplemented by advance rulings from tax authorities, written advice and confirmation from external tax advisors / experts, as appropriate
- Ensure that all decisions are taken at an appropriate level and supported by a business purpose / commercial rationale and the appropriate documentation
- Establish and maintain adequate documentation of the Group's tax risk evaluation and tax risk management, and update the Group's tax risk management policies including internal controls, as and when appropriate
- Develop respectful professional relationships with all tax authorities, government bodies and other related third parties

**Performance**

The Group has completed the transition from Governance Assurance Framework to an Integrated Assurance Framework (IAF) to put greater emphasis on the three lines of defence model.

 For more details on our IAF, please refer to page 65 of the Corporate Governance Statement.

## Sembcorp's corporate governance principles are built on integrity and reflect our commitment to enhance shareholder value.

Well-defined corporate governance processes are essential to enhancing the corporate accountability and long-term sustainability of Sembcorp. We are committed to high standards of governance to create, preserve and maximise long-term value for all our stakeholders.

This report sets out the company's corporate governance processes and activities for the financial year 2020 with reference to the principles set out in the Singapore Code of Corporate Governance 2018 (the Code), which is applicable to this corporate governance statement. The board is pleased to report that the company has complied in all material aspects with the principles and provisions set out in the Code, and any deviations are explained in this report.

We constantly review and refine our processes in light of best practice, consistent with the needs and circumstances of the Group. In 2020,

Sembcorp ranked eighth in the Singapore Governance and Transparency Index, the leading index for assessing corporate governance practices of Singapore-listed companies. Sembcorp also ranked fifth in the inaugural Singapore Board Diversity Index developed by Willis Towers Watson in partnership with the Singapore Institute of Directors and supported by BoardAgender.

### Board Matters Board's Conduct of Affairs (Principle 1)

*Effective board to lead and effect controls*

Temasek Holdings (Temasek) is Sembcorp's substantial shareholder. As a Temasek portfolio company, Sembcorp is committed to sound corporate governance practices that include having an independent, high-calibre board.

Sembcorp is led by a 12-member board including Chairman Ang Kong Hua and Group President & CEO Wong Kim Yin. The board, which comprises mainly independent non-executive directors, leverages its diversity and experience to provide sound leadership to management.

The composition of the board and its committees is set out below.

#### Role of the board

The board's principal duties are to:

- Provide leadership and guidance to management on the Group's overall strategy with a focus on value creation, innovation and to ensure the necessary financial and human resources are in place, deployed and optimised;
- Ensure the adequacy of the Group's risk management together with internal controls framework and standards including ethical standards, and that our obligations to shareholders and stakeholders are met;

- Review management performance and oversee the Group's overall performance objectives, key operational initiatives, financial plans and annual budget, major investments, divestments and funding proposals, financial performance reviews, risk management and corporate governance practices; and
- Provide guidance and oversight on sustainability issues, including the determination of material environmental, social and governance factors, as part of the Group's overall business strategy.

The directors and executive officers of the company have each given an undertaking that in the exercise of his / her powers and duties as a director or executive officer of the company, he / she shall use his / her best endeavours to comply with the requirements of the Listing Manual of the Singapore Exchange Securities Trading (SGX-ST) that are in force from time to time, and to use his / her best endeavours to procure that the company shall so comply.

#### Delegation by the board

The board has established the following board committees with written terms of reference to assist in the efficient discharge of responsibilities and provide independent oversight of management:

- Executive Committee (ExCo)
- Audit Committee (AC)
- Risk Committee (RC)
- Executive Resource & Compensation Committee (ERCC)
- Nominating Committee (NC)
- Technology Advisory Panel (TAP)

Special purpose committees are also established from time to time as dictated by business imperatives.

The composition of the board committees is structured to ensure an equitable distribution of responsibilities

among board members, to maximise the effectiveness of the board and to foster active participation and contribution. Considerations include diversity of experience, appropriate skills and the need to maintain appropriate checks and balances amongst the different committees.

The Group has internal controls and guidelines that set out financial authorisation and approval limits for borrowings, including off-balance sheet commitments, investments, acquisitions, disposals, capital and operating expenditures, requisitions and expenses. Investments and transactions exceeding threshold limits require board approval while those below the threshold limits are approved by the ExCo and management to facilitate operational efficiency.

The roles and responsibilities as well as key activities of each of the board committees are explained in this corporate governance statement. The current composition of these board committees is set out in the table on the left.

#### Executive Committee <sup>E</sup>

The ExCo assists the board in developing the overall strategy for the Group and supervises management of the Group's business and affairs. Its principal responsibilities are to:

- Review and approve business opportunities, major contracts, strategic investments and divestments of the Group that fall within the financial authority limits delegated by the board;
- Evaluate and recommend for board approval, investments, capital and operating expenditures, and divestments that are above the financial authority limits; and
- Review the performance of the Group's new investments or projects against the approved financial model periodically.

#### Audit Committee <sup>A</sup>

All members of the AC are non-executive and independent directors. Its main responsibilities are to:

- Review the Group's financial and accounting matters, as well as internal controls encompassing operational, compliance, risk management and information technology (IT).

This includes ensuring the adequacy and accuracy of the half-yearly and annual financial statements prior to submission to the board;

- Review the respective audit work plans, evaluation and reports by external and internal auditors as well as to optimise the allocation of audit resources in line with key business, operational and financial risk areas;

- Review internal controls and procedures, and ensure coordination between external and internal auditors as well as management;

- Review the assistance rendered by management to the auditors and discuss issues or concerns (if any) arising and to conduct discussions with auditors in the absence of management (where necessary);

- Review and discuss with external and internal auditors and management any suspected fraud, irregularity or suspected infringement of rules, regulations and laws which may have material impact on the operations and financial position of the company;

- Review the independence, objectivity, scope and effectiveness, appointment or re-appointment of external auditors annually;

- Review interested person transactions falling within the scope of Chapter 9 of the SGX-ST Listing Rules; and

- Undertake reviews as requested by the board and other duties as prescribed by statutes and the SGX-ST

Name	First Appointed	Last Re-elected / Re-appointed	Nature of Appointment	Board Committees					
				<sup>E</sup> ExCo	<sup>A</sup> AC	<sup>R</sup> RC	<sup>C</sup> ERCC	<sup>N</sup> NC	<sup>T</sup> TAP
Ang Kong Hua	Feb 26, 2010	May 21, 2020 <sup>#</sup>	Chairman Non-executive / Independent	C			C	C	C
Tan Sri Mohd Hassan Marican	Jun 16, 2010	Apr 18, 2019 <sup>**</sup>	Non-executive / Independent				M	M	
Tham Kui Seng	Jun 1, 2011	Apr 18, 2019 <sup>#</sup>	Non-executive / Independent	M			M		
Dr Teh Kok Peng	Oct 15, 2012	Apr 20, 2018 <sup>**</sup>	Non-executive / Independent		M	M			M
Ajaib Haridass	May 1, 2014	Apr 18, 2019	Non-executive / Independent		M	C			
Nicky Tan Ng Kuang	Nov 1, 2015	Apr 18, 2019	Non-executive / Independent	M			M	M	M
Yap Chee Keong	Oct 1, 2016	May 21, 2020	Non-executive / Independent		C	M			
Jonathan Asherson OBE	Jun 17, 2017	Apr 20, 2018 <sup>**</sup>	Non-executive / Independent		M	M			M
Dr Josephine Kwa Lay Keng	Aug 1, 2018	Apr 18, 2019 <sup>*</sup>	Non-executive / Independent						M
Nagi Hamiyeh	Mar 3, 2020	May 21, 2020	Non-executive / Non-independent	M				M	
Lim Ming Yan	Jan 18, 2021	N.A. <sup>*</sup>	Non-executive / Independent		M	M			M
Wong Kim Yin	Jul 1, 2020	N.A. <sup>*</sup>	Executive / Non-Independent	M					M

C: chairman M: member

\* Up for retirement and seeking re-election at the upcoming AGM

\*\* Up for retirement but not seeking re-election and will retire at the upcoming AGM

<sup>#</sup> Seeking continued appointment as independent directors at the upcoming AGM

Listing Rules or recommended by the Code and by such amendments made thereto from time to time.

**Risk Committee**

The principal functions of the RC, comprising non-executive and independent directors, are to:

- Review and endorse the Group’s policies, guidelines and systems that govern the process for assessing and managing risk, including the risk appetite;
- Review the adequacy and effectiveness of the risk management systems, processes and procedures of the Group;
- Review risk-related reports submitted by management that include updates on the Group’s risk portfolio, reports on major risk exposure and related issues as well as mitigating actions; and
- Review infrastructure and resources in place to support the management of risk including insurance, human resources, IT systems, and reporting structure and procedures.

**Executive Resource & Compensation Committee**

Comprising non-executive and independent directors, the ERCC is responsible for developing, reviewing and recommending the framework of remuneration for the board and key management personnel as defined in the Code, as well as reviewing succession plans for key management personnel. Key responsibilities are to:

- Assist the board by ensuring that competitive remuneration policies and practices are in place, in line with prevailing economic environment, industry practices and compensation norms;
- Review the Directors’ Fee Framework and remuneration package of each member of key management

periodically, and endorse or make further recommendations on such matters to the board for its consideration;

- Establish guidelines on share-based incentives and other long-term incentive plans and approve the grant of such incentives to key management personnel; and
- Review succession planning for key management personnel and the leadership pipeline for the organisation.

**Nominating Committee**

All members of the NC are non-executive directors, the majority of whom are independent. It is responsible for Sembcorp’s board composition to ensure strong, independent and sound board leadership. Its principal responsibilities are to:

- Ensure that the board has the right balance of skills, attributes, knowledge and experience in business, finance and related industries, as well as management expertise critical to the company’s businesses;
- Review the composition and size of the board and its committees and recommend new appointments, re-appointments or re-elections to the board and board committees as appropriate;
- Review the directors’ independence and succession plans for the board;
- Develop an evaluation process and criteria for the board and board committees’ performance; and
- Review training and professional development programmes for the directors.

**Technology Advisory Panel**

The TAP includes two co-opted members, Prof Ng How Yong and

Prof Lui Pao Chuen. Its principal responsibilities are to:

- Provide guidance to the Group on our vision and strategy in leveraging technology to enhance Sembcorp’s leadership in our business sectors;
- Advise on technology areas for research and development (R&D) and investment;
- Oversee the development and application of significant emerging and potentially disruptive technologies relevant to Sembcorp;
- Ensure the appropriate management of specialised R&D projects, tapping into various government grant support schemes and the external technological ecosystem;
- Provide guidance to develop systems for intellectual property creation and protection; and
- Advise Sembcorp’s board and management on technological trends and opportunities in line with the company’s growth strategies.

*Information on TAP members are found on page 32.*

**Meetings and attendance**

The board meets regularly to review and approve the release of the company’s financial results, deliberate on key activities and business strategies and to approve the Group’s budget for the following year. During these meetings, the Group President & CEO provides updates on the company’s development and business prospects while each board committee reports on its activities. Time is also set aside for the board to discuss management performance during which the Group President & CEO and members of management will recuse themselves. Minutes recording key board deliberations and decisions are circulated to all board members for their information.

**Directors’ Attendance at Board and Board Committee Meetings in FY2020**

Board Member	Board	ExCo	AC	RC	ERCC	NC	TAP	AGM	EGM
<b>Total number of meetings held in 2020</b>	<b>7</b>	<b>4</b>	<b>9</b>	<b>5</b>	<b>4</b>	<b>1</b>	<b>4</b>	<b>1</b>	<b>1</b>
Ang Kong Hua	7	4	–	–	4	1	4	1	1
Tan Sri Mohd Hassan Marican	7	–	–	–	4	1	–	1	1
Tham Kui Seng	7	4	–	–	4	–	–	1	1
Dr Teh Kok Peng	7	–	9	5	–	–	4	1	1
Ajaib Haridass	7	–	9	5	–	–	–	1	1
Nicky Tan Ng Kuang <sup>1</sup>	7	4	–	–	3*	0*	–	1	1
Yap Chee Keong	7	–	9	5	–	–	–	1	1
Jonathan Asherson OBE	7	–	8*	5	–	–	4	1	1
Dr Josephine Kwa Lay Keng	7	–	–	–	–	–	4	1	1
Nagi Hamiyeh <sup>2</sup>	6	3	–	–	–	–	–	1	1
Lim Ming Yan <sup>3</sup>	–	–	–	–	–	–	–	–	–
Wong Kim Yin <sup>4</sup>	4	2	–	–	–	–	2	–	1
Neil McGregor <sup>5</sup>	2	2	–	–	–	–	1	1	–
Margaret Lui <sup>6</sup>	2	2	–	–	1	–	–	1	–

\* Could not attend and conveyed their views / comments for consideration prior to meeting

<sup>1</sup> Mr Tan was appointed as a member of TAP with effect from February 22, 2021

<sup>2</sup> Mr Hamiyeh was appointed as a director with effect from March 3, 2020, as a member of the ExCo on March 12, 2020 and the NC on February 22, 2021

<sup>3</sup> Mr Lim was appointed as a director with effect from January 18, 2021 and as a member of the AC, RC and TAP on February 22, 2021

<sup>4</sup> Mr Wong was appointed as Group President & CEO, a director, and member of ExCo and TAP with effect from July 1, 2020

<sup>5</sup> Mr McGregor retired as a director, and member of ExCo and TAP with effect from May 21, 2020. He also retired as Group President & CEO on June 30, 2020

<sup>6</sup> Mrs Lui retired as a director and member of ExCo, ERCC and NC with effect from May 21, 2020

Ad-hoc board meetings may be convened as necessary to consider other specific matters. Annual off-site strategic review meetings are organised to facilitate in-depth discussions between the board and management on the Group’s strategy and other key issues. In view of the global COVID-19 pandemic, the off-site meeting was held in Singapore in November 2020.

Board and board committee meetings, as well as annual general meetings (AGMs) are scheduled in consultation with the directors before the start of each year, with the aim of achieving full attendance for all meetings. Directors who are unable to attend in-person are allowed to participate remotely through voice calls or video conferencing. If a director is unable to attend any board or board committee meeting, he / she will be sent the papers tabled for discussion and will have the opportunity to separately convey views to

the chairman for consideration or further discussion. If necessary, a separate session may be organised for management to brief that director and obtain his / her comments and / or approval. Decisions made by the board and board committees may be obtained at meetings or via circular resolutions. To avoid any conflict of interests, directors disclose personal interests in transactions and recuse themselves from discussions and decisions.

The directors’ attendance at board and committee meetings held during FY2020 is set out above.

**Board orientation and training**

All new directors receive formal letters of appointment explaining the Group’s governance policies and practices, as well as their duties and obligations. They also receive an information pack that acts as an *aide-memoire* for information covered in the induction

programme. This includes briefings on board policies, processes, presentations by senior management about Sembcorp, overall strategic plans and direction, financial performance and business activities in various markets as well as facility visits. Training is also provided for new directors with no prior listed-company experience on the roles and responsibilities as a director of a listed company as prescribed by SGX-ST.

The company also ensures that directors are kept up to date on changes to regulations, guidelines and accounting standards as well as other relevant trends or topics including the outlook of various markets, global macro views and updates to the Code. These are done either during board meetings or at specially convened training sessions or seminars conducted by external professionals which are funded by the company.

In 2020, the directors participated in the following briefings and updates provided by the company:

- Briefing on new SGX-ST Listing Rules by external legal counsel;
- Briefing on Investment Environment Outlook by external chartered financial analyst;
- Briefings on developments in accounting and governance standards presented by our external auditors at AC meetings;
- Updates on the Group's business and strategic developments presented by the Group President & CEO to the board;
- Update on the Integrated Assurance Framework presented by the Group Integrated Audit and Group Risk departments to both the AC and RC;
- Overviews presented by the Group Risk department to the RC and AC on the Group's risk and controls environment and updates relating to risk management initiatives and key emerging threats including cyberattacks;
- Briefings by the Group Strategic Communications and Sustainability department to the RC on sustainability matters;
- Presentation on digital strategy and roadmap by the Group Digital & Technology department to the board;
- Presentation on cybersecurity performance by the Group Digital & Technology department to the AC; and
- Updates on our cyber posture, KPIs and road map by the Group Digital & Technology department to the AC.

Relevant articles and reports are also circulated to the directors for information. Furthermore, directors

regularly visit the Group's operations in different key markets, to enhance their understanding of our businesses as well as to promote active engagement and to foster stronger relationships with stakeholders.

In August 2020, directors visited the construction site of the 60 megawatt floating solar photovoltaic (PV) system by Sembcorp Solar on Tengeh Reservoir, which will be one of the world's largest inland floating solar PV systems when complete. In the same month, directors also toured Sembcorp Environment's Materials Recovery Facility in Tuas, to understand the recovery and sorting process of recyclables from municipal waste received daily.

**Complete, adequate and timely information**

Complete, adequate and timely information is vital for directors to make informed decisions and discharge their duties well. They must also be kept abreast of the Group's operational and financial performance, key issues, challenges and opportunities. Financial highlights of the Group's performance and key developments are presented at board meetings on a quarterly basis. The Group President & CEO, Group Chief Financial Officer (CFO) and senior management members attend board and board committee meetings to provide insight into matters under discussion and to address queries from the board.

To reduce paper consumption, directors are provided with electronic tablets to access board and board committee papers prior to and during meetings. As a general rule, all relevant board papers are made available to directors a week before meetings to allow sufficient time for review. Should additional information or consultation be required, the board has ready and independent access to the Group President & CEO, Group CFO, senior management, company secretary, internal and external auditors, and counsel.

**Company Secretary**

The appointment and removal of the company secretary are subject to the board's approval. The company secretary assists the Chairman by ensuring a good flow of information within the board and its committees as well as between the board and senior management. In addition, the company secretary attends to corporate and administrative matters, including arranging orientations for new directors and assisting with their professional development as required. In consultation with the Chairman and Group President & CEO, the company secretary assists with the scheduling of board and board committee meetings and prepares meeting agendas. The company secretary also administers, attends and minutes board proceedings.

The company secretary assists in ensuring the Group's compliance with the company's constitution and applicable regulations including requirements of the Companies Act, Securities & Futures Act and SGX-ST Listing Manual. The company secretary also acts on behalf of the company to liaise with SGX-ST, the Accounting and Corporate Regulatory Authority (ACRA) and when necessary, its shareholders.

**Independent professional advice**

In the furtherance of its duties, the board has full discretion to seek independent professional advice at the company's expense, where necessary.

**Board Composition and Guidance (Principle 2)**

*Independence and diversity of the board*

**Board composition and diversity**

The company has in place a Board Diversity Policy which sets out principles to maintain diversity on board composition, as well as to ensure effective decision-making and governance of the company.

Board members include business leaders and professionals from the engineering, petrochemical, oil, power and gas and


**Director Experience / Skills Matrix**

	Industry experience	Senior management experience	Strategic planning	Audit / Accounting & Finance	Legal	IT	R&D	Risk management	HR management
<b>Experience / Skills</b>									
Ang Kong Hua	✓	✓	✓	✓		✓	✓	✓	✓
Tan Sri Mohd Hassan Marican	✓	✓	✓	✓		✓	✓	✓	✓
Tham Kui Seng	✓	✓	✓	✓				✓	✓
Dr Teh Kok Peng	✓	✓	✓	✓		✓	✓	✓	✓
Ajaib Haridass	✓	✓	✓	✓	✓			✓	✓
Nicky Tan Ng Kuang	✓	✓	✓	✓				✓	✓
Yap Chee Keong	✓	✓	✓	✓		✓		✓	✓
Jonathan Asherson OBE	✓	✓	✓	✓		✓	✓	✓	✓
Dr Josephine Kwa Lay Keng	✓	✓	✓	✓		✓	✓	✓	✓
Nagi Hamiyeh	✓	✓	✓	✓		✓		✓	✓
Lim Ming Yan	✓	✓	✓	✓				✓	✓
Wong Kim Yin	✓	✓	✓	✓		✓	✓	✓	✓

real estate industries to accountancy, banking and finance, legal and technology R&D sectors. In addition to contributing their valuable expertise and insights to board deliberations, best efforts have been made to ensure that directors also bring independent and objective perspectives to allow balanced and well-considered decisions to be made.

The board is of the view that the directors collectively provide an appropriate balance and mix of skills, knowledge and experience as well as other aspects of diversity including gender and age.

The current board comprises 12 directors including 10 independent directors. With the exception of the Group President & CEO, all directors are non-executive and independent of management in terms of judgement. This helps to assure objectivity on issues deliberated.

 Profiles of the directors are found on pages 28 to 31.

**Review of directors' independence**

The board assesses each director's independence annually, with a focus on their capacity to bring independence of judgement to board decisions. Directors are required to complete a Director's Independence Checklist based on the provisions in the Code. The checklist also requires each director to assess whether he / she considers himself / herself independent despite involvement in any of the relationships identified in the Code. Thereafter, the NC reviews the completed checklists, assesses the independence of the directors and presents its recommendations to the board.

In 2020, all directors except Mr Wong and Mr Hamiyeh declared themselves to be independent. As a result of the disclosures received, the board also assessed the independence of Tan Sri Mohd Hassan, Mr Tham and Dr Kwa as elaborated below. The board has determined that with the exception of Mr Wong and Mr Hamiyeh, all members of Sembcorp's board for 2020 are independent.

Mr Wong is the Group President & CEO and an executive director of Sembcorp. Mr Hamiyeh is the joint head of Temasek's Investment Group and concurrently the head of Portfolio Management.

Tan Sri Mohd Hassan is non-executive chairman of Sembcorp Marine, formerly a listed subsidiary of the company till September 2020, from which the company received payment in excess of S\$200,000 in aggregate for consultancy services and provision of utilities services. Mr Tham was a non-executive director of Sembcorp Design and Construction (SDC), formerly a wholly-owned subsidiary, from which the company received payment in excess of S\$200,000 for consultancy services. Mr Tham retired from the board of SDC on October 24, 2019, before it was divested in December 2019.

The board has assessed these matters and is of the view that the payment received from these subsidiaries is not significant in the context of the



Group's earnings. The board believes that Tan Sri Mohd Hassan and Mr Tham's directorships in these former subsidiaries have not and will not interfere, or be reasonably perceived to interfere, with their ability to exercise independent judgement and act in the best interests of the company.

Tan Sri Mohd Hassan is also a senior international advisor of Temasek International Advisors, a subsidiary of Temasek. The role is non-executive in nature and he is not involved in its day-to-day conduct of business. He is also not accustomed or under any obligation, whether formal or informal, to act in accordance with the directions, instructions or wishes of Temasek. The board believes that Tan Sri Mohd Hassan has acted and will continue to act in the best interests of Sembcorp.

Dr Kwa is a director of the Agency for Science, Technology and Research (A\*STAR), with which Sembcorp is jointly researching R&D projects mainly under the Sembcorp-EMA Energy Technology Partnership for which the company has made payment in excess of S\$200,000 for project costs. A\*STAR has also undertaken several research projects with Sembcorp Marine for which the latter has made payment in excess of S\$200,000. The board is of the view that the amount paid to A\*STAR is insignificant in the context of the Group's earnings and Dr Kwa's directorship on A\*STAR will not interfere with her ability to exercise independent judgement and act in the best interests of Sembcorp.

Under the Code and SGX-ST Listing Rule 210(5)(d)(iii) which will be effective from January 1, 2022, any director serving more than nine years will not be independent unless his / her continued appointment as an independent director has been approved in separate resolutions by (a) all shareholders, and (b) all shareholders excluding shareholders who also serve as directors or the Group President & CEO or their associates.

In 2020, Mr Ang, Tan Sri Mohd Hassan and Mr Tham have each served the board for more than nine years. The board has observed that since the start of their respective tenures, they have shown strong independence of character and judgement in the discharge of their duties as directors. They have accumulated deep knowledge of the business and made valuable contributions to the board, particularly to the management team and especially during Sembcorp's ongoing transformation journey. The board is of the opinion that their length of service has not affected the independence of either director, and that their institutional knowledge is advantageous to the Group. Therefore, after a rigorous and thorough review, the NC recommended to the board that Mr Ang, Tan Sri Mohd Hassan and Mr Tham shall remain independent despite serving more than nine years on the board, and the board concurred. Mr Ang, Tan Sri Mohd Hassan and Mr Tham have recused themselves from such discussion and decision-making.

At the upcoming AGM, Tan Sri Mohd Hassan will be retiring, while Mr Ang and Mr Tham will seek approval for their continued appointment as independent directors in accordance with SGX-ST Listing Rule 210(5)(d)(iii). They agreed to continue serving so as to avoid an abrupt loss of experienced directors, especially in light of the on-going business transformation and management reorganisation.

### Chairman and Chief Executive Officer (Principle 3)

*Clear division of responsibilities between the board and management*

The Chairman and the Group President & CEO are not related. Their roles are kept separate to ensure a clear division of responsibilities, greater accountability and increased capacity for independent decision-making.

The Chairman helms the board, ExCo, ERCC, NC and TAP. He chairs all general meetings and plays a pivotal

role in fostering constructive dialogue between shareholders, the board and management.

The Chairman provides leadership and guidance to management, particularly with regard to global growth strategies and project investments. He ensures that board and board committee meetings are conducted in a manner that promotes open communication, participation and decision-making. He advises management and monitors follow-up actions, ensuring that board decisions are translated into executive action.

The Group President & CEO makes strategic proposals to the board. He develops and manages the company's businesses in accordance with board approved strategies, policies, budgets and business plans, and ensures accountability while providing guidance and leadership to key management personnel.

The board has ascertained that there is a strong element of independence on the board and there is no necessity to appoint a lead independent director as 10 out of 12 directors, including the Chairman, are independent.

### Board Membership (Principle 4)

*Formal and transparent process for the appointment and re-appointment of directors*

### Succession planning, appointment and re-appointment of directors

The NC seeks to refresh board membership progressively and in an orderly manner. All appointments to the board are made based on merit, measured against objective criteria while taking into account the individual's skills, experience, knowledge and competencies. They must also be able to discharge their responsibilities while upholding the highest standards of governance.

The board recognises the contributions of directors who have over time, developed deep insights into the Group's businesses. It exercises discretion to retain the services of such directors where appropriate, to avoid an abrupt loss of experienced directors.

When the need for a new director arises, the NC consults with the board and management and identifies a shortlist of potential candidates. Candidates are sourced through a network of contacts and appropriate external databases. Criteria include skill sets, experience, age, gender, educational and professional background, length of service and other relevant personal attributes. The NC interviews candidates and makes its recommendations for the board's approval.

The company subscribes to the principle that all directors, including the Group President & CEO, should retire and submit themselves for re-election at regular intervals, subject to their continued satisfactory performance. The company's constitution requires a third of our directors to retire and subject themselves for re-election by shareholders at every AGM (one-third rotation rule).

In addition, all newly-appointed directors should submit themselves for retirement and re-election at the AGM immediately following their appointment. Thereafter, these directors are subject to the one-third rotation rule.

Pursuant to the one-third rotation rule, Tan Sri Mohd Hassan, Dr Teh, Mr Asherson and Dr Kwa are due to retire at the forthcoming AGM. Dr Kwa has offered herself for re-election. Tan Sri Mohd Hassan, Dr Teh and Mr Asherson will not be seeking re-election and will be retiring at the upcoming AGM on April 22, 2021.

Mr Wong and Mr Lim, who were newly appointed to the board on

July 1, 2020 and January 18, 2021 respectively, will also retire and have offered themselves for re-election at the upcoming AGM.

The board does not encourage the appointment of alternate directors. No alternate director has been or is currently appointed to the board.

### Review of directors' time commitments

While reviewing the re-appointment and re-election of directors, the NC also considers the directors' other board representations and principal commitments to ensure they have sufficient time to discharge their responsibilities to the board and Sembcorp adequately. The board has adopted an internal guiding principle that seeks to address competing time commitments that may be faced when a director holds multiple directorships. As a general rule, the board has determined that any Sembcorp director should not hold more than five listed company directorships. However, the board recognises that the individual circumstances and capacity of each director are unique and there may be instances in which the limit on board appointments may differ as appropriate.

For 2020, following a review and recommendation by the NC, the board is satisfied that all directors have afforded sufficient time and attention to the affairs of the company to discharge their duties adequately.

### Board Performance (Principle 5)

*Active participation and valuable contributions are key to the overall effectiveness of the board*

### Board evaluation process and performance criteria

The board believes that its performance is inextricably linked to the long-term performance of the Group.

Each year, in consultation with the NC, the board assesses its performance to identify key areas for improvement and the requisite follow-up actions. The assessment helps directors maintain their focus on key responsibilities, while improving board performance.

To facilitate this process, each director must complete a questionnaire on the effectiveness of the board, board committees and individual directors' contribution and performance. The evaluation considers factors including the size, composition, development and effectiveness of the board and its committees, processes and accountability, information and technology management, decision-making processes, risk and crisis management, succession planning, communication with senior management and stakeholder management. Assessments and feedback are consolidated and tabled for discussion by the board. The NC periodically reviews and refines the directors' questionnaire to enhance the evaluation process.

For 2020, the evaluation indicated that the board and its committees continued to perform effectively to support Sembcorp.

### Remuneration Matters Procedures for Developing Remuneration Policies (Principle 6)

*Formal and transparent procedure for developing policies on director and executive remuneration*

With the assistance of the ERCC, the board ensures that a formal policy and transparent procedure for determining the remuneration of executives and directors are in place.

The Group President & CEO and ERCC members recuse themselves from discussions relating to their compensation, terms and conditions of service, and performance reviews.

The ERCC has access to expert professional advice on human resource matters whenever the need arises. In 2020, Aon Hewitt (Singapore) was engaged to provide such advice, including the validation of pay levels and compensation structure of the Group President & CEO against the industry and market, thereby ensuring rigorous design and application of the executive compensation framework. In 2020, the ERCC undertook a review of the independence and objectivity of Aon Hewitt (Singapore) and confirmed that the Group had no relationship with the firm that would affect its independence.


The ERCC reviews the development of management and senior staff, and assesses their strengths and development needs based on the Group's leadership competencies framework. Each year, the ERCC reviews succession planning for the position of Group President & CEO, his direct reports and other selected key positions in the company. Potential internal and external candidates for succession are reviewed according to immediate, medium- and long-term needs. In addition, the ERCC also reviews the company's obligations arising in the event of termination of the contracts of service of the Group President & CEO and key management personnel, to ensure that such contracts contain fair and reasonable termination clauses.

### Level and Mix of Remuneration (Principle 7)

*A competitive reward system ensures the highest performance and retention of directors and key management personnel*

A competitive remuneration and reward system based on individual performance is important to attract, retain and incentivise the best talent. Sembcorp believes that our remuneration and reward system aligns with the long-term interests and risk policies of the company.

The Group President & CEO, as an executive director, does not receive director's fees from Sembcorp. As a lead member of management, his compensation comprises his salary, allowances, bonuses and share-based incentives conditional upon meeting certain performance targets.

 Details of the share-based incentives and performance targets are available in the Directors' Statement on pages 76 to 82 and Note H1 in the Notes to the Financial Statements.

#### Non-executive directors' fees

The Directors' Fee Framework was reviewed by our external consultants Willis Towers Watson in 2018, and is aligned with the market from FY2018. It is based on a scale of fees divided into basic retainer fees, attendance fees and allowances for service on board committees.

The directors' fees payable to non-executive directors are paid in cash and in share awards under the restricted share plan. Up to 30% of the aggregate directors' fees approved by shareholders for a particular financial year may be paid out in the form of restricted share awards. The payment of directors' fees (both cash and share components) is contingent on shareholders' approval. Directors and their associates also abstain from voting on any resolution(s) relating to their remuneration. The company does not have a retirement remuneration plan for non-executive directors.

Share awards granted under the restricted share plan to non-executive directors as part of directors' fees comprise the grant of fully paid shares outright with no performance and vesting conditions attached but with a selling moratorium. Non-executive directors are required to hold shares in the company (including shares obtained by other means) worth the value of their annual basic retainer fee (currently S\$75,000); any excess may be disposed of as desired, subject to

SGX-ST listing rules. A non-executive director may only dispose of all of his shares one year after leaving the board. Subject to shareholders' approval at the forthcoming AGM, the cash component of the directors' fees for FY2021 is intended to be paid half-yearly in arrears.

The actual number of shares to be awarded to each non-executive director will be determined by reference to the volume-weighted average price of a share on the SGX-ST over the 14 trading days from (and including) the day the shares are first quoted ex-dividend after the AGM (or, if the resolution to approve the final dividend is not passed, over the 14 trading days immediately following the date of the AGM). The number of shares to be awarded will be rounded down to the nearest hundred and any residual balance will be settled in cash. The share component of the directors' fees for FY2021 is intended to be paid in 2022 after the AGM has been held.

As a show of solidarity for the company and its stakeholders during the COVID-19 pandemic, Sembcorp non-executive directors took a voluntary 10% fee reduction in FY2020.

#### Remuneration for key management personnel

Sembcorp's remuneration and reward system for key management personnel is designed to ensure competitive compensation to attract, retain and motivate employees to deliver high-level performance in accordance with the company's risk policies. Further, the level and mix of the variable remuneration component is structured to ensure that the total remuneration for key management personnel is strongly aligned to the financial performance and returns delivered to shareholders. The correlation between pay and performance has been validated based on the pay-for-performance study conducted by our external consultants, Aon Hewitt (Singapore), in 2020.

#### Directors' Fee Framework for FY2020\*

	S\$
<b>Retainer fee (per annum)</b>	
Chairman (all-in fee) <sup>1</sup>	750,000
Director's basic retainer	75,000
Chairman, Executive Committee	50,000
Chairman, Audit Committee	50,000
Chairman, Risk Committee	35,000
Chairman, Executive Resource & Compensation Committee	35,000
Chairman, Nominating Committee	25,000
Chairman, Technology Advisory Panel / Others	25,000
Member, Executive Committee	30,000
Member, Audit Committee	30,000
Member, Risk Committee	20,000
Member, Executive Resource & Compensation Committee	20,000
Member, Nominating Committee	15,000
Member, Technology Advisory Panel / Others	15,000
<b>Attendance fee (per meeting)</b>	
Board meeting (Local) <sup>2</sup>	2,500
Board meeting (Overseas) <sup>2</sup>	5,000
Committee / General meeting (Local) <sup>2</sup>	1,500
Committee / General meeting (Overseas) <sup>2</sup>	3,000
Committee / AGM & EGM (flat fee) <sup>3</sup>	1,000
<b>Teleconference (per meeting)</b>	
Board meeting	1,500
Board committee meeting	1,000
General meeting	1,000

Notes:

- \* The Directors' Fee Framework applies to all directors except the Group President & CEO, who is an executive director and does not receive any directors' fees
- <sup>1</sup> With effect from January 1, 2014, the Chairman of our board only receives one all-in chairman's fee. He does not receive the directors' basic fee, nor any further fees or allowances for serving as a chairman or member of any of our board committees
- <sup>2</sup> Local – home country of the directors  
Overseas – outside home country of the directors
- <sup>3</sup> Attendance fee for attending committee meetings is payable if such meetings are held on separate days from the board meeting. In the event that the committee meeting is held on the same day as the board meeting, only a flat fee of S\$1,000 is payable

- **Fixed remuneration**  
Fixed remuneration includes an annual basic salary and, where applicable, fixed allowances, an annual wage supplement and other emoluments. Base salaries take into consideration the scope, criticality and complexity of each role, equity against peers with similar responsibilities, experience and competencies, individual performance and market competitiveness.
- **Annual variable bonuses**  
The annual variable bonus recognises the performance and contributions of the individual, while driving the achievement of key business results for the company. The annual variable bonus includes two components based on individual performance, achievement of pre-agreed targets and economic value added (EVA) to the company.

The performance target bonus is linked to the achievement of pre-agreed financial and non-financial performance targets comprising strategy, business processes and organisation and people development. At an individual level, the performance target bonus will vary according to the actual achievement of the Group, business unit and individual performance.

An EVA-linked "bonus bank" is created for each executive. Typically, one-third of the bonus bank balance is paid out in cash each year and the remainder is carried forward. The carried-forward balances may be reduced or increased in future, based on the yearly EVA performance of the company and its subsidiaries. There are provisions in the EVA incentive plan to allow for forfeiture of the outstanding balances in the bonus bank in exceptional circumstances of misstatement of financial results or misconduct resulting in financial loss to the company.

- **Share-based incentives**  
The company's new Sembcorp Industries Performance Share Plan 2020 (PSP 2020) and Sembcorp Industries Restricted Share Plan 2020 (RSP 2020) were approved and adopted by shareholders at the AGM held on May 21, 2020. The share-based incentives help to motivate key management personnel to keep striving for the Group's long-term shareholder value. In addition, our share-based incentive plans aim to align the interests of participants and shareholders, to improve performance and achieve sustainable growth for the company.

The performance share award is granted to the Group President & CEO and top management, while the restricted share award is granted to a broader group of executives.

The number of performance and restricted shares awarded is determined using a valuation of the shares based on a Monte Carlo simulation. The share awards are conditional upon the achievement of pre-determined performance targets over the performance period. The performance conditions and targets are approved by the ERCC at the beginning of the performance period and the final number of shares vested to the recipient will depend on the level of achievement of these targets over the performance period, subject to the approval of the ERCC. Under the PSP 2020 and RSP 2020, the Group President & CEO and top management are required to hold shares equivalent to at least 200% and 100% of their annual base salaries respectively.

For FY2020, no performance shares were awarded partly due to significant changes in the strategy of the business following the demerger of Sembcorp Marine, coupled with the economic impact of the global pandemic.

The size of the restricted share awards granted in 2020 is based on the achievement of stretched financial and non-financial targets, with emphasis on organisational transformation to meet future challenges and adherence to environment, health and safety standards.

The restricted shares awarded in 2020 will vest conditionally over a four-year period contingent on satisfactory individual performance of the recipient for the financial year preceding each tranche of vesting, and continued employment with the Group.

**Pay for performance**

As in prior years, a pay-for-performance study was conducted in 2020 by our external consultants, Aon Hewitt

(Singapore), to review the alignment between the Group's executive pay programme and business results. The Group benchmarked ourselves against established comparable-sized local listed companies.


The study examined fixed remuneration, total cash and total remuneration including long-term incentives of senior executive pay, against that of peer companies. It found that senior executives receive competitive fixed remuneration vis-à-vis the Group's relative size and complexity. Total remuneration over the last five years showed a strong correlation with the Group's key financial performance drivers, including profit from operations and net income. Performance conditions for short-term incentive plans were only partially met. Additionally, the shareholder return performance conditions that feature in the long-term incentive plan were not met, due to adverse share price movements. As a result, the realised value of the share incentive award was much lower than the granted value.

Overall, the study demonstrated a strong correlation between the Group's executive pay, our key financial results, shareholder returns and peer company performance, thus reinforcing the strong pay-for-performance features underpinning our executive pay programme.

**Disclosure on Remuneration (Principle 8)**

Based on the Directors' Fee Framework, the computation of non-executive directors' fees totalled S\$2,049,165 in 2020 (2019: S\$2,285,833).

In 2020, the company had no employees who were immediate family members of a director or the Group President & CEO.

 Information on directors' and key executives' remuneration can be found on pages 217 and 218.

**Accountability and Audit**

*The board is accountable to shareholders*

Sembcorp is committed to open and honest communication with shareholders at all times. The company presents a balanced and clear assessment of the Group's performance, position and prospects to shareholders through the timely release of our financial results.

The company believes that prompt compliance with statutory reporting requirements is imperative to maintaining shareholders' confidence and trust in the company. In line with SGX-ST requirements, negative assurance statements are issued by the board to accompany the Group's half-year results announcements, confirming that to the best of its knowledge, nothing had come to its attention which would render the half-yearly results false or misleading.

Sembcorp management also furnishes the board with management and operations reports as well as financial statements on a regular basis to ensure they have timely, accurate information on hand.

**Risk Management and Internal Controls (Principle 9)**

The board has overall responsibility for the governance of the Group's risk management and internal controls. It determines the company's levels of risk tolerance and risk policies, and oversees management in the design, implementation and monitoring of risk management and internal controls.

**Adequate and effective system of internal controls**

The Group has implemented a comprehensive enterprise risk management (ERM) framework where key risks identified are deliberated

by management with the support of the risk management function, and reported regularly to the RC.

Supporting the ERM framework is a system of internal controls comprising a Code of Conduct, group-wide governance and internal control policies, procedures and guidelines dictating the segregation of duties, approval authorities and limits, and checks and balances embedded in business processes. The Group has also considered various financial risks, details of which can be found on our company website.

The Group completed the transition to an Integrated Assurance Framework (IAF) which emphasises the three lines of defence (LOD) model. The LOD work together to ensure that key financial, operational, compliance and IT risks are reviewed and tested using a robust assurance process. This pragmatic and collaborative approach ensures common and consistent criteria are applied to risk assessments across the Group, as well as the adequacy and effectiveness of the internal controls.

External audit considers internal controls relevant to the preparation of financial statements to ensure they give a true and fair view.

The ERM framework and IAF are further complemented by a Management Control Assessment, which is submitted quarterly by each market and business unit, to provide the assurance that its risk management and internal control system is adequate and effective. The submissions and responses are further validated through substantive review by the business lines, subject matter experts and corporate functions as an added layer of assurance.

During the year, the Group's risk profile was reviewed and updated. The adequacy and effectiveness of

the Group's risk management and internal controls were also evaluated and enhanced through a combination of management control assessment and integrated audits, as well as actions taken as a follow up to these exercises.

For the financial year under review, the board has been assured by the Group President & CEO Wong Kim Yin and Group CFO Graham Cockroft that the financial records have been properly maintained, that the financial statements give a true and fair view of the company's operations and finances, and that the risk management and internal control systems of the Group are adequate and effective.

The board, with the concurrence of the AC, is of the opinion that the company's internal controls and risk management systems are adequate and effective as at December 31, 2020 to address the financial, operational, compliance and IT risks of the Group. This assessment is based on the risk management and internal controls established and maintained by the Group, work performed by external and internal auditors, and reviews performed by senior management. Internal controls, because of their inherent limitations, can provide reasonable, but not absolute assurance, regarding the achievement of their intended control objectives. In this regard, the board will ensure that should any significant internal control failings or weaknesses arise, necessary remedial actions will be swiftly taken.

**Audit Committee (Principle 10)**

The AC does not include anyone who was a former partner or director of the company's external auditors, KPMG, within the last 12 months or who holds any financial interest in KPMG.


The AC has explicit authority to investigate any matter as per its terms

of reference. It has full access to and co-operation from management, and full discretion to invite any director or executive officer to attend its meetings. It also has reasonable resources to enable it to discharge its functions properly.

Where relevant, the AC is guided by the recommended best practice for audit committees, set out in the Code.

**Key audit matters**

The AC discusses the key audit matters with management and external auditors on a quarterly basis to ensure that they are appropriately dealt with. The AC concurred with the basis and conclusions included in the auditor's report for FY2020 with respect to the key audit matters.


 For more information on the key audit matters, please refer to pages 84 and 85.

**External auditors**

Each year, the AC reviews the independence of the company's external auditors and makes recommendations to the board on their re-appointment. During the year, the AC reviewed the performance of the external auditors referencing audit quality indicators recommended by ACRA. In accordance with SGX-ST Listing Rule 713(1), Koh Wei Peng has been the audit partner since FY2019.


The AC reviews and approves the external audit plan to ensure its adequacy. It also reviews the external auditors' management letter and monitors the timely implementation of required corrective or improvement measures. The AC meets external and internal auditors at least once a year without the presence of management to discuss any issues of concern. It has reviewed the nature and extent of non-audit services provided by the external auditors to the Group for the year. The AC is satisfied that the independence of the external auditors has not been impaired by

their provision of non-audit services. Accordingly, the AC has recommended the re-appointment of the external auditors at the forthcoming AGM.

 Details of non-audit fees payable to the external auditors are found in Note B4(a) in the Notes to the Financial Statements.

## Whistle-blowing policy

The whistle-blowing policy was established to strengthen corporate governance and ethical business practices across all markets, business lines and functional units. The company has zero tolerance for fraud and corruption. Whistle-blowing reports and information received are treated with confidentiality. Measures are in place to protect the identity and interests of whistle-blowers. Employees, vendors, contractors, sub-contractors and members of the public can access various channels of communication to anonymously report any suspected fraud, corruption, dishonest practices or other misdemeanours. The reports are received and handled by the Group's integrated audit department. Significant matters reported via these channels are escalated to the AC. The AC oversees the outcome of independent investigations and ensures remedial actions are followed-up on. Appropriate closure actions following the completion of investigations include administrative, disciplinary, civil and / or criminal actions, and remediation of control weaknesses that perpetrated the fraud or misconduct, so as to prevent a recurrence.

 For more information on our Whistle-blowing Policy, please refer to our company website.

## Internal Audit

### Independent integrated audit function

The integrated audit (IA) function is an important LOD for the company and a core component in the company's

overall assurance framework and governance process. The IA team has unrestricted access to all of premises, personnel, documents, accounts, records, property and any other data of the company deemed necessary for it to effectively carry out their audits.

The IA function provides assurance to management and the AC that there are sound internal control and risk management systems in place to govern the Group's activities, including operational, financial, compliance and IT. The scope of the IA function extends to all areas of the company and its controlled entities.

The AC reviews the independence, adequacy and effectiveness of the IA function and ensures that it is adequately resourced and effective. The Head of Group Integrated Audit (GIA) reports directly to the AC and administratively to the Group President & CEO. The AC is involved in the appointment, replacement or dismissal, as well as the performance evaluation and compensation of the Head of GIA.

The AC reviews the comprehensiveness and scope of all integrated audits performed by the IA team. To ensure better management and the effective deployment of IA resources during the year, the AC and IA assessed and agreed on the scope and frequency for which each entity or area is to be audited.

Any significant internal control lapses and recommendations for improvement are communicated to management and reported to the AC quarterly. The AC assesses the actions taken to address audit findings and improvements to mitigate risks highlighted. The AC will also seek responses from management if risk mitigating actions have not been adequately implemented.

During the year, the IA function made concerted effort to strengthen the team and processes. It deepened

its auditing capabilities in operational, workplace health, environment and safety related areas by adding subject matter experts such as engineers and a safety specialist to the team. The depth of audit coverage was also enhanced in areas such as regulatory compliance, trading and hedging. In addition, with guidance from the AC, the IA team led a post investment due-diligence review in collaboration with Group Risk, Legal & Compliance and Global Operations.

The IA team reviewed and updated the AC terms of reference and the IA charter which was endorsed by the AC during the year and approved by the board. The IA team also worked closely with management on governance initiatives such as enhancing the safety processes for the renewable energy value chain, reviewing Group oversight of policies and procedures, as well as advising on the quarterly operational data reporting process.

The AC met with IA, without management present, to discuss any issues of concern. The AC is satisfied that the IA team is effective, independent and has appropriate standing within the company. In view of travel restrictions due to the pandemic, the IA function continues to explore digital tools and methods to augment the work of internal controls and risk management across the Group.

## Professional standards, authority and competency

The purpose, authority and responsibility of IA team are formally defined in a charter approved by the AC. The IA charter establishes IA's position within the organisation including the nature of its functional reporting relationship with the AC, authorises access to records, personnel and physical properties relevant to the performance of engagements; and defines the scope of the internal audit activities.

The charter mandates a quality assurance and improvement programme that covers all aspects of internal audit activity, including the evaluation of its conformance with standards and code of ethics, and an evaluation of whether internal auditors apply the Institute of Internal Auditors' (IIA)'s Code of Ethics.

The IA team comprises auditors with relevant qualifications and experience. The audits performed by the IA function are in accordance with standards set by professional bodies including the Standards for Professional Practice of Internal Auditing by the IIA. The IA team performs an annual declaration of independence and confirms their adherence to the Group's Code of Conduct.

## Shareholder Rights and Engagement

### Shareholder Rights and Conduct of General Meetings (Principle 11)

#### Fair and equitable treatment of shareholders

Sembcorp is committed to treating all shareholders fairly and equitably. The company recognises, protects and facilitates the exercise of shareholders' rights and continually reviews and updates such governance arrangements.

The company is committed to ensuring that all shareholders have easy access to clear, reliable and meaningful information in order to make informed investment decisions. The company regularly communicates major developments in our business operations via SGXNet, press releases, circulars to shareholders and other appropriate channels. The company also encourages shareholder participation and voting at general meetings.

## Conduct of General Meetings

All shareholders are invited to participate in the company's general meetings.

At each AGM, the Group President & CEO updates shareholders on the company's performance. Every matter requiring approval is proposed as a separate resolution. Shareholders present can clarify or ask questions on the proposed resolutions before voting. The board and management are in attendance to address any shareholder feedback or concerns. External auditors and legal advisors are also present to assist the board where necessary.

Notices of general meetings are disseminated via SGXNet, published in local newspapers and posted on the company website [www.sembcorp.com](http://www.sembcorp.com) ahead of the meetings. Annual reports, letters to shareholders and circulars are also available online on the SGX website and [www.sembcorp.com](http://www.sembcorp.com). In line with our sustainability efforts, shareholders are highly encouraged to access the online versions of these documents. Shareholders who prefer to receive a physical copy of the annual report may request for one.

The company's constitution allows shareholders who are not relevant intermediaries to appoint up to two proxies to attend, speak and vote on their behalf at general meetings. Shareholders who are relevant intermediaries such as banks, capital markets services licence holders that provide custodial services for securities and the Central Provident Fund (CPF) Board, are allowed to appoint more than two proxies to attend, speak and vote at general meetings. This will enable indirect investors, including CPF investors, to be appointed as proxies to participate at general meetings. Voting in absentia by mail, email or other electronic means is currently not permitted. Such voting methods will need to be cautiously evaluated for feasibility to ensure that the integrity of the information and the authenticity of the shareholders' identities are not compromised.

The company conducts electronic poll voting at general meetings for greater transparency in the voting process. An independent scrutineer is engaged

to review the electronic poll voting system and proxy verification process during meetings to ensure the veracity of the information compiled and adherence to procedures. The total number of votes cast for or against each resolution is tallied and displayed 'live' on-screen to shareholders immediately after the vote has been cast. Voting results will also be announced after the meetings via SGXNet.

The company secretary records minutes of the general meetings, including relevant comments or queries from shareholders together with the responses from the board and management. Since 2019, the minutes have been published on the company website [www.sembcorp.com](http://www.sembcorp.com) as soon as practicable.

In 2020, due to the COVID-19 restriction orders in Singapore, the company held its deferred AGM on May 21 and extraordinary general meeting (EGM) on August 11 via live audio-visual webcast, pursuant to the COVID-19 (Temporary Measures) (Alternative Arrangements for Meetings for Companies, Variable Capital Companies, Business Trusts, Unit Trusts and Debenture Holders) Order 2020.

Shareholders were not allowed to attend the AGM and EGM in person, and appointed the Chairman of the AGM and EGM as their proxy to attend, speak and vote on their behalf. The notices of AGM and EGM, proxy forms, annual report, letters to shareholders, and circulars were published on the company website and SGX website. Shareholders submitted their questions online in advance to the Chairman, and the company's responses to substantial and relevant questions were published on the company website and SGX website prior to the commencement of the AGM and EGM.

As the COVID-19 restriction orders remain effective in 2021, the upcoming AGM on April 22, 2021 will be held with the same processes via live audio-visual webcast.

**Dividend Policy**

Sembcorp is committed to achieving sustainable income and growth to enhance total shareholder return. The Group’s policy aims to balance cash return to shareholders and investment for sustaining growth, while ensuring an efficient capital structure. The company strives to provide consistent and sustainable ordinary dividend payments to our shareholders, and the practice is to consider declaring dividends on a biannual basis. In the event of a material variation in declared dividends compared to the previous corresponding period, or any decision not to declare a dividend, the reasons for such will be disclosed in accordance with SGX-ST Listing Rule 704(24).

**Engagement with Shareholders (Principle 12)**

*Regular, effective and fair communication with shareholders*

Sembcorp is committed to high standards of corporate transparency and disclosure. The Group has an investor relations policy which adheres to fair disclosure principles and emphasises active dialogue and engagement with shareholders, investors and analysts.

**Timely disclosures**

Sembcorp makes every effort to ensure that shareholders and capital market players can make informed investment decisions by having easy access to clear, meaningful and timely information on the company. We use various channels including announcements, press releases, shareholder circulars and annual reports. All price-sensitive and material information is disseminated via SGXNet on a non-selective basis, in a timely and consistent manner. The company’s announcements are also uploaded to the company website, [www.sembcorp.com](http://www.sembcorp.com), after dissemination on SGXNet.


The financial results release date is disclosed at least two weeks prior to the announcement date via SGXNet. On the date of the announcement, the financial statements, press release, and presentation slides are released followed by a briefing or teleconference by management for the media and analysts. The results briefings and teleconferences are broadcast ‘live’ via webcast. Investor relations officers are available by email or telephone to answer questions from shareholders and analysts as long as the information requested does not conflict with the SGX-ST’s rules on fair disclosure.

**Establishing and maintaining regular dialogue with shareholders**

In addition to our results briefings, the company maintains regular dialogue with our shareholders through investor-targeted events such as AGMs, roadshows, conferences, site visits, group briefings and one-on-one meetings. These platforms offer opportunities for senior management and directors to interact first-hand with shareholders, understand their views, gather feedback and address concerns.

Shareholders can also contact the investor relations team via email or telephone. The contact information for investor relations is available on the company website and the annual report.

To keep senior management and the board abreast of market perception and concerns, the investor relations team provides regular updates on analyst consensus estimates and views. A more comprehensive report is presented annually and includes updates and analysis of the shareholder register, highlights of key shareholder engagements and market feedback.

 For further details on Sembcorp’s communications with its shareholders, please see the Investor Relations chapter on page 71.

**Managing Stakeholders Relationships**

**Engagement with Stakeholders (Principle 13)**

*Balancing the needs and interests of material stakeholders*

Sembcorp adopts an inclusive approach by considering and balancing the needs and interests of material stakeholders. Stakeholder engagement is the first key step in determining issues that are material to the company, giving insight into the perspective of our stakeholders and what they deem important in the context of their partnership with Sembcorp. The company engages and gathers feedback from a diverse range of stakeholders with the aim of improving our performance and driving long-term sustainability. The company maintains a dedicated investor relations section on our company website to cater to the specific information needs of our stakeholders.

Our key stakeholders include customers, employees, financial institutions, governments and regulators, shareholders and the investment community, the local community, as well as contractors, suppliers, trade unions and industry partners. When assessing our material sustainability issues, we identify stakeholders in accordance with the AA1000 Stakeholder Engagement Standard. These stakeholders are managed by various departments at the corporate and market levels. The following table provides an overview of our stakeholders and key topics raised.

Stakeholder group	Engagement and communication platforms	Topics raised include
<b>Customers</b>	Operational and commercial meetings, presentations and negotiations, surveys, site visits, company activities, customer service hotlines, social media, company websites and feedback channels, telephone and email contact	Reliability of products and services Competitive pricing for products and services Sustainable and integrated energy, water and waste solutions Innovation and development of new products and services
<b>Employees</b>	Employee communication sessions, workshops, seminars and training sessions, employee appraisal sessions, employee committees, social events and activities, newsletters, intranet and email contact	Talent engagement Change management Benefits design Health and safety
<b>Financial institutions</b>	Results briefings, presentations and meetings, news releases, stock exchange announcements, company websites, investor relations microsite, telephone and email contact	Company performance, growth and value creation Environmental, social and corporate governance
<b>Governments and regulators</b>	Briefings, presentations, committees, conferences, forums, roundtable and panel discussions, seminars and workshops, site visits, telephone and email contact	Solutions to meet the needs of industries and the community Regulatory compliance Skills transfer and community contributions Health and safety
<b>Shareholders and the investment community</b>	Results briefings, presentations and meetings, news releases, stock exchange announcements, company websites, investor relations microsite, telephone and email contact	Company performance, growth and value creation Governance, ethical business practices and regulatory compliance
<b>Local community</b>	Participation and collaboration in community projects, community activities, company websites, telephone and email contact	Community needs Social and environmental impact
<b>Contractors, suppliers, trade unions and industry partners</b>	Review and co-ordination meetings, briefings, presentations and negotiations, committees, conferences, forums, roundtable and panel discussions, seminars and workshops, site visits, telephone and email contact	Safety and regulatory compliance Company’s long-term viability


**Dealings in Securities**

A Policy on Prevention of Insider Trading has been implemented to prohibit dealings in the company’s securities by our directors and senior management within one month prior to the announcement of the company’s half-year and full-year financial results. Directors and employees are advised to be mindful to observe insider trading laws at all times, even when dealing in the company’s securities outside the prohibited trading period. They are also reminded not to deal in the company’s securities on short-term considerations.

**Interested Person Transactions**

Shareholders have adopted an interested person transaction mandate (IPT Mandate) in respect to IPTs of the Group. The IPT Mandate defines the levels and procedures to obtain approval for such transactions. Information regarding the IPT Mandate is available on the staff intranet. The company also has an internal policy and procedure to manage and capture any IPTs. All markets, business lines and functional units are required to be familiar with the IPT Mandate as well as the internal policy and procedure, and report IPTs to the company for review and approval by the AC. The Group maintains a register of IPTs in accordance with the reporting requirements stipulated by Chapter 9 of the SGX-ST Listing Manual.

 Information on IPTs for 2020 can be found on pages 219 and 220.

 Details on our IPT Mandate can be found on our company website.

**Code of Conduct**

The Group Code of Conduct has been implemented to maintain an effective governance and decision-making structure. The Group President & CEO actively references the Code in key internal meetings to reinforce its importance among management. All employees of the organisation receive training on the code and its key policies.

**Summary of Governance Disclosure**

The Summary of Disclosures that describes our corporate governance practices with specific reference to disclosure requirements in the principles and provisions of the Code, which can be found at SGX's website at rulebook.sgx.com, is set out below.

Board Matters		Remuneration Matters		Shareholder Rights and Engagement	
Provision	Page	Provision	Page	Provision	Page
<b>Board Matters</b>					
The Board's Conduct of Affairs (Principle 1)					
1.1	54–55	Procedures for Developing Remuneration Policies (Principle 6)		11.1	67
1.2	57–58	6.1	56	11.2	67
1.3	55	6.2	54, 56	11.3	57, 67
1.4	54–56	6.3	62	11.4	67
1.5	54, 57, 61	6.4	62	11.5	67
1.6	58	Level and Mix of Remuneration (Principle 7)		11.6	68
1.7	58	7.1	62	<b>Engagement with Shareholders (Principle 12)</b>	
Board Composition and Guidance (Principle 2)					
2.1	59–60	7.2	62	12.1	68
2.2	60	7.3	62–64	12.2	68
2.3	54, 60	Disclosure on Remuneration (Principle 8)		12.3	68
2.4	58–59	8.1	217–218	<b>Managing Stakeholders Relationships</b>	
2.5	56	8.2	64	<b>Provision</b>	
Chairman and Chief Executive Officer (Principle 3)					
3.1	60	8.3	217–218	<b>Page</b>	
3.2	60	<b>Accountability and Audit</b>		Engagement with Stakeholders (Principle 13)	
3.3	60	<b>Provision</b>		<b>Page</b>	
Board Membership (Principle 4)					
4.1	56	Risk Management and Internal Controls (Principle 9)		13.1	68
4.2	54, 56	9.1	56, 64	13.2	69
4.3	60–61	9.2	65	13.3	68
4.4	59–60	Audit Committee (Principle 10)			
4.5	29–31, 57, 61	10.1	55		
Board Performance (Principle 5)					
5.1	56, 61	10.2	54, 55, 59		
5.2	61	10.3	65		
		10.4	66		
		10.5	66		

Sembcorp is committed to ensuring that all capital market players have easy access to clear, reliable and meaningful information on our company in order to make informed investment decisions.

In the context of constantly evolving disclosure, transparency and corporate governance requirements, we aim to provide investors with an accurate, coherent and balanced account of the Group's performance and prospects. Sembcorp has a dedicated investor relations team and communicates with the investing public through multiple platforms and channels. These include group briefings to analysts, investors and the media; one-on-one meetings with shareholders and potential investors; investor roadshows as well as the investor relations section of our website.

**Proactive Engagement with the Financial Community**

In 2020, senior management and the investor relations team actively engaged the financial community. We held one-on-one and group meetings both physically and virtually with shareholders, analysts and potential investors. These included meetings during non-deal roadshows in Singapore and London led by our senior management. Besides roadshows, we also participated as panelists in Credit Suisse's The Next Horizon Series: ESG Virtual Day and Morgan Stanley's Virtual ASEAN Best Conference.

During the year, a recapitalisation of our listed subsidiary Sembcorp Marine was achieved through a S\$2.1 billion renounceable rights issue. The recapitalisation was immediately followed by a demerger of Sembcorp Marine, via a distribution of all of Sembcorp Industries' shares in Sembcorp Marine to our shareholders. The overall transaction was duly approved by both companies'

shareholders at their Extraordinary General Meetings.

**Total Shareholder Return**

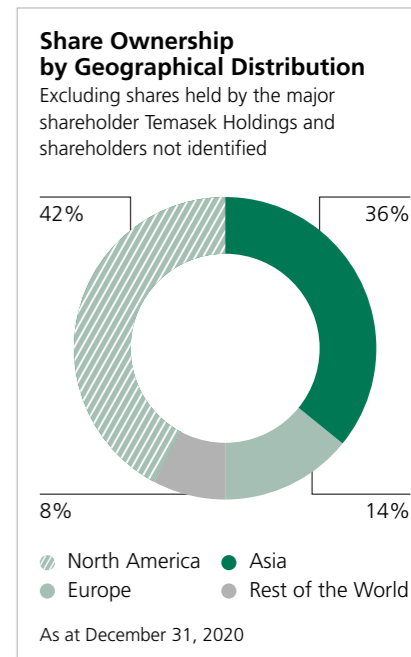
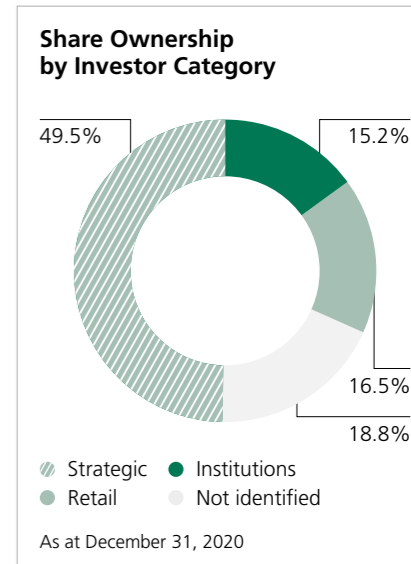
Sembcorp Industries' last traded share price in 2020 was S\$1.71 and the company ended the year with a market capitalisation of S\$3.0 billion.

On an adjusted basis for the demerger, Sembcorp Industries' total shareholder return for the year was 51%\* in 2020, outperforming the Straits Times Index's negative 8% and the MSCI Asia Pacific ex-Japan Industrials Index's 2%.

For the financial year 2020, a final and total dividend of 4 cents per ordinary share has been proposed, subject to approval by shareholders at the coming annual general meeting to be held in April 2021. There was no interim dividend declared during the year.

**Shareholder Information**

In 2020, institutional shareholding reduced while retail holdings increased compared to 2019. Other than our major shareholder Temasek Holdings, which held 49.5% of our shares at the end of 2020, retail shareholders<sup>1</sup> accounted for 17% of our issued share capital or 33% of free float, while institutional shareholders held 15% of our issued share capital or 30% of free float. Shareholders not identified<sup>2</sup> accounted for 19% of issued share capital. In terms of geographical spread, excluding the stake held by Temasek Holdings and shareholders not identified, our largest geographical shareholding base was North America at 42% followed by Asia and Europe, which accounted for 36% and 14% of the shares respectively.



\* Source: Bloomberg

<sup>1</sup> Retail shareholders include private investors, brokers, custodians and corporates

<sup>2</sup> Shareholders not identified include mainly shareholders that fall below the threshold of 250,000 shares



### Consolidated Financial Statements

Directors' Statement	74
Independent Auditors' Report	84
Balance Sheets	90
Consolidated Income Statement	92
Consolidated Statement of Comprehensive Income	93
Consolidated Statement of Changes in Equity	94
Consolidated Statement of Cash Flows	98
Notes to the Financial Statements	101



# Directors' Statement

Year ended December 31, 2020

We are pleased to submit this annual report to the members of the Company together with the audited financial statements for the financial year ended December 31, 2020.

In our opinion:

- the financial statements set out on pages 90 to 216 are drawn up so as to give a true and fair view of the financial position of the Group and of the Company as at December 31, 2020 and the financial performance, changes in equity and cash flows of the Group for the year ended on that date in accordance with the provisions of the Singapore Companies Act, Chapter 50, Singapore Financial Reporting Standards (International) and International Financial Reporting Standards; and
- at the date of this statement, there are reasonable grounds to believe that the Company will be able to pay its debts as and when they fall due.

The Board of Directors has, on the date of this statement, authorised these financial statements for issue.

## Directors

The directors in office at the date of this statement are as follows:

Ang Kong Hua  
 Tan Sri Mohd Hassan Marican  
 Tham Kui Seng  
 Dr Teh Kok Peng  
 Ajaib Haridass  
 Nicky Tan Ng Kuang  
 Yap Chee Keong  
 Jonathan Asherson OBE  
 Dr Josephine Kwa Lay Keng  
 Nagi Hamiyeh  
 Lim Ming Yan (Appointed on January 18, 2021)  
 Wong Kim Yin (Appointed on July 1, 2020)

## Directors' Interests

According to the register kept by the Company for the purposes of Section 164 of the Singapore Companies Act, Chapter 50 (the Act), particulars of interests of directors who held office at the end of the financial year (including those held by their spouses and children) in shares, debentures, warrants and share options in the Company and in related corporations are as follows:

Name of director and corporation in which interests held	Description of interests	Shareholdings registered in the name of director, spouse, children or nominee			Other shareholdings in which the director is deemed to have an interest		
		At beginning of the year	At end of the year	At 21/01/2021	At beginning of the year	At end of the year	At 21/01/2021
<b>Ang Kong Hua</b>							
Sembcorp Industries Ltd	Ordinary shares	421,900	552,000	552,000 (Note 1)	-	-	-
<b>Tan Sri Mohd Hassan Marican</b>							
Sembcorp Industries Ltd	Ordinary shares	113,500	142,400	142,400 (Note 2)	-	-	-
<b>Tham Kui Seng</b>							
Sembcorp Industries Ltd	Ordinary shares	95,900	124,400	124,400	-	-	-
<b>Dr Teh Kok Peng</b>							
Sembcorp Industries Ltd	Ordinary shares	98,500	129,800	129,800	-	-	-

## Directors' Interests (cont'd)

Name of director and corporation in which interests held	Description of interests	Shareholdings registered in the name of director, spouse, children or nominee			Other shareholdings in which the director is deemed to have an interest		
		At beginning of the year	At end of the year	At 21/01/2021	At beginning of the year	At end of the year	At 21/01/2021
<b>Ajaib Haridass</b>							
Sembcorp Industries Ltd	Ordinary shares	81,300	113,000	113,000 (Note 3)	-	-	-
<b>Nicky Tan Ng Kuang</b>							
Sembcorp Industries Ltd	Ordinary shares	51,900	83,100	83,100	-	-	-
<b>Yap Chee Keong</b>							
Sembcorp Industries Ltd	Ordinary shares	41,700	73,100	73,100	-	-	-
<b>Jonathan Asherson OBE</b>							
Sembcorp Industries Ltd	Ordinary shares	21,400	52,800	52,800	-	-	-
<b>Dr Josephine Kwa Lay Keng</b>							
Sembcorp Industries Ltd	Ordinary shares	6,300	26,600	26,600	-	-	-
<b>Nagi Hamiyeh</b>							
Sembcorp Industries Ltd	Ordinary shares	-	-	-	-	-	-
<b>Wong Kim Yin</b>							
Sembcorp Industries Ltd	Ordinary shares	-	-	-	-	-	-

Note 1: All shares are held in the name of DBS Nominees Pte Ltd

Note 2: All shares are held in the name of Citibank Nominees Singapore Pte Ltd

Note 3: Of the 113,000 SCI shares, 5,000 shares are held in the name of Bank of Singapore

Except as disclosed in this statement, no director who held office at the end of the financial year had interests in shares, debentures, warrants or share options of the Company, or of related corporations, either at the beginning of the financial year or at the end of the financial year.

Lim Ming Yan, a director appointed on January 18, 2021, had no interests in shares, debentures, warrants and share options in the Company as at January 21, 2021.

Except as disclosed, there were no changes in any of the above mentioned interests in the Company between the end of the financial year and January 21, 2021.

Except as disclosed under the "Share-based Incentive Plans" section of this statement, neither at the end of, nor at any time during the financial year, was the Company a party to any arrangement whose objects are, or one of whose objects is, to enable the directors of the Company to acquire benefits by means of the acquisition of shares in or debentures of the Company or any other body corporate.

Except as disclosed in Notes B4(a) and G6(d) to the financial statements, since the end of the last financial year, no director has received or become entitled to receive, a benefit by reason of a contract made by the Company or a related corporation with the director, or with a firm of which he / she is a member, or with a company in which he / she has a substantial financial interest.



# Directors' Statement

Year ended December 31, 2020

## Share-based Incentive Plans

Following the expiry of the Sembcorp Industries Performance Share Plan 2010 (SCI PSP 2010) and the Sembcorp Industries Restricted Share Plan 2010 Share Plans (SCI RSP 2010 and together with SCI PSP 2010, the 2010 Share Plans), the Performance Share Plan 2020 (SCI PSP 2020) and Restricted Share Plan 2020 (SCI RSP 2020) (collectively, the 2020 Share Plans) were approved and adopted by the shareholders at an Annual General Meeting of the Company held on May 21, 2020.

The Executive Resource & Compensation Committee (the Committee) of the Company has been designated as the Committee responsible for the administration of the Share Plans. The Committee comprises the following members, all of whom are directors:

Ang Kong Hua (Chairman)  
Tan Sri Mohd Hassan Marican  
Nicky Tan Ng Kuang  
Tham Kui Seng

The 2020 Share Plans have substantially the same terms as the 2010 Share Plans, save for the introduction of the new malus and clawback rights, the reduction in the limit on the number of Shares which may be delivered pursuant to Awards granted under the 2020 Share Plans, amendments to take into account the changes to relevant legislation and the Listing Manual, and changes to streamline and rationalise certain other provisions.

**Malus and Clawback Rights.** The grant of each Award, each release of Shares and each payment in lieu of Shares which would otherwise have been released to the Participant under the 2020 Share Plans is subject to, and conditional upon, the Company's malus and clawback rights provided in the 2020 Share Plans. Under these provisions, if certain exceptional circumstances occur in relation to a Participant, the Committee can cancel all or part of any Award to the extent not yet released ("Malus Right"), and exercise the right of clawback ("Clawback Right") in respect of Shares which were released ("Released Shares") within the clawback period ("Clawback Period"), which is 6 years prior to the date on which the Committee makes the determination to exercise the Clawback Right ("Clawback Determination Date").

**Number of Shares.** The total number of Shares which may be delivered pursuant to Awards granted under the 2020 Share Plans on any date, when added to the total number of new Shares allotted and issued and / or to be allotted and issued, issued Shares (including treasury shares) delivered and / or to be delivered, and Shares released and / or to be released in the form of cash in lieu of Shares, pursuant to Awards granted under the 2020 Share Plans, shall not exceed 5% of the total number of issued Shares (excluding treasury shares and subsidiary holdings) on the date preceding the date of the relevant Award. In contrast, the previous Share Plans provided for a maximum limit of 7% of the Company's issued shares (excluding treasury shares) on the date preceding the date of the relevant Award. The Company is of the view that the reduced maximum limit of 5% will provide for sufficient Shares to support the use of Awards in the Company's overall long-term incentive and compensation strategy while balancing Shareholders' concerns against dilution. The 5% limit will provide the Company with adequate means and flexibility to grant Awards as incentive tools in a meaningful and effective manner to encourage staff retention and to align Participants' interests more closely with those of Shareholders.

The 2020 Share Plans are intended to increase the Company's flexibility and effectiveness in its continuing efforts to reward, retain and motivate employees to achieve superior performance. The 2020 Share Plans will strengthen the Company's competitiveness in attracting and retaining talented key senior management and senior executives.

The SCI RSP 2020 is intended to apply to a broader base of executives as well as to the Non-Executive Directors, while the SCI PSP 2020 is intended to apply to a select group of key senior management. Generally, it is envisaged that the range of performance targets to be set under the SCI RSP 2020 and the SCI PSP 2020 will be different, with the latter emphasising stretched or strategic targets aimed at sustaining longer term growth.

The 2020 Share Plans will provide incentives to high performing key senior management and executives to excel in their performance and encourage greater dedication and loyalty to the Company. Through the 2020 Share Plans, the Company will be able to motivate key senior management and executives to continue to strive for the Group's long-term shareholder value. In addition, the 2020 Share Plans aim to foster a greater ownership culture within the Group which aligns the interests of Participants with the interests of Shareholders, and to improve performance and achieve sustainable growth for the Company in the changing business environment.

## Share-based Incentive Plans (cont'd)

Other information regarding the 2020 Share Plans is as follows:

### a. Performance Share Plan

One of the primary objectives of the SCI PSP 2020 is to further motivate key senior management to strive for superior performance and to deliver long-term shareholder value. The SCI PSP 2020 is targeted at senior management in key positions who shoulder the responsibility for the Company's performance and who are able to drive the growth of the Company through superior performance.

Awards granted under the SCI PSP 2020 are performance-based. Performance targets set under the SCI PSP 2020 are intended to be based on medium-term corporate objectives covering market competitiveness, quality of returns, business growth and productivity growth. The performance targets are stretched targets aimed at sustaining long-term growth. Examples of performance targets to be set include targets based on total shareholder return, return on equity (excluding Sembcorp Marine Ltd), total renewable capacity and implementation of digital initiatives to support the organisational transformation efforts.

For awards granted from 2018 onwards under SCI PSP 2010 and SCI PSP 2020, depending on the extent of the achievement of performance conditions during a three-year period, 50% of the final performance shares will vest at the end of the three-year performance period, and the remaining 50% will vest in the subsequent year. A minimum threshold performance must be realised to trigger an achievement factor, which in return determines the number of shares to be finally awarded. Performance shares to be delivered will range from 0% to 150% of the conditional performance shares awarded.

Awards granted under the SCI RSP 2020 to employees of the Group and Associated Companies differ from those granted under the SCI PSP 2020 in that the size of the Awards granted under the SCI RSP 2020 will normally be based on the achievement of wider financial and non-financial targets, with emphasis on organisational transformation to meet future challenges and adherence to environment, health and safety standards, and the awards will normally vest conditionally over time-based service conditions subject to satisfactory individual performance and continued employment.

Senior management participants are required to hold a minimum percentage of the shares released to them under the SCI PSP 2020 to maintain a stake in the Company, for the duration of their employment or tenure with the Group. This percentage is based on a multiple of the individual participant's annual base salary. Any excess can be sold off, but in the event of a shortfall, they have a two calendar year period to meet the minimum percentage requirement.

### i. Sembcorp Industries Ltd Performance Shares

The details of the performance shares of Sembcorp Industries Ltd awarded during the financial year since commencement of the Performance Share Plans (aggregate) are as follows:

Performance shares participants	Movements during the year						At Dec 31
	At Jan 1	Conditional performance shares awarded	Conditional performance shares adjusted	Conditional performance shares lapsed	Performance shares lapsed arising from targets not met	Conditional performance shares released	
<b>2020</b>							
<b>Director of the Company:</b>							
Neil McGregor <sup>1</sup>	1,807,553	–	893,487	(476,333)	(429,553)	–	1,795,154
Wong Kim Yin <sup>2</sup>	–	–	–	–	–	–	–
<b>Key executives of the Group</b>	<b>3,511,800</b>	<b>–</b>	<b>2,931,830</b>	<b>(136,000)</b>	<b>(420,000)</b>	<b>–</b>	<b>5,887,630</b>
	<b>5,319,353</b>	<b>–</b>	<b>3,825,317</b>	<b>(612,333)</b>	<b>(849,553)</b>	<b>–</b>	<b>7,682,784</b>
<b>2019</b>							
<b>Director of the Company:</b>							
Neil McGregor <sup>1</sup>	1,067,553	740,000	–	–	–	–	1,807,553
<b>Key executives of the Group</b>	<b>2,534,000</b>	<b>1,747,800</b>	<b>–</b>	<b>–</b>	<b>(770,000)</b>	<b>–</b>	<b>3,511,800</b>
	<b>3,601,553</b>	<b>2,487,800</b>	<b>–</b>	<b>–</b>	<b>(770,000)</b>	<b>–</b>	<b>5,319,353</b>

<sup>1</sup> Neil McGregor retired as Group President & CEO of SCI and Director of SCI on June 30, 2020 and May 21, 2020 respectively.

<sup>2</sup> Wong Kim Yin was appointed as Group President & CEO of SCI and Director of SCI on July 1, 2020.

# Directors' Statement

Year ended December 31, 2020

## Share-based Incentive Plans *(cont'd)*

### a. Performance Share Plan *(cont'd)*

With the Committee's approval on the achievement factor for the achievement of the performance targets for the performance period 2017 to 2019 (2019: performance period 2016 to 2018), no performance shares were released via the issuance of treasury shares in 2020 (2019: nil).

In 2020, 849,553 (2019: 770,000) performance shares were lapsed for under-achievement of the performance targets for the performance period 2017 to 2019 (2019: 2016 to 2018).

Pursuant to the distribution *in specie* of ordinary shares in the capital of Sembcorp Marine Ltd which was completed on September 11, 2020 and per the rules of SCI PSP Plan, the ERCC approved the adjustments of an additional 3,825,317 SCI shares to be made to the outstanding SCI Share Awards granted under the SCI PSP 2010.

For 2020, the ERCC decided not to grant any performance shares attributed in part to the significant changes to the strategy of the business following the de-merger with Sembcorp Marine coupled with the uncertainty in the current pandemic environment. Under these circumstances, it was deemed that there was insufficient clarity during the year to set meaningful and appropriate targets for the management team.

The total number of performance shares in Awards granted conditionally and representing 100% of targets to be achieved, but not released as at December 31, 2020, was 7,682,784 (2019: 5,319,353). Based on the achievement factor, the actual release of the Awards could range from zero to a maximum of 11,524,176 (2019: 7,979,029) performance shares.

### b. Restricted Share Plan Award granted until 2017

Under SCI RSP 2010, the Awards granted up to 2017 were conditional on performance targets set based on corporate objectives at the start of each rolling two-year performance qualifying period. The performance criteria for the restricted shares are calibrated based on Return on Total Assets and Group Profit from Operations (both excluding Sembcorp Marine Ltd) for Awards granted in 2017.

A minimum threshold performance must be realised to trigger an achievement factor, which in turn determines the number of shares to be finally awarded. Based on the criteria, restricted shares to be delivered will range from 0% to 150% of the conditional restricted shares awarded.

A specific number of restricted shares will be awarded at the end of the two-year performance cycle depending on the extent of achievement of the performance conditions established at the onset. There is a further vesting period of three years after the performance period, during which one-third of the awarded shares are released each year to managerial participants. Non-managerial participants will receive the equivalent in cash at the end of the two-year performance cycle, with no further vesting conditions.

### Award granted from 2019

Shares will be granted to eligible employees under the SCI RSP 2010 based on financial performance and corporate objectives achieved in the preceding year. The performance criteria for FY2020 and FY2019 restricted shares awards granted are calibrated based on Earnings Before Interest Tax Depreciation and Amortisation (EBITDA), Return On Equity (ROE) (excluding Sembcorp Marine Ltd), and non-financial performance targets, comprising transformation milestones and adherence to environment, health and safety standards achieved by the Group for the respective preceding financial year.

## Share-based Incentive Plans *(cont'd)*

### b. Restricted Share Plan *(cont'd)*

#### Award granted from 2019 *(cont'd)*

Senior management participants are required to hold a minimum percentage of the shares released to them under the Restricted Share Plan to maintain a stake in the Group, for the duration of their employment or tenure with the Group. A maximum cap is set based on a multiple of the individual participant's annual base salary. Any excess can be sold, but in the event of a shortfall, they have a two calendar year period to meet the minimum percentage requirement.

To align the interests of the non-executive directors with the interests of shareholders, up to 30% of the aggregate directors' fees approved by shareholders for a particular financial year may be paid out in the form of restricted share awards under the SCI RSP 2010 / SCI RSP 2020.

From 2011, non-executive directors were not awarded any shares except as part of their directors' fees (except for Neil McGregor, who was the Group President & CEO, and who did not receive any directors' fees). In 2020 and 2019, the awards granted comprised fully paid shares outright with no performance and vesting conditions attached, but with a selling moratorium. Non-executive directors are required to hold shares (including shares obtained by other means) worth at least the annual base retainer; any excess may be sold as desired. A non-executive director can dispose of all of his shares one year after leaving the board.

The actual number of shares awarded to each non-executive director will be determined by reference to the volume-weighted average price of a share on the Singapore Exchange (SGX) over the 14 trading days from (and including) the day on which the shares are first quoted ex-dividend after the Annual General Meeting (AGM) (or, if the resolution to approve the final dividend is not approved, over the 14 trading days immediately following the date of the AGM). The number of shares to be awarded will be rounded down to the nearest hundred and any residual balance will be settled in cash. A non-executive director who steps down before the payment of the share component will receive all of his director's fees for the year (calculated on a pro-rated basis, where applicable) in cash.

For managerial participants, depending on the fulfilment of the criteria outlined above, a quarter of the SCI RSP awards granted will vest immediately with the remaining three-quarters of the awards vesting over the following three years in equal tranches, subject to individual performance and fulfilment of service conditions at vesting.

Based on achievement, the non-managerial participants of the Group will receive a cash-settled notional restricted shares award known as the Sembcorp Challenge Bonus.

# Directors' Statement

Year ended December 31, 2020

## Share-based Incentive Plans (cont'd)

### b. Restricted Share Plan (cont'd)

#### Award granted from 2019 (cont'd)

##### (i) Sembcorp Industries Ltd Restricted Shares

The details of the restricted shares of Sembcorp Industries Ltd awarded during the year are as follows:

Restricted shares participants	Movements during the year					At Dec 31
	At Jan 1	Conditional restricted shares awarded	Conditional restricted shares adjusted	Restricted shares lapsed due to under-achievement of targets	Conditional restricted shares released	
<b>2020</b>						
<b>Directors of the Company:</b>						
Ang Kong Hua	–	130,100	–	–	(130,100)	–
Neil McGregor <sup>1</sup>	387,510	349,776	–	–	(737,286)	–
Tan Sri Mohd Hassan Marican	–	28,900	–	–	(28,900)	–
Tham Kui Seng	–	28,500	–	–	(28,500)	–
Dr Teh Kok Peng	–	31,300	–	–	(31,300)	–
Nagi Hamiyeh	–	–	–	–	–	–
Ajaib Haridass	–	31,700	–	–	(31,700)	–
Nicky Tan Ng Kuang	–	31,200	–	–	(31,200)	–
Yap Chee Keong	–	31,400	–	–	(31,400)	–
Jonathan Asherson OBE	–	31,400	–	–	(31,400)	–
Dr Josephine Kwa Lay Keng	–	20,300	–	–	(20,300)	–
Wong Kim Yin <sup>2</sup>	–	–	–	–	–	–
<b>Other executives of the Group</b>	<b>3,623,390</b>	<b>5,204,373</b>	<b>5,013,272</b>	<b>–</b>	<b>(3,047,489)</b>	<b>(280,798)</b>
	<b>4,010,900</b>	<b>5,918,949</b>	<b>5,013,272</b>	<b>–</b>	<b>(4,149,575)</b>	<b>(280,798)</b>

<sup>1</sup> Neil McGregor retired as Group President & CEO of SCI and Director of SCI on June 30, 2020 and May 21, 2020 respectively.

<sup>2</sup> Wong Kim Yin was appointed as Group President & CEO of SCI and Director of SCI on July 1, 2020.

## Share-based Incentive Plans (cont'd)

### b. Restricted Share Plan (cont'd)

#### Award granted from 2019 (cont'd)

##### (i) Sembcorp Industries Ltd Restricted Shares (cont'd)

Restricted shares participants	Movements during the year					At Dec 31
	At Jan 1	Conditional restricted shares awarded	Restricted shares lapsed due to under-achievement of targets	Conditional restricted shares released	Conditional restricted shares lapsed	
<b>2019</b>						
<b>Directors of the Company:</b>						
Ang Kong Hua	–	85,800	–	(85,800)	–	–
Neil McGregor <sup>1</sup>	416,667	330,651	(158,333)	(201,475)	–	387,510
Margaret Lui	–	20,900	–	(20,900)	–	–
Tan Sri Mohd Hassan Marican	–	19,200	–	(19,200)	–	–
Tham Kui Seng	–	19,200	–	(19,200)	–	–
Dr Teh Kok Peng	–	20,400	–	(20,400)	–	–
Ajaib Haridass	–	20,800	–	(20,800)	–	–
Nicky Tan Ng Kuang	–	20,700	–	(20,700)	–	–
Yap Chee Keong	–	21,300	–	(21,300)	–	–
Jonathan Asherson OBE	–	17,400	–	(17,400)	–	–
Dr Josephine Kwa Lay Keng	–	6,300	–	(6,300)	–	–
<b>Other executives of the Group</b>	<b>4,665,930</b>	<b>2,926,552</b>	<b>(1,028,667)</b>	<b>(2,799,470)</b>	<b>(140,955)</b>	<b>3,623,390</b>
	<b>5,082,597</b>	<b>3,509,203</b>	<b>(1,187,000)</b>	<b>(3,252,945)</b>	<b>(140,955)</b>	<b>4,010,900</b>

<sup>1</sup> Neil McGregor retired as Group President & CEO of SCI and Director of SCI on June 30, 2020 and May 21, 2020 respectively.

As detailed in the 2018 Annual Report, with effect from 2019, shares will be granted to eligible employees under the SCI RSP 2010 based on financial performance and corporate objectives achieved in the preceding year.

For managerial participants, a quarter of the Awards granted will vest immediately depending on the fulfilment of the criteria. The remaining three-quarters of the Awards will vest over the following three years in equal tranches, subject to individual performance and fulfilment of service conditions at vesting.

For awards in relation to performance period 2019, 1,512,196 restricted shares were released in 2020. For awards in relation to performance period 2018, 938,787 (2019: 901,881) restricted shares were released in 2020. For awards in relation to the performance period 2017 to 2018, 665,069 (2019: 630,781) restricted shares were released in 2020. For awards in relation to the performance period 2016 to 2017, 529,604 (2019: 586,771) restricted shares were released in 2020. For awards in relation to the performance period 2015 to 2016, 12,000 (2019: 881,512) restricted shares were released in 2020. In 2020, there were 364,800 (2019: 252,000) shares released to non-executive directors. In 2020, 127,119 restricted shares were released to an employee. Of the restricted shares released, 269,972 (2019: 88,983) restricted shares were cash-settled. The remaining restricted shares were released via the issuance of treasury shares.

In 2020, nil (2019: 1,187,000) shares were lapsed due to under-achievement of the performance targets for the performance period 2018 to 2019 (2019: performance period 2017 to 2018).

Pursuant to the distribution *in specie* of ordinary shares in the capital of Sembcorp Marine Ltd which was completed on September 11, 2020 and per the rules of SCI RSP Plan, the ERCC approved the adjustments of an additional 5,013,272 SCI shares to be made to the outstanding SCI Share Awards granted under the SCI RSP 2010.

# Directors' Statement

Year ended December 31, 2020

## Share-based Incentive Plans (cont'd)

### b. Restricted Share Plan (cont'd)

#### Award granted from 2019 (cont'd)

##### (i) Sembcorp Industries Ltd Restricted Shares (cont'd)

The total number of restricted shares outstanding, including award(s) achieved but not released, as at end 2020, was 10,512,748 (2019: 4,010,900). With the change in the remuneration structure, with effect from 2019 award, the RSP balances represent 100% of targets achieved, but not released subject to individual performance and fulfilment of service conditions at vesting. The actual release of the awards is a maximum of 10,512,748 (2019: 4,010,900) restricted shares.

#### Sembcorp Challenge Bonus

With the Committee's approval on the achievement factor for performance targets for the performance period 2019 (2019: performance period 2017 to 2018), a total of S\$0.9 million, equivalent to 440,335 (2019: S\$1.2 million, equivalent to 462,048) notional restricted shares, were awarded and paid.

### c. Maximum Number of Shares Issuable

The maximum number of performance shares and restricted shares which could be delivered, when aggregated with the number of new shares issued and issuable in respect of all options granted, is within the 15% limit of the share capital of the Company on the day preceding the relevant date of the grant.

## Audit Committee

The members of the Audit Committee during the year and at the date of this report are:

Yap Chee Keong (Chairman)

Dr Teh Kok Peng

Ajaib Haridass

Jonathan Asherson OBE

Lim Ming Yan (Appointed on February 22, 2021)

The Audit Committee held nine meetings during the financial year. In performing its functions, the Audit Committee met with the Company's external and internal auditors to discuss the scope of their work, and the results of their examination and evaluation of the Company's internal accounting control system.

The Audit Committee performed the functions specified in Section 201B of the Singapore Companies Act, Chapter 50, the Listing Manual of the SGX, and the Code of Corporate Governance.

The Audit Committee also reviewed the following:

- assistance provided by the Company's officers to the external and internal auditors;
- quarterly financial information and annual financial statements of the Group and the Company prior to their submission to the directors of the Company for adoption; and
- interested person transactions (as defined in Chapter 9 of the Listing Manual of the SGX).

The Audit Committee has full access to management and is given the resources required for it to discharge its functions. It has full authority and the discretion to invite any director or executive officer to attend its meetings. The Audit Committee also recommends the appointment of the external auditors and reviews the level of audit and non-audit fees.

The Audit Committee is satisfied with the independence and objectivity of the external auditors and has recommended to the board of directors that the auditors, KPMG LLP, be nominated for re-appointment as auditors at the forthcoming AGM of the Company.

In appointing our auditors for the Company, subsidiaries and significant associated companies, we have complied with Rules 712 and 715 of the SGX Listing Manual.

## Auditors

The auditors, KPMG LLP, have indicated their willingness to accept re-appointment.

On behalf of the Board of Directors



Ang Kong Hua  
Chairman



Wong Kim Yin  
Director

## Singapore

February 25, 2021

# Independent Auditors' Report

Year ended December 31, 2020

## Members of the Company Sembcorp Industries Ltd

### Report on the audit of the financial statements

#### Opinion

We have audited the financial statements of Sembcorp Industries Ltd (the "Company") and its subsidiaries (the "Group"), which comprise the consolidated balance sheet of the Group and the balance sheet of the Company as at December 31, 2020, the consolidated income statement, consolidated statement of comprehensive income, consolidated statement of changes in equity and consolidated statement of cash flows of the Group for the year then ended, and notes to the financial statements, including a summary of significant accounting policies as set out on pages 90 to 216.

In our opinion, the accompanying consolidated financial statements of the Group and the balance sheet of the Company are properly drawn up in accordance with the provisions of the Singapore Companies Act, Chapter 50 (the Act), Singapore Financial Reporting Standards (International) (SFRS(I)s) and International Financial Reporting Standards (IFRSs) so as to give a true and fair view of the financial position of the Group and the Company as at December 31, 2020 and of the financial performance, changes in equity and cash flows of the Group for the year ended on that date.

#### Basis for opinion

We conducted our audit in accordance with Singapore Standards on Auditing (SSAs). Our responsibilities under those standards are further described in the *Auditors' responsibilities for the audit of the financial statements* section of our report. We are independent of the Group in accordance with the Accounting and Corporate Regulatory Authority (ACRA) *Code of Professional Conduct and Ethics for Public Accountants and Accounting Entities* (ACRA Code) together with the ethical requirements that are relevant to our audit of the financial statements in Singapore, and we have fulfilled our other ethical responsibilities in accordance with these requirements and the ACRA Code. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

#### Key audit matters

Key audit matters are those matters that, in our professional judgement, were of most significance in our audit of the financial statements of the current period. These matters were addressed in the context of our audit of the financial statements as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters.

#### Impairment assessment of property, plant and equipment, long-term contracts, and interests in associates and joint ventures and goodwill (collectively, the Group's non-financial assets)

(Refer to Notes D1, D3 and G5 to the financial statements: property, plant and equipment of S\$7,204,000,000, goodwill of S\$159,000,000, long-term contracts of S\$114,000,000 and associates and joint ventures of S\$1,588,000,000)

#### Risk:

As at December 31, 2020, the Group's non-financial assets for the Energy segment amounted to S\$9,065,000,000. The Group's key Energy segment assets are in China, India, Singapore and United Kingdom.

Management performs impairment assessment of these assets at least annually and as and when indicators of impairment occur. As a result of management's impairment review, the Group recognised impairment losses totalling S\$209,000,000 as the recoverable amounts for certain CGUs did not support the assets' carrying amounts.

An impairment loss exists when the net carrying amount of the assets is in excess of the recoverable amount. The recoverable amount of a CGU is the higher of the CGU's fair value less costs of disposal and its value-in-use (VIU). As the fair values of these assets are not readily determinable, the Group measures the recoverable amount using the discounted cash flow technique to derive the assets' VIU.

The determination of the recoverable amounts of these CGUs involves a high degree of judgement and is subject to significant estimation uncertainties, principally, the discount rates, gross margin forecasts, plant load factors (power plants) and wastewater plant treatment capacity (wastewater treatment assets). The gross margin forecasts, plant load factors and wastewater plant treatment capacity take into account expected customer demand and forecasted tariff rates. These are inherently subject to estimation uncertainties as well as political and regulatory developments.

### Report on the audit of the financial statements (cont'd)

#### Impairment assessment of property, plant and equipment, long-term contracts, and interests in associates and joint ventures and goodwill (collectively, the Group's non-financial assets) (cont'd)

#### Our response:

We assessed the Group's process for identifying and reviewing the CGUs subject to impairment testing.

We, including our valuation specialists to the extent appropriate, reviewed the key assumptions supporting the VIU calculations to arrive at the recoverable amounts of these CGUs. We compared the plant load factors, wastewater plant treatment capacity and gross margin forecasts to what has been achieved historically, discussions with management, as well as prevailing industry trends. We compared the discount rates to available market observable data including market and country risk premiums and any asset-specific risk premium.

We performed sensitivity analysis of the key assumptions and the key drivers of the cash flow forecasts for the individual CGUs and considered the likelihood of such changes arising. We analysed in particular, the sensitivity analysis which considers reasonably possible changes in key assumptions in respect of a CGU in India where the headroom is dependent on securing long-term power purchase agreement in the foreseeable future.

We assessed the related disclosures on key assumptions applied in determining the recoverable amounts of the CGUs.

#### Our findings:

The Group has a process for identifying and reviewing the CGUs for impairment testing. The impairment test assessments incorporated the known relevant considerations as at the reporting date. The disclosures describing the inherent degree of estimation uncertainty and the sensitivity of the assumptions applied are appropriate. If unfavourable changes to these assumptions occur, this could lead to lower operating cash inflows and impairment outcomes which may in turn affect the financial position and performance of the Group.

#### Valuation of trade and service concession receivables

(Refer to Note E1 to the financial statements: Trade receivables of S\$871,000,000 and service concession receivables of S\$974,000,000)

#### Risk:

As at December 31, 2020, the Group's gross trade and service concession receivables totalled S\$1,845,000,000 against which a loss allowance of S\$40,000,000 was recorded.

Management estimates the loss allowance based on the ageing of overdue balances, repayment histories of individual debtors, existing customer-specific and market conditions and forward-looking information. Such assessment of expected credit losses is inherently subjective and requires the exercise of significant management judgement.

#### Our response:

We reviewed the Group's estimation process in determining the amount of loss allowance recognised on these receivables.

We reviewed significant inputs to the model which management uses to estimate the Group's expected credit loss and considered the reasonableness of these inputs.

We assessed the adequacy of disclosures in describing the areas of judgement and estimation uncertainties involving management's assessment on recoverability of these receivables.

#### Our findings:

The Group has processes to assess credit risk and determine the amount of loss allowance to be recognised on trade and service concession receivables.

Management's assessment of the recoverability of these receivables are supported by available evidence.

We found the disclosures in describing the areas of judgement and inherent degree of estimation uncertainties involved, to be appropriate.

# Independent Auditors' Report

Year ended December 31, 2020

## Report on the audit of the financial statements *(cont'd)*

### Other information

Management is responsible for the other information contained in the annual report. Other information is defined as all information in the annual report other than the financial statements and our auditors' report thereon.

We have obtained the following items prior to the date of this auditors' report:

- Group FY2020 Highlights
- Chairman and CEO's Statement
- Group Financial Review
- Energy Review
- Urban Review
- Directors' Statement

The following items (the Reports) are expected to be made available to us after that date:

- Our Leadership
- Environmental, Social and Governance Review
- Corporate Information
- Supplementary Information
- Shareholding Statistics
- Additional Information on Directors Seeking Re-election

Our opinion on the financial statements does not cover the other information and we do not and will not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information identified above and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit, or otherwise appears to be materially misstated.

If, based on the work we have performed on the other information that we obtained prior to the date of this auditors' report, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

When we read the Reports, if we conclude that there is a material misstatement therein, we are required to communicate the matter to those charged with governance and take appropriate actions in accordance with SSAs.

### Responsibilities of management and directors for the financial statements

Management is responsible for the preparation of financial statements that give a true and fair view in accordance with the provisions of the Act, SFRS(I)s and IFRSs, and for devising and maintaining a system of internal accounting controls sufficient to provide a reasonable assurance that assets are safeguarded against loss from unauthorised use or disposition; and transactions are properly authorised and that they are recorded as necessary to permit the preparation of true and fair financial statements and to maintain accountability of assets.

In preparing the financial statements, management is responsible for assessing the Group's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Group or to cease operations, or has no realistic alternative but to do so.

The directors' responsibilities include overseeing the Group's financial reporting process.

### Auditors' responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditors' report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with SSAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

## Report on the audit of the financial statements *(cont'd)*

### Auditors' responsibilities for the audit of the financial statements *(cont'd)*

As part of an audit in accordance with SSAs, we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Group's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditors' report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditors' report. However, future events or conditions may cause the Group to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Group to express an opinion on the consolidated financial statements. We are responsible for the direction, supervision and performance of the group audit. We remain solely responsible for our audit opinion.

We communicate with the directors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

We also provide the directors with a statement that we have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, related safeguards.

From the matters communicated with the directors, we determine those matters that were of most significance in the audit of the financial statements of the current period and are therefore the key audit matters. We describe these matters in our auditors' report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, we determine that a matter should not be communicated in our report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

### Report on other legal and regulatory requirements

In our opinion, the accounting and other records required by the Act to be kept by the Company and by those subsidiary corporations incorporated in Singapore of which we are the auditors have been properly kept in accordance with the provisions of the Act.

The engagement partner on the audit resulting in this independent auditors' report is Koh Wei Peng.



**KPMG LLP**  
Public Accountants and  
Chartered Accountants

**Singapore**  
February 25, 2021

# Financial Statements

## Introduction

This is the financial statements of Sembcorp Industries Ltd (the Company) and its Subsidiaries (the Group) for the year ended December 31, 2020 (FY2020).

We have structured this report with the objective of providing users with a clearer understanding of what drives financial performance and financial position of the Group and linkage to the Group's strategy, whilst still complying with the provisions of the Singapore Companies Act, Singapore Financial Reporting Standards (International) SFRS(I)s and International Financial Reporting Standards IFRSs.

On September 11, 2020, the Company distributed its holdings of ordinary shares in the capital of a subsidiary, Sembcorp Marine Ltd (SCM) to its shareholders, (the Distribution). Consequent to the Distribution, the performance of the marine segment in the current financial year, for the period from January 1, 2020 to the date of the Distribution, is reported as a discontinued operation with comparative information re-presented accordingly.

## Structure of this report

Notes to the financial statements are split into 8 distinct sections to enable a better understanding of how the Group has performed.

We have included an introduction at the start of each section to explain its purpose and content. Accounting policies, estimates and critical accounting judgements applied to the preparation of the financial statements are shown where the related accounting balance or financial statement matter is discussed to allow them to be easily understood by users of this report.

Information is only being included in the financial report to the extent it is considered material and relevant to the understanding of the financial statements. A disclosure is considered material and relevant if:

- dollar amount is significant in value
- dollar amount is significant by nature
- financial results cannot be understood without specific disclosure
- critical to allow user to understand significant changes in group businesses

## Table of Contents

### Consolidated Financial Statements

Balance Sheets as at December 31, 2020	90
Consolidated Income Statement for the year ended December 31, 2020	92
Consolidated Statement of Comprehensive Income for the year ended December 31, 2020	93
Consolidated Statement of Changes in Equity for the year ended December 31, 2020	94
Consolidated Statement of Cash Flows for the year ended December 31, 2020	98

### Notes to the Financial Statements

<b>A About These Financial Statements</b>		<b>F Our Financial Instruments and Risks Management</b>	
A1 Basis of preparation	101	F1 Market risk	168
A2 Summary of significant accounting policies	102	F2 Hedges and financial instruments	173
		F3 Liquidity risk	181
<b>B Our Performance</b>		F4 Credit risk	183
B1 Segments information	105	F5 Financial instruments	187
B2 Turnover	110		
B3 Taxation	117	<b>G Our Group Structure</b>	
B4 Profit for the year	124	G1 Subsidiaries	191
B5 Earnings per share	126	G2 Acquisition and disposal of subsidiaries	193
B6 Assets or disposal groups held for sale	127	G3 Discontinued operation	195
		G4 Non-controlling interests	197
<b>C Our Funding</b>		G5 Associates and joint ventures	199
C1 Capital structure	128	G6 Related party information	204
C2 Share capital and treasury shares	128		
C3 Other reserves	129	<b>H Other Disclosures</b>	
C4 Perpetual securities	130	H1 Share-based incentive plans	208
C5 Dividends	131	H2 Other financial assets and liabilities	211
C6 Interest-bearing borrowings	132	H3 Provisions	214
C7 Net interest expense	135	H4 Subsequent events	216
C8 Contingent liabilities	135	H5 New or revised accounting standards and interpretations not yet effective	216
C9 Commitments	137		
		<b>I Supplementary Information</b>	
<b>D Our Assets</b>		I1 Directors and key executives remuneration	217
D1 Property, plant & equipment	138	I2 Interested person transactions	219
D1.1 Right-of-use assets and leases	148	I3 List of properties	220
D2 Investment properties	151		
D3 Intangible assets	153		
<b>E Our Working Capital</b>			
E1 Trade and other receivables	162		
E2 Inventories	164		
E3 Trade and other payables	166		
E4 Cash and cash equivalents	167		

# Balance Sheets

As at December 31, 2020

(\$ million)	Note	Group		Company	
		December 31, 2020	December 31, 2019	December 31, 2020	December 31, 2019
<b>Non-current assets</b>					
Property, plant and equipment	D1	7,204	12,203	383	409
Investment properties	D2	135	128	–	–
Investments in subsidiaries	G1	–	–	2,308	2,646
Associates and joint ventures	G5	1,588	1,696	–	–
Other financial assets	H2	250	266	–	–
Trade and other receivables	E1	995	2,170	3	349
Contract costs	B2(c)	1	2	–	–
Intangible assets	D3	348	630	26	26
Deferred tax assets	B3(b)	37	62	–	–
		10,558	17,157	2,720	3,430
<b>Current assets</b>					
Inventories	E2	196	386	4	4
Trade and other receivables	E1	1,571	2,048	91	83
Contract assets	B2(c)	15	1,501	–	–
Contract costs	B2(c)	1	90	–	–
Assets held for sale	B6	30	75	–	–
Other financial assets	H2	159	228	–	–
Cash and cash equivalents	E4	1,032	1,767	358	1,123
		3,004	6,095	453	1,210
<b>Total assets</b>		13,562	23,252	3,173	4,640
<b>Current liabilities</b>					
Trade and other payables	E3	1,159	2,844	99	244
Lease liabilities	D1.1	11	34	4	4
Contract liabilities	B2(c)	141	172	3	3
Provisions	H3	26	34	11	11
Liabilities held for sale	B6	–	31	–	–
Other financial liabilities	H2	40	50	–	–
Current tax payable		157	204	55	74
Interest-bearing borrowings	C6	593	2,643	–	–
		2,127	6,012	172	336
<b>Net current assets</b>		877	83	281	874

The accompanying notes form an integral part of these financial statements.

(\$ million)	Note	Group		Company	
		December 31, 2020	December 31, 2019	December 31, 2020	December 31, 2019
<b>Non-current liabilities</b>					
Deferred tax liabilities	B3(b)	294	348	28	29
Other long-term payables	E3	108	131	1,613	171
Lease liabilities	D1.1	215	470	112	116
Provisions	H3	38	142	11	10
Other financial liabilities	H2	98	44	–	–
Interest-bearing borrowings	C6	7,135	8,157	–	–
Contract liabilities	B2(c)	71	69	28	30
		7,959	9,361	1,792	356
<b>Total liabilities</b>		10,086	15,373	1,964	692
<b>Net assets</b>		3,476	7,879	1,209	3,948
<b>Equity attributable to owners of the Company:</b>					
Share capital	C2	566	566	566	566
Reserve for own shares	C3	(11)	(4)	(11)	(4)
Other reserves	C3	(369)	(319)	*	*
Revenue reserve		3,153	5,827	654	2,585
		3,339	6,070	1,209	3,147
Perpetual securities	C4	–	801	–	801
		3,339	6,871	1,209	3,948
<b>Non-controlling interests</b>	G4	137	1,008	–	–
<b>Total equity</b>		3,476	7,879	1,209	3,948

The accompanying notes form an integral part of these financial statements.



# Consolidated Income Statement

Year ended December 31, 2020

(\$ million)	Note	Group	
		2020	2019*
<b>Continuing operations</b>			
Turnover	B1, B2	5,447	6,735
Cost of sales		(4,660)	(5,753)
<b>Gross profit</b>		787	982
General and administrative expenses		(344)	(356)
Other operating income		126	189
Non-operating income		49	26
Non-operating expenses		(176)	(135)
Finance income	C7	35	39
Finance costs	C7	(499)	(483)
Share of results of associates and joint ventures, net of tax		233	186
<b>Profit before tax</b>		211	448
Tax expense	B3	(32)	(115)
<b>Profit from continuing operations<sup>1</sup></b>	B4	179	333
<b>Discontinued operation</b>			
Loss from discontinued operation, net of tax <sup>1</sup>	G3	(330)	(116)
Loss on the Distribution		(970)	-
<b>Loss from discontinued operation</b>		(1,300)	(116)
<b>(Loss) / Profit for the year</b>		(1,121)	217
<b>Profit attributable to:</b>			
Owners of the Company:			
Profit for the year from continuing operations		157	305
Loss for the year from discontinued operation		(1,154)	(58)
(Loss) / Profit for the year attributable to owners of the Company		(997)	247
Non-controlling interests:			
Profit for the year from continuing operations		22	28
Loss for the year from discontinued operation		(146)	(58)
Loss for the year attributable to non-controlling interests		(124)	(30)
(Loss) / Profit for the year		(1,121)	217
Earnings per share (cents):			
	B5		
Basic		(56.81)	11.81
Diluted		(56.81)	11.74
Earnings per share (cents) – Continuing operations:			
	B5		
Basic		7.84	15.06
Diluted		7.78	14.96

\* Comparative information has been re-presented due to a discontinued operation (Note G3).

<sup>1</sup> After elimination of inter-segment finance income of S\$38 million (2019: S\$27 million) with corresponding reduction of inter-segment finance expense in discontinued operation.

The accompanying notes form an integral part of these financial statements.

# Consolidated Statement of Comprehensive Income

Year ended December 31, 2020

(\$ million)	Note	Group	
		2020	2019*
<b>(Loss) / Profit for the year</b>			
		(1,121)	217
<b>Other comprehensive income</b>			
<i>Items that may be reclassified subsequently to profit or loss:</i>			
Foreign currency translation differences for foreign operations		(17)	(94)
Exchange differences on monetary items forming part of net investment in foreign operation		(2)	(3)
Net change in fair value of cash flow hedges		(143)	36
Net change in fair value of cash flow hedges reclassified to profit or loss		105	(15)
Cost of hedging reserve – changes in fair value		(43)	-
Cost of hedging reserve – reclassified to profit or loss		42	-
Realisation of reserves upon the Distribution		(125)	-
Realisation of reserve upon disposal of joint venture		-	(1)
Realisation of reserve upon disposal of subsidiaries / reclassified to assets held for sale		36	(3)
Share of other comprehensive income of associates and joint ventures		(16)	(12)
Income tax relating to these items	B3(c)	1	(6)
		(162)	(98)
<i>Items that may not be reclassified subsequently to profit or loss:</i>			
Defined benefit plan actuarial gains and losses		(11)	7
Change in fair value of financial assets at fair value through other comprehensive income		(14)	40
Income tax relating to this items	B3(c)	2	(1)
		(23)	46
Other comprehensive loss for the year, net of tax	B3(c)	(185)	(52)
<b>Total comprehensive (loss) / income for the year</b>		(1,306)	165
<b>Total comprehensive (loss) / income attributable to:</b>			
Owners of the Company			
		(1,180)	201
Non-controlling interests			
		(126)	(36)
<b>Total comprehensive (loss) / income for the year</b>		(1,306)	165
<b>Total comprehensive (loss) / income attributable to owners of the Company:</b>			
Continuing operations			
		(26)	265
Discontinued operation			
		(1,154)	(64)
		(1,180)	201

\* Comparative information has been re-presented due to a discontinued operation (Note G3).

The accompanying notes form an integral part of these financial statements.

# Consolidated Statement of Changes in Equity

Year ended December 31, 2020

(\$ million)	Attributable to owners of the Company					Share-based payments reserve	Fair value reserve	Hedging reserve	Cost of hedging reserve	Revenue reserve	Total	Perpetual securities	Total	Non-controlling interests	Total equity
	Share capital	Reserve for own shares	Currency translation reserve	Capital reserve	Merger reserve										
<b>Group</b>															
Balance at January 1, 2020	566	(4)	(482)	156	29	(9)	74	(87)	–	5,827	6,070	801	6,871	1,008	7,879
<b>Total comprehensive income for the year</b>															
Loss for the year	–	–	–	–	–	–	–	–	–	(997)	(997)	–	(997)	(124)	(1,121)
<b>Other comprehensive income</b>															
Foreign currency translation differences for foreign operations	–	–	(22)	–	–	–	–	–	–	–	(22)	–	(22)	5	(17)
Exchange differences on monetary items forming part of net investment in foreign operation	–	–	(2)	–	–	–	–	–	–	–	(2)	–	(2)	–	(2)
Net change in fair value of cash flow hedges	–	–	–	–	–	–	–	(115)	–	–	(115)	–	(115)	(13)	(128)
Net change in fair value of cash flow hedges reclassified to profit or loss	–	–	–	–	–	–	–	86	–	–	86	–	86	5	91
Cost of hedging reserve – changes in fair value	–	–	–	–	–	–	–	–	(43)	–	(43)	–	(43)	–	(43)
Cost of hedging reserve – reclassified to profit or loss	–	–	–	–	–	–	–	–	42	–	42	–	42	–	42
Net change in fair value of financial assets at fair value through other comprehensive income	–	–	–	–	–	–	(14)	–	–	–	(14)	–	(14)	–	(14)
Realisation of reserves upon the Distribution	–	–	–	(125)	–	–	–	–	–	–	(125)	–	(125)	–	(125)
Realisation of reserve upon disposal of subsidiaries / reclassified to assets held for sale	–	–	31	4	–	*	–	–	–	–	35	–	35	1	36
Defined benefit plan actuarial gains and losses	–	–	–	–	–	–	–	–	–	(9)	(9)	–	(9)	*	(9)
Share of other comprehensive income of associates and joint ventures	–	–	–	–	–	–	–	(16)	–	–	(16)	–	(16)	–	(16)
<b>Total other comprehensive income for the year</b>	–	–	7	(121)	–	*	(14)	(45)	(1)	(9)	(183)	–	(183)	(2)	(185)
<b>Total comprehensive income for the year</b>	–	–	7	(121)	–	*	(14)	(45)	(1)	(1,006)	(1,180)	–	(1,180)	(126)	(1,306)
<b>Transactions with owners of the Company, recognised directly in equity</b>															
Contribution by non-controlling interests	–	–	–	125	–	–	–	–	–	–	125	–	125	474	599
Capital reduction / distribution to non-controlling interests	–	–	–	–	–	–	–	–	–	–	–	–	–	*	*
Share-based payments	–	–	–	–	–	8	–	–	–	–	8	–	8	*	8
Purchase of treasury shares	–	(16)	–	–	–	–	–	–	–	–	(16)	–	(16)	–	(16)
Treasury shares transferred to employees	–	9	–	–	–	(9)	–	–	–	–	–	–	–	–	–
Acquisition of non-controlling interests	–	–	–	–	–	–	–	–	–	–	–	–	–	*	*
Disposal of non-controlling interests in subsidiaries	–	–	–	–	–	–	–	–	–	–	–	–	–	(1,208)	(1,208)
Perpetual securities distribution paid	–	–	–	–	–	–	–	–	–	–	–	(818)	(818)	–	(818)
Accrued perpetual securities distribution (Note C4)	–	–	–	–	–	–	–	–	–	(17)	(17)	17	–	–	–
Transfer of reserve	–	–	–	*	–	–	–	–	–	*	–	–	–	–	–
Dividend paid to owners (Note C5)	–	–	–	–	–	–	–	–	–	(54)	(54)	–	(54)	–	(54)
Dividend paid / payable to non-controlling interests	–	–	–	–	–	–	–	–	–	–	–	–	–	(11)	(11)
Dividend distribution <i>in specie</i> (Note G3)	–	–	–	–	–	–	–	–	–	(1,597)	(1,597)	–	(1,597)	–	(1,597)
<b>Total transactions with owners</b>	–	(7)	–	125	–	(1)	–	–	–	(1,668)	(1,551)	(801)	(2,352)	(745)	(3,097)
<b>At December 31, 2020</b>	566	(11)	(475)	160	29	(10)	60	(132)	(1)	3,153	3,339	–	3,339	137	3,476

The accompanying notes form an integral part of these financial statements.

# Consolidated Statement of Changes in Equity

Year ended December 31, 2020

(\$ million)	Attributable to owners of the Company					Share-based payments reserve	Fair value reserve	Hedging reserve	Revenue reserve	Total	Perpetual securities	Total	Non-controlling interests	Total equity
	Share capital	Reserve for own shares	Currency translation reserve	Capital reserve	Merger reserve									
<b>Group</b>														
<b>Balance at January 1, 2019</b>	566	(9)	(390)	183	29	(8)	34	(87)	5,669	5,987	801	6,788	1,150	7,938
Adjustment on initial application of SFRS(I) 16	-	-	-	-	-	-	-	-	(27)	(27)	-	(27)	*	(27)
<b>Adjusted balance at January 1, 2019</b>	566	(9)	(390)	183	29	(8)	34	(87)	5,642	5,960	801	6,761	1,150	7,911
<b>Total comprehensive income for the year</b>														
Profit for the year	-	-	-	-	-	-	-	-	247	247	-	247	(30)	217
<b>Other comprehensive income</b>														
Foreign currency translation differences for foreign operations	-	-	(88)	-	-	-	-	-	-	(88)	-	(88)	(6)	(94)
Exchange differences on monetary items forming part of net investment in foreign operation	-	-	(3)	-	-	-	-	-	-	(3)	-	(3)	-	(3)
Net change in fair value of cash flow hedges	-	-	-	-	-	-	-	20	-	20	-	20	6	26
Net change in fair value of cash flow hedges reclassified to profit or loss	-	-	-	-	-	-	-	(8)	-	(8)	-	(8)	(3)	(11)
Net change in fair value of financial assets at fair value through other comprehensive income	-	-	-	-	-	-	40	-	-	40	-	40	-	40
Realisation of reserve upon disposal of joint venture	-	-	(1)	-	-	-	-	-	*	(1)	-	(1)	-	(1)
Realisation of reserve upon disposal / liquidation of subsidiaries	-	-	*	7	-	-	-	-	(7)	-	-	-	(3)	(3)
Defined benefit plan actuarial gains and losses	-	-	-	-	-	-	-	-	6	6	-	6	*	6
Share of other comprehensive income of associates and joint ventures	-	-	-	-	-	-	-	(12)	-	(12)	-	(12)	-	(12)
<b>Total other comprehensive income for the year</b>	-	-	(92)	7	-	-	40	-	(1)	(46)	-	(46)	(6)	(52)
<b>Total comprehensive income for the year</b>	-	-	(92)	7	-	-	40	-	246	201	-	201	(36)	165
<b>Transactions with owners of the Company, recognised directly in equity</b>														
Contribution by non-controlling interests	-	-	-	(3)	-	-	-	-	-	(3)	-	(3)	22	19
Capital reduction / distribution to non-controlling interests	-	-	-	-	-	-	-	-	-	-	-	-	(4)	(4)
Share-based payments	-	-	-	-	-	9	-	-	-	9	-	9	1	10
Purchase of treasury shares	-	(4)	-	-	-	-	-	-	-	(4)	-	(4)	-	(4)
Treasury shares transferred to employees	-	9	-	1	-	(10)	-	-	-	-	-	-	-	-
Acquisition of non-controlling interests	-	-	-	14	-	-	-	-	-	14	-	14	(105)	(91)
Perpetual securities distribution paid	-	-	-	-	-	-	-	-	-	-	(36)	(36)	-	(36)
Accrued perpetual securities distribution (Note C4)	-	-	-	-	-	-	-	-	(36)	(36)	36	-	-	-
Transfer of reserve	-	-	-	(46)	-	-	-	-	46	-	-	-	-	-
Dividend paid to owners (Note C5)	-	-	-	-	-	-	-	-	(71)	(71)	-	(71)	-	(71)
Dividend paid / payable to non-controlling interests	-	-	-	-	-	-	-	-	-	-	-	-	(20)	(20)
<b>Total transactions with owners</b>	-	5	-	(34)	-	(1)	-	-	(61)	(91)	-	(91)	(106)	(197)
<b>At December 31, 2019</b>	566	(4)	(482)	156	29	(9)	74	(87)	5,827	6,070	801	6,871	1,008	7,879

The accompanying notes form an integral part of these financial statements.

# Consolidated Statement of Cash Flows

Year ended December 31, 2020

(S\$ million)	Group	
	2020	2019
<b>Cash flows from operating activities</b>		
Profit for the year:		
Continuing operations	179	333
Discontinued operation	(1,300)	(116)
Adjustments for:		
Dividend	(2)	*
Finance income	(73)	(132)
Finance costs	569	586
Depreciation and amortisation	579	682
Amortisation of deferred income and capital grants	(4)	-
Share of results of associates and joint ventures, net of tax	(233)	(184)
(Gain) / Loss on disposal of:		
- property, plant and equipment, intangible assets and other financial assets	(9)	(21)
- assets held for sale	30	(70)
Gain on disposal and liquidation of investments in subsidiaries	(20)	(16)
Changes in fair value of financial instruments	25	8
Loss on the Distribution	970	-
Equity settled share-based compensation expenses	8	10
Allowance for:		
- impairment of investment in an associate and a joint venture	113	-
- impairment loss in value of assets and assets written off, net	70	96
- impairment of goodwill	27	65
- expected credit loss	12	7
- intangible assets	6	64
- impairment on assets reclassified to held for sale	4	64
Negative goodwill	(17)	(6)
Provision for fines	-	7
Provision for site restoration	4	-
Inventories written down and allowance for stock obsolescence (net)	134	*
Tax expense (Note B3(a))	(25)	78
Operating profit before working capital changes	1,047	1,455
Changes in:		
Inventories	(50)	124
Receivables (Note (b))	(51)	239
Payables	(302)	(206)
Contract costs	(5)	188
Contract assets	(163)	(479)
Contract liabilities	118	(245)
	594	1,076
Tax paid	(103)	(99)
<b>Net cash from operating activities</b>	<b>491</b>	<b>977</b>

(S\$ million)	Group	
	2020	2019
<b>Cash flows from investing activities</b>		
Dividend received	198	229
Interest received	68	104
Proceeds from:		
- disposal of interests in subsidiaries, net of cash disposed	54	(10)
- divestment of asset held for sale	47	197
- sale of property, plant and equipment	14	27
- sale of intangible assets	*	7
- disposal of other financial assets and business	150	503
Loan repayment from related parties	1	10
Non-trade balances with related corporations, net of repayment	5	(2)
Acquisition of subsidiaries, net of cash acquired	(9)	-
Acquisition of additional investments in joint ventures and associates	(2)	(11)
Acquisition of other financial assets	(165)	(567)
Purchase of property, plant and equipment and investment properties (Note (c))	(318)	(925)
Purchase of intangible assets	(15)	(9)
Cash balances transferred to held for sale, net of advance received	-	(4)
Distribution <i>in specie</i> , net of cash in SCM	(1,309)	-
<b>Net cash used in investing activities</b>	<b>(1,281)</b>	<b>(451)</b>

The accompanying notes form an integral part of these financial statements.

## Consolidated Statement of Cash Flows

Year ended December 31, 2020

(\$ million)	Group	
	2020	2019
<b>Cash flows from financing activities</b>		
Proceeds from share issued to non-controlling interests of subsidiaries	599	19
Proceeds from share options exercised with issue of treasury shares	(1)	–
Purchase of treasury shares	(15)	(4)
Repayment of lease liability	(28)	(35)
Proceeds from borrowings	5,241	4,007
Repayment of borrowings	(4,351)	(3,886)
Acquisition of non-controlling interests	–	(91)
Dividends paid to owners of the Company	(54)	(71)
Dividends paid to non-controlling interests of subsidiaries	(8)	(20)
(Payment) / receipt in restricted cash held as collateral	5	(27)
Perpetual securities distribution paid	(818)	(36)
Capital reduction paid to non-controlling interests	*	(4)
Interest paid	(515)	(544)
<b>Net cash from / (used in) financing activities</b>	<b>55</b>	<b>(692)</b>
<b>Net decrease in cash and cash equivalents</b>	<b>(735)</b>	<b>(166)</b>
Cash and cash equivalents at beginning of the year	1,740	1,923
Effect of exchange rate changes on balances held in foreign currency	4	(17)
<b>Cash and cash equivalents at end of the year (Note E4)</b>	<b>1,009</b>	<b>1,740</b>

- a. In September 2020, the Company subscribed to SCM's S\$1.5 billion equity rights issue through the conversion of a loan receivable from SCM. The Company subsequently distributed all its shares in SCM to its ordinary shareholders through a distribution *in specie*.
- b. During the year, the Group has received strategic spares of S\$16 million as settlement with a vendor recognised in 2019 under other receivables.
- c. In 2019, SCM acquired property, plant and equipment with an aggregate cost of S\$1,068 million of which S\$48 million was settled via offset of payables and dividend receivable from a joint venture (Note D1(xiii)).
- d. In 2019, S\$24 million was advance paid to a supplier in prior year and S\$3 million relates to provision for restoration costs as disclosed in Note H3. Included in the Group's trade and other payables is an amount of S\$256 million relating to accrued capital expenditure.
- e. In 2019, the Group acquired intangible assets with an aggregate cost of S\$18 million of which S\$9 million was acquired by means of a swap of shares in Note D3(c).
- f. In 2019, changes in receivables included an amount of S\$58 million of service concession receivables from the Sirajganj Unit 4 power projects which was recognised in accordance with SFRS(I) INT 12 *Service Concession Arrangements* accounting guidelines. The receivables will be collected over the period of the concession contracts from the time the power plants commence commercial operations. In 2020, all power plants have commenced commercial operations.

The accompanying notes form an integral part of these financial statements.

## Notes to the Financial Statements

Year ended December 31, 2020

### A. About These Financial Statements

Sembcorp Industries Ltd (the Company) is a company incorporated in the Republic of Singapore and has its registered office at 30 Hill Street #05-04, Singapore 179360.

The Company is 49.48% owned by Temasek Holdings (Private) Limited. Under SFRS(I) 10 Consolidated Financial Statements, the Company's immediate and ultimate holding company is Temasek Holdings (Private) Limited, a company incorporated in the Republic of Singapore.

The financial statements comprise the Company and its subsidiaries (together referred to as the Group and individually as Group entities) and the Group's interests in associates, joint ventures and joint operations.

The financial statements were authorised for issue by the Board of Directors on February 25, 2021.

### A1. Basis of preparation

The financial statements have been prepared in accordance with the Singapore Financial Reporting Standards (International) (SFRS(I)s) and International Financial Reporting Standards (IFRS). SFRS(I) comprise standards and interpretations that are equivalent to IFRSs.

All references to SFRS(I)s and IFRSs are subsequently referred to as SFRS(I) in these financial statements unless otherwise specified.

The financial statements are presented in Singapore dollar which is the Company's functional currency. All financial information presented in Singapore dollar has been rounded to the nearest million unless otherwise stated. '\*' denotes financial value that is less than S\$1 million. The financial statements have been prepared on the historical cost basis except as otherwise described in the accounting policies below.

The preparation of the financial statements in conformity with SFRS(I)s requires management to make judgements, estimates and assumptions that affect the application of accounting policies and the reported amounts of assets, liabilities, income and expenses. The estimates and associated assumptions, which are based on historical experience and various other factors believed to be reasonable under the circumstances, form the basis of judgement about carrying value of the assets and liabilities that are not readily apparent from other sources. Actual results may differ from these estimates.

Estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimates are revised and in any future periods affected.

Information about key management judgements and estimates that are considered material to the financial statements are incorporated in respective notes to the financial statements.

The COVID-19 pandemic and the responses of governments in dealing with the pandemic have reduced the level of general activity within the community, economy and business operations globally. The COVID-19 crisis and a decline in energy prices have impacted and will continue to impact the Group's earnings, cash flow and financial position. The financial statements have been prepared based on assumptions and conditions prevalent as at December 31, 2020. Given ongoing economic uncertainty, these assumptions could change in the future.

# Notes to the Financial Statements

Year ended December 31, 2020

## A. About These Financial Statements *(cont'd)*

### A2. Summary of significant accounting policies

The accounting policies have been applied consistently by Group entities to all periods presented in these financial statements. Besides the accounting policies described below, other accounting policies are included in the respective notes to the financial statements.

Certain comparative amounts have been re-presented, as a result of an operation discontinued during the current financial year (see Note G3).

#### i. Foreign currencies

##### Foreign currency transactions and balances

Transactions in foreign currencies are translated into the functional currency of the individual entity at exchange rates at the dates of the transactions. At each reporting date, foreign currency monetary assets and liabilities are translated to the functional currency using foreign exchange rates at that date.

Non-monetary assets and liabilities in a foreign currency that are measured in terms of historical cost are translated using exchange rate at the date of the transaction while those measured at fair value are translated to the functional currency at exchange rates at the date the fair value was determined.

Foreign currency differences arising from the settlement or from translation of monetary items and arising on translation are recognised in profit or loss, except following translation which are recognised in other comprehensive income:

- Equity instruments designated as fair value through other comprehensive income (FVOCI) (except on impairment in which case foreign currency differences that have been recognised in other comprehensive income are reclassified to profit or loss);
- A financial liability designated as a hedge of a net investment in a foreign operation to the extent that the hedge is effective; or
- Qualifying cash flow hedges to the extent the hedge is effective.

##### Foreign operations

For the purpose of presenting consolidated financial statements, the assets and liabilities of entities with a functional currency other than Singapore dollar are expressed in Singapore dollar using exchange rates prevailing at the reporting period date. Income and expense items and cash flows are translated at the average exchange rates for each month and exchange differences arising are recognised directly in other comprehensive income.

On disposal of a foreign entity, the cumulative amount previously recognised in the consolidated statement of comprehensive income relating to that particular foreign operation is recognised in profit or loss.

Goodwill and fair value adjustments arising on the acquisition of a foreign operation are treated as assets and liabilities of the foreign operation and translated accordingly.

##### Net investment in a foreign operation

Exchange differences arising from monetary items that in substance form part of the Company's net investment in a foreign operation are recognised in the Company's profit or loss. Such exchange differences are reclassified to the foreign currency translation reserve in the consolidated statement of comprehensive income and are released to the consolidated income statement upon disposal of the investment as part of the gain or loss on disposal.

## A. About These Financial Statements *(cont'd)*

### A2. Summary of significant accounting policies *(cont'd)*

#### ii. Basis of consolidation

The consolidated financial statements incorporate the financial statements of the Company and entities controlled by the Company and its subsidiaries.

The financial statements of subsidiaries acquired or disposed during the financial year are included or excluded from the consolidated financial statements from their respective dates of obtaining control or ceasing control. Where necessary, adjustments are made to the financial statements of subsidiaries to ensure consistency of accounting policies with those of the Group. All intercompany transactions, balances and unrealised gains on transactions between group companies are eliminated. Unrealised losses are also eliminated.

Acquisition of subsidiaries is accounted for using the acquisition method. The cost of an acquisition includes fair values of any contingent or deferred consideration arrangement and any pre-existing equity interest in the subsidiary. From January 1, 2017, acquisition-related costs are recognised in the profit or loss account as incurred whereas prior to this date, acquisition-related costs formed part of the cost of acquisition. The unwinding of any interest element of deferred consideration is recognised in profit or loss.

Any excess of the cost of business combination over the Group's interest in the net fair value of the identifiable assets, liabilities and contingent liabilities represents goodwill. Any excess of the Group's interest in the net fair value of the identifiable assets, liabilities and contingent liabilities over the cost of business combination is recognised in the profit or loss account on the date of acquisition.

Business combinations that involve entities under common control are excluded from the scope of SFRS(I) 3. Such combinations are accounted at historical costs in a manner similar to the pooling-of-interest method, in the preparation of the consolidated financial statements. Under this method of accounting, the difference between the value of the share capital issued and the value of shares received is taken to the merger reserve.

Upon the loss of control, the Group derecognises the assets and liabilities of the subsidiary, any non-controlling interest and the other components of equity related to the subsidiary. Any surplus or deficit arising on the loss of control is recognised in profit or loss. If the Group retains any interest in the previous subsidiary then such interest is measured at fair value at the date that control is lost. Subsequently, it is accounted for as an equity-accounted investee or financial assets at FVOCI depending on the level of influence retained.

Changes in the Group's interest in a subsidiary, from January 1, 2010 onwards, that do not result in a loss of control are accounted for as transactions with owners and therefore no adjustments are made to goodwill and no gain or loss is recognised in profit or loss. The difference between the change in the carrying amounts of the non-controlling interests (NCI) and the fair value of the consideration paid or received is recognised directly in equity and attributed to owners of the Company. Prior to January 1, 2010, any excess of the cost of acquisition of NCI over the carrying amount of the interest in the net assets acquired at the date of acquisition was recognised as goodwill.

On a transaction-by-transaction basis, the measurement of NCI is either at fair value or at the NCI's share of the fair value of the identifiable net assets of the acquiree.

# Notes to the Financial Statements

Year ended December 31, 2020

## A. About These Financial Statements *(cont'd)*

### A2. Summary of significant accounting policies *(cont'd)*

#### ii. Basis of consolidation *(cont'd)*

##### Non-controlling interests

NCI are part of the net results and of net assets of a subsidiary attributable to the interests which are not owned directly or indirectly by the owners of the Company. They are shown separately in the consolidated statements of comprehensive income, statement of changes in equity and balance sheet. Total comprehensive income is attributed to the NCI in a subsidiary based on their respective interest in a subsidiary, even if this results in the NCI having a deficit balance.

Adjustments to NCI arising from transactions that do not involve the loss of control are based on a proportionate amount of net assets of the subsidiary.

##### Associates and joint ventures

Associates and joint ventures are accounted for using the equity method of accounting from the date that significant influence commences until the date that significant influence ceases and are recognised initially at cost. The cost of investments includes transaction costs. When the Group's share of losses exceeds its interest in an equity-accounted investee, the carrying amount of the investment (including any other unsecured receivables, that in substance, form part of the Group's net investment in the associate) is reduced to zero, and the recognition of further losses is discontinued except to the extent that the Group has an obligation or made payments on its behalf to satisfy obligations of the associate that the Group has guaranteed or otherwise committed on behalf of.

The excess of the Group's interest in the net fair value of the identifiable assets, liabilities and contingent liabilities over the cost of acquisition is credited to profit or loss in the period of the acquisition. Where the audited financial statements are not yet available for the purpose of statutory filing, the share of results is arrived at from management financial statements.

##### Impairment for associates and joint ventures

An impairment loss in respect of an associate or joint venture shall be recognised if, and only if, the recoverable amount of the (associate or joint venture) investment is less than the carrying amount. An impairment loss is recognised in the profit or loss. An impairment loss is reversed if there has been a favourable change in the estimates used to determine the recoverable amount.

##### Joint operation

A joint operation is an arrangement in which the Group has joint control whereby the Group has rights to the assets, and obligations for the liabilities, relating to an arrangement. The Group accounts for each of its assets, liabilities and transactions, including its share of those held or incurred jointly, in relation to the joint operation.

## A. About These Financial Statements *(cont'd)*

### A2. Summary of significant accounting policies *(cont'd)*

#### iii. Service concession arrangements

The Group entered into service concession contracts with local governments or governing agency (the grantor) to design, build and operate (including maintenance of) water treatment plants or power generation plants, over an agreed period ranging from 22 to 30 years. At the end of the concession period, these assets are to be transferred to the grantor and any extension will be based on mutual agreements. These contractual arrangements fall within the scope of SFRS(I) INT 12 *Service Concession Arrangements*.

The Group recognises and measures revenue for building (construction services) and operating these assets as specified in the contracts in accordance with SFRS(I) 15 for the services performed. See accounting policies (c) in Note B2.

If the Group is paid for the construction services partly by financial assets and partly by intangible assets, then each component of the consideration is accounted for separately and recognised initially at fair value (Note E1 and D3(c) respectively).

#### iv. Adoption of new accounting policies

The Group has applied the following amendments to SFRS(I)s which became effective on January 1, 2020. The Group has also early adopted the amendments to SFRS(I) 16 on COVID-19-Related Rent Concessions to all property leases, which introduced a practical expedient for a lessee to elect not to assess whether a rent concession is a lease modification. The details of the accounting policies and related disclosures are in Note D1.1 on Right-of-Use Assets and Leases.

- Amendments to SFRS(I) 1-1 and SFRS(I) 1-8 *Definition of Material*
- Amendments to SFRS(I) 3 *Definition of a business*
- Amendments to References to Conceptual Framework in SFRS(I) Standards
- Amendment to SFRS(I) 16 *COVID-19-Related Rent Concessions*

## B. Our Performance

### B1. Segments information

The principal activities of the Company are those of an investment holding company, as well as the corporate headquarter and the production and supply of utilities services, terminalling and storage of petroleum products and chemicals.

The management examines the Group's performance both from business activities and geographic perspective and has identified three (2019: four) reportable segments of its business according to the key subsidiaries. The Group's President & CEO regularly reviews and monitors the segment turnover, operating results and assets of these segments separately for decisions making, resource allocation and performance assessment.

The principal activities of key subsidiaries of continuing operations are as follows:

#### i. Energy

The Energy segment's principal activities are in the provision of power and water to industrial, commercial and municipal customers. Key activities in the power sector include power generation, process steam production, as well as natural gas importation. In the water sector, the business offers wastewater treatment as well as the production of reclaimed, desalinated and potable water and water for industrial use. In addition, the business also provides on-site logistics, solid waste management and specialised project management, engineering, and procurement services;

#### ii. Urban

The Urban segment owns, develops, markets and manages integrated urban developments comprising industrial parks as well as business, commercial and residential space in Asia; and

#### iii. Others / Corporate

The Others / Corporate segment comprises businesses mainly relating to minting, design and construction activities, offshore engineering and others.

## Notes to the Financial Statements

Year ended December 31, 2020

### B. Our Performance (cont'd)

#### B1. Segments information (cont'd)

##### a. Operating segments

Information regarding the continuing operations' results of each reportable segment is included below.

(\$ million)	Continuing operations				Total
	Energy	Urban	Others / Corporate	Elimination	
<b>2020</b>					
<b>Turnover</b>					
External sales	5,266	9	172	–	5,447
Inter-segment sales	12	–	8	(20)	–
<b>Total</b>	<b>5,278</b>	<b>9</b>	<b>180</b>	<b>(20)</b>	<b>5,447</b>
<b>Results</b>					
Segment results	527	(14)	(71)	–	442
Share of results of associates and joint ventures, net of tax	122	109	2	–	233
<b>Profit from operations</b>	<b>649</b>	<b>95</b>	<b>(69)</b>	<b>–</b>	<b>675</b>
Finance income	33	2	143	(143)	35
Finance costs	(473)	(3)	(128)	105	(499)
	<b>209</b>	<b>94</b>	<b>(54)</b>	<b>(38)</b>	<b>211</b>
Tax expense	(28)	(1)	(3)	–	(32)
Non-controlling interests	(21)	(1)	–	–	(22)
<b>Net profit / (loss) from continuing operations for the year</b>	<b>160</b>	<b>92</b>	<b>(57)</b>	<b>(38)</b>	<b>157</b>
Loss from discontinued operation before elimination of inter-segment finance cost, net of tax and NCI					(222)
Elimination of inter-segment finance cost					38
<b>Loss from discontinued operation, net of tax and NCI</b>					<b>(184)</b>
Loss on the Distribution					(970)
<b>Net loss for the year</b>					<b>(997)</b>
<b>Significant non-cash items</b>					
Depreciation and amortisation	431	3	10	–	444
Allowance for impairment in value of assets and assets written off, net	76	–	*	–	76
Impairment on assets held for sale	4	–	–	–	4
Impairment of goodwill	27	–	–	–	27
Negative goodwill	(17)	–	–	–	(17)
Write-down of inventory to net realisable value	45	–	–	–	45
Write-off of inventory	53	–	–	–	53
Impairment of investment in an associate and a joint venture	81	–	32	–	113
<b>Assets</b>					
Segment assets	11,702	451	4,567	(4,807)	11,913
Associates and joint ventures	852	736	–	–	1,588
Tax assets	48	10	3	–	61
<b>Total assets</b>	<b>12,602</b>	<b>1,197</b>	<b>4,570</b>	<b>(4,807)</b>	<b>13,562</b>
<b>Liabilities</b>					
Segment liabilities	8,756	113	5,573	(4,807)	9,635
Tax liabilities	405	30	16	–	451
<b>Total liabilities</b>	<b>9,161</b>	<b>143</b>	<b>5,589</b>	<b>(4,807)</b>	<b>10,086</b>
<b>Capital expenditure<sup>1</sup></b>	<b>300</b>	<b>2</b>	<b>11</b>	<b>–</b>	<b>313</b>

<sup>1</sup> Segment capital expenditure is the total cost incurred during the year to acquire property, plant and equipment, and intangible assets other than goodwill.

### B. Our Performance (cont'd)

#### B1. Segments information (cont'd)

##### a. Operating segments (cont'd)

(\$ million)	Continuing operations				Total	
	Energy	Urban	Others / Corporate	Elimination		
<b>2019*</b>						
<b>Turnover</b>						
External sales	6,138	280	317	–	6,735	
Inter-segment sales	32	*	13	(45)	–	
<b>Total</b>	<b>6,170</b>	<b>280</b>	<b>330</b>	<b>(45)</b>	<b>6,735</b>	
<b>Results</b>						
Segment results	603	102	1	–	706	
Share of results of associates and joint ventures, net of tax	114	75	(3)	–	186	
<b>Profit from operations</b>	<b>717</b>	<b>177</b>	<b>(2)</b>	<b>–</b>	<b>892</b>	
Finance income	38	5	157	(161)	39	
Finance costs	(489)	(5)	(123)	134	(483)	
	<b>266</b>	<b>177</b>	<b>32</b>	<b>(27)</b>	<b>448</b>	
Tax expense	(45)	(58)	(12)	–	(115)	
Non-controlling interests	(26)	(2)	–	–	(28)	
<b>Net profit from continuing operations for the year</b>	<b>195</b>	<b>117</b>	<b>20</b>	<b>(27)</b>	<b>305</b>	
Loss from discontinued operation before elimination of inter-segment finance cost, net of tax and NCI					(85)	
Elimination of inter-segment finance cost					27	
<b>Loss from discontinued operation, net of tax and NCI</b>					<b>(58)</b>	
<b>Net profit for the year</b>					<b>247</b>	
<b>Significant non-cash items</b>						
Depreciation and amortisation	423	1	13	–	437	
Allowance for impairment in value of assets and assets written off, net	154	–	*	–	154	
Impairment of goodwill	65	–	–	–	65	
Negative goodwill	(1)	–	–	–	(1)	
Allowance for expected credit loss	6	1	*	–	7	
Impairment on assets reclassified to held for sale	64	–	–	–	64	
Provision for fines and other related provision	7	–	–	–	7	
<b>Assets</b>						
Segment assets	12,872	498	4,869	8,407	(5,185)	21,461
Associates and joint ventures	920	705	56	15	–	1,696
Tax assets	46	7	2	40	–	95
<b>Total assets</b>	<b>13,838</b>	<b>1,210</b>	<b>4,927</b>	<b>8,462</b>	<b>(5,185)</b>	<b>23,252</b>
<b>Liabilities</b>						
Segment liabilities	9,655	191	3,946	6,214	(5,185)	14,821
Tax liabilities	451	51	15	35	–	552
<b>Total liabilities</b>	<b>10,106</b>	<b>242</b>	<b>3,961</b>	<b>6,249</b>	<b>(5,185)</b>	<b>15,373</b>
<b>Capital expenditure<sup>1</sup></b>	<b>701</b>	<b>1</b>	<b>8</b>	<b>375</b>	<b>–</b>	<b>1,085</b>

<sup>1</sup> Segment capital expenditure is the total cost incurred during the year to acquire property, plant and equipment, and intangible assets other than goodwill.



# Notes to the Financial Statements

Year ended December 31, 2020

## B. Our Performance *(cont'd)*

### B1. Segments information *(cont'd)*

#### b. Geographical segments

The Group's geographical segments of the continuing operations are presented in seven principal geographical areas: Singapore, China, India, Rest of Asia, Middle East, UK and Rest of Europe. In presenting information on the basis of geographical segments, segment revenue is based on the geographical location of customers. Segment assets and total assets are based on the geographical location of the assets.

<i>(\$ million)</i>	Note	Singapore	China	India	Rest of Asia	Middle East	UK	Norway (N5)	Rest of Europe	Brazil (N5)	Other Countries	Total
<b>2020</b>												
Revenue from external customers	N1	2,914	191	1,573	211	63	460	–	1	–	34	5,447
Total assets	N2	2,924	1,885	6,099	1,519	264	860	–	–	–	11	13,562
Non-current assets		2,062	1,393	4,988	1,236	234	637	–	–	–	8	10,558
Capital expenditure	N3	110	33	53	38	*	74	–	–	–	5	313
<b>2019*</b>												
Revenue from external customers	N1	3,785	496	1,614	220	68	496	–	–	–	56	6,735
Total assets	N2, N4	9,429	2,015	6,650	1,644	355	969	136	195	1,716	143	23,252
Non-current assets	N4	5,838	1,527	5,493	1,366	315	719	122	186	1,541	50	17,157
Capital expenditure		457	25	462	5	*	69	*	*	62	5	1,085

#### Segment Analysis:

N1: Majority of the Group's revenue is from Singapore and India which contributed to 53% and 29%, respectively (2019: 56% and 24%, respectively).

N2: 22% (2019: 41%) and 45% (2019: 29%) of the Group's total assets are located in Singapore and India, respectively.

N3: Capital expenditure in 2020 relates mainly to additional renewable energy capacity in Singapore, India and UK.

N4: Total assets and non-current assets in 2019 include the assets from the discontinued operation.

N5: Post the Distribution of the discontinued operation in September 2020, the Group has no presence in Norway and Brazil.

## B. Our Performance *(cont'd)*

### B2. Turnover

This note explains how our Group's revenue from contracts with customers are measured and recognised. Turnover of the discontinued operation is shown in Note G3.

#### Accounting policies

Revenue is measured based on consideration specified in a contract with customer. The Group recognises revenue when it transfers control over a good or service to a customer.

For all revenue contracts with customers, the Group accounts for modifications to the scope or price (or both) of a contract, as separate contracts, if the modifications add distinct goods or services at their stand-alone selling prices. For contract modifications that add distinct goods or services but not at their stand-alone selling prices, the Group applies a new transaction price, combining the remaining consideration with the consideration promised on the modification, to all remaining performance obligations. For contract modifications that do not add distinct goods or services, the Group accounts for the modification as continuation of the original contract and recognises as a cumulative adjustment to revenue at the date of the modification.

#### Revenue from contracts with customers

##### a. Sale of electricity, utilities and gases and related services

The sale of electricity, utilities and gas and the related services are determined to be a series of distinct goods satisfied over time. This is because the customers simultaneously receive and consume the benefits provided by the Group. Invoices are generated monthly based on the output delivered to the customers. No significant element of financing is deemed present as the sales are typically made with a credit term of 30 days, consistent with market practice.

Revenue from these sales is recognised based on price (including variable considerations) specified in the contracts. Variable considerations (e.g. off specification delivery) are reviewed and estimated monthly. A refund liability (included in provisions) is recognised for off specification delivery and outage, if any.

When the period between the satisfaction of a performance obligation and payment by the customer exceeds one year, the Group adjusts the consideration for time value of money and recognises a financing component.

Contract liability is recognised when advance from customers are received in relation to connection and capacity charges for delivery of utilities or if the payments received from customer exceed the revenue recognised. The contract liability is transferred to profit or loss over the period stipulated in the contract.

If the value of the goods transferred or services rendered for the contract exceeds payments from customer, a contract asset is recognised. The contract asset is transferred to receivables when the entitlement to payment becomes unconditional.

##### b. Construction of infrastructure and related engineering services

The Group builds specialised assets for customer through fixed price contracts. Revenue is recognised when control over the specialised asset has been transferred to the customer. The Group also performs repair works based on customer's specification and control is transferred progressively when the services are rendered. Revenue is recognised over time by reference to the progress towards completing the repair works.

##### i. Contracts with enforceable right to payment

For contracts where the Group has contractual enforceable rights to payment, revenue is recognised over time by reference to the Group's progress towards completing the construction of the specialised asset. The stage of completion is typically assessed by reference to either surveys of work performed (output method), or the cost incurred to date relative to total estimated cost (input method) depending on which method is commensurate with the pattern of transfer of control to the customer. Costs incurred that are not related to the contract or that do not contribute towards satisfying a performance obligation are excluded from the measure of progress and instead are expensed as incurred.

Any increases or decreases in estimated revenue or costs due to change in circumstances are reflected in the profit or loss in the period in which the changes become known by management.

## B. Our Performance *(cont'd)*

### B2. Turnover *(cont'd)*

#### Accounting policies *(cont'd)*

##### b. Construction of infrastructure and related engineering services *(cont'd)*

##### ii. Contracts with no enforceable right to payment

For contracts where the Group does not have enforceable right to payment, revenue is recognised only upon delivery of the specialised asset to customer. On signing of the contract, customers are usually required to make an advance payment that is not refundable if the contract is cancelled. The advance payment is presented as contract liability.

The Group recognises a financing component using a discount rate at contract inception if the delivery of the goods and payment by the customer exceed one year. If the period between the delivery and payment is one year or less, the Group elects the practical expedient not to adjust for significant financing component.

For contracts with standard warranty terms on the performance of the asset, a warranty provision is estimated based on historical data, from known and expected warranty work and contractual obligation to be performed after completion. The warranty expense incurred could be higher or lower than the provision made.

The customer is invoiced on a milestone payment schedule. If the value of the goods transferred by the Group exceed the payments received, a contract asset is recognised. If the payments received exceed the value of the goods transferred, a contract liability is recognised.

The Group capitalises costs incurred in fulfilling the contract as contract costs assets only if (a) these costs can be specifically identified as costs related directly to a contract or an anticipated contract; (b) these costs generate or enhance resources that will be used in satisfying performance obligations in the future; and (c) these costs are expected to be recovered. Otherwise, such costs are expense to profit or loss immediately.

Capitalised contract costs are subsequently amortised on a systematic basis as the Group recognises the related revenue over time. An impairment loss is recognised in the profit or loss to the extent that the carrying amount of capitalised contract costs exceeds the expected remaining consideration less any directly related costs not yet recognised as expenses.

##### c. Service concession revenue

Revenue relating to construction services under a service concession arrangement is recognised over time and when the performance obligations are satisfied.

Operation or service revenue is recognised in the period in which the services are provided by the Group, consistent with the Group's accounting policy on recognising revenue on sale of electricity, utilities and gases and related services (see Note B2(a) above). When the Group provides more than one service in a service concession arrangement, the consideration received is allocated with reference to the relative stand-alone selling prices of the services delivered (see Note A2(iii)).

##### d. Sales of development properties

The Group develops and sells residential projects to customers through fixed-price contracts. For such contracts, the Group does not have enforceable rights to payment arising from the contractual terms. Revenue is recognised at a point in time when the rights to payment become enforceable. Revenue is recognised when the control over the residential project has been transferred to the customer and customers have accepted in accordance with sales contract.

##### e. Sales of other goods

For certain sale of goods contracts, revenue is recognised at a point in time when the goods are transferred to customers.

#### Rental income

Rental income receivable under operating lease is recognised in profit or loss on a straight-line basis over the term of the lease. Lease incentives granted are recognised as an integral part of total rental income, over the term of the lease.

Contingent rentals are recognised as income in the accounting period in which they are earned.

**B. Our Performance** (cont'd)**B2. Turnover** (cont'd)**Accounting policies** (cont'd)**Dividend and finance income**

Dividend income is recognised in profit or loss on the date that the Group's right to receive payment is established.

Finance income is recognised in profit or loss as it accrues, using the effective interest rate method. It includes interest income from non-current receivables.

**Key estimates and judgements**

The Group has applied judgement and estimates in its revenue recognition of long-term contracts. The key estimates and judgements applied are:

**Performance obligation**

Significant judgement is required in determining whether the performance obligations are distinct. Such considerations include the Group's assessment of whether the customer can benefit from the good or service either on its own or together with other resources that are readily available to the customers and whether the Group's promise to transfer the good or service to the customer is separately identifiable apart from other promises in the contracts. The Group has assessed that long-term contracts with customers have a single performance obligation in view that the services in the contracts are not distinct and / or are integrated.

**Variable considerations**

For contracts with variable considerations (i.e. liquidated damages, or where customers can contractually rescind the delivery of utilities and gas which do not meet the specifications), the Group has applied judgement in determining the transaction price, based on evaluation of any potential risks and factors which may affect the completion or delivery of the contracts, in accordance with the contractual obligations.

**Percentage of completion**

For revenue recognised over time, the percentage of completion for certain contracts is assessed by reference to the contract costs incurred till date in proportion to the total estimated contract costs for each contract. In making these estimates, management has relied on the expertise of surveying engineers and also past experience of completed projects. The estimated total costs is reviewed every reporting period and adjusted where necessary, with the corresponding effect of change being recognised prospectively from the date of change.

**Onerous contracts**

The Group conducts critical review of all its long-term construction contracts regularly. Allowance is made to account for onerous contracts. The Group monitors and reviews the progress of all long-term land development and construction contracts, taking into consideration inputs from internal project managers and external customers in estimating these total contract costs to complete as well as in the evaluation of any potential risks and factors which may affect contract price, cost and timely completion of these contracts. The review also encompasses the cost analysis process whereby both actual costs incurred and future costs to complete are critically examined.

**Cost allocation method on long-term land development contracts**

Land development costs incurred are capitalised as work-in-progress and allocated to the respective parcels of land based on the relative sales method.

**Fulfilment costs**

Significant judgement is required to determine if the contract costs recognised are expected to be recovered. Such judgement includes assessment of the evaluation of any potential risks and factors which may affect the customer ability to take delivery of the rig, ship and construction. The review also encompasses the analysis of the industry outlook and the customers' financial health.

**B. Our Performance** (cont'd)**B2. Turnover** (cont'd)

Information regarding the turnover are included below:

(S\$ million)	Note	Continuing operations	
		2020	2019
Revenue from contracts with customers	(a)	5,444	6,732
Rental income		3	3
		5,447	6,735

There was no revenue from performance obligations satisfied or partially satisfied in previous periods due to change in estimate of the transaction price in 2020 and 2019.

Construction and engineering related activities for the Energy segment include service concession revenue. Included in service concession revenue is interest revenue of S\$68 million (2019: S\$73 million).

**Revenue from contracts with customers****a. Disaggregation of revenue from contracts with customers**

In the following table, revenue from contracts with customers is disaggregated by primary geographical markets, major product / service lines and timing of revenue recognition. The table also includes a reconciliation of the disaggregated revenue with the Group's reportable segments.

(S\$ million)	Reportable segments			Total
	Energy	Urban	Others / Corporate	
<b>2020</b>				
<b>Primary geographical markets</b>				
Singapore	2,753	–	161	2,914
China	185	2	*	187
India	1,574	–	–	1,574
Rest of Asia	198	4	9	211
Middle East	63	–	–	63
UK	460	–	*	460
Rest of Europe	–	–	1	1
Other Countries	33	–	1	34
<b>Total</b>	<b>5,266</b>	<b>6</b>	<b>172</b>	<b>5,444</b>
<b>Major product / service lines</b>				
Energy products and related services (including electricity, gas and steam)	4,512	–	*	4,512
Water products and related services	182	–	–	182
Construction and engineering related activities	238	–	151	389
Others	334	6	21	361
<b>Total</b>	<b>5,266</b>	<b>6</b>	<b>172</b>	<b>5,444</b>
<b>Timing of revenue recognition</b>				
Over time	5,258	1	149	5,408
At a point in time	8	5	23	36
<b>Total</b>	<b>5,266</b>	<b>6</b>	<b>172</b>	<b>5,444</b>

# Notes to the Financial Statements

Year ended December 31, 2020

## B. Our Performance (cont'd)

### B2. Turnover (cont'd)

#### Revenue from contracts with customers (cont'd)

##### a. Disaggregation of revenue from contracts with customers (cont'd)

(\$ million)	Reportable segments			Total
	Energy	Urban <sup>1</sup>	Others / Corporate	
<b>2019</b>				
<b>Primary geographical markets</b>				
Singapore	3,493	–	291	3,784
China	219	277	1	497
India	1,614	–	*	1,614
Rest of Asia	194	1	23	218
Middle East	68	–	–	68
UK	496	–	*	496
Rest of Europe	–	–	*	*
Other Countries	54	–	1	55
Total	6,138	278	316	6,732
<b>Major product / service lines</b>				
Energy products and related services (including electricity, gas and steam)	5,436	–	–	5,436
Water products and related services	207	–	–	207
Construction and engineering related activities	190	–	272	462
Others	305	278	44	627
Total	6,138	278	316	6,732
<b>Timing of revenue recognition</b>				
Over time	6,130	–	271	6,401
At a point in time	8	278	45	331
Total	6,138	278	316	6,732

<sup>1</sup> Revenue for the Urban business was mostly from the sale of Nanjing Riverside Grandeur residential property in China.

##### b. Transaction price allocated to remaining performance obligations

The following table includes revenue expected to be recognised in the future related to performance obligations that are unsatisfied (or partially unsatisfied) at reporting date. This is estimated based on the expected progress of the projects or expected energy output.

(\$ million)	Timing of recognition			Total
	Within the next 12 months	Between 1 to 5 years	More than 5 years	
<b>2020</b>				
<b>Segment</b>				
Energy	1,122	2,542	1,173	4,837
Urban	–	–	–	–
Others	319	773	–	1,092
Total	1,441	3,315	1,173	5,929
<b>2019</b>				
<b>Segment</b>				
Energy	1,375	4,621	2,121	8,117
Urban	–	–	–	–
Others	338	712	40	1,090
Total	1,713	5,333	2,161	9,207

## B. Our Performance (cont'd)

### B2. Turnover (cont'd)

#### Revenue from contracts with customers (cont'd)

##### b. Transaction price allocated to remaining performance obligations (cont'd)

#### Accounting policies

The Group applies the practical expedient in paragraph 121 of SFRS(I) 15 and does not disclose information about its remaining performance obligations if:

- the performance obligation is part of a contract that has an original expected duration of one year or less; or
- the Group has a right to invoice a customer in an amount that corresponds directly with its performance to date, then it recognises revenue in that amount.

Estimated amounts of considerations which are variable in nature are not included in the disclosure of transaction price allocated to the remaining performance obligations.

##### c. Assets and liabilities related to contracts with customers

The Group and the Company have recognised the following assets and liabilities related to contracts with customers:

(\$ million)	Group		Company	
	2020	2019	2020	2019
<b>Contract assets</b>	<b>15</b>	<b>1,501</b>	<b>–</b>	<b>–</b>
Current contract liabilities	141	172	3	3
Non-current contract liabilities	71	69	28	30
<b>Total contract liabilities</b>	<b>212</b>	<b>241</b>	<b>31</b>	<b>33</b>

#### Significant changes in contract assets

The contract assets mainly relate to the Group's conditional rights to consideration for work completed or utilities delivered but not yet billed at reporting date on the long-term contracts. In 2020, these contracts relate to our infrastructure construction. In 2019, these contracts relate to ship and rig building, conversion and repair; and infrastructure construction. The contract assets are transferred to trade receivables when the rights become unconditional.

#### Significant changes in the contract assets balances during the year are as follows:

(\$ million)	Group		Company	
	2020	2019	2020	2019
Transfer of contract assets recognised at the beginning of the year to trade receivables	(301)	(736)	–	10
Recognition of revenue, net of transfer to trade receivables during the year	461	1,207	–	(10)
Distribution of a subsidiary	(1,649)	–	–	–
Cumulative catch-up adjustments arising from:				
– Changes in measurement of progress	(1)	2	–	–
– Contract modifications	3	3	–	–

#### Significant changes in contract liabilities

The contract liabilities primarily relate to the advance consideration received from customers for which revenue is recognised over time and at a point in time. For revenue recognised over time, the balance at year end will be recognised over the remaining period stipulated in the contract.

# Notes to the Financial Statements

Year ended December 31, 2020

## B. Our Performance (cont'd)

### B2. Turnover (cont'd)

#### Revenue from contracts with customers (cont'd)

##### c. Assets and liabilities related to contracts with customers (cont'd)

Significant changes in the contract liabilities balances during the year are as follows:

(\$ million)	Group		Company	
	2020	2019	2020	2019
Revenue recognised that was included in the contract liabilities balance at the beginning of the year	(137)	(478)	(3)	(3)
Increases due to cash received, excluding amounts recognised as revenue during the year	257	268	–	6
Disposal of subsidiary	–	(23)	–	–
Distribution of a subsidiary	(147)	–	–	–
Write-off of contract liabilities to other income	–	(2)	–	(2)
Currency translation changes	2	(4)	–	–
Cumulative catch-up adjustments arising from:				
– Changes in measurement of progress	2	(2)	–	–
– Contract modifications	(2)	(1)	–	–

#### Contract Costs

(\$ million)	December 31, 2020	December 31, 2019
<b>Group</b>		
<b>Current assets</b>		
Costs to secure contracts	1	1
Fulfilment cost	*	89
	1	90
<b>Non-current assets</b>		
Costs to secure contracts	1	2

##### i. Costs to secure contracts

Management expects the incremental costs of securing contracts to be recoverable. The Group has therefore capitalised them in the amount of less than S\$1 million (2019: S\$3 million) as at December 31, 2020.

##### ii. Fulfilment cost

Costs incurred relating to rig and shipbuilding and construction that are to be sold upon completion are capitalised as fulfilment cost for future performance obligations. These costs are expected to be recoverable and are amortised to profit or loss when the related revenue is recognised. In 2020, S\$167 million (2019: S\$560 million) was amortised to cost of sales and there was no impairment losses (2019: S\$nil). During 2019, engineering designs under development of S\$50 million was reclassified from contract costs to intangible assets (Note D3(a)).

## B. Our Performance (cont'd)

### B3. Taxation

This note explains how our Group tax charge arises. The deferred tax section of the note also provides information on our expected future tax charges and sets out the tax assets held across the Group together with our view on whether we expect to be able to make use of these in future.

#### Accounting policies

Tax expense comprises current and deferred tax. Tax expense is recognised in profit or loss except to the extent that it relates to business combinations, or to items recognised directly in equity, in which case it is recognised in equity or in other comprehensive income.

The Group has determined that interest and penalties related to income taxes, including uncertain tax treatments, do not meet the definition of income taxes, and therefore accounted for them under SFRS(I) 1-37 *Provisions, Contingent Liabilities and Contingent Assets*.

Current tax is the expected tax payable or recoverable in respect of the taxable income or loss for the year, using tax rates enacted or substantively enacted at the reporting date and any adjustment to tax payable in respect of previous years.

Deferred tax is recognised in respect of temporary differences between the carrying amounts of assets and liabilities for accounting purposes and for taxation purposes. Deferred tax is not recognised for the following temporary differences: the initial recognition of goodwill, the initial recognition of assets or liabilities in a transaction that is not a business combination and that affects neither accounting nor taxable profit or loss, and differences relating to investments in subsidiaries, joint ventures and associates to the extent that the Group is able to control the timing of the reversal of the temporary difference and it is probable that they will not reverse in the foreseeable future.

Deferred tax is measured at the tax rates that are expected to apply to the temporary differences when they reverse, based on the tax rates and tax laws that have been enacted or substantively enacted by the reporting date.

#### Key estimates and judgements

The Group is subjected to taxes in numerous jurisdictions. Significant judgement is involved in determining the group-wide provision for taxes. In determining the amount of current and deferred taxes, the Group takes into account current understanding and interpretation of existing tax laws and judgement as to whether the tax balances will be utilised and / or reversed in foreseeable future. The eventual taxes paid or received may vary, such differences will be charged to profit or loss in the period when determination is made.

## Notes to the Financial Statements

Year ended December 31, 2020

### B. Our Performance (cont'd)

#### B3. Taxation (cont'd)

##### a. Tax expenses

##### i. Current tax expense

<i>(S\$ million)</i>	Group	
	2020	2019*
<b>Current tax expense</b>		
Current year	55	133
Over provided in prior years	(17)	(9)
Foreign withholding tax	18	17
	56	141
<b>Deferred tax expense</b>		
Movements in temporary differences	(29)	(48)
Under / (over) provided in prior years	4	(9)
Effect of changes in tax rates	*	(1)
	(25)	(58)
<b>Land appreciation tax</b>		
Current year	1	32
Tax expense on continuing operations	32	115
<b>Reconciliation of effective tax rate</b>		
Profit for the year from continuing operations	179	333
Total tax expense	32	115
Share of results of associates and joint ventures, net of tax	(233)	(186)
(Loss) / Profit before share of results of associates and joint ventures, and tax expense from continuing operations	(22)	262
Tax using Singapore tax rate of 17%	(4)	45
Effect of changes in tax rates	*	(1)
Effect of different tax rates in foreign jurisdictions	22	20
Tax incentives and income not subject to tax	(22)	(29)
Expenses not deductible for tax purposes	42	47
Utilisation of deferred tax benefits not previously recognised	(27)	(8)
Over provided in prior years	(13)	(18)
Deferred tax benefits not recognised	5	16
Foreign withholding tax	18	17
Deferred tax on unremitted dividend income	5	-
Land appreciation tax	1	32
Effect of tax reduction on land appreciation tax	*	(8)
Others	5	2
Tax expense on continuing operations	32	115

### B. Our Performance (cont'd)

#### B3. Taxation (cont'd)

##### b. Deferred tax assets and liabilities

##### Accounting policies

Deferred tax assets and liabilities are offset if there is a legally enforceable right to offset current tax liabilities and assets and when they relate to income taxes levied by the same taxation authority and the Group intends to settle its current tax liabilities and assets on a net basis.

A deferred tax asset is recognised for unused tax losses, tax credits and deductible temporary differences, to the extent that it is probable that future taxable profits will be available against which they can be utilised. Deferred tax assets are reviewed at each reporting date and are reduced to the extent that it is no longer probable that the related tax benefit will be realised.

##### Key estimates and judgements

Certain subsidiaries of the Group have tax benefits arising from unutilised tax losses, tax credits and deductible temporary differences, which are available for set-off against future taxable profits. Of these, the utilisation of these tax benefits, for which deferred tax asset was recognised, is premised on these subsidiaries' ability to generate taxable profits in the foreseeable future.

##### Discontinued operation

In 2019, the realisability of SCM's deferred tax assets was also highly dependent on macroeconomic conditions impacting the offshore and marine sector, expected movements and recovery of oil prices, and financial strength of the subsidiaries' customers.

# Notes to the Financial Statements

Year ended December 31, 2020

## B. Our Performance (cont'd)

### B3. Taxation (cont'd)

#### b. Deferred tax assets and liabilities (cont'd)

Movements in deferred tax assets and liabilities (prior to offsetting of balances) during the year are as follows:

<i>(\$ million)</i>	At January 1	Recognised in profit or loss continuing operations (Note B3(a))	Recognised in profit or loss discontinued operation (Note G3)	Recognised in equity (Note B3(c))	Acquisition of subsidiary (Note G2)	Disposal of subsidiary (Note G2)	Distribution of a subsidiary (Note G3)	Translation adjustments	At December 31
<b>Group</b>									
<b>2020</b>									
<b>Deferred tax liabilities</b>									
Property, plant and equipment	445	53	(5)	*	2	(1)	(85)	(9)	400
Other financial assets	28	*	–	(4)	–	–	–	*	24
Trade and other receivables	25	5	–	–	–	–	–	–	30
Intangible assets	62	(3)	(1)	–	2	–	(28)	(2)	30
Other items	5	3	*	(2)	–	*	(1)	*	5
<b>Total</b>	<b>565</b>	<b>58</b>	<b>(6)</b>	<b>(6)</b>	<b>4</b>	<b>(1)</b>	<b>(114)</b>	<b>(11)</b>	<b>489</b>
<b>Deferred tax assets</b>									
Property, plant and equipment	(160)	(7)	2	–	–	*	79	*	(86)
Inventories	(2)	*	*	–	–	–	*	–	(2)
Trade receivables	(3)	*	*	–	–	*	*	*	(3)
Trade and other payables	(28)	(1)	(4)	*	*	–	21	*	(12)
Tax losses	(6)	(52)	(57)	–	–	*	65	5	(45)
Provisions	(45)	*	*	–	–	–	15	*	(30)
Other financial liabilities	(29)	(1)	–	3	–	–	1	*	(26)
Retirement benefit obligations	6	*	*	–	–	–	*	*	6
Other items	(12)	(22)	–	–	–	*	*	*	(34)
<b>Total</b>	<b>(279)</b>	<b>(83)</b>	<b>(59)</b>	<b>3</b>	<b>*</b>	<b>*</b>	<b>181</b>	<b>5</b>	<b>(232)</b>

<i>(\$ million)</i>	At January 1	Recognised in profit or loss (Note B3(a))	Recognised in equity (Note B3(c))	Acquisition of subsidiaries (Note G2)	Disposal of subsidiaries (Note G2)	Transfer to held for sale	Translation adjustments	At December 31
<b>Group</b>								
<b>2019</b>								
<b>Deferred tax liabilities</b>								
Property, plant and equipment	485	(38)	–	–	(1)	(1)	*	445
Other financial assets	28	*	*	–	–	–	*	28
Trade and other receivables	26	(1)	–	–	–	–	–	25
Intangible assets	81	(19)	–	–	–	–	*	62
Other items	15	(12)	1	*	–	(1)	2	5
<b>Total</b>	<b>635</b>	<b>(70)</b>	<b>1</b>	<b>*</b>	<b>(1)</b>	<b>(2)</b>	<b>2</b>	<b>565</b>
<b>Deferred tax assets</b>								
Property, plant and equipment	(168)	2	–	–	–	5	1	(160)
Inventories	(3)	1	–	–	–	–	–	(2)
Trade receivables	2	(6)	–	–	–	1	*	(3)
Trade and other payables	(26)	(3)	*	–	–	1	*	(28)
Tax losses	(3)	(6)	–	–	–	2	1	(6)
Provisions	(49)	3	–	–	–	*	1	(45)
Other financial liabilities	(34)	(1)	6	–	–	–	*	(29)
Retirement benefit obligations	6	*	–	–	–	–	*	6
Other items	(2)	(11)	*	–	–	1	*	(12)
<b>Total</b>	<b>(277)</b>	<b>(21)</b>	<b>6</b>	<b>–</b>	<b>–</b>	<b>10</b>	<b>3</b>	<b>(279)</b>

## Notes to the Financial Statements

Year ended December 31, 2020

### B. Our Performance (cont'd)

#### B3. Taxation (cont'd)

##### b. Deferred tax assets and liabilities (cont'd)

<i>(\$ million)</i>	At January 1, 2019	Recognised in profit or loss	At December 31, 2019	Recognised in profit or loss	At December 31, 2020
<b>Company</b>					
<b>Deferred tax liabilities</b>					
Property, plant and equipment	57	(21)	36	(1)	35
<b>Deferred tax assets</b>					
Provisions	(7)	–	(7)	*	(7)

Deferred tax liabilities and assets are offset when there is a legally enforceable right to offset current tax assets against current tax liabilities and when the deferred taxes relate to the same taxation authority. The amounts determined after appropriate offsetting included in the balance sheet are as follows:

<i>(\$ million)</i>	Group		Company	
	December 31, 2020	December 31, 2019	December 31, 2020	December 31, 2019
Deferred tax liabilities	294	348	28	29
Deferred tax assets	(37)	(62)	–	–
	257	286	28	29

As at December 31, 2020, a deferred tax liability of S\$2 million (2019: S\$14 million) for potential taxable temporary differences arising from undistributed retained earnings related to investment in subsidiaries and joint ventures was not recognised.

Deferred tax assets have not been recognised in respect of the following items, which are available to set off against future taxable income subject to the tax provisions and agreement by the relevant tax authorities of the various jurisdictions:

<i>(\$ million)</i>	Group	
	December 31, 2020	December 31, 2019
Deductible temporary differences	44	133
Tax losses	771	1,656
Capital allowances	49	49
	864	1,838

Tax losses of the Group amounting to S\$44 million (2019: S\$44 million) will expire between 2023 and 2026 (2019: 2020 and 2027). The remaining tax losses, capital allowances and deductible temporary differences do not expire under current tax legislation.

Deferred tax assets have not been recognised under the following circumstances:

- i. Where they qualify for offset against the tax liabilities of member companies within the Group under the Loss Transfer System of Group Relief but the terms of the transfer have not been ascertained as at year end; or
- ii. Where it is uncertain that future taxable profit will be available against which certain subsidiaries of the Group can utilise the benefits.

### B. Our Performance (cont'd)

#### B3. Taxation (cont'd)

##### c. Other comprehensive income

Tax effects relating to each component of other comprehensive income:

<i>(\$ million)</i>	Group					
	2020			2019		
	Before tax	Tax expense	Net of tax	Before tax	Tax expense	Net of tax
Foreign currency translation differences for foreign operations	(17)	–	(17)	(94)	–	(94)
Exchange differences on monetary items forming part of net investment in a foreign operation	(2)	–	(2)	(3)	–	(3)
Share of other comprehensive income of associates and joint ventures	(16)	–	(16)	(12)	–	(12)
Cash flow hedges: net movement in hedging reserves (Note (i))	(38)	1	(37)	21	(6)	15
Cost of hedging reserve:						
– Changes in fair value	(43)	–	(43)	–	–	–
– Reclassified to profit or loss	42	–	42	–	–	–
Financial assets at FVOCI: net movement in fair value reserve (Note (ii))	(14)	–	(14)	40	–	40
Realisation of reserves upon the Distribution	(125)	–	(125)	–	–	–
Realisation of reserve upon disposal of joint venture	–	–	–	(1)	–	(1)
Realisation of reserve upon disposal of subsidiaries	36	–	36	(3)	–	(3)
Defined benefit plan actuarial gains and losses	(11)	2	(9)	7	(1)	6
Other comprehensive income	(188)	3	(185)	(45)	(7)	(52)

##### i. Cash flow hedges:

<i>(\$ million)</i>	Group	
	2020	2019
Net change in fair value of hedging instruments	(143)	36
Amount reclassified to profit or loss	105	(15)
Tax expense	1	(6)
Net movement in the hedging reserve during the year recognised in other comprehensive income	(37)	15

##### ii. Financial assets at FVOCI:

<i>(\$ million)</i>	Group	
	2020	2019
Changes in fair value	(14)	40
Tax expense	–	–
Net changes in fair value during the year recognised in other comprehensive income	(14)	40



# Notes to the Financial Statements

Year ended December 31, 2020

## B. Our Performance (cont'd)

### B4. Profit for the year

#### Accounting policies

Government grants related to asset are credited to a deferred asset grant account at fair value when there is reasonable assurance that the grants will be received and the Group will comply with the conditions attaching to it. These grants are then recognised in profit or loss as "Other Income" on the straight-line basis over the estimated useful lives of the relevant assets.

Non-monetary government grants and assets received are valued at fair value or nominal amounts.

Grants that compensate the Group for expenses already incurred are recognised in profit or loss as "Other Income" on a systematic basis in the same periods in which the expenses are recognised.

Detailed below are the key amounts recognised in arriving at our profit from continuing operations for the year:

(\$ million)	Note	Group	
		2020	2019'
<b>a. Expenses</b>			
Allowance for / (write-back of) impairment losses (net):			
– property, plant and equipment	D1	64	80
– intangible assets	D3	6	64
– receivables and contract assets		11	7
Inventories written off		53	–
Write-down inventory to net realisable value		45	–
Amortisation of intangible assets	D3	27	27
Audit fees paid / payable:			
– auditors of the Company		2	1
– other member firms of KPMG International		1	1
– other auditors		*	1
Non-audit fees paid / payable:			
– auditors of the Company		1	1
– other member firms of KPMG International		*	*
– other auditors		*	*
Depreciation:			
– property, plant and equipment	D1	413	409
– investment properties	D2	4	1
Property, plant and equipment written off		6	10
Intangible assets written off	D3	*	*
Bad debts written off		*	*
Provision for fines and other related provision		–	7
Net change in fair value of cash flow hedges		71	(10)
<b>Staff costs</b>			
Staff costs		407	414
Included in staff costs are:			
Equity-settled share-based payments		8	7
Cash-settled share-based payments		*	*
Contributions to:			
– defined benefit plan		1	1
– defined contribution plan		27	29

## B. Our Performance (cont'd)

### B4. Profit for the year (cont'd)

(\$ million)	Note	Group	
		2020	2019'
<b>b. Other operating income and (expenses)</b>			
Grants received (income related)		38	3
Gain on disposal of property, plant and equipment		5	18
Gain on disposal of assets held for sale		–	70
Net exchange gain / (loss)		15	(8)
Net change in fair value of cash flow hedges		*	–
Net change in fair value of financial assets at FVTPL (designated on initial recognition)		2	(2)
Net change in fair value of financial assets at FVTPL (mandatorily measured)		(27)	(9)
Gain from derecognition of financial assets		3	4

Grant income of S\$38 million in 2020 included S\$34 million (2019: S\$nil) COVID-19 related relief mainly in the form of Jobs Support Scheme (the JSS). The JSS is a temporary scheme introduced in the Singapore Budget 2020 to help enterprises retain local employees. Under the JSS, employers will receive cash grants in relation to the gross monthly wages of eligible employees.

(\$ million)	Note	Group	
		2020	2019'
<b>c. Non-operating income and (expenses)</b>			
Gross dividend income from financial assets at FVOCI		2	*
Gain / (Loss) on disposal of:			
– subsidiaries		23	16
– assets held for sale		(30)	–
Allowance for impairment losses:			
– goodwill	D3	(27)	(65)
– associate / joint venture		(113)	(1)
– assets reclassified to held for sale	B6	(4)	(64)
Negative goodwill	G2	17	1

# Notes to the Financial Statements

Year ended December 31, 2020

## B. Our Performance (cont'd)

### B5. Earnings per share

The Group presents basic and diluted earnings per share for its ordinary shares.

(\$ million)	Group	
	2020	2019
<b>Continuing operations</b>		
i. Profit / (Loss) attributable to owners of the Company:		
Profit / (Loss) attributable to equity holders of the Company	157	305
Less: Profit attributable to perpetual security holders of the Company	(17)	(36)
<b>Profit attributable to owners of the Company</b>	<b>140</b>	<b>269</b>
<b>Discontinued operation</b>		
Loss from discontinued operation, net of tax attributable to owners of the Company	(1,154)	(58)
<b>Profit / (Loss) for the year attributable to owner of the Company</b>	<b>(1,014)</b>	<b>211</b>
ii. Weighted average number of ordinary shares (in millions)		
Issued ordinary shares at January 1	1,786	1,784
Effect of performance shares and restricted shares released	3	3
Effect of own shares held	(4)	(1)
<b>Weighted average number of ordinary shares</b>	<b>1,785</b>	<b>1,786</b>
Adjustment for dilutive potential ordinary shares		
– performance shares	8	7
– restricted shares	7	4
<b>Weighted average number of ordinary shares adjusted for all dilutive potential ordinary shares</b>	<b>1,800</b>	<b>1,797</b>
<b>Earnings per ordinary share (cents)</b>		
– basic <sup>1</sup>	(56.81)	11.81
– diluted <sup>2,3</sup>	(56.81)	11.74
<b>Earnings per ordinary share (cents) – Continuing operations</b>		
– basic <sup>1</sup>	7.84	15.06
– diluted <sup>2</sup>	7.78	14.96

<sup>1</sup> Basic earnings per share is calculated by dividing the profit or loss attributable to ordinary shareholders of the Company (excluding perpetual security holders) by the weighted average number of ordinary shares outstanding during the year, adjusted for own shares held.

<sup>2</sup> Diluted earnings per ordinary share is by dividing the weighted average number of ordinary shares outstanding adjusted for the effects of all dilutive potential ordinary shares. The Company has two categories of dilutive potential ordinary shares: performance shares and restricted shares.

<sup>3</sup> In computing the FY2020 fully diluted earnings per ordinary shares, the weighted average number of shares was not adjusted for the effects of all dilutive potential ordinary shares as at December 31, 2020 as these potential ordinary shares were antidilutive.

## B. Our Performance (cont'd)

### B6. Assets or disposal groups held for sale

#### Accounting policies

Assets (or disposal groups) are classified as assets held for sale and measured at the lower of carrying amount and fair value less costs to sell if they are expected to be recovered principally through a sale transaction rather than through continuing use.

Any impairment losses on initial classification and subsequent gains or losses on re-measurement are recognised in profit or loss. Subsequent increases in fair value less costs to sell are recognised in profit or loss (not exceeding the accumulated impairment loss that has been previously recognised).

(\$ million)	Note	Carrying amount	
		December 31, 2020	December 31, 2019
<b>Group</b>			
<b>Assets held for sale</b>			
Joint venture	(a)	30	–
Property, plant and equipment	D1, (b), (c)	–	36
Intangible assets	D3, (b)	–	5
Deferred tax assets	(b)	–	10
Trade and other receivables	(b)	–	19
Inventories	(b)	–	1
Cash and cash equivalents	(b)	–	4
		30	75
<b>Liabilities held for sale</b>			
Borrowings	(b)	–	6
Lease liabilities	(b)	–	1
Trade and other payables	(b)	–	21
Deferred tax liabilities	(b)	–	2
Current tax payable	(b)	–	1
		–	31

a. On September 1, 2020 the Group announced that CSE Holding Pte Ltd, a wholly-owned subsidiary, signed a conditional agreement to divest its entire 32% stake in joint venture company Shenzhen Chiwan Sembawang Engineering Co (CSE) to Chixiao Enterprise Co, for a total gross consideration of RMB150 million (approximately S\$30 million). As at December 31, 2020, the condition precedent were substantially met and accordingly, the carrying value less impairment of this joint venture was classified as assets held for sale.

b. On February 6, 2020, the Group announced that certain wholly-owned subsidiaries of Sembcorp Utilities Pte Ltd had agreed to sell 100% of their interest in the water business in Chile for a total consideration of CLP27.8 billion (approximately S\$49 million) to the Spanish construction and engineering service SACYR S.A. group of companies. Accordingly, the assets and liabilities were classified as assets held for sale and liabilities held for sale, respectively as the disposal group was available for immediate sale in its present condition. It was measured at fair value less cost to sell as at December 31, 2019. Arising from the divestment, an impairment of S\$4 million (2019: S\$64 million) was charged under non-operating expenses (see Note B4).

The sale was completed on July 30, 2020. The Group's share of the cumulative translation reserve of S\$32 million has been realised in profit or loss upon the completion of the sales.

c. In 2019, SCM's subsidiary, SES Engineering (M) Sdn Bhd reclassified a workshop in Malaysia from property, plant and equipment to assets held for sale.

# Notes to the Financial Statements

Year ended December 31, 2020

## C. Our Funding

### C1. Capital structure

#### Capital management

The Group maintains a disciplined approach to capital management. The Group seeks to optimise the overall portfolio, maintain investor, creditor and market confidence, fund future developments and growth, while at the same time maintain an appropriate dividend policy.

The Group's policy is to borrow centrally using a mixture of long-term and short-term capital market issues and borrowing facilities to meet anticipated funding requirements. These borrowings, together with cash generated from operations, are loaned internally or contributed as equity to certain subsidiaries.

Capital is defined as equity attributable to the equity holders.

The Group's debt-to-capitalisation ratio as at the balance sheet date was as follows:

(\$ million)	Group	
	2020	2019
Debt	7,728	10,800
Total equity	3,476	7,879
Total debt and equity	11,204	18,679
Debt-to-capitalisation ratio	0.69	0.58

There were no changes in the Group's approach to capital management during the year. During the year, the decrease in equity and debt was mainly due to the financial effect of the Distribution (Note G3) and the redemption of the Group's perpetual securities on their first call dates, using lower cost debt facilities. The debt amount does not include the lease liabilities of \$226 million (2019: \$504 million) on balance sheet, consequent to the adoption of SFRS(I) 16.

Some of its subsidiaries are required to maintain a certain ratio of net borrowings to net assets and certain level of leverage ratio as required under their respective loan arrangements with banks. These externally imposed capital requirements have been complied with as at the respective reporting dates.

### C2. Share capital and treasury shares

#### Accounting policies

Ordinary shares are classified as equity.

Incremental costs directly attributable to the issuance of new ordinary shares and share options are deducted against the share capital account, net of any tax effects.

(\$ million)	Number of shares	
	Issued Share Capital	Treasury Shares
At January 1, 2020	1,787,547,732	1,966,276
Treasury shares purchased	–	8,152,100
Treasury shares transferred pursuant to restricted share plan	–	(3,879,603)
At December 31, 2020	1,787,547,732	6,238,773

The holders of ordinary shares are entitled to receive dividends as declared from time to time and are entitled to one vote per share at meetings of the Company. All shares rank equally with regard to the Company's residual assets.

## C. Our Funding (cont'd)

### C2. Share capital and treasury shares (cont'd)

#### Issued and paid up capital

As at December 31, 2020, the Company's issued and paid up capital excluding treasury shares comprised 1,781,308,959 (December 31, 2019: 1,785,581,456) ordinary shares.

#### Treasury shares

During the year, the Company acquired 8,152,100 (2019: 2,030,100) ordinary shares in the Company by way of on-market purchases. 3,879,603 (2019: 3,163,962) treasury shares were re-issued pursuant to the Restricted Share Plan (RSP).

As at December 31, 2020, 6,238,773 (December 31, 2019: 1,966,276) treasury shares were held that may be re-issued upon the vesting of performance shares and restricted shares under the Performance Share Plan (PSP) and RSP respectively.

### C3. Other reserves

(\$ million)	Note	Group		Company	
		December 31, 2020	December 31, 2019	December 31, 2020	December 31, 2019
<b>Distributable</b>					
Reserve for own shares	(a)	(11)	(4)	(11)	(4)
<b>Non-distributable</b>					
Currency translation reserve	(b)	(475)	(482)	–	–
Capital reserve	(c)	160	156	–	–
Merger reserve	(d)	29	29	–	–
Share-based payments reserve	(e)	(10)	(9)	*	*
Fair value reserve	(f)	60	74	–	–
Hedging reserve	(g)	(132)	(87)	–	–
Cost of hedging reserve	(h)	(1)	–	–	–
		(380)	(323)	(11)	(4)

#### a. Reserve for own shares

#### Accounting policies

When the ordinary shares are reacquired by the Company, the consideration paid is recognised as deduction from equity, presented as reserve for own shares. Reacquired shares are classified as treasury shares.

When the treasury shares are subsequently sold or re-issued, the cost of the treasury shares is reversed from reserve for own shares account and the realised gain or loss on the transaction is presented as a change in equity of the Company. No gain or loss is recognised in profit or loss.

At December 31, 2020, the Company held 6,238,773 (2019: 1,966,276) of its own uncanceled shares as treasury shares.

# Notes to the Financial Statements

Year ended December 31, 2020

## C. Our Funding (cont'd)

### C3. Other reserves (cont'd)

Type of other reserve	Nature
<b>b. Foreign currency translation reserve</b>	Comprises: <ol style="list-style-type: none"> <li>foreign exchange differences arising from translation of the financial statements of foreign entities,</li> <li>effective portion of the hedging instrument which is used to hedge against the Group's net investment in foreign entities and</li> <li>translation of foreign currency loan used to hedge or form part of the Group's net investments in foreign entities.</li> </ol>
<b>c. Capital reserve</b>	Comprises: <ol style="list-style-type: none"> <li>acquisitions and disposals with non-controlling interests that do not result in a change of control, capitalisation of accumulated profits for the issue of bonus shares, capital reserve (net of goodwill) on consolidation and equity accounting,</li> <li>asset revaluation reserve, capital redemption reserve, convertible loan stock reserve,</li> <li>transfer from revenue reserve in accordance with the regulations of the foreign jurisdiction in which the Group's subsidiaries, associates and joint ventures operate, and treasury shares of a subsidiary and</li> <li>recognition of call options issued to non-controlling interests of subsidiaries.</li> </ol>
<b>d. Merger reserve</b>	The difference between the values of shares issued by the Company in exchange for the value of shares acquired in respect of the acquisition of subsidiaries accounted for under the pooling-of-interest method.
<b>e. Share-based payment reserve</b>	Represents the cumulative value of services received from employees recorded on grant of equity-settled share options, performance shares and performance based restricted shares.
<b>f. Fair value reserve</b>	Includes the cumulative net change in the fair value of equity investments designated at FVOCI until the investments are derecognised. This does not include impairment losses recognised in profit or loss prior to January 1, 2018.
<b>g. Hedging reserve</b>	The effective portion of the cumulative net change in the fair value of cash flow hedging instruments related to hedged transactions that have not yet occurred.
<b>h. Cost of hedging reserve</b>	Represents the change in fair value of the forward element for the forward exchange contracts (forward points) for funding purposes, which is accounted for as cost of hedging reserve.

### C4. Perpetual securities

#### Accounting policies

The perpetual securities do not have a maturity date and the Company is able to elect to defer making a distribution, subject to the terms and conditions of the securities issue. Accordingly, the Company is not considered to have a contractual obligation to make principal repayments or distributions in respect of its perpetual securities issue and the perpetual securities are classified and presented as equity. Distributions are treated as dividends which will be directly debited from equity. Incremental costs directly attributable to the issuance of perpetual securities are deducted against the proceeds from the issue.

On May 15, 2020 and June 22, 2020, the Company redeemed and cancelled perpetual securities with value of S\$600 million and S\$200 million respectively.

On June 22, 2017, the Company issued subordinated perpetual securities with an aggregate principal amount of S\$200 million. Incremental costs incurred amounting to S\$1 million was recognised in equity as a deduction from proceeds.

## C. Our Funding (cont'd)

### C4. Perpetual securities (cont'd)

On May 20, 2015, the Company issued subordinated perpetual securities with an aggregate principal amount of S\$600 million. Incremental costs incurred amounting to S\$3 million was recognised in equity as a deduction from proceeds.

Subject to the relevant terms and conditions in the offering memorandum, the Company could elect to defer making distributions on these perpetual securities, without limit to the number of times a distribution could be deferred.

As a result, the perpetual securities did not meet the definition for classification as a financial liability under SFRS(I) 1-32 *Financial Instruments: Presentation*. The whole instrument is presented within equity, and distributions are treated as dividends.

During the financial year, distributions amounting to S\$17 million (2019: S\$36 million) were accrued to perpetual security holders.

As at December 31, 2019, an amount of S\$7 million of perpetual securities was held by a related corporation.

### C5. Dividends

#### Accounting policies

Dividends on ordinary shares are recognised when they are approved for payments. Dividends on ordinary shares and redeemable preference shares classified as equity are accounted for as movements in revenue reserve.

A liability to distribute non-cash assets as dividend to its owners shall be measured at the fair value of the assets to be distributed. The differences between the carrying amount of the assets distributed and the carrying amount of the dividend payable shall be recognised in profit or loss.

	Group and Company	
	2020	2019
(S\$ million)		
<b>Dividend paid</b>		
Interim one-tier tax exempt dividend of nil cents per share in respect of year 2020 (2019: 2 cents per share in respect of year 2019)	–	36
Final one-tier tax exempt dividend of 3 cents per share in respect of year 2019 (2019: 2 cents per share in respect of year 2018)	54	35
	54	71

Subject to the approval by the shareholders at the next Annual General Meeting, the directors have proposed a final ordinary one-tier tax exempt dividend of 4 cents per share (2019: one-tier tax exempt dividend of 3 cents per share). This amounts to an estimated net dividend of S\$71 million (2019: S\$54 million) in respect of the year ended December 31, 2020, based on the number of issued shares as at December 31, 2020.

The proposed dividend of 4 (2019: 3) cents per share has not been included as a liability in the financial statements.

#### Special distribution

On September 11, 2020, the Company demerged its Marine segment by effecting a distribution *in specie* of all the ordinary shares in the issued share capital of SCM (as disclosed in Note G3). The Group's carrying value and Company's cost of investment of these SCM shares at date of the Distribution, were S\$2,561 million and S\$2,248 million, respectively.

The Distribution was measured at fair value using the closing price of the SCM Shares of S\$0.182 prior to the Distribution, amounting to S\$1,597 million, equivalent to approximately S\$0.89 per SCI Share, based on 1,786,431,697 SCI Shares in issue (excluding 1,116,035 treasury shares) as at September 11, 2020.

Distribution at fair value less transaction costs of S\$6 million resulted in loss on Distribution of S\$970 million recognised.

# Notes to the Financial Statements

Year ended December 31, 2020

## C. Our Funding (cont'd) C6. Interest-bearing borrowings

(\$ million)	Note	Group	
		December 31, 2020	December 31, 2019
<b>Current liabilities</b>			
Non-convertible debentures		11	4
Secured term loans	(i)	477	670
Unsecured term loans	(ii)	105	1,969
		593	2,643
<b>Non-current liabilities</b>			
Non-convertible debentures		167	195
Secured term loans	(i)	3,018	3,020
Unsecured term loans	(ii)	3,950	3,442
Secured bonds	(iii)	–	1,500
		7,135	8,157
Total interest-bearing borrowings (measured at amortised cost)		7,728	10,800

Included in interest-bearing borrowings are S\$450 million (2019: S\$795 million) of loans taken with a related corporation.

### Effective interest rates and maturity of liabilities

(\$ million)		Effective interest rate %	
		2020	2019
<b>Group</b>			
Floating rate loans		0.88 – 11.35	1.70 – 12.80
Fixed rate loans		0.77 – 11.48	0.77 – 11.48
Bonds and notes		2.94 – 4.25	2.94 – 4.25
Debentures		9.65	9.65 – 12.00

#### i. Secured term loans

The secured term loans are collateralised by the following assets:

(\$ million)	Note	Group Net Book Value	
		December 31, 2020	December 31, 2019
Property, plant and equipment	D1(i)	4,724	5,159
Investment properties	D2	18	16
Unit trusts and funds	H2	85	78
Trade and other receivables	E1	1,337	1,228
Intangible assets	D3	*	*
Inventories	E2	112	95
Cash and cash equivalents	E4	262	338
Equity shares of a subsidiary		244	185

## C. Our Funding (cont'd) C6. Interest-bearing borrowings (cont'd)

#### ii. Unsecured term loans

Included in the unsecured term loans are the following medium term notes of the Group:

The Company jointly with Sembcorp Financial Services Pte Ltd (SFS), a wholly-owned subsidiary of the Company, have on April 3, 2020, established an additional S\$3.0 billion Multicurrency Debt Issuance Programme (the Programme). This is in addition to the existing S\$2.5 billion Programme. Under the Programme, the Company, together with SFS and certain other subsidiaries of the Company (the Issuing Subsidiaries), may from time to time issue Notes and Securities under the Programme subject to availability of funds from the market. The obligations of the Issuing Subsidiaries under the Programme are fully guaranteed by the Company.

As at December 31, 2020 and December 31, 2019, SFS has the following outstanding medium term notes issued under the existing Programme:

(\$ million)	Nominal interest rate	Year of issue	Year of maturity	Principal amount	
				December 31, 2020	December 31, 2019
S\$ medium term notes	3.7325%	2010	2020	–	300
S\$ medium term notes	4.25%	2010	2025	100	100
S\$ medium term notes	3.64%	2013	2024	200	200
S\$ medium term notes	2.94%	2014	2021	100	100
S\$ medium term notes	3.593%	2014	2026	150	150
				550	850

Apart from the medium term notes issued by SFS, as at December 2019, the Company had S\$800 million outstanding perpetual securities of which S\$200 million was issued in 2013 and another S\$600 million in 2015 under the Programme. The perpetual securities were accounted as equity of the Group and were fully redeemed during the year.

As at December 31, 2020, an amount of S\$165 million (2019: S\$165 million) medium term notes were held by a related corporation.

Following the Distribution in September 2020, SCM is no longer a subsidiary of the Company and SCM's financials are no longer consolidated. Details of December 31, 2019 balances relating to SCM were:

In 2019, SCM had a S\$2.0 billion Multicurrency Multi-Issuer Debt Issuance Programme (the Programme). Under the Programme, SCM or any of the issuing SCM Subsidiaries may from time to time issue notes in series or tranches in Singapore dollar or any other currency. Such notes are listed on the Singapore Exchange Securities Trading Limited and are cleared through the Central Depository (Pte) Ltd. The notes are redeemable at par.

As at December 31, 2019, Jurong Shipyard Pte Ltd, a subsidiary of SCM, had the following outstanding medium term notes under the Programme:

(\$ million)	Nominal interest rate	Year of issue	Year of maturity	Principal amount
S\$ medium term notes	2.95%	2014	2021	275
S\$ medium term notes	3.85%	2014	2029	325
				600

As at December 31, 2019, an amount of S\$168 million medium term notes was held by a related corporation.

# Notes to the Financial Statements

Year ended December 31, 2020

## C. Our Funding (cont'd)

### C6. Interest-bearing borrowings (cont'd)

#### iii. Secured bonds

In June 2019, the Company's wholly-owned subsidiary, Sembcorp Financial Services Pte Ltd (SFS), entered into a subscription agreement with DBS Bank to issue S\$1.5 billion 3.55% per annum guaranteed bonds due 2024. Proceeds from the issuance of bonds were used to fund the S\$2.0 billion 5-year subordinated loan facility provided by SFS to Sembcorp Marine Financial Services Pte. Ltd. ("SMFS"), a subsidiary of SCM Group, to retire S\$1.5 billion of SCM's borrowings and for working capital and general corporate purposes. SFI acted as a guarantor for the bonds issuance. As at December 31, 2019, an amount of S\$200 million fixed rate guaranteed bonds was subscribed by a related corporation.

In September 2020, the Company subscribed S\$1.5 billion of SCM's 5-for-1 Rights Issue at a Rights Issue Price of S\$0.20 per share Rights Shares by setting off the S\$1.5 billion outstanding subordinated loan extended to SCM prior to the Distribution on September 11, 2020. The secured bonds were fully redeemed in November 2020 and an amount of S\$6.5 million was paid to a related corporation for the early redemption (Note G6).

Reconciliation of movements of liabilities to cash flows arising from financing activities:

	2020				2019			
	Accrued interest payable (Note E3)	Interest-bearing borrowings (Note C6)	Lease liabilities (Note D1.1)	Total	Accrued interest payable (Note E3)	Interest-bearing borrowings (Note C6)	Lease liabilities (Note D1.1)	Total
<i>(S\$ million)</i>								
Balance at January 1	57	10,800	504	11,361	42	10,728	3	10,773
Recognised on adoption of SFRS(I) 16	–	–	–	–	–	–	509	509
Revised balance at January 1	57	10,800	504	11,361	42	10,728	512	11,282
<b>Cash flows</b>								
Cash payments	–	(4,351)	(28)	(4,379)	–	(3,886)	(35)	(3,921)
Cash proceeds	–	5,241	–	5,241	–	4,007	–	4,007
Interest paid	(503)	–	(12)	(515)	(531)	–	(13)	(544)
<b>Non-cash items</b>								
Acquisition of subsidiary	–	–	6	6	–	–	–	–
Disposal of subsidiaries / disposal group held for sale	–	*	*	*	*	(17)	(2)	(19)
Distribution of a subsidiary	(14)	(3,794)	(297)	(4,105)	–	–	–	–
Interest expenses, including amortisation of capitalised transaction costs	471	11	21	503	546	5	18	569
New leases	–	–	41	41	–	–	31	31
Write-off of lease liabilities	–	–	(10)	(10)	–	–	(7)	(7)
Adjustment to upfront fees / Remeasurement of lease liabilities	–	(15)	1	(14)	–	–	–	–
Foreign exchange movement	*	(164)	*	(164)	*	(37)	*	(37)
	457	(3,962)	(238)	(3,743)	546	(49)	40	537
<b>Balance at December 31</b>	<b>11</b>	<b>7,728</b>	<b>226</b>	<b>7,965</b>	<b>57</b>	<b>10,800</b>	<b>504</b>	<b>11,361</b>

## C. Our Funding (cont'd)

### C7. Net interest expense

#### Accounting policies

Finance income is recognised in profit or loss as it accrues, using the effective interest rate method.

Finance costs comprise interest expense on borrowings, unwinding of the discounts on provision, amortisation of capitalised transaction costs, transaction costs written off and termination of interest rate swaps. Interest income, interest expense and similar charges are expensed in profit or loss in the period using the effective interest method, except to the extent that they are capitalised as being directly attributable to the acquisition, construction or production of a qualifying asset. The interest component of finance lease payments is recognised in profit or loss using the effective interest method. Termination of interest rate swaps are recognised in profit or loss.

In calculating the interest income and expense, the effective interest rate is applied to the gross carrying amount of the asset (when the asset is not credit-impaired) or to the amortised cost of the liability. However, for financial assets that have become credit-impaired subsequent to initial recognition, interest income is calculated by applying the effective interest rate to the amortised financial asset. If the asset is no longer credit-impaired, then the calculation of interest income reverts to gross basis.

	Note	Group	
		2020	2019
<i>(S\$ million)</i>			
<b>Finance income</b>			
Finance income from financial assets measured at amortised costs			
– associates and joint ventures		6	5
– bank and others		29	34
		35	39
<b>Finance costs</b>			
Interest paid and payable to, measured at amortised cost			
– banks and others		454	447
Amortisation of capitalised transaction costs		11	7
Unwind of discount on restoration costs	H3	1	1
Significant financing component from contracts with customers		3	4
Interest rate swaps:			
– changes in fair value through profit or loss		17	14
– ineffective portion of changes in fair value		4	1
Interest expense on amortisation of lease liability	D1.1	9	9
		499	483

### C8. Contingent liabilities

#### Key estimates and judgements

Where it is not probable that an outflow of economic benefits will be required, or the amount cannot be estimated reliably, the obligation is disclosed as a contingent liability, unless the probability of outflow of economic benefits is remote. Possible obligations, whose existence will only be confirmed by the occurrence or non-occurrence of one or more future events are also disclosed as contingent liabilities unless the probability of outflow of economic benefits is remote.

# Notes to the Financial Statements

Year ended December 31, 2020

## C. Our Funding (cont'd)

### C8. Contingent liabilities (cont'd) Group

The Group has provided guarantees to banks to secure banking facilities provided to joint ventures. These financial guarantee contracts are accounted for as insurance contracts. The principal risk to which the Group and the Company is exposed is credit risk in connection with guarantee contracts it has issued. The credit risk represents the loss that would be recognised upon a default by the parties to which the guarantees were given on behalf of. To mitigate this risk, management continually monitors the risk and has established processes including performing credit evaluations of the parties.

There are no terms and conditions attached to the guarantee contracts that would have a material effect on the amount, timing and uncertainty of the Group's and Company's future cash flows.

Estimates of the Group's and Company's obligation arising from financial guarantee contracts may be affected by future events, which cannot be predicted with any certainty. The assumptions made may well vary from actual experience so that the actual liability may vary considerably from the best estimates. As of balance sheet date, there is no provision made in respect of the obligations.

As at the balance sheet date, the Group had the following contingent liabilities:

	Group	
	December 31, 2020	December 31, 2019
<i>(S\$ million)</i>		
Guarantees given to banks to secure banking facilities provided to:		
– Joint ventures	41	123
– Others	39	65
Performance guarantees to external parties	362	377

The periods in which the financial guarantees expire are as follows:

	Group	
	December 31, 2020	December 31, 2019
<i>(S\$ million)</i>		
Less than 1 year	71	94
Between 1 to 5 years	9	93
More than 5 years	*	1
	80	188

The Group's subsidiaries are involved in certain tax disputes, where the amount of potential exposure has been estimated to be approximately S\$38 million (2019: S\$63 million). Due to the nature of these tax disputes, the potential outcome and obligation is uncertain. No provisions have been recorded in this regard.

### Company

a. The Company has provided guarantees to banks to secure banking facilities provided to a wholly-owned subsidiary, SFS. As the 5-year secured bond was fully repaid during the year (see Note C6(iii)), the Company has no outstanding guarantee for this secured bond issued by SFS in 2019. These financial guarantee contracts are accounted for as insurance contracts.

Intra-group financial guarantees comprise guarantees granted by the Company to banks in respect of banking facilities amounting to S\$7,950 million (2019: S\$6,394 million), which include S\$3,525 million (2019: S\$3,409 million) drawn down as at balance sheet date. The periods in which the financial guarantees expire are as follows:

	Company	
	December 31, 2020	December 31, 2019
<i>(S\$ million)</i>		
Less than 1 year	100	480
Between 1 to 5 years	3,175	2,579
More than 5 years	250	350
	3,525	3,409

## C. Our Funding (cont'd)

### C8. Contingent liabilities (cont'd)

- b. The Company has provided corporate guarantees of S\$93 million (2019: S\$130 million) to a subsidiary, Sembcorp Cogen Pte Ltd (SembCogen) for the following:
- Long-term contract (End User Agreement) dated January 15, 1999 with a fellow subsidiary, Sembcorp Gas Pte Ltd (SembGas) to purchase natural gas over the period of 22 years.
  - Two long-term agreements entered in 2010 for the purchase of a total 42 BBtud (Billion British thermal units per day) of liquefied natural gas (LNG) from BG Singapore Gas Marketing Pte Ltd (BG). The agreements have a term of 10 years and SembCogen has an option to extend the term by 2 successive periods of 5 years each subject to fulfilment of conditions set in the agreements. The obligations of SembCogen under the LNG purchase agreements are currently secured by corporate guarantees issued by the Company in favour of BG.

### C9. Commitments

A commitment is a contractual obligation to make a payment in the future, mainly in relation to leases and agreements to buy assets such as network infrastructure and IT systems. These amounts are not recorded in the consolidated balance sheet since we have not yet received the goods or services from the supplier. The amounts below are the minimum amounts that we are committed to pay.

Commitments not provided for in the financial statements are as follows:

#### a. Capital commitments

	Note	Group	
		2020	2019
<i>(S\$ million)</i>			
– Commitments in respect of contracts placed		215	278
– Commitments in respect of a civil settlement in China	(i)	45	45
– Uncalled capital and commitments to subscribe for additional shares in joint ventures and other investments		52	66
		312	389

- i. As part of the settlement relating to the discharge of off-specification wastewater by its 95% owned joint venture wastewater treatment company, Sembcorp Nanjing Suiwu Company Limited, the Group is committed to new investments of S\$45 million over the next four years to develop projects and initiatives to support environmental protection in China. As at December 31, 2020, the Group has commenced on these investments which include upgrading of its wastewater treatment plants in China.

#### b. Non-cancellable operating leases

##### As Lessors

The Group leases out its investment properties and marine vessels. The lease agreement provides for additional lease payments annually based on changes to a price index. Non-cancellable operating lease rentals are receivable as follows:

	Group	
	2020	2019
<i>(S\$ million)</i>		
Lease receivable:		
Within 1 year	6	12
One to two years	6	3
Two to three years	5	3
Three to four years	5	2
Four to five years	3	2
More than 5 years	14	5
	39	27

**D. Our Assets****D1. Property, plant and equipment****Accounting policies**

Property, plant and equipment (PPE) are measured at cost less accumulated depreciation and impairment losses. The cost initially recognised includes acquisition costs and costs directly attributable to bringing the assets to the location and to a working condition for their intended use and capitalised borrowing costs. Cost also include transfers from equity of any gain or loss on qualifying cash flow hedges of foreign currency purchases of PPE. The estimated costs to be incurred for restoring the asset upon expiry of the lease agreement also form part of the cost of the PPE.

**i. Subsequent expenditure**

Subsequent expenditure is recognised in the carrying amount of the asset when it is probable that future economic benefits will flow to the Group and its costs can be measured reliably. The costs of day-to-day servicing of PPE are recognised as an expense when incurred. For items subject to regular overhauls, the overhaul costs incurred are capitalised and the carrying amounts of replaced components are written off to profit or loss.

**ii. Depreciation**

Depreciation is based on the cost of an asset less its residual value, being the estimated net amount obtain from disposal. Depreciation is recognised as an expense in profit or loss on a straight-line basis over their estimated useful lives of each major component of an item of PPE, unless it is included in the carrying amount of another asset.

The estimated useful lives for the current and comparative years are as follows:

Leasehold land and wet berthage	Lease period of 3 to 60 years
Buildings	3 to 50 years
Improvements to premises	3 to 30 years
Quays and dry docks	6 to 60 years
Infrastructure	8 to 60 years
Plant and machinery	3 to 30 years
Marine vessels	7 to 31 years
Tools and workshop equipment	3 to 10 years
Furniture, fittings and office equipment	1 to 10 years
Motor vehicles	2 to 10 years

No depreciation is provided on freehold land and capital work-in-progress.

Fully depreciated assets are retained in the financial statements until they are no longer in use.

**iii. Impairment**

The carrying value of assets is reviewed at least annually and when there is a trigger or an indication of impairment. Impairment occurs when the carrying value of assets or its smallest identifiable, independent asset group that generates cash flows, cash-generating unit (CGU) is greater than the present value of the net cash flows they are expected to generate.

**iv. Reversals of impairment**

Impairment losses recognised in prior periods are assessed at each reporting date for any indications that the loss has decreased or no longer exists. An impairment loss is reversed only to the extent that the assets' carrying amount does not exceed the carrying amount that would have been determined, net of depreciation or amortisation, if no impairment loss had been recognised.

**v. Disposals**

Gains or losses arising from the retirement or disposal of PPE are determined as the difference between the net disposal proceeds and the carrying amount of the asset and are recognised in profit or loss on the date of retirement or disposal.

**D. Our Assets (cont'd)****D1. Property, plant and equipment (cont'd)****Key estimates and judgements**

The recoverable amount of an asset or CGU is the greater of its value in use (VIU) and its fair value less costs to sell. In assessing VIU, the estimated future cash flows are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset or CGU.

The carrying value of property, plant and equipment is tested for impairment whenever there is any objective evidence or indication that the property, plant and equipment may be impaired. This determination and derivation of the relevant inputs requires significant judgement. Such impairment would take into account the market value of the asset, changes to the technological, market, economic or legal environment in which the Group operates, market interest rates, evidence of obsolescence or physical damage to the property, plant and equipment and changes to the expected usage to the property, plant and equipment.

The assets' depreciation methods, estimated useful lives and residual values, are reviewed annually and adjusted prospectively where appropriate. The review takes into consideration of factors such as changes in the expected level of usage and technological developments.

**Discontinued operation****Impairment assessment of the Group's shipyards in 2019**

In 2019, owing to the continuing difficult market conditions impacting the offshore and marine sector, there were indications that the Group's subsidiary, Sembcorp Marine Ltd's (SCM) shipyards (the CGU) might be impaired. Under the Group's formal impairment assessment of the individual CGUs in: (i) Singapore (yards in Singapore, together with their sub-contracting yards in Indonesia and the United Kingdom); and (ii) Brazil, the recoverable amounts for the Group's individual CGUs were determined using the VIU calculations.

The VIU calculation for the Group's CGUs used discounted cash flow projections which took into account management's assessment of the forecasted order book over a period of 5 years for Singapore and Brazil (the "projection periods"), with applicable growth rates for Singapore and Brazil beyond the projection periods (up to a maximum of 40 years). Key drivers supporting the recoverable amounts include: forecasted order book, project margins which are projected with reference to historical experience, and long-term growth rate of less than 5%.

The cash flows are projected based on the Group's historical experience, market observable data surrounding the state-owned and international oil majors' capital commitment and projected capital expenditures in oil and gas production and exploration activities, regulations relating to local content requirements in Brazil, market expectations and developments for contract order prices, and other external analysts' forecast reports in oil price movements and demands for drilling and production solutions. These cash flows are then discounted using the applicable discount rates based on their pre-tax weighted average cost of capital of 9.43% and 11.82% for the Singapore CGU and Brazil CGU respectively; and the Group assessed that no impairment loss is required for these individual CGUs.

The forecasted order book and the forecasted margins assumed in the VIU calculation are, however, subject to estimation uncertainties that may have a significant risk of resulting in material adjustments in any future periods affected.

The estimation uncertainties of the forecasted order book of the Singapore cash generating unit is, however, reduced by a certain level of order books already secured by the Group. Nevertheless, there are remaining estimation uncertainties surrounding the remaining unsecured order book, and forecast project margins, that may result in significant adjustments in the future periods.

Certain phases of the Brazil CGU are presently undergoing yard construction and the yard will gradually ramp up to its full operational capacity over the years. The Group has factored in the long-term fundamentals of the oil and gas industry in Brazil in their forecast. Changes in the recoverable amount are sensitive to impairment loss if the forecast order book and the forecasted margins beyond the near term were to deviate from the original forecast or if discount rate were to increase by 1.8%. The recoverable amount of the Brazil CGU is further subject to political risk and will be reviewed at regular intervals.

Changes to the assumptions used in relation to the above key drivers, such as delays and / or decrease in order book, and reduction in project margins could lead to lower operating cash inflows and material impairment outcomes, which might in turn affect the financial position and performance of the Group.



# Notes to the Financial Statements

Year ended December 31, 2020

## D. Our Assets (cont'd)

### D1. Property, plant and equipment (cont'd)

In 2020, the Group presents right-of-use assets as part of property, plant and equipment as both are capital assets. The Group continues to invest in renewable power equipment and shipyard facilities (via SCM prior to the Distribution) in 2020. Steam, electricity generating equipment and water treatments equipment and related infrastructure assets form the majority of our tangible assets as at December 31, 2020; while December 31, 2019, also includes shipyards facilities including berthage. All assets are depreciated over their useful economic lives.

(\$ million)	Note	Leasehold and freehold land, wet berthage and buildings	Improvements to premises	Quays and dry docks	Infrastructure	Plant and machinery	Marine vessels	Tools and workshop equipment	Furniture, fittings and office equipment	Motor vehicles	Capital work-in-progress	Right-of-use assets (Note D1.1)	Total
<b>Group</b>													
<b>Cost / Valuation</b>													
Balance at January 1, 2020		1,921	100	1,572	94	10,856	327	74	205	83	1,315	625	17,172
Translation adjustments		4	2	6	(6)	(280)	3	*	(1)	*	1	(1)	(272)
Additions		2	4	–	2	73	–	*	9	6	206	42	344
Reclassification		*	3	6	7	494	(21)	1	1	2	(505)	12	–
Acquisition of subsidiaries	G2	1	*	–	–	2	–	–	*	4	4	15	26
Transfer to investment properties	D2	–	*	–	–	–	–	–	*	–	(1)	–	(1)
Transfer from other category of assets	(v)	–	–	–	–	16	–	–	–	*	*	–	16
Remeasurement adjustments for right-of-use assets		–	–	–	–	–	–	–	–	–	–	1	1
Reversal of accrued capital expenditure	(viii)	–	–	–	–	–	–	–	–	–	(69)	–	(69)
Disposals / Write-offs		(1)	*	–	–	(23)	(1)	*	(2)	(2)	(7)	(30)	(66)
Disposal of subsidiaries	G2	*	–	–	–	*	–	–	*	*	–	–	*
Distribution of a subsidiary	G3	(1,539)	(34)	(1,572)	(41)	(1,718)	(308)	(75)	(149)	(28)	(786)	(352)	(6,602)
Balance at December 31, 2020		388	75	12	56	9,420	–	–	63	65	158	312	10,549
<b>Accumulated depreciation and impairment losses</b>													
Balance at January 1, 2020		590	54	385	30	3,374	86	65	167	51	6	161	4,969
Translation adjustments		2	(1)	*	(1)	(38)	*	(2)	*	(1)	*	(1)	(42)
Depreciation for the year													
– Continuing operations	B4(a)	9	2	*	4	370	–	–	6	7	–	15	413
– Discontinued operation		23	*	19	3	39	7	3	6	1	–	15	116
Reclassification		–	–	–	–	*	*	–	–	–	–	–	–
Transfer to investment properties	D2	–	*	–	–	–	–	–	*	–	–	–	*
Disposals / Write-offs		*	*	–	–	(16)	(1)	*	(2)	(1)	*	(20)	(40)
Disposal of subsidiaries	G2	*	–	–	–	*	–	–	*	*	–	–	*
Impairment losses	(vi), (vii), B4(a)	1	*	–	–	63	–	–	*	–	–	–	64
Distribution of a subsidiary	G3	(525)	(34)	(395)	(12)	(770)	(92)	(66)	(131)	(22)	–	(88)	(2,135)
Balance at December 31, 2020		100	21	9	24	3,022	–	–	46	35	6	82	3,345
<b>Carrying amounts</b>													
At January 1, 2020		1,331	46	1,187	64	7,482	241	9	38	32	1,309	464	12,203
At December 31, 2020		288	54	3	32	6,398	–	–	17	30	152	230	7,204

# Notes to the Financial Statements

Year ended December 31, 2020

## D. Our Assets (cont'd)

### D1. Property, plant and equipment (cont'd)

(\$ million)	Note	Leasehold and freehold land, wet berthage and buildings	Improvements to premises	Quays and dry docks	Infrastructure	Plant and machinery	Marine vessels	Tools and workshop equipment	Furniture, fittings and office equipment	Motor vehicles	Capital work-in-progress	Right-of-use assets (Note D1.1)	Total
<b>Group</b>													
<b>Cost / Valuation</b>													
Balance at January 1, 2019		1,826	66	1,525	146	10,248	283	67	204	91	1,506	–	15,962
Recognition of right-of-use asset on initial application of SFRS(I) 16		–	–	–	–	–	–	–	–	–	–	605	605
Translation adjustments		(10)	(1)	(5)	(10)	(50)	(3)	*	(2)	*	(11)	1	(91)
Additions	(xiii)	3	2	1	6	110	48	6	11	4	877	34	1,102
Reclassification		150	47	51	16	680	–	1	*	*	(1,056)	–	(111)
Transfer to intangible assets		–	–	–	–	*	–	–	*	*	(1)	–	(1)
Transfer to other financial assets		(6)	(8)	–	–	(5)	–	–	*	*	*	2	(17)
Disposals / Write-offs		(5)	(2)	–	–	(50)	(1)	*	(3)	(6)	*	(10)	(77)
Transfer to assets held for sale		(15)	–	–	(64)	(51)	–	–	(2)	*	–	(2)	(134)
Disposal of subsidiaries	G2	(22)	(4)	–	–	(26)	–	–	(3)	(6)	*	(5)	(66)
Balance at December 31, 2019		1,921	100	1,572	94	10,856	327	74	205	83	1,315	625	17,172
<b>Accumulated depreciation and impairment losses</b>													
Balance at January 1, 2019		564	52	340	47	2,937	77	61	159	53	–	–	4,290
Recognition of right-of-use asset on initial application of SFRS(I) 16		–	–	–	–	–	–	–	–	–	–	122	122
Translation adjustments		(3)	*	*	(3)	5	(1)	*	(1)	*	*	*	(3)
Depreciation for the year	B4(a)	56	3	66	10	411	10	4	16	8	–	43	627
Reclassification		(16)	2	(21)	–	(1)	–	–	*	*	–	–	(36)
Transfer to intangible assets		–	–	–	–	–	–	–	*	*	–	–	*
Transfer (from) / to other financial assets		*	(1)	–	–	(1)	–	–	*	*	–	3	1
Disposals / Write-offs		(1)	(2)	–	–	(26)	*	*	(3)	(6)	–	(2)	(40)
Transfer to assets held for sale		(6)	–	–	(24)	(10)	–	–	(1)	*	–	*	(41)
Disposal of subsidiaries	G2	(5)	*	–	–	(15)	–	–	(3)	(4)	–	(5)	(32)
Impairment losses	(ix), (x), B4(a)	1	*	–	–	74	–	–	*	–	6	*	81
Balance at December 31, 2019		590	54	385	30	3,374	86	65	167	51	6	161	4,969
<b>Carrying amounts</b>													
At January 1, 2019		1,262	14	1,185	99	7,311	206	6	45	38	1,506	483	12,155
At December 31, 2019		1,331	46	1,187	64	7,482	241	9	38	32	1,309	464	12,203

# Notes to the Financial Statements

Year ended December 31, 2020

## D. Our Assets (cont'd)

### D1. Property, plant and equipment (cont'd)

<i>(\$ million)</i>	Leasehold and freehold land, wet berthage and buildings	Improvements to premises	Quays and dry docks	Plant and machinery	Furniture, fittings and office equipment	Motor vehicles	Capital work-in-progress	Right-of-use assets (Note D1.1)	Total
<b>Company</b>									
<b>Cost</b>									
Balance at January 1, 2020	20	7	8	723	19	3	1	144	925
Additions	*	*	–	10	1	*	6	*	17
Reclassification	–	–	–	*	–	–	*	–	–
Transfer from / (to) other category of assets	–	–	–	–	–	–	*	–	*
Disposals / Write-offs	–	*	–	(3)	*	–	–	(2)	(5)
Balance at December 31, 2020	20	7	8	730	20	3	7	142	937
<b>Accumulated depreciation and impairment losses</b>									
Balance at January 1, 2020	12	7	4	432	16	1	–	44	516
Depreciation for the year	1	*	*	32	1	*	–	4	38
Disposals / Write-offs	–	*	–	(3)	*	–	–	(2)	(5)
Impairment losses	–	–	–	5	–	–	–	–	5
Balance at December 31, 2020	13	7	4	466	17	1	–	46	554
<b>Carrying amounts</b>									
At January 1, 2020	8	–	4	291	3	2	1	100	409
At December 31, 2020	7	–	4	264	3	2	7	96	383
<b>Company</b>									
<b>Cost</b>									
Balance at January 1, 2019	20	8	8	678	17	2	39	–	772
Recognition of right-of-use assets on initial application of SFRS(I) 16	–	–	–	–	–	–	–	152	152
Additions	*	*	–	11	2	1	2	*	16
Reclassification	–	–	–	39	*	–	(39)	–	–
Transfer from / (to) other category of assets	–	–	–	–	–	–	(1)	–	(1)
Disposals	*	(1)	–	(5)	*	*	–	(8)	(14)
Balance at December 31, 2019	20	7	8	723	19	3	1	144	925
<b>Accumulated depreciation and impairment losses</b>									
Balance at January 1, 2019	11	8	4	405	15	1	–	–	444
Recognition of right-of-use assets on initial application of SFRS(I) 16	–	–	–	–	–	–	–	42	42
Depreciation for the year	1	*	*	30	1	*	–	4	36
Disposals	*	(1)	–	(3)	*	*	–	(2)	(6)
Balance at December 31, 2019	12	7	4	432	16	1	–	44	516
<b>Carrying amounts</b>									
At January 1, 2019	9	–	4	273	2	1	39	–	328
At December 31, 2019	8	–	4	291	3	2	1	100	409

# Notes to the Financial Statements

Year ended December 31, 2020

## D. Our Assets (cont'd)

### D1. Property, plant and equipment (cont'd)

#### Group

- i. Property, plant and equipment with the following net book values have been pledged to secure loan facilities granted to subsidiaries:

(\$ million)	Note	Group	
		December 31, 2020	December 31, 2019
Freehold land and buildings		160	168
Leasehold land and buildings including right-of-use assets		43	52
Plant and machinery		4,465	4,680
Capital work-in-progress		19	216
Other assets		37	43
	C6(i)	4,724	5,159

- ii. During the year, interest and direct staff costs amounting to S\$23 million (2019: S\$51 million) and S\$3 million (2019: S\$8 million), respectively were capitalised as capital work-in-progress. Included in these amounts are capitalised interest costs calculated using a capitalisation rate from 4.28% to 6.50% (2019: 3.27% to 7.00%).
- iii. Property, plant and equipment arising from the acquisition of subsidiaries was at fair value at the acquisition date.
- iv. In 2020, property, plant and equipment included additional provision for restoration costs amounting to S\$5 million (2019: S\$3 million) (Note H3).
- v. In 2020, additions to plant and machinery included a S\$16 million settlement with a vendor in the form of strategic spares (Note E1(f)).
- vi. In 2020, following the decision of a major customer to exit its Singapore operations, an impairment of S\$21 million was recognised to reduce the carrying value of a wastewater treatment plant and a woodchip boiler facility to its net realisable value. An impairment of S\$8 million was also made to a wastewater treatment plant in China due to the contract termination with a customer who has stopped production. These impairment charges were recognised in cost of sales.
- vii. In 2020, triggered by the continued challenging market conditions and weak performance, an impairment of S\$34 million (2019: S\$52 million) was recognised in cost of sales for the UK Power Reserve (UKPR) assets based on the estimated VIU from a revised strategy for the business to focus primarily in the grid services market. The key assumptions used in determining the VIU are included in the table for impairment testing for goodwill in Note D3.
- viii. The amount represents a reduction in capital work-in-progress due to reversal of accrued expenditure on completion of projects.

## D. Our Assets (cont'd)

### D1. Property, plant and equipment (cont'd)

#### Group (cont'd)

- ix. In 2019, an impairment of S\$22 million was recognised in cost of sales following an assessment of the plants' efficiency and effectiveness in meeting the new and more stringent effluent discharge standards that will come into force in Jiangsu, China in 2021. The Group used 4 years cash flow projections, representing the re-assessed estimated remaining useful life of the plant, with no terminal value considered and a pre-tax discount rate of 7.1% to determine the recoverable amount of the plants. Revenue is projected based on contracts secured with customers along with likely renewals and in consideration of treatment capacity of the plant. Inflation rates ranging from 0% to 3% has been used to project overheads and other general expenses. Expected capital expenditure for replenishment of parts and scheduled maintenance costs have been included in the projections in accordance with plant maintenance programme.
- x. In 2019, management reviewed the economics of two of the wind power projects under development in India, which were impacted by the changes in the renewables market dynamics. Consequently the VIU of the related development costs was estimated to be S\$nil as at December 31, 2019. Accordingly, an impairment loss of S\$6 million was recognised in cost of sales.
- xi. A subsidiary in India has entered into an agreement to convert an existing leasehold land upon which its property, plant and equipment reside, to freehold land. The subsidiary has fully paid for the conversion of the leasehold land based on the freehold rate. As at December 31, 2020, the land has not been transferred to the subsidiary. Pursuant to the current lease agreement, it is provided that in the event that the land is not transferred, the lessor is obliged to renew the lease for a further period on mutually agreed terms and conditions. No impairment, revision of useful life or provision for restoration cost has been recorded as at December 31, 2020, as the alienation of this leasehold land is in progress and the subsidiary management has assessed that delay in the above transfer was of administrative in nature and the transfer will happen in due course of time. During 2020, this leasehold land is reported together with other rented land under right-of-use assets.
- xii. Prior to the Distribution, the Group leased out its marine vessel under an operating lease arrangement. Non-cancellable operating lease rentals receivables are included in Note C9(b) non-cancellable operating leases.
- xiii. The acquisition of marine vessel in 2019 was settled via an offset of payables and dividend receivables from a joint venture.

#### Change in estimates

In 2019, the Group revised its estimates for the useful lives of certain asset within marine vessel from 25 years to 31 years after conducting an operational review of its useful lives. The effect of these changes on depreciation expense in current and future periods on assets currently held is as follows:

(\$ million)	2019	2020	2021	2022	2023	Later
<b>Group</b>						
(Decrease) / increase in depreciation expense and (increase) / decrease in profit before tax	(1)	(2)	(2)	(2)	(2)	9

SCM's financials are no longer consolidated in the Group post the Distribution on September 11, 2020.

# Notes to the Financial Statements

Year ended December 31, 2020

## D. Our Assets (cont'd)

### D1.1 Right-of-use assets and leases

#### Accounting policies

This note provides information for leases where the Group is a lessee. For leases where the Group is a lessor, assets are measured at cost less accumulated depreciation and impairment losses. Income is recognised in accordance to Note B2 charter hire and rental income.

The Group determines whether an arrangement is or contains a lease at inception. Contracts may contain both lease and non-lease components. The Group allocates the consideration in the contract to the lease and non-lease components based on their relative stand-alone prices.

Leases are recognised as a right-of-use asset and a corresponding liability at the date at which the leased asset is available for use by the Group.

Assets and liabilities arising from a lease are initially measured on present value basis. Lease liabilities include the net present value of the following lease payments:

- fixed payments (including in-substance fixed payments), less any lease incentives receivable
- variable lease payment that are based on an index or a rate, initially used at the commencement date
- the extension option if the Group is reasonably certain to exercise that option
- the exercise price of a purchase option if the Group is reasonably certain to exercise that option
- amounts expected to be payable by the Group under residual value guarantees, and
- payments of penalties for terminating the lease, if the leases term reflects the Group exercising that option

Adoption of the amendment to SFRS(I) 16 *COVID-19-Related Rent Concession*:

Rent concessions linked to COVID-19 pandemic are not assessed and accounted for as lease modifications but are taken to profit or loss.

The Group assesses at lease commencement date whether it is likely to exercise the extension options and reassesses when there is a significant event or significant changes in circumstances within its control.

#### The Group leasing activities and how these are accounted for

The Group leases land and building from non-related parties. The lease payments are discounted using the interest rate implicit in the lease. If that rate cannot be readily determined, the lessee's incremental borrowing rate is used.

The Group is exposed to potential future increases in variable lease payments based on an index or rate, which are not included in the lease liability until they take effect. When adjustments to lease payments based on an index or rate take effect, the lease liability is reassessed and adjusted against the right-of-use asset.

Lease payments are allocated between principal and finance cost. The finance cost is charged to profit or loss over the lease period so as to produce a constant periodic rate of interest on the remaining balance of the liability for each period.

Right-of-use assets are generally depreciated over the shorter of the asset's useful life and the lease term on a straight-line basis. The policy on impairment and reversal of impairment is consistent with property, plant and equipment as disclosed in Note D1.

Payment associated with short-term leases and leases of low-value assets are recognised on a straight-line basis as an expense in profit or loss. Short-term leases are leases with a lease term of 12 months or less while low-value assets comprise of office equipment.

#### Key estimates and judgements

The Group considers all facts and circumstances that create an economic incentive to exercise an extension option, extension options are only included in the lease term if the lease is reasonably certain to be extended. If the Group should exercise the extension option, the potential future lease payments would result in an increase in lease liability.

## D. Our Assets (cont'd)

### D1.1 Right-of-use assets and leases (cont'd)

#### i. Amounts recognised in the balance sheets Group

<i>(S\$ million)</i>	December 31, 2020	December 31, 2019
<b>Right-of-use assets</b>		
Leasehold land and buildings	226	396
Plant and machinery	*	9
Marine vessels	–	52
Motor vehicles	3	1
Furniture, fittings and office equipment	1	6
	230	464

Lease liabilities recognised in the balance sheets:

<i>(S\$ million)</i>	December 31, 2020	December 31, 2019
Current	11	34
Non-current	215	470
	226	504
<b>Maturity analysis</b>		
Within 1 year	11	34
After 1 year but within 5 years	36	112
After 5 years	179	358
Total	226	504

In 2020, cost of S\$15 million (2019: S\$75 million) was transferred from property, plant and equipment and remaining additions to the right-of-use assets were S\$42 million (2019: S\$32 million).

#### Company

<i>(S\$ million)</i>	December 31, 2020	December 31, 2019
<b>Right-of-use assets</b>		
Leasehold land and buildings	66	68
Plant and machinery	30	32
Motor vehicles	–	*
	96	100

## Notes to the Financial Statements

Year ended December 31, 2020

### D. Our Assets (cont'd)

#### D1.1 Right-of-use assets and leases (cont'd)

##### i. Amounts recognised in the balance sheets (cont'd)

Lease liabilities recognised in the balance sheet:

Company	December 31, 2020	December 31, 2019
<i>(\$ million)</i>		
Current	4	4
Non-current	112	116
	116	120
Maturity analysis		
Within 1 year	4	4
After 1 year but within 5 years	17	16
After 5 years	95	100
Total	116	120

During the year, additions to the right-of-use assets were S\$1 million (2019: S\$1 million).

##### ii. Amounts recognised in profit or loss

<i>(\$ million)</i>	Group	
	2020	2019*
Depreciation charge of right-of-use assets		
Leasehold land and buildings	12	12
Plant and machinery	1	2
Motor vehicles	1	1
Furniture, fittings and office equipment	1	*
	15	15
Interest expense (included in finance cost)	9	9
Expense relating to short-term leases (included in cost of goods sold and administrative expenses)	3	3
Expense relating to leases of low-value assets that are not shown above as short-term leases (included in cost of goods sold and administrative expenses)	4	3
Expense relating to variable lease payments not included in lease liabilities (included in cost of goods sold and administrative expenses)	*	*

The total cash outflow for leases in 2020 of S\$40 million (2019: S\$48 million) has been reduced by total S\$1 million of rent concessions linked to COVID-19 received from lessors and taken to profit or loss primarily from continuing operations.

### D. Our Assets (cont'd)

#### D2. Investment properties

The Group holds certain properties for rental yields and for capital appreciation.

##### Accounting policies

Investment properties are initially recognised at cost and subsequently carried at cost less accumulated depreciation and accumulated impairment losses. Depreciation is recognised in profit or loss on a straight-line basis over the estimated useful lives ranging from 20 to 60 years or the lease period of 15 to 16 years. The assets' depreciation methods, useful lives and residual values are reviewed annually and adjusted if appropriate. No depreciation is provided on the freehold land.

Cost includes expenditure that is directly attributable to the acquisition of the investment properties.

Investment properties are subject to renovations or improvements at regular intervals. The cost of major renovations and improvements is capitalised as additions when it increases the future economic benefits, embodied in the specific asset to which it relates, and its costs can be measured reliably. The carrying amounts of the replaced components are written off to profit or loss. The cost of maintenance, repairs and minor improvements is recognised as an expense when incurred.

On disposal of investment properties, the difference between the net disposal proceeds and the carrying amount of the asset is recognised in profit or loss.

# Notes to the Financial Statements

Year ended December 31, 2020

## D. Our Assets (cont'd)

### D2. Investment properties (cont'd)

(\$ million)	Note	Group		Total
		Investment properties	Investment properties work-in-progress	
<b>Cost</b>				
Balance at January 1, 2020		146	3	149
Translation adjustments		4	*	4
Additions		1	6	7
Reclassification		6	(6)	–
Transfer from property, plant and equipment	D1	1	–	1
Transfer to inventories		*	–	*
Disposals / Write-offs		*	–	*
Balance at December 31, 2020		158	3	161
<b>Accumulated depreciation and impairment losses</b>				
Balance at January 1, 2020		21	–	21
Translation adjustments		1	–	1
Depreciation for the year	B4(a)	4	–	4
Transfer from property, plant and equipment	D1	*	–	*
Disposals / Write-offs		*	–	*
Balance at December 31, 2020		26	–	26
<b>Carrying amounts</b>				
At January 1, 2020		125	3	128
At December 31, 2020		132	3	135
<b>Cost</b>				
Balance at January 1, 2019		50	80	130
Translation adjustments		(2)	*	(2)
Additions		*	21	21
Reclassification		98	(98)	–
Balance at December 31, 2019		146	3	149
<b>Accumulated depreciation and impairment losses</b>				
Balance at January 1, 2019		20	–	20
Translation adjustments		*	–	*
Depreciation for the year	B4(a)	1	–	1
Balance at December 31, 2019		21	–	21
<b>Carrying amounts</b>				
At January 1, 2019		30	80	110
At December 31, 2019		125	3	128

## D. Our Assets (cont'd)

### D2. Investment properties (cont'd)

#### Amounts recognised in profit or loss for investment properties

(\$ million)	Group	
	2020	2019
Rental income	7	8
Operating expenses arising from rental of investment properties	5	5

The fair value of the investment properties as at the balance sheet date is S\$191 million (2019: S\$175 million). The fair values are mostly determined by independent professional valuers using a combination of investment income method and direct or market comparison techniques, including adjustments to reflect the specific use of the investment properties. Such valuation is derived from observable market data from an active and transparent market. In the absence of current prices in an active market, the fair values are determined by considering the aggregate of the estimated cash flow expected to be received from renting out the properties or Directors' valuation. A yield that reflects the specific risks inherent in the cash flows is then applied to the net annual cash flows to obtain the fair values.

Investment properties of S\$18 million (2019: S\$16 million) have been pledged to secure loan facilities.

The Group leases out its investment properties. The lease agreement provides for additional lease payments annually based on changes to a price index. Non-cancellable operating lease rentals receivable are included in Note C9(b).

### D3. Intangible assets

The balance sheet contains significant intangible assets, mainly in relation to goodwill, intellectual property rights and long-term contracts. Goodwill, which arises when business acquired at a higher amount than the fair value of its net assets primarily due to the synergies expected to create, is not amortised but is subject to annual impairment reviews. The intellectual property rights and long-term contracts are amortised over the estimated life of the rights and contracts.

#### Accounting policies

##### a. Goodwill

Goodwill is measured at cost less accumulated impairment losses. The goodwill cost represents the excess of:

- the fair value of the consideration transferred; plus
- the recognised amount of any non-controlling interests in the acquiree; plus
- if the business combination is achieved in stages, the fair value of the pre-existing equity interest in the acquiree, less the net amount recognised (generally fair value) of the identifiable assets acquired and liabilities assumed.

When the excess is negative, a negative goodwill is recognised immediately in profit or loss.

Goodwill is tested for impairment on an annual basis.

Goodwill that has previously been taken to reserves is not taken to profit or loss when (i) the business is disposed of or discontinued or (ii) the goodwill is impaired. Similarly, negative goodwill that has previously been taken to reserves is not taken to profit or loss when the business is disposed of or discontinued.

##### b. Intellectual property rights

Intellectual property rights are measured at cost less accumulated amortisation and accumulated impairment losses. Amortisation is recognised in profit or loss on a straight-line basis over the estimated useful life of 10 to 15 years.

# Notes to the Financial Statements

Year ended December 31, 2020

## D. Our Assets (cont'd)

### D3. Intangible assets (cont'd)

#### Accounting policies (cont'd)

#### c. Service concession arrangements

The Group recognises an intangible asset arising from a service concession arrangement, when it has a right to charge for usage of the concession infrastructure. This intangible asset is measured at fair value upon initial recognition by reference to the fair value of the services provided. Subsequent to initial recognition, the intangible asset is measured at cost, which includes capitalised borrowing costs, less accumulated amortisation and accumulated impairment losses.

The estimated useful life of an intangible asset in a service concession arrangement is the period when the Group has a right to charge the public for the usage of the infrastructure to the end of the concession period.

Amortisation is recognised in profit or loss on a straight-line basis over the estimated useful lives of 25 to 30 years.

#### d. Long-term contracts

Long-term revenue and supplier contracts are fair valued using cash flow projections over the contractual period of 1 to 30 years. Amortisation is recognised in profit or loss on a straight-line basis over the contractual period.

#### e. Water rights

Water rights are perpetual in nature. Water rights are measured at cost less accumulated impairment losses. Water rights are tested for impairment annually.

#### f. Other intangible assets

Other intangible assets with a finite life are measured at cost less accumulated amortisation and accumulated impairment losses. Expenditure on internally generated goodwill is recognised in profit or loss as an expense as incurred. Other intangible assets are amortised on a straight-line basis from the date the asset is available for use and over its estimated useful lives ranging from 3 to 30 years.

#### g. Subsequent expenditure

Subsequent expenditure on capitalised intangible assets is capitalised only when it increases the future economic benefits embodied in the specific asset to which it relates and its costs can be measured reliably. All other expenditures are expensed as incurred.

#### h. Impairment

For goodwill, and intangible assets that have indefinite useful lives or that are not yet available for use, the recoverable amount is estimated and tested for impairment annually and as and when indicators of impairment occur.

#### i. Reversals of impairment

An impairment loss is reversed if there has been a change in the estimates used to determine the recoverable amount. An impairment loss is reversed only to the extent that the assets' carrying amount does not exceed the carrying amount that would have been determined, net of depreciation or amortisation, if no impairment loss had been recognised.

#### Key estimates and judgements

The determination of the recoverable amounts of goodwill and other intangible assets involves a high degree of judgement and is subject to significant estimation uncertainties, principally, the discount rates, gross margin forecasts and plant load factors. The gross margin forecasts and plant load factors take into account expected customer demand and forecasted tariff rates. These are inherently subject to estimation uncertainties as well as political and regulatory developments.

#### Discontinued operation

The Group performs regular (at least annually) technical, commercial and management review to confirm the continued intent to develop the engineering designs for the offshore solutions. Where there is no longer an intention to continue the development, the carrying amount of the design under development is expensed off to profit or loss immediately. When the design is available for use, the capitalised costs will be reclassified within intangible assets and commence amortisation.

## D. Our Assets (cont'd)

### D3. Intangible assets (cont'd)

(\$ million)	Note	Goodwill	Service concession arrangements	Long-term contracts	Intellectual property rights	Design under development	Others	Total
<b>Group</b>								
<b>Cost</b>								
Balance at January 1, 2020		299	63	232	299	50	42	985
Translation adjustments		(4)	3	(6)	–	–	*	(7)
Additions		–	1	–	–	–	58	59
Acquisition of subsidiaries	G2	–	–	10	–	–	*	10
Disposal of subsidiary	G2	–	(12)	–	–	–	–	(12)
Disposal		–	*	–	–	–	(23)	(23)
Transfer from other category of asset		–	*	–	–	–	*	*
Write-off	B4(a)	–	(1)	–	–	–	*	(1)
Distribution of a subsidiary	G3	(18)	–	–	(299)	(50)	(3)	(370)
Balance at December 31, 2020		277	54	236	–	–	74	641
<b>Accumulated amortisation and impairment losses</b>								
Balance at January 1, 2020		90	23	100	114	–	28	355
Translation adjustments		1	1	(1)	*	–	*	1
<b>Amortisation charge for the year</b>								
– Continuing operations	B4(a)	–	4	17	–	–	6	27
– Discontinued operation		–	–	–	19	–	–	19
Disposal of subsidiary	G2	–	(6)	–	–	–	–	(6)
Disposal		–	*	–	–	–	–	*
Impairment losses	B4(a), (c)	27	–	6	–	–	–	33
Distribution of a subsidiary	G3	–	–	–	(133)	–	(2)	(135)
Write-off	B4(a)	–	(1)	–	–	–	*	(1)
Balance at December 31, 2020		118	21	122	–	–	32	293
<b>Carrying amounts</b>								
At January 1, 2020		209	40	132	185	50	14	630
At December 31, 2020		159	33	114	–	–	42	348



# Notes to the Financial Statements

Year ended December 31, 2020

## D. Our Assets (cont'd)

### D3. Intangible assets (cont'd)

(\$ million)	Note	Goodwill	Service concession arrangements	Long-term contracts	Intellectual property rights	Water rights	Design under development	Others	Total
<b>Group</b>									
<b>Cost</b>									
Balance at									
January 1, 2019		298	84	229	284	10	–	60	965
Translation adjustments		(1)	(3)	4	*	*	–	(3)	(3)
Additions	(c)	–	1	–	9	*	–	8	18
Acquisition of subsidiaries	(c)	1	–	–	6	–	–	–	7
Disposal of subsidiary		(1)	–	–	–	–	–	(1)	(2)
Disposal		–	(9)	–	–	*	–	(23)	(32)
Transfer from / (to) assets held for sale	B6	–	(10)	–	–	(10)	–	*	(20)
Transfer from other category of asset	(b)	–	–	–	–	–	50	1	51
Write-off	B4(a)	–	*	–	–	–	–	*	*
Other		2	–	(1)	–	–	–	–	1
Balance at December 31, 2019		299	63	232	299	*	50	42	985
<b>Accumulated amortisation and impairment losses</b>									
Balance at									
January 1, 2019		26	31	18	78	*	–	33	186
Translation adjustments		–	(2)	3	*	–	–	(1)	*
Amortisation charge for the year	B4(a)	–	5	15	26	*	–	8	54
Disposal of subsidiary		(1)	–	–	–	–	–	(1)	(2)
Disposal		–	(4)	–	–	*	–	(1)	(5)
Transfer from / (to) assets held for sale	B6	–	(7)	–	–	*	–	*	(7)
Transfer from other category of asset		–	–	–	–	–	–	*	*
Reclass within intangible asset		–	–	–	10	–	–	(10)	–
Impairment losses	B4(a), (c)	65	–	64	–	–	–	–	129
Write-off	B4(a)	–	*	–	–	–	–	*	*
Balance at December 31, 2019		90	23	100	114	*	–	28	355
<b>Carrying amounts</b>									
At January 1, 2019		272	53	211	206	10	–	27	779
At December 31, 2019		209	40	132	185	*	50	14	630

## D. Our Assets (cont'd)

### D3. Intangible assets (cont'd)

- In 2020, the Group recognised impairment loss on goodwill of S\$27 million (2019: S\$65 million) in non-operating expenses and long-term contracts of S\$6 million (2019: S\$64 million) in cost of sales.
- In 2019, engineering design under development of S\$50 million was reclassified from contract costs to intangible assets as management had re-assessed that the costs incurred met the criteria for recognition as development costs as this relate to technical knowledge gained from development activities that are not contract specific and will give rise to future economic benefits. SCM's financials are no longer consolidated in the Group post Distribution.
- In 2019, with the completion of the share swap agreement with RGT, Semb-Eco, Semb-Eco Technology Pte. Ltd. and Semb-Eco R&D Pte. Ltd. became wholly-owned subsidiaries of the Group. In conjunction with the share swap, S\$9 million intellectual property rights were added. SCM's financials are no longer consolidated in the Group post Distribution.

Intangible assets of less than S\$1 million (2019: less than S\$1 million) have been pledged to secure loan facilities.

(\$ million)	Goodwill	Others	Total
<b>Company</b>			
<b>Cost</b>			
Balance at January 1, 2020	19	23	42
Additions	–	3	3
Disposals	–	*	*
Transfer from / (to) other category of assets	–	*	*
Balance at December 31, 2020	19	26	45
<b>Accumulated amortisation and impairment losses</b>			
Balance at January 1, 2020	–	16	16
Amortisation charge for the year	–	3	3
Disposals	–	*	*
Balance at December 31, 2020	–	19	19
<b>Carrying amounts</b>			
At January 1, 2020	19	7	26
At December 31, 2020	19	7	26
<b>Cost</b>			
Balance at January 1, 2019	19	18	37
Additions	–	4	4
Disposals	–	*	*
Transfer from / (to) other category of assets	–	1	1
Balance at December 31, 2019	19	23	42
<b>Accumulated amortisation and impairment losses</b>			
Balance at January 1, 2019	–	13	13
Amortisation charge for the year	–	3	3
Balance at December 31, 2019	–	16	16
<b>Carrying amounts</b>			
At January 1, 2019	19	5	24
At December 31, 2019	19	7	26

# Notes to the Financial Statements

Year ended December 31, 2020

## D. Our Assets (cont'd)

### D3. Intangible assets (cont'd)

#### Amortisation

The amortisation of intangible assets is analysed as follows:

(S\$ million)	Group	
	2020	2019
Cost of sales	21	48
Administrative expenses	6	6
Total	27	54

#### Service concession arrangements

The subsidiaries in Chile, Panama and China have service concession agreements with the local municipalities in Chile; Panama; and Fuzhou, Xinmin and Yanjiao in People's Republic of China to supply drinking water to the local communities. In 2020, the subsidiaries in Chile and Panama (2019: the subsidiaries in Xinmin China) which have service concession agreements have been divested.

Under these arrangements, the charges for use of these assets are adjusted regularly in accordance to the agreed cost reference and escalation formula in the concession agreement and approved by the respective local authorities (Note A2(iii)).

#### Long-term contracts

##### India

The subsidiaries in India have long-term power purchase agreements (PPAs) with the local Electricity Board and commercial customers.

The significant terms of the above PPAs are as follows:

- A subsidiary in India has a long-term contract to provide 500 megawatts of power to the Andhra Pradesh Power distribution companies for a period of 25 years.
- The subsidiaries in the renewables sector in India have long-term contracts with India's State Electricity Boards in Gujarat, Karnataka, Maharashtra, Rajasthan and Tamil Nadu, with tenures ranging from 10 to 30 years. These subsidiaries also sell electricity to commercial customers with tenures ranging from 10 to 25 years.

##### United Kingdom (UK)

The subsidiaries in the UK acquired in 2018, have contracted with the National Grid of the UK to generate electricity through a portfolio of diesel and gas generators in multiple sites across the UK and supplier contracts with tenures ranging from 1 to 15 years. The majority of these contracts provide fixed rate cash flows relating to plant availability (Capacity Market contracts).

In 2020, the Group has recognised an impairment of S\$6 million (2019: S\$64 million). See Note D3(a) for key assumptions used.

#### Intellectual property rights

Intellectual property rights relate to acquired patents for the Jurong Espadon Drillship, Satellite Services Platform offshore designs, re-deployable modularised LNG and LPG solutions, and all of Sevan Marine ASA and HiLoad LNG ASA intellectual property rights. SCM's financials are no longer consolidated in the Group post the Distribution on September 11, 2020.

#### Water rights

The water rights mainly have infinite useful lives and are perpetual in nature. The water rights as established in the acquisition contracts were obtained from the General Water Directorate (DGA), a regulatory body under the Ministry of Public Works in Chile. The rights allow the Group to extract water from the specific water sources and supply water to end customers. The subsidiaries in Chile with water rights which reclassified to asset held for sale in 2019 have been divested in 2020.

#### Other intangible assets

Other intangible assets comprise carbon allowances, software, development rights and golf club membership.

## D. Our Assets (cont'd)

### D3. Intangible assets (cont'd)

#### Goodwill

##### Group

#### Impairment testing for goodwill

For the purpose of impairment testing, goodwill is allocated to the Group's operating divisions which represent the lowest level within the Group at which the goodwill is monitored for internal management purposes.

The aggregate carrying amounts of goodwill allocated to each unit are as follows:

(S\$ million)	Group	
	December 31, 2020	December 31, 2019
<b>Cash-generating Unit (CGU)</b>		
SUT Division	19	19
Sembcorp Gas Pte Ltd	42	42
SEIL (Project I) (formerly known as Sembcorp Energy India Ltd)	23	24
SEIL (Project II) (formerly known as Sembcorp Gayatri Power Limited)	39	41
Sembcorp Green Infra Limited and its subsidiaries	36	38
UK Power Reserve Limited ("UKPR")	–	27
Multiple units with insignificant goodwill	*	18
	159	209

The recoverable amounts for SUT Division, Sembcorp Gas Pte Ltd / Sembcorp Fuels Pte Ltd, SEIL (Project I), SEIL (Project II), Sembcorp Green Infra Limited and its subsidiaries and UKPR were determined using VIU calculations. Cash flow projections used in the VIU calculations were prepared based on management's past experience in operating the business and forward market outlook over the long-term nature of the utilities and power business. Pre-tax discount rates between 4.5% and 10.3% (2019: 5.0% to 11.0%) had been used.

Goodwill acquired in a business combination is allocated to groups of CGUs that are expected to benefit from the synergies of the combination. Subject to an operating segment ceiling test, CGUs to which goodwill has been allocated are aggregated so that the level at which impairment testing is performed reflects the lowest level at which goodwill is monitored for internal reporting purposes.

# Notes to the Financial Statements

Year ended December 31, 2020

## D. Our Assets (cont'd)

### D3. Intangible assets (cont'd)

At the balance sheet date, based on the following key assumptions, except for UKPR, the recoverable amounts of the respective CGUs exceeded their carrying amounts.

#### a. Key assumptions on recoverable amounts on respective CGUs

	SUT Division	Sembcorp Gas Pte Ltd / Sembcorp Fuels Pte Ltd	SEIL (Project I)	SEIL (Project II)	Sembcorp Green Infra Limited and its subsidiaries	UKPR
<b>Cash flow projections period</b>	Remaining useful life of plants assumed 20 years (2019: 21 years)	Remaining contractual period of existing contracts	Remaining useful life of plants assumed 20 years (2019: 21 years)	Remaining useful life of plants assumed 21 years (2019: 22 years)	Remaining useful life of plants assumed 30 years (2019: 30 years)	Estimated remaining useful life of the plants ranging from 2021 to 2039
<b>Terminal value</b>	None	None	None	None	None	None
<b>Expected capital expenditure</b>	In accordance with plant maintenance programme	In accordance with plant maintenance programme and pipeline servicing	In accordance with plant maintenance programme	In accordance with plant maintenance programme	In accordance with plant maintenance programme	In accordance with plant maintenance programme
<b>Revenue and margins</b>	Based on contracts secured along with likely renewals and forecasted demand for industrial utilities and services; as well as forecasted margins	Based on estimated sales and purchases of gas quantities derived from the contractual period of existing contracts	Based on combination of long-term and short-term contracts secured at contracted tariffs as well as electricity spot prices. Contract renewals are assumed based on estimated demand and supply as well as margin	Primarily based on the forecasted combination of long-term and short-term contracts and electricity spot prices with reference to estimated demand and supply of electricity as well as margin  Probabilities of securing the contracts based on the latest estimates have been assigned to each contract and using these probabilities to discount the corresponding cash flow projections from the contracts	Based on long-term contracts secured at contracted tariffs. New contracts and contract renewals are assumed based on estimated demand and supply as well as margin	Based on market supply and demand forecast on the estimated electricity and at forecasted margins
<b>Inflation rate assumptions used to project overheads and other general expenses</b>	0.9% (2019: 1.3% to 1.4%)	0.9% (2019: 1.3% to 1.4%)	3.5% (2019: 4.0%)	3.5% (2019: 4.0%)	3.5% (2019: 4.0%)	2.5% (2019: 2.5%)
<b>Others</b>	NA	Forward USD / SGD exchange rate and High Sulphur Fuel Oil (HSFO) prices with reference to forward quotes were assumed in the forecast performance	Cash flows are estimated based on the premise that the conversion of the leasehold land, which the subsidiary has already paid in full, will be converted to freehold (Note D1(xi))	NA	NA	A combination of economic and industry factors including an increase in energy capacity and a reduction in underlying demand due to energy efficiency and reduced industrial production

#### Sembcorp Gas Pte Ltd

As Sembcorp Gas Pte Ltd became wholly-owned in November 2019, there is a change in CGU for Sembcorp Gas Pte Ltd to include Sembcorp Fuels (Singapore) Pte Ltd, whose principal activity is also arranging for purchase and sale of natural gas. These two entities are considered a single CGU, for the following reasons: both have same customer bases for natural gas, pricing is set by the same management team and cash inflows are not generated largely independently.

#### UKPR

In 2020, with the change in market conditions from what was assumed at the time of purchase, the remaining goodwill ascribed for UKPR's acquisition of S\$27 million was impaired and recorded in non-operating expenses in B4(c). The business adopted a revised strategy to focus primarily in the grid services market. Together with the impairment losses on property, plant and equipment of S\$34 million and long-term customer contracts of S\$6 million, as well as an impairment of S\$27 million goodwill, the total impairment charge recognised in the year amounted to S\$67 million.

#### UKPR (cont'd)

In 2019, the impairment reviews performed for UKPR resulted in impairment losses on property, plant and equipment of S\$52 million and long-term customer contracts of S\$64 million for certain individual CGUs, as well as an impairment of S\$62 million in goodwill which has been allocated to this group of CGUs. Total impairment charge recognised for the year amounted to S\$178 million. An increase in the after tax discount rate from 7.0% to 8.0% (2019: 7.0% to 8.2%) would result in an overall additional impairments of S\$17 million (2019: S\$51 million).

#### Company

The Company's goodwill relates to goodwill of SUT on the acquisition of the SUT Division in 2008.

# Notes to the Financial Statements

Year ended December 31, 2020

## E. Working Capital

### E1. Trade and other receivables

Trade and other receivables mainly consist of amounts owed to the Group by customers and amounts paid to the Group's suppliers in advance. Trade receivables are shown net of an allowance for bad or doubtful debts.

#### Accounting policies

Trade receivables are recognised initially at the amount of consideration that is unconditional, unless they contain significant financing components, where they are recognised at fair value. The carrying value of trade receivables is reduced by appropriate allowances for estimated irrecoverable amounts. Estimated irrecoverable amounts are based on the impairment policies and the calculation of the loss allowance are provided in Note F4.

The Group classified its **other financial assets at amortised cost** only if (i) the asset is held within a business model whose objective is to collect the contractual cash flows and (ii) the contractual term give rise to cash flows that are solely payments of principal and interest. Such assets are subsequently measured at amortised costs using the effective interest method. The amortised costs is reduced by impairment losses. Interest income, foreign exchange gains and losses and impairment losses are recognised in profit or loss. Any gain or loss on derecognition is recognised in profit or loss.

In the service concession arrangement the Group recognises a financial asset arising from its construction services when it has an unconditional contractual right to receive fixed and determinable amounts of payments irrespective of the output produced. The consideration receivable is measured initially at fair value and subsequently measured at amortised cost using the effective interest method.

(\$ million)	Note	December 31, 2020			December 31, 2019		
		Non-current	Current	Total	Non-current	Current	Total
<b>Group</b>							
Trade receivables		*	871	871	1,055	1,188	2,243
Service concession receivables	(a)	934	40	974	1,017	38	1,055
Amounts due from related parties	G6	1	59	60	30	56	86
Staff loans		–	*	*	–	*	*
Deposits		5	28	33	6	21	27
Sundry receivables	(b)	–	81	81	–	101	101
Unbilled receivables	(c)	–	395	395	–	415	415
Loan receivables		–	9	9	–	14	14
Recoverables		*	8	8	–	38	38
Interest receivables		–	6	6	–	10	10
Grant receivables		–	8	8	–	–	–
		940	1,505	2,445	2,108	1,881	3,989
Loss allowance	F4	(12)	(45)	(57)	(10)	(191)	(201)
Financial assets at amortised costs	F4,(d)	928	1,460	2,388	2,098	1,690	3,788
Prepayments	(e)	46	45	91	45	99	144
Other receivables	(f)	–	–	–	–	16	16
Employee defined benefit asset		*	2	2	10	–	10
Advances to suppliers		–	61	61	–	227	227
Tax recoverable		21	3	24	17	16	33
		995	1,571	2,566	2,170	2,048	4,218

## E. Working Capital (cont'd)

### E1. Trade and other receivables (cont'd)

(\$ million)	Note	December 31, 2020			December 31, 2019		
		Non-current	Current	Total	Non-current	Current	Total
<b>Company</b>							
Trade receivables		–	15	15	–	15	15
Amounts due from related parties	G6	–	15	15	345	13	358
Deposits		–	2	2	–	2	2
Unbilled receivables	(c)	–	48	48	–	49	49
Grant receivables		–	4	4	–	–	–
		–	84	84	345	79	424
Loss allowance	(g)	–	*	*	–	*	*
Financial assets at amortised costs	F4	–	84	84	345	79	424
Prepayments	(f)	3	6	9	4	4	8
Advance to suppliers		–	1	1	*	*	*
		3	91	94	349	83	432

#### a. Service concession receivables

Through its subsidiaries, the Group have service concession agreements with the local government and governing agency. The agreements in Singapore are for supply of treated water while the agreements in Myanmar and Bangladesh are for supply of electricity. The power plants in Myanmar and Bangladesh have commenced commercial operations in phases from October 2018 and in 2019. In 2019, the Group recorded construction revenue and profits of S\$58 million and S\$29 million respectively.

The guaranteed sum receivables from the grantors for the construction of the underlying assets are discounted at interest rates ranging from 3.6% to 8.5% (2019: 3.6% to 8.5%).

As at December 31, 2018, management was finalising the land lease agreement with the relevant authority for the power plant constructed in Myanmar. As at December 31, 2019, the agreement has been finalised.

#### b. Sundry receivables

Sundry receivables represent mainly GST receivables and miscellaneous receivables.

#### c. Unbilled receivables

Unbilled receivables represent revenue accrued for sale of utilities commodities and services. Included in the Company's unbilled receivables are amounts of S\$28 million (2019: S\$22 million) due from related companies.

#### d. Trade and other receivables

Trade and other receivables of S\$1,337 million (2019: S\$1,228 million) have been pledged to secure loan facilities. Included in the pledged amount is S\$404 million (2019: S\$428 million) that relates to the underlying assets of the service concession arrangements.

As at December 31, 2020, an amount of S\$110 million was recognised as a result of a favourable outcome for a change in law claim of SEIL (Project I).

# Notes to the Financial Statements

Year ended December 31, 2020

## E. Working Capital (cont'd)

### E1. Trade and other receivables (cont'd)

#### e. Prepayments

Prepayments are charged to profit or loss on a straight-line basis over the prepaid period. They relate primarily to:

##### Group

- Connection fees prepaid under the Generation Connection and Use of System Agreement for the use of the transmission lines to a related corporation amounted to S\$22 million (2019: S\$24 million);
- Service fees prepaid under the Gasoil Supply and Storage Agreement for the usage of the tank; and
- Capacity charges prepaid for the use of gas delivery pipelines, prepaid insurance premium, transport tariff recoverable and maintenance of plant.

##### Company

- Connection and capacity charges prepaid for the use of pipelines and pipe racks.

#### f. Other receivables

Other receivables in 2019 represent amount settled with a vendor in the form of strategic spares received in 2020 (Note D1).

### E2. Inventories

#### Accounting policies

##### i. Inventories

Finished goods, consumable materials and spares are stated at the lower of cost and net realisable value. Costs are assigned to individual items of inventory on the basis of weighted average costs. Net realisable value is the estimated selling price in the ordinary course of business, less the estimated costs of completion and applicable variable selling expense.

##### Discontinued operation

#### Key estimates and judgements

##### Key source of estimation uncertainty – determination of net realisable value of inventories

The net realisable value of inventories of subsidiaries in the Marine sector is estimated by reference to contract prices. However, such net realisable value may not be the actual realisable value, arising from contract modifications, if any, which may result in other variable considerations. Such contract modifications may significantly affect the eventual realisable value of inventories and there is a significant risk of resulting in a material adjustment to the carrying amounts of inventories in future.

##### ii. Development properties

Properties held for sale are stated at the lower of cost and net realisable value. Cost includes cost of land and construction, related expenditure and financing charges incurred during the period of development. Net realisable value represents the estimated selling price less costs to be incurred in selling the property.

#### Key estimates and judgements

##### Critical accounting judgements in applying the Group's accounting policies – classification of development properties

In assessing the classification of development properties, management considers its intention with regards to the use of the properties, i.e. held with the intention of development and sale in the ordinary course of business or for rental and capital appreciation. Where there is a change in intended use, a change in classification may be required.

## E. Working Capital (cont'd)

### E2. Inventories (cont'd)

	Group		Company	
	December 31, 2020	December 31, 2019	December 31, 2020	December 31, 2019
<i>(S\$ million)</i>				
Raw materials and consumables	192	225	*	*
Finished goods	70	183	7	7
	262	408	7	7
Allowance for inventory obsolescence	(66)	(22)	(3)	(3)
	196	386	4	4
Properties under development	*	*	–	–
	196	386	4	4

#### Amounts recognised in profit or loss

	Note	Group	
		2020	2019
<i>(S\$ million)</i>			
– Inventories recognised as an expense in cost of sales		826	1,927
– Inventories written down / (written back)	(i)	45	*
– Inventories written off	(ii)	53	–

Inventories of S\$112 million (2019: S\$95 million) have been pledged to secure loan facilities.

- During the year, due to the significant decline in fuel prices, the value of the Group's inventory of gasoil for fulfilling certain regulatory, was written down by S\$45 million to its net realisation value.
- In 2020, a subsidiary in Singapore has commenced legal proceedings to assert its ownership of the gasoil stored and managed by third party, the net carrying value of S\$53 million was fully written off after taking into account the financial positions of the third party reported by the interim judicial manager.

# Notes to the Financial Statements

Year ended December 31, 2020

## E. Working Capital (cont'd)

### E3. Trade and other payables

Trade and other payables mainly consist of amounts the Group owes to its suppliers that have been invoiced or are accrued. They also include taxes and social security amounts due in relation to the Group's role as an employer.

#### Accounting policies

Trade and other payables (excluding advance payments from customers, deferred grants, deferred income and retirement benefit obligations) are classified as financial liabilities measured at amortised costs. Trade payables are not interest-bearing and are stated at their nominal value.

Note	Group		Company	
	December 31, 2020	December 31, 2019	December 31, 2020	December 31, 2019
<i>(\$ million)</i>				
<b>Current liabilities</b>				
Trade payables	325	1,012	4	7
Advance payments from customers	31	17	*	*
Amounts due to related parties	G6	10	22	4
Accrued capital and operating expenditure	(a)	583	1,487	84
Deposits		35	33	*
Accrued interest payable		11	57	–
Other creditors		160	216	5
Deferred grants		4	–	2
		1,159	2,844	99
<b>Non-current liabilities</b>				
Deferred grants	(b)	4	2	*
Amounts due to related parties	G6	–	–	1,595
Other long-term payables	(c)	52	73	18
Deferred income		46	51	–
Retirement benefit obligation		6	5	–
		108	131	1,613

- Included in the Company's accrued operating expenses are amounts of S\$37 million (2019: S\$53 million) due to related companies.
- Deferred grants relate to government grants for capital assets and JSS government grant.
- Other long-term payables include retention monies of subsidiaries, long-term employee benefits and accrued operating and maintenance services which will be billed only after the initial payment-free period, which is more than one year.

## E. Working Capital (cont'd)

### E4. Cash and cash equivalents

#### Accounting policies

Cash and cash equivalents which comprise cash balances and bank deposits are classified as financial assets measured at amortised costs. For the purpose of the statement of cash flows, cash and cash equivalents are presented net of bank overdrafts which are repayable on demand. Bank overdrafts are shown within interest-bearing borrowings in current liabilities on the balance sheet.

The majority of the Group's cash is held in bank deposits or money market funds which have a maturity of three months or less to enable us to meet our short-term liquidity requirements.

	Group		Company	
	December 31, 2020	December 31, 2019	December 31, 2020	December 31, 2019
<i>(\$ million)</i>				
Fixed deposits with banks	301	380	–	–
Cash and bank balances	731	1,387	358	1,123
Cash and cash equivalents in the balance sheets	1,032	1,767	358	1,123
Restricted bank balances	(23)	(27)	–	–
Cash and cash equivalents in the consolidated statement of cash flows	1,009	1,740	358	1,123
Cash and cash equivalents inclusive of placement with:				
– A subsidiary	–	–	357	1,122
– A related corporation	117	283	1	1

Fixed deposits with banks of the Group earn interest at rates ranging from 0.03% to 9.00% (2019: 0.65% to 9.00%) per annum.

Included in the Group's cash and cash equivalents in the balance sheet is an amount of S\$262 million (2019: S\$338 million) over which banks have a first charge in the event that the respective subsidiaries do not meet the debt servicing requirement.

## F. Our Financial Instruments and Risks Management

### F1. Market risk

This note details the treasury management and financial risk management objectives and policies, as well as the exposure and sensitivity of the Group to credit, liquidity, interest and foreign exchange risk, and the policies in place to monitor and manage these risks.

In the last couple of years, we have embarked on transitioning our Governance Assurance Framework (GAF) to Integrated Assurance Framework (IAF) to place greater emphasis on a multi-level line of defense (LOD) model. Through the IAF structure, the respective LODs work together to ensure that key financial, operational, compliance and IT risks are reviewed and tested using a robust assurance process. Under the IAF, a pragmatic and collaborative approach to risk and controls assessment has been established, with common and consistent criteria to assess the risks and the adequacy and effectiveness of the internal controls.

Most of our key markets, being the first LOD, have implemented the IAF, which requires them to work with the second LOD comprising business lines, subject matter experts and corporate functions, to perform a thorough review and assessment of their risks and internal controls.

Clear escalation procedures and key risk indicators have been established and aligned with the Group's risk appetite.

The proactive management of key risks and controls strengthens not only the Group's reporting and monitoring capabilities, but also cultivates a risk culture of accountability and ownership.

Key themes of the IAF included cyber security, plant availability and reliability, health and safety, regulatory and compliance, people and talent management, fraud and governance.

#### *Financial risk management objectives and policies*

The Group's day-to-day operations, new investment opportunities and funding activities introduce financial risks, which are actively managed by management with Board oversight. These risks are grouped into the following categories:

- **Market:** The risk that fluctuations in commodity prices, foreign exchange and interest rates adversely impact the Group's results.
- **Liquidity:** The risk that the Group will not be able to meet the financial obligations as they fall due.
- **Credit:** The risk that a counterparty will not fulfil its financial obligations under a contract or other arrangement.

The Board has adopted the Group Treasury Policies and financial authority limits to manage these risks. The Group Treasury Policies set out the parameters for financing structure, liquidity, counterparty risk management, foreign exchange risk management and use of derivative transactions. Derivative transactions are permitted only if it involves underlying assets or liabilities.

## F. Our Financial Instruments and Risks Management *(cont'd)*

### F1. Market Risk *(cont'd)*

#### *Financial risk management objectives and policies (cont'd)*

#### **a. Market risk**

Market risk is the possibility that changes in interest rates, foreign exchange rates, price of unit trust, equity securities and commodities will adversely affect the value of the Group's assets, liabilities or expected future cash flows. The objective of market risk management is to manage and reduce the above exposures within acceptable parameters.

#### *i. Interest rate risk*

The Group's interest rate exposure is primarily in relation to its fixed rate borrowings (fair value risk), variable-rate borrowings and cash and cash equivalents (cash flow risk).

The Group's policy is to target at least 50% of its debt portfolio with fixed interest rate. This is achieved partly by entering into fixed-rate instruments and partly by borrowing at variable rate and using interest rate swaps and cross currency swaps to hedge the variability in cash flows attributable to the floating interest rates.

On the basis that the variable rate net debt position at December 31, 2020 (both issued and hedged) and assuming other factors (principally foreign exchange rates and commodity prices) remained constant and that no further interest rate management action was taken, an increase in interest rate of 1% would have at Group level, decreased profit before tax (PBT) by S\$44 million and increased equity by S\$8 million (2019: decreased PBT by S\$23 million and increased equity by S\$17 million, based on the floating rate position at December 31, 2019). At Company level, PBT would have decreased by S\$11 million (2019: increased PBT by S\$11 million) and no impact to equity. A 1% decrease in interest rate would have the opposite effect for both Group and Company.

#### *ii. Foreign currency risk*

The Group is exposed to currency risk on foreign currency denominated borrowings and investments; and foreign currency denominated commercial transactions.

The Group limits its exposure to changes in foreign exchange rates through forward foreign exchange contracts and cross currency interest rate swaps. In certain circumstances, borrowings are left in a foreign currency, or swapped from one foreign currency to another, to hedge expected future business cash flows in that currency. Significant foreign currency denominated transactions undertaken in the normal course of operations are managed on a case-by-case basis.

# Notes to the Financial Statements

Year ended December 31, 2020

## F. Our Financial Instruments and Risks Management (cont'd)

### F1. Market risk (cont'd)

#### Financial risk management objectives and policies (cont'd)

##### a. Market risk (cont'd)

##### ii. Foreign currency risk (cont'd)

The summary of quantitative data about the Group's exposure to foreign currency risk (excluding the Group's net investments hedge in its subsidiaries in UK) based on its risk management policy was as follows:

(\$ million)	SGD	USD	EURO	GBP	INR	BRL	Others
<b>Group</b>							
<b>2020</b>							
<b>Financial assets</b>							
Cash and cash equivalents	24	184	9	11	-	-	14
Loan to an associate	-	-	-	71	-	-	-
Trade and other receivables	15	382	*	146	856	-	135
Other financial assets	-	71	-	-	-	-	-
	39	637	9	228	856	-	149
<b>Financial liabilities</b>							
Trade and other payables	28	320	8	226	-	-	24
Interest-bearing borrowings	-	359	-	-	-	-	105
Lease liabilities	4	-	-	-	-	-	*
	32	679	8	226	-	-	129
Net financial assets / (liabilities)	7	(42)	1	2	856	-	20
Add: Firm commitments and highly probable forecast transactions in foreign currencies	-	(195)	(4)	-	-	-	-
Less: Cross currency swap / Foreign exchange forward contracts	17	501	4	-	(869)	-	42
Net currency exposure	24	264	1	2	(13)	-	62
<b>2019</b>							
<b>Financial assets</b>							
Cash and cash equivalents	19	272	36	1	-	5	43
Loan to an associate	-	-	-	66	-	-	-
Trade and other receivables	58	2,491	15	136	975	20	193
Other financial assets	-	85	-	-	-	-	-
	77	2,848	51	203	975	25	236
<b>Financial liabilities</b>							
Trade and other payables	125	1,186	66	243	*	70	89
Interest-bearing borrowings	-	351	-	-	-	-	102
Lease liabilities	26	48	-	-	-	*	1
	151	1,585	66	243	*	70	192
Net financial assets / (liabilities)	(74)	1,263	(15)	(40)	975	(45)	44
Add: Firm commitments and highly probable forecast transactions in foreign currencies	(1)	(242)	(128)	(9)	-	-	(41)
Add: Contract assets	-	1,140	77	-	-	-	14
Less: Cross currency swap / Foreign exchange forward contracts	17	(1,126)	(95)	-	(959)	-	(4)
Net currency exposure	(58)	1,035	(161)	(49)	16	(45)	13

## F. Our Financial Instruments and Risks Management (cont'd)

### F1. Market risk (cont'd)

#### Financial risk management objectives and policies (cont'd)

##### a. Market risk (cont'd)

##### ii. Foreign currency risk (cont'd)

The Company's gross exposure to foreign currencies was as follows:

(\$ million)	USD
<b>2020</b>	
<b>Company</b>	
<b>Financial assets</b>	
Cash and cash equivalents	21
Trade and other receivables	13
	34
<b>Financial liabilities</b>	
Trade and other payables	17
Net financial assets	17
Net currency exposure	17
<b>2019</b>	
<b>Financial assets</b>	
Cash and cash equivalents	28
Trade and other receivables	18
	46
<b>Financial liabilities</b>	
Trade and other payables	39
Net financial assets	7
Net currency exposure	7

#### Sensitivity analysis

A 10% strengthening of the following currencies against the functional currencies of the Group at the balance sheet date would have increased / (decreased) equity and PBT by the amounts shown below. The analysis assumes that all other variables, in particular interest rates, remain constant and ignores any impact of firm commitments in foreign currencies and no further foreign exchange risk management action was taken.

(\$ million)	Group				Company	
	Equity		Profit before tax		Profit before tax	
	2020	2019	2020	2019	2020	2019
SGD	1	1	1	(7)	-	-
USD	20	(60)	22	202	2	1
EURO	*	(8)	*	6	-	-
GBP	6	5	(4)	(4)	-	-
INR	-	-	(1)	2	-	-
BRL	-	-	-	(4)	-	-
Others	-	-	6	5	-	-

A 10% weakening of the above currencies against the functional currencies of the Group at the balance sheet date would have had the equal but opposite effect on the above currencies to the amounts shown above.



# Notes to the Financial Statements

Year ended December 31, 2020

## F. Our Financial Instruments and Risks Management *(cont'd)*

### F1. Market risk *(cont'd)*

#### Financial risk management objectives and policies *(cont'd)*

#### a. Market risk *(cont'd)*

#### iii. Price risk

##### Unit trust and funds, and equity securities price risk

The Group is exposed to unit trust and funds, and equity securities price risk because of the investments held by the Group which are classified on the consolidated balance sheet either as FVTPL or FVOCI, respectively.

If prices for unit trusts and funds and equity securities increase by 10% with all other variables held constant, the increase in equity and PBT will be S\$7 million and S\$12 million, respectively (2019: increase in equity and PBT are S\$9 million and S\$9 million, respectively). Conversely, if prices decrease by 10% the equity and PBT would have had the equal but opposite effect to the amounts.

##### Commodity risk

The Group hedges against fluctuations in commodity prices that affect revenue and cost. Exposures are managed via swaps and contracts for differences.

Contracts for differences are entered into with counterparty at a strike price, with or without fixing the quantity upfront, to hedge against adverse price movements on the sale of electricity. Exposure to price fluctuations arising on the purchase of fuel is managed via fuel oil swaps where the price of fuel is indexed to a benchmark fuel price index, for example Singapore High Sulphur Fuel Oil 180 CST fuel oil and Dated Brent.

The Group designates the fuel oil swaps and electricity futures in their entirety as cash flow hedges to hedge its commodity risk and applies a hedge ratio of 1:1.

The Group determines the existence of an economic relationship between the hedging instrument and hedged item based on the reference index of Singapore High Sulphur Fuel Oil 180 CST fuel oil and Dated Brent, tenors, repricing dates and maturities and the notional or par amounts. The Group assesses whether the derivative designated in each hedging relationship is expected to be and has been effective in offsetting changes in cash flows of the hedged item by looking at the critical terms.

The Group did not identify any significant sources of ineffectiveness in these hedge relationships.

##### Sensitivity analysis

If prices of commodities increase by 10% with all other variables held constant, the increase in equity as a result of fair value changes on cash flow hedges will be:

<i>(S\$ million)</i>	Group	
	2020	2019
Equity	15	25

A 10% decrease in the prices of commodities would have had the equal but opposite effect to the amounts shown above. The analysis is performed on the same basis for 2019 and assumes that all other variables remain constant.

## F. Our Financial Instruments and Risks Management *(cont'd)*

### F2. Hedges and financial instruments

#### Key estimates and judgements

The Group determines the existence of an economic relationship between the hedging instrument and hedged item based on the reference interest rates, tenors, repricing dates and maturities and the notional or par amounts. The Group considers the critical terms in assessing if each designated derivative is expected to be and has been effective in offsetting changes in cash flows of the hedged item.

In these hedge relationships, the main sources of ineffectiveness are due to:

- the effect of the counterparties' and the Group's own credit risk on the fair value of the swaps, which is not reflected in the change in the fair value of the hedged cash flows attributable to the change in interest rates; and
- changes in the timing of hedged transactions.

The Group designates only the change in fair value of the spot element of forward exchange contracts for funding purposes as the hedging instrument in cash flow hedging relationships. The change in fair value of the forward element for the forward exchange contracts ("forward points") is separately accounted for as a cost of hedging and recognised in hedging reserve within equity.

The Group uses derivative instruments (derivatives) (as disclosed in Note H2) for managing its risks as described above. Derivatives are contracts whose value is derived from an underlying price index (or other variable) that require little or no initial net investment, and that are settled at a future date. Derivatives are carried on the balance sheet at fair value. Movements in the price of the underlying variables, which cause the value of the contract to fluctuate, are reflected in the fair value of the derivative. The method of recognising changes in fair value depends on whether the derivative is designated in an accounting hedge relationship. Derivatives not designated as accounting hedges are referred to as economic hedges.

A fundamental reform of major interest rate benchmarks is being undertaken globally to replace some of the interbank offered rates ("IBORS") with alternative risk free rates. The Group has loans and derivatives (as hedges to the loans) in IBORS and has been actively monitoring its development. While the timing and the methods of transition of the IBORS are still uncertain, the Group has started to engage the existing lenders to plan the transition of the affected loans and derivatives. The impact to the Group will be assessed once there is clarity to the timing and methods of transition for the IBORS.

The Group's exposure to the interest rate benchmark reform as at December 31, 2020 is attributable to the interest rate swaps and cross currency swaps to hedge SOR and LIBOR cash flows on the Group's bank loans maturing from 2021 to 2036 (2019: 2020 to 2036). The Group's exposure to SOR and LIBOR designated in a hedging relationship that is directly affected by the interest rate benchmark reform approximates nominal amount of S\$1,377 million (2019: S\$3,219 million) at December 31, 2020.

Fair value gains and losses attributable to economic hedges are recognised in the income statement while recognition of fair value gains and losses of those attributable to accounting hedges depend on the nature of the item being hedged.

# Notes to the Financial Statements

Year ended December 31, 2020

## F. Our Financial Instruments and Risks Management *(cont'd)*

### F2. Hedges and financial instruments *(cont'd)*

#### Derivatives designated as hedging instruments

The Group designates certain derivatives as either:

- Hedges of fair value of recognised assets, liabilities or firm commitments (fair value hedge)
- Hedges of a particular cash flow risk associated with a recognised asset, liability or highly probable forecast transaction (cash flow hedge)
- Hedges of a net investment in a foreign operation (net investment hedge)

The effective portion of changes in fair value of derivatives designated as fair value hedge are recognised in profit or loss at the same time when all changes in the fair value of the underlying item relating to the hedged risks are recognised in profit or loss. The effective portion of changes in the fair value of derivatives designated as cash flow hedges are recognised in the hedge reserve (in equity).

Certain determinants of fair value included in derivatives or mismatches between the timing of the instrument and the underlying item in the hedge relationship, can cause hedge ineffectiveness. Any ineffectiveness is recognised immediately in profit or loss as change in fair value of derivatives.

When the underlying hedged item is sold or repaid, the unamortised fair value adjustments of a fair value hedge or the amounts accumulated in the hedge reserve for a cash flow hedge, is recognised immediately in profit or loss.

When the hedging instrument expires or is sold, terminated or no longer qualifies for hedge accounting, the unamortised fair value adjustments of a fair value hedge or the amounts accumulated in the hedge reserve for a cash flow hedge, is recognised in profit or loss when the hedged item is recognised in profit or loss, which may occur over time.

#### Cash flow hedges

##### Key estimates and judgements

For cash flow hedging relationships directly impacted by interest rate benchmark reform (i.e. hedges of SOR), the Group assumes that the cash flows of the hedged item and hedging instrument will not be altered. The Group further supports this qualitative assessment by using regression analysis to assess whether the hedging instrument is expected to be and has been highly effective in offsetting changes in the present value of the hedged item.

In Singapore, SIBOR and SOR continue to be used as reference rates in financial markets and are used in the valuation of instruments with maturities that exceed the expected end date for SIBOR and SOR. Therefore, the Group believes the current market structure supports the continuation of hedge accounting as at December 31, 2020.

The Group designates certain forward foreign exchange contracts, interest rate swaps, cross currency interest rate swaps and fuel oil swaps in cash flow hedge relationships.

## F. Our Financial Instruments and Risks Management *(cont'd)*

### F2. Hedges and financial instruments *(cont'd)*

#### Cash flow hedges *(cont'd)*

At December 31, 2020, the Group held the following instruments to hedge exposures to changes in foreign currency, interest rates and commodity prices:

<i>(\$ million)</i>	Rate (\$)	Interest rate (%)	Maturity		
			Within 1 year	Between 1 to 5 years	More than 5 years
<b>2020</b>					
<b>Foreign currency risk</b>					
Forward foreign exchange contracts (Buy / Sell)					
– SGD / USD	0.70 – 0.75	–	21	–	–
– USD / SGD	1.29 – 1.47	–	204	44	–
– SGD / INR	54.98 – 56.76	–	963	–	–
– EUR / SGD	1.63	–	4	–	–
– INR / USD	73.97 – 77.40	–	68	–	–
<b>Interest rate risk</b>					
Interest rate swap (IRS)					
– Float-to-fixed	–	1.05 – 2.51	122	597	100
– Fixed-to-float	–	2.92	181	–	–
<b>Foreign currency and interest rate risk</b>					
Cross currency swaps					
– USD / INR	66.75	8.36	12	244	–
<b>Commodity risk</b>					
Fuel oil swaps					
– Fuel oil swap (\$ per MT)	186.00 – 421.00	–	290	54	–
– Fuel oil swap (\$ per BBL)	33.03 – 67.65	–	82	7	–
– Fuel oil swap (\$ per MMBTU)	4.90 – 5.59	–	7	9	–
– Electricity futures market contracts	66.35 – 107.16	–	12	–	–
– Coal commodity contracts	67.50 – 69.00	–	20	–	–

## Notes to the Financial Statements

Year ended December 31, 2020

### F. Our Financial Instruments and Risks Management (cont'd)

#### F2. Hedges and financial instruments (cont'd)

##### Cash flow hedges (cont'd)

(\$ million)	Rate (\$)	Interest rate (%)	Maturity		
			Within 1 year	Between 1 to 5 years	More than 5 years
<b>2019</b>					
<b>Foreign currency risk</b>					
Forward foreign exchange contracts (Buy / Sell)					
- SGD / USD	0.72 – 0.76	-	1,145	653	-
- USD / SGD	1.29 – 1.45	-	295	60	-
- SGD / INR	52.88 – 55.56	-	146	142	-
- EUR / SGD	1.51 – 1.63	-	72	35	-
- USD / INR	70.08 – 73.55	-	39	-	-
<b>Interest rate risk</b>					
Interest rate swap (IRS)					
- Float-to-fixed	-	0.87 – 5.53	1,007	766	100
<b>Foreign currency and interest rate risk</b>					
Cross currency swaps					
- SGD / INR	46.96	9.46 – 10.20	740	-	-
- USD / INR	66.75	8.36	-	298	-
- CLP / USD	0.0014 – 0.0015	1.50 – 2.88	-	50	-
<b>Commodity risk</b>					
Fuel oil swaps					
- Fuel oil swap (\$ per MT)	242.00 – 439.75	-	292	58	-
- Fuel oil swap (\$ per BBL)	55.47 – 68.12	-	45	8	-
- Electricity futures market contracts	74.36 – 107.16	-	32	1	-
- Coal commodity contracts	45.94 – 136.00	-	16	-	-

### F. Our Financial Instruments and Risks Management (cont'd)

#### F2. Hedges and financial instruments (cont'd)

##### Cash flow hedges (cont'd)

The amounts at the reporting date relating to items designated as hedged items were as follows:

(\$ million)	Cash flow hedge reserve for continuing hedges	
	2020	2019
<b>Foreign currency risk</b>		
Receivables	-	3
Highly probable purchases	8	(3)
Highly probable sales	-	12
<b>Interest rate risk</b>		
Variable rate borrowings	(68)	(36)
Other financial liabilities	(9)	-
<b>Foreign currency and interest rate risk</b>		
Receivables	(1)	7
Variable rate borrowings	(3)	(9)
<b>Commodity risk</b>		
Highly probable purchases	21	(17)
Fuel oil price	1	-

# Notes to the Financial Statements

Year ended December 31, 2020

## F. Our Financial Instruments and Risks Management (cont'd)

### F2. Hedges and financial instruments (cont'd)

#### Cash flow hedges (cont'd)

The amounts related to items designated as hedging instruments and hedge ineffectiveness were as follows:

	Foreign currency risk		Interest rate risk		Foreign currency risk and interest rate risk		Commodity risk			Total
	Forward foreign exchange contracts	Interest rate swaps	Cross currency swaps	Fuel oil swaps	Electricity futures market contracts	Coal commodity contracts				
<b>2020</b>										
Nominal amount (\$ million)	1,304	1,195	256	450	12	20				3,237
				533,953						533,953
				MT,						MT,
				1,034,975						1,034,975
				BBL and						BBL and
				2,352,000						2,352,000
Quantity				MMBTU						MMBTU
<b>Carrying amount (\$ million)</b>										
Other financial assets	3	–	17	47	*	4				71
Other financial liabilities	13	86	–	25	2	–				126
<b>Fair value increase / (decrease) (\$ million)</b>										
Hedging instruments	(40)	(45)	(88)	(24)	6	5				(186)
Hedged items	51	45	88	26	(6)	(5)				199
Hedge ineffectiveness	11	–	–	2	–	–				13
<b>Reconciliation of hedging reserve (\$ million)</b>										
Changes in fair value	(40)	(45)	(88)	(24)	6	5				(186)
Amounts reclassified to profit or loss:										
– Cost of goods sold	(80)	–	–	68	(5)	–				(17)
– Finance cost	–	2	162	–	–	–				164
	(120)	(43)	74	44	1	5				(39)
Tax on above items										1
<b>Change in hedging reserve</b>										(38)
Share of other comprehensive income of associates and joint ventures										(16)
<b>Movement during the year</b>										(54)

## F. Our Financial Instruments and Risks Management (cont'd)

### F2. Hedges and financial instruments (cont'd)

#### Cash flow hedges (cont'd)

	Foreign currency risk		Interest rate risk		Foreign currency risk and interest rate risk		Commodity risk			Total
	Forward foreign exchange contracts	Interest rate swaps	Cross currency swaps	Fuel oil swaps	Electricity futures market contracts	Coal commodity contracts				
<b>2019</b>										
Nominal amount (\$ million)	2,587	2,078	1,008	403	33	16				6,125
				802,192						802,192
				MT and						MT and
				378,299						378,299
				BBL						BBL
Quantity	–	–	–	BBL	–	–				BBL
<b>Carrying amount (\$ million)</b>										
Other financial assets	24	–	97	14	*	–				135
Other financial liabilities	7	43	–	35	2	2				89
<b>Fair value increase / (decrease) (\$ million)</b>										
Hedging instruments	18	(32)	1	51	(1)	(1)				36
Hedged items	(13)	32	(1)	(51)	1	1				(31)
Hedge ineffectiveness	5	–	–	–	–	–				5
<b>Reconciliation of hedging reserve (\$ million)</b>										
Changes in fair value	18	(32)	1	51	(1)	(1)				36
Amounts reclassified to profit or loss:										
– Cost of goods sold	(12)	–	–	(9)	–	–				(21)
– Non-operating income / (expense)	(10)	–	–	–	–	–				(10)
– Finance cost	–	1	15	–	–	–				16
	(4)	(31)	16	42	(1)	(1)				21
Tax on above items										(6)
<b>Change in hedging reserve</b>										15
Share of other comprehensive income of associates and joint ventures										(12)
<b>Movement during the year</b>										3

# Notes to the Financial Statements

Year ended December 31, 2020

## F. Our Financial Instruments and Risks Management (cont'd)

### F2. Hedges and financial instruments (cont'd)

#### Cash flow hedges (cont'd)

The following table provides a reconciliation by risk category of components of equity and analysis of OCI items, net of tax, resulting from cash flow hedge accounting:

(S\$ million)	Cash flow hedge reserve	
	2020	2019
<b>Balance at January 1</b>	(87)	(87)
<b>Movement during the year</b>		
Changes in fair value:		
– Foreign currency risk	(40)	18
– Interest rate risk	(45)	(32)
– Foreign currency and interest rate risk	(88)	1
– Commodity risk	(13)	49
Amount reclassified to profit or loss:		
– Foreign currency risk	(80)	(22)
– Interest rate risk	2	1
– Foreign currency and interest rate risk	162	15
– Commodity risk	63	(9)
Tax on movements on reserves during the year	1	(6)
Share of other comprehensive income of associates and joint ventures	(16)	(12)
	(54)	3
Share of non-controlling interests	8	(3)
<b>Balance at December 31</b>	<b>(133)</b>	<b>(87)</b>

#### Net investment hedges

The Group's investments in its UK subsidiaries are hedged by SGD / GBP forward foreign exchange contracts (hedging instrument), which mitigates the currency risks arising from the subsidiaries' net assets. The carrying amount of the hedging instrument of S\$4 million (2019: S\$22 million) and S\$8 million (2019: S\$nil) is included in other financial assets and other financial liabilities respectively.

The notional amount of the contracts are S\$127 million (2019: S\$365 million). During the financial year, hedging loss of S\$2 million (2019: S\$4 million) was recognised in other comprehensive income. As at December 31, 2020, the balance of foreign currency translation reserve for continuing hedges is S\$33 million (2019: S\$35 million).

## F. Our Financial Instruments and Risks Management (cont'd)

### F3. Liquidity risk

The Group manages its liquidity risk with the view of maintaining a healthy level of cash and cash equivalents appropriate to the operating environment and expected cash flows of the Group. Liquidity requirements are maintained within the credit facilities established and are adequate and available to the Group to meet its obligations.

#### Maturity profile of the Group's and the Company's financial liabilities

The cash flows associated with the cash flow hedges of the Group are expected to occur within 1 year and between 1 and 5 years. Correspondingly, the cash flows related to the hedging instruments (foreign exchange contracts, fuel oil swaps, interest rate swaps, cross currency swaps and electricity futures market contracts) that are designated as cash flow hedges are expected to impact profit or loss within 1 year, between 1 and 5 years and upon disposal of its investment in subsidiaries.

Approximately S\$600 million (2019: S\$2.6 billion) of interest-bearing borrowings are due within 12 months. In 2019, the amount included S\$1.4 billion from SCM Group. The Group has at least S\$800 million (2019: S\$1.0 billion) in committed credit facilities with final maturity dates beyond 2022 that can be drawn down.

The table below analyses the maturity profile of the Group's and the Company's financial liabilities (including derivative financial liabilities) based on contractual undiscounted cash inflows / (outflows), including estimated interest payments and excluding the impact of netting agreements:

(S\$ million)	Carrying amount	Contractual cash flow	Cash Flows		
			Less than 1 year	Between 1 and 5 years	Over 5 years
<b>Group</b>					
<b>2020</b>					
<b>Derivatives</b>					
Derivative financial liabilities	138				
– inflow		232	190	42	–
– outflow		(370)	(278)	(82)	(10)
Derivative financial assets	(98)				
– inflow		224	102	115	7
– outflow		(138)	(34)	(104)	–
<b>Non-derivative financial liabilities</b>					
Trade and other payables*	1,125	(1,128)	(1,108)	(13)	(7)
Lease liabilities	226	(353)	(20)	(65)	(268)
Interest-bearing borrowings	7,728	(9,790)	(925)	(5,974)	(2,891)
	9,119	(11,323)	(2,073)	(6,081)	(3,169)
<b>2019</b>					
<b>Derivatives</b>					
Derivative financial liabilities	94				
– inflow		1,017	637	380	–
– outflow		(1,119)	(712)	(402)	(5)
Derivative financial assets	(172)				
– inflow		2,444	1,969	467	8
– outflow		(2,295)	(1,839)	(456)	–
<b>Non-derivative financial liabilities</b>					
Trade and other payables*	2,807	(2,807)	(2,786)	(13)	(8)
Lease liabilities	504	(1,036)	(45)	(179)	(812)
Interest-bearing borrowings	10,800	(13,257)	(3,037)	(7,538)	(2,682)
	14,033	(17,053)	(5,813)	(7,741)	(3,499)

\* Excludes advance payments, deferred grants, rental payables, Goods and Services Tax and employee benefits

# Notes to the Financial Statements

Year ended December 31, 2020

## F. Our Financial Instruments and Risks Management (cont'd)

### F3. Liquidity risk (cont'd)

#### Maturity profile of the Group's and the Company's financial liabilities (cont'd)

(\$ million)	Carrying amount	Contractual cash flow	Cash Flows		
			Less than 1 year	Between 1 and 5 years	Over 5 years
<b>Company</b>					
<b>2020</b>					
<b>Non-derivative financial liabilities</b>					
Trade and other payables*	1,708	(1,750)	(120)	(1,630)	–
Lease liabilities	116	(187)	(8)	(32)	(147)
	1,824	(1,937)	(128)	(1,662)	(147)
<b>2019</b>					
<b>Non-derivative financial liabilities</b>					
Trade and other payables*	397	(424)	(235)	(189)	–
Lease liabilities	120	(194)	(8)	(32)	(154)
	517	(618)	(243)	(221)	(154)

\* Excludes advance payments, deferred grants, rental payables, Goods and Services Tax and employee benefits

The following table indicates the periods in which the cash flow associated with derivatives that are cash flow hedges are expected to impact the profit or loss and the fair value of the related hedging instruments:

(\$ million)	Carrying amount	Contractual cash flow	Cash Flows		
			Less than 1 year	Between 1 and 5 years	Over 5 years
<b>Group</b>					
<b>2020</b>					
Derivative financial liabilities	126				
– inflow		232	190	42	–
– outflow		(358)	(275)	(74)	(9)
Derivative financial assets	(71)				
– inflow		102	97	5	–
– outflow		(32)	(32)	–	–
	55	(56)	(20)	(27)	(9)
<b>2019</b>					
Derivative financial liabilities	89				
– inflow		821	543	278	–
– outflow		(910)	(614)	(292)	(4)
Derivative financial assets	(135)				
– inflow		1,811	1,344	467	–
– outflow		(1,694)	(1,238)	(456)	–
	(46)	28	35	(3)	(4)

## F. Our Financial Instruments and Risks Management (cont'd)

### F4. Credit risk

The Group only deals with pre-approved customers and financial institutions with good credit rating. To minimise the Group's counterparty risk, the Group enters into derivative transactions only with creditworthy institutions. Cash and fixed deposits are placed in banks and financial institutions with good credit rating. For some customers, the Group may also obtain security in the form of deposits, guarantees, deeds of undertaking or letters of credit which can be called upon if the counterparty defaults.

For the Company's amounts due from subsidiaries, the Company considers the financial assets to have a low credit risk by taking into consideration the Group's financial ability to settle the amounts, in estimating the risk of default used in measuring expected credit loss.

A financial asset is credit-impaired when one or more events that have a detrimental impact on the estimated future cash flows of the financial asset have occurred. These events include probability of insolvency, significant financial difficulties of the customer and default or significant delay in payments.

When the Group determines whether the credit risk has increased significantly, the Group considers reasonable and supportable information that is relevant and available without undue cost or effort. This includes both quantitative and qualitative information and analysis based on the Group's historical experience and informed credit assessment and includes forward-looking information. Customer collectability is assessed on an ongoing basis and any resulting impairment losses are recognised in the income statement.

The maximum exposure to credit risk is the carrying amount of each financial asset, including derivatives, in the balance sheet, before taking into account any collateral held. The Group does not hold any collateral in respect of its financial assets, except for balances with customers where guarantees or security deposits are obtained.

As at December 31, 2020, 84% of service concessions receivables relate to two major customers of the Group.

The carrying amount of receivables from the Group's most significant customer of the Energy business was S\$458 million as at December 31, 2020. This receivable relates mainly to the sale of power in India and the customer is sovereign backed. Based on the Group's policy, the expected credit loss allowance was S\$9 million as at December 31, 2020.

The carrying amount of receivables from the Group's most significant customer of the Marine business was S\$1,073 million as at December 31, 2019. This receivable was secured over a right to repossess and to re-sell the assets delivered in the event of default by the customer, and no allowance was recognised.

#### Expected credit loss (ECL) assessment for customers with credit ratings (or equivalent)

The Group allocates exposure to credit risk with reference to the key customers by segmenting the customers based on the geographic region and industry classification.

The Group applies the simplified approach to provide ECL on trade and unbilled receivables and contract assets without a significant financing component. The simplified approach requires the loss allowance to be measured at an amount equal to lifetime ECLs. To measure expected lifetime ECLs, these balances have been grouped based on common credit risk characteristics and ageing profiles. A receivable balance is written off to the extent that there is no realistic prospect of recovery. The loss allowance for service concession receivables is measured at 12-month ECL.

For customers with credit ratings (or equivalent), an ECL rate is calculated for each segment based on probabilities of default and loss given default. 12-month and lifetime probabilities of default are based on historical data supplied by Standards and Poor's and Moody's for each credit rating. In 2020, the Group has used the updated probabilities of default rates from Standards and Poor's, taking in current market conditions, including COVID-19 impact for each credit rating. The Group monitors changes in credit risk by tracking published external credit ratings.

The Group uses a provision matrix to measure the ECLs of certain customers. The ECL assets are grouped based on shared credit risk characteristics and days past due. In calculating the ECL rates, the Group considers historical loss rates for each category of customers and adjust to reflect current and forward looking macroeconomic factors affecting the ability of the customers to settle the receivables.

# Notes to the Financial Statements

Year ended December 31, 2020

## F. Our Financial Instruments and Risks Management (cont'd)

### F4. Credit risk (cont'd)

(\$ million)	Equivalent to external credit rating	Credit impaired	Gross carrying amount	Loss allowance	Net carrying amount
<b>Group</b>					
<b>2020</b>					
<i>Receivables measured at lifetime ECL</i>					
Trade and other receivables and contract assets					
– Industrial	AAA – B+	No	230	(4)	226
– Government	AAA	No	20	–	20
– Retail	AAA – CCC	No	16	(1)	15
– Others	BBB – CCC	No	112	(2)	110
			378	(7)	371
<i>Receivables measured at 12-month ECL</i>					
Service concession receivables	AAA – B		974	(11)	963
<b>Total</b>			1,352	(18)	1,334
<b>2019</b>					
<i>Receivables measured at lifetime ECL</i>					
Trade and other receivables and contract assets					
– Industrial	AAA – B+	No	2,893	(2)	2,891
– Government	AAA – BBB	No	50	–	50
– Retail	AAA – CCC	No	23	(1)	22
– Others	BBB – CCC	No	121	(1)	120
– Industrial	Not applicable	Yes	155	(155)	–
			3,242	(159)	3,083
<i>Receivables measured at 12-month ECL</i>					
Service concession receivables	AAA – B		1,055	(8)	1,047
<b>Total</b>			4,297	(167)	4,130
<b>Company</b>					
<b>2020</b>					
<i>Receivables measured at lifetime ECL</i>					
Trade and other receivables and contract assets					
– Industrial	BBB – CCC	No	35	*	35
– Government	AAA	No	4	–	4
			39	*	39
<b>2019</b>					
<i>Receivables measured at lifetime ECL</i>					
Trade and other receivables and contract assets					
– Industrial	AA+ – B+	No	42	*	42

There were no trade and other receivables and contract assets for which credit risk has increased significantly since initial recognition but that are not credit-impaired financial assets.

## F. Our Financial Instruments and Risks Management (cont'd)

### F4. Credit risk (cont'd)

The following table provides information about the exposure to credit risk and ECLs for trade receivables and contract assets for customers with no credit rating or no representative credit rating or equivalent:

(\$ million)	Credit impaired	Weighted average loss rate	Gross carrying amount	Loss allowance	Net carrying amount
<b>Group</b>					
<b>2020</b>					
Not past due	No	0.4%	241	(1)	240
Past due 0 to 3 months	No	0.2%	200	*	200
Past due 3 to 6 months	No	0.8%	234	(2)	232
Past due 6 to 12 months	No	2.0%	153	(3)	150
More than 1 year	No	56.3%	48	(27)	21
<b>Total</b>			876	(33)	843
<b>Company</b>					
<b>2020</b>					
Not past due	No		72	–	72
Past due 0 to 3 months	No		10	–	10
Past due 3 to 6 months	No		1	–	1
Past due 6 to 12 months	No		1	–	1
<b>Total</b>			84	–	84
<b>2019</b>					
Not past due	No	0.2%	475	(1)	474
Past due 0 to 3 months	No	0.4%	71	*	71
Past due 3 to 6 months	No	0.5%	213	(1)	212
Past due 6 to 12 months	No	1.7%	167	(3)	164
More than 1 year	No	36.2%	66	(24)	42
<b>Total</b>			992	(29)	963
<b>Company</b>					
<b>2019</b>					
Not past due	No		72	–	72
Past due 0 to 3 months	No		7	–	7
<b>Total</b>			79	–	79

For remaining financial assets at amortised cost amounting to S\$232 million (2019: S\$201 million) which pertain mainly to long-term fixed deposits with financial institutions, dividend receivables from joint ventures and GST receivables, the Group considers the risk or probability that a credit loss occurs, and recognises a loss allowance of S\$6 million (2019: S\$5 million).

In 2019, the Company held non-trade receivables from its subsidiaries of S\$345 million. These balances are amounts lent to subsidiaries to satisfy short-term funding requirements. The Company uses a similar approach for assessment of ECLs for these receivables to those used for debt investments. Impairment on these balances has been measured on the 12-month expected loss basis which reflects the low credit risk of the exposures. The amount of the allowance on these balances is insignificant.

# Notes to the Financial Statements

Year ended December 31, 2020

## F. Our Financial Instruments and Risks Management (cont'd)

### F4. Credit risk (cont'd)

Movements in the loss allowance for trade and other receivables and contract assets are as follows:

(\$ million)	Note	Group			Company		
		12-month ECL 2020	Lifetime ECL 2020	Total 2020	12-month ECL 2020	Lifetime ECL 2020	Total 2020
Balance at January 1		8	193	201	–	*	*
Currency translation difference		1	(9)	(8)	–	–	–
Impairment loss recognised		2	14	16	–	*	*
Loss allowance utilised		–	(3)	(3)	–	–	–
Loss allowance written back		–	(4)	(4)	–	–	–
Distribution of a subsidiary		–	(145)	(145)	–	–	–
Balance at December 31	E1	11	46	57	–	*	*

(\$ million)	Note	Group			Company		
		12-month ECL 2019	Lifetime ECL 2019	Total 2019	12-month ECL 2019	Lifetime ECL 2019	Total 2019
Balance at January 1		9	198	207	–	–	–
Currency translation difference		*	(8)	(8)	–	–	–
Impairment loss recognised		*	16	16	–	*	*
Loss allowance utilised		*	(1)	(1)	–	–	–
Loss allowance written back		(1)	(8)	(9)	–	–	–
Transferred to assets held for sale		–	(4)	(4)	–	–	–
Disposal of subsidiary		–	*	–	–	–	–
Balance at December 31	E1	8	193	201	–	*	*

## F. Our Financial Instruments and Risks Management (cont'd)

### F5. Financial instruments

#### Accounting policies

SFRS(I) 13 establishes a fair value hierarchy that prioritises the inputs used to measure fair value. The three levels of the fair value input hierarchy defined by SFRS(I) 13 are as follows:

- Level 1 – Using quoted prices (unadjusted) from active markets for identical financial instruments.
- Level 2 – Using inputs, other than those used for Level 1, that are observable for the financial instruments either directly (prices) or indirectly (derived from prices).
- Level 3 – Using inputs not based on observable market data (unobservable input).

#### Securities

The fair value of financial assets is based on quoted market prices (bid price) in an active market at the balance sheet date without any deduction for transaction costs. If the market for a quoted financial asset is not active, and for unquoted financial assets, the Group establishes fair value by using other valuation techniques.

#### Derivatives

The derivatives used by the Group are for hedging purposes. These derivatives are mainly forward foreign exchange contracts, foreign exchange swaps, interest rate swaps, cross currency swaps, fuel oil swaps, electricity futures market contracts. They are accounted on consistent basis as disclosed in the most recent annual financial report.

1. The fair value of forward foreign exchange contracts and foreign exchange swaps are accounted for based on the difference between the contractual price and the current forward market price.
2. The fair values of interest rate swaps and cross currency swaps are the indicative amounts that the Group is expected to receive or pay to terminate the swap with the swap counterparties at the balance sheet date.
3. The fair value of fuel oil swaps contracts is accounted for based on the difference between the contractual strike price with the counterparty and the current forward market price.
4. Contracts for differences (CFDs) are accounted for based on the difference between the contracted price entered into with the counterparty and the reference price. The CFDs are measured at cost since the fair value cannot be measured reliably as there have been minimal trades made in the electricity futures market. Upon settlement, the gains and losses of CFDs are taken to profit or loss.

#### Non-derivative non-current financial assets and liabilities

Carrying amount of non-derivative non-current financial assets and liabilities on floating interest rate terms are assumed to approximate their fair value because of the short period to repricing. Fair values for the remaining non-derivative non-current financial assets and liabilities are calculated using discounted expected future principal and interest cash flows at the market rate of interest at the reporting date.

#### Other financial assets and liabilities

The carrying amounts of financial assets and liabilities with a maturity of less than one year (including trade and other receivables, cash and cash equivalents, and trade and other payables) are assumed to approximate their fair values because of the short period to maturity.

For financial instruments not actively traded in the market, fair value is determined by independent third party or by various valuation techniques, with assumptions based on existing market conditions at each balance sheet date.

The best evidence of the fair value of a financial instrument at initial recognition is normally the transaction price, that is, the fair value of the consideration given or received. When available, the Group measures the fair value of an instrument using the quoted price in an active market for that instrument.

If there is no quoted price in an active market, then the Group uses valuation techniques that maximise the use of relevant observable inputs and minimise the use of unobservable inputs. The chosen valuation technique incorporates all of the factors that market participants would take into account in pricing a transaction.



# Notes to the Financial Statements

Year ended December 31, 2020

## F. Our Financial Instruments and Risks Management (cont'd)

### F5. Financial instruments (cont'd)

#### Fair value hierarchy

##### Financial assets and liabilities carried at fair value

(\$ million)	Fair value measurement using:			Total
	Level 1	Level 2	Level 3	
<b>Group</b>				
<b>As at December 31, 2020</b>				
Financial assets at FVOCI	–	–	71	71
Financial assets at FVTPL	90	–	26	116
Derivative financial assets	–	98	–	98
	90	98	97	285
Derivative financial liabilities	–	(138)	–	(138)
	90	(40)	97	147
<b>As at December 31, 2019</b>				
Financial assets at FVOCI	–	–	87	87
Financial assets at FVTPL	81	–	25	106
Derivative financial assets	–	172	–	172
	81	172	112	365
Derivative financial liabilities	–	(94)	–	(94)
	81	78	112	271

There have been no transfers between the different levels of the fair value hierarchy at December 31, 2020 and December 31, 2019.

#### Level 3 fair values

The following table shows a reconciliation from the beginning balances to the ending balances for fair value measurements of financial assets at FVOCI and FVTPL in Level 3 of the fair value hierarchy:

(\$ million)	Financial assets at FVOCI	
	2020	2019
<b>Group</b>		
<b>As at January 1</b>	87	37
Translation adjustments	1	–
Net change in fair value recognised in OCI	(14)	50
Distribution of a subsidiary	(3)	–
<b>As at December 31</b>	71	87

(\$ million)	Financial assets at FVTPL	
	2020	2019
<b>Group</b>		
<b>As at January 1</b>	25	15
Addition	4	1
(Repayment of shareholder's loan) / Reclassification <sup>#</sup>	(5)	13
Net change in fair value recognised in profit or loss	2	(4)
<b>As at December 31</b>	26	25

<sup>#</sup> Sembcorp Jingmen Water Co. Ltd (SJW) has a disagreement with the local authorities on the treatability of the wastewater from a customer. On December 31, 2019, an administrative decision was issued by the City Construction Bureau in Jingmen, China which allowed the local authorities to temporarily take over the operation of SJW for the period from June 28, 2019 to May 28, 2020 and subsequently extended to May 28, 2021. As a result, during this period, the Group is deemed to have lost control of SJW, and SJW's net assets of \$8 million (2019: \$13 million) is deconsolidated and recognised as 'other financial assets' accordingly. The net assets as at December 31, 2020 was reduced with the repayment of shareholder's loan.

## F. Our Financial Instruments and Risks Management (cont'd)

### F5. Financial instruments (cont'd)

#### Fair value hierarchy (cont'd)

##### Level 3 fair values (cont'd)

Financial asset at FVOCI in Level 3 of the fair value hierarchy include unquoted equity shares. The fair value of the unquoted equity shares is determined by reference to the investment's net asset values as stated in the unaudited financial statements. The estimated fair value would increase / (decrease) if the net asset values for unquoted equity shares were higher / (lower).

#### Assets and liabilities not carried at fair value but for which fair values are disclosed\*

(\$ million)	Fair value measurement using:			Total
	Level 1	Level 2	Level 3	
<b>Group</b>				
<b>At December 31, 2020</b>				
Investment properties	–	169	22	191
Associate	131	–	–	131
Service concession receivables	–	1,334	–	1,334
Long-term interest-bearing borrowings	–	(7,175)	–	(7,175)
<b>At December 31, 2019</b>				
Investment properties	–	152	23	175
Associate	181	–	–	181
Service concession receivables	–	1,253	–	1,253
Long-term interest-bearing borrowings	–	(8,226)	–	(8,226)

(\$ million)	Fair value measurement using:			Total
	Level 1	Level 2	Level 3	
<b>Company</b>				
<b>At December 31, 2020</b>				
Amounts due to related parties	–	(1,603)	–	(1,603)
<b>At December 31, 2019</b>				
Investment in a subsidiary	1,682	–	–	1,682
Amounts due from related parties	–	346	–	346
Amounts due to related parties	–	(149)	–	(149)

\* Excludes financial assets and financial liabilities whose carrying amounts measured on the amortised cost basis approximate their fair values due to their short-term nature and where the effect of discounting is immaterial.

# Notes to the Financial Statements

Year ended December 31, 2020

## F. Our Financial Instruments and Risks Management *(cont'd)*

### F5. Financial instruments *(cont'd)*

#### Fair value versus carrying amount

The fair value of financial assets and financial liabilities measured on amortised cost basis for the Group and the Company approximate the carrying amounts, except for service concession receivables and non-current borrowings of the Group and the Company.

<i>(S\$ million)</i>	Financial assets at amortised costs	Other financial liabilities	Total carrying amount	Fair value
<b>Group</b>				
<b>As at December 31, 2020</b>				
Service concession receivables	974	–	974	1,334
Interest-bearing borrowings:				
Non-current borrowings	–	7,135	7,135	7,175
<b>As at December 31, 2019</b>				
Service concession receivables	1,055	–	1,055	1,253
Interest-bearing borrowings:				
Non-current borrowings	–	8,157	8,157	8,226
<b>Company</b>				
<b>As at December 31, 2020</b>				
Amounts due to related parties	–	1,595	1,595	1,603
<b>As at December 31, 2019</b>				
Amounts due from related parties	345	–	345	346
Amounts due to related parties	–	145	145	149

## G. Group Structure

This section provides key information on the Group's interests in joint arrangements, controlled entities and transactions with non-controlling interests. It also provides information on business acquisitions and disposals made during the year as well as information relating to Group's related parties and the extent of related parties transactions.

### G1. Subsidiaries

#### Accounting policies

Subsidiaries are entities controlled by the Group. The Group controls an entity when it is exposed to, or has rights to, variable returns from its involvement with the entity and has the ability to affect those returns through its power over the entity.

In the Company's separate financial statements, investments in subsidiaries are accounted for at cost less accumulated impairment losses.

#### Investment in subsidiaries

<i>(S\$ million)</i>	Company	
	December 31, 2020	December 31, 2019
<b>At cost and carrying value:</b>		
Quoted equity shares	–	739
Unquoted equity shares	2,016	1,616
Preference shares	288	288
Share-based payments reserve	4	3
	2,308	2,646

In 2019, the fair value of the equity interest of the listed subsidiary, with a carrying amount S\$739 million amounted to S\$1,682 million based on the last transacted market price on the last transaction day of the year.

# Notes to the Financial Statements

Year ended December 31, 2020

## G. Group Structure (cont'd)

### G1. Subsidiaries (cont'd)

#### Subsidiaries

Details of key subsidiaries of the Group are as follows:

	Country of incorporation	Effective equity held by the Group	
		2020 %	2019 %
<b>Energy</b>			
Sembcorp Utilities Pte Ltd <sup>1</sup>	Singapore	100	100
Sembcorp Cogen Pte Ltd <sup>1</sup>	Singapore	100	100
Sembcorp Gas Pte Ltd <sup>1</sup>	Singapore	100	100
Sembcorp Utilities (UK) Limited <sup>2</sup>	United Kingdom	100	100
Sembcorp Energy UK Limited <sup>2</sup>	United Kingdom	100	100
Sembcorp Environment Pte. Ltd. <sup>1</sup>	Singapore	100	100
SembWaste Pte Ltd <sup>1</sup>	Singapore	100	100
Sembcorp Energy India Ltd, SEIL <sup>2</sup>	India	100	100
Sembcorp Green Infra Limited (SGI) <sup>2</sup>	India	100	100
Sembcorp Myingyan Power Company Limited <sup>2</sup>	Myanmar	100	100
Sembcorp North-West Power Company Ltd. <sup>2</sup>	Bangladesh	71	71
<b>Marine</b>			
Sembcorp Marine Ltd <sup>1,3</sup>	Singapore	–	61.01
Jurong Shipyard Pte Ltd <sup>1,3</sup>	Singapore	–	61.01
PPL Shipyard Pte Ltd <sup>1,3</sup>	Singapore	–	61.01
Sembcorp Marine Repairs & Upgrades Pte. Ltd. <sup>1,3</sup>	Singapore	–	61.01
Sembcorp Marine Offshore Platforms Pte Ltd <sup>1,3</sup>	Singapore	–	61.01
<b>Urban</b>			
Sembcorp Development Ltd <sup>1</sup>	Singapore	100	100
Vietnam Singapore Industrial Park Pte Ltd <sup>1</sup>	Singapore	96.59	96.59
Singapore Technologies Industrial Corp Ltd <sup>1</sup>	Singapore	100	100
Nanjing Riverside Quay Co., Ltd <sup>2</sup>	People's Republic of China	100	100
<b>Others</b>			
Singapore Precision Industries Pte Ltd <sup>1</sup>	Singapore	100	100

<sup>1</sup> Audited by KPMG LLP, Singapore

<sup>2</sup> Audited by member firms of KPMG International<sup>3</sup>

<sup>3</sup> On September 11, 2020, the Company distributed its holdings of ordinary shares in the capital of a subsidiary, Sembcorp Marine Ltd (SCM) to its shareholders, (the Distribution). Following the SCM Distribution, SCM ceased to be part of the Group.

## G. Group Structure (cont'd)

### G2. Acquisition and disposal of subsidiaries

#### Acquisition of significant subsidiaries

On June 30, 2020, the Group acquired 100% equity stake in Sembcorp Enviro Services Pte. Ltd. (formerly known as Veolia ES Singapore Pte. Ltd.) and the public cleaning business of Veolia ES Singapore Industrial (VESSI). The acquisition is in line with the Group's strategy of deepening its presence as an integrated energy and urban solutions player providing green and more efficient solutions to enable sustainable developments in its key markets.

#### Revenue and profit contribution

The acquired business contributed revenue of S\$44 million and loss of S\$1.4 million to the Group's result for the period from July 1, 2020 to December 31, 2020.

Had the acquired businesses been consolidated from January 1, 2020, the contribution to the Group's consolidated revenue and consolidated profit for the year ended December 31, 2020, would have been S\$89 million and S\$7 million respectively.

In determining these amounts, management has assumed that the fair value adjustments that arose on the date of acquisition and related amortisation charges for the year would have been the same if the acquisition had occurred on January 1, 2020.

#### Consideration transferred

The following table summarises the acquisition date fair value of each major class of consideration transferred:

(S\$ million)		2020
<b>a. Effect on cash flows of the Group</b>		
Cash paid		18
Less: Cash and cash equivalents in subsidiaries acquired		(9)
Cash outflow on acquisition		9
<b>(S\$ million)</b>		
	<b>Note</b>	<b>At fair value</b>
<b>b. Identifiable assets acquired and liabilities assumed</b>		
Property, plant and equipment	D1	26
Intangible assets	D3	10
Deferred tax assets	B3(b)	*
Trade and other receivables		6
Cash and cash equivalents		9
Total assets		51
Trade and other payables		5
Other financial liabilities		7
Deferred tax liabilities	B3(b)	4
Total liabilities		16
Total net identifiable assets		35
Less: Negative goodwill	B4(c)	(17)
Consideration transferred for the businesses		18

# Notes to the Financial Statements

Year ended December 31, 2020

## G. Group Structure (cont'd)

### G2. Acquisition and disposal of subsidiaries (cont'd)

#### Acquisition of significant subsidiaries (cont'd)

##### Measurement of fair values

The valuation techniques used for measuring the fair value of material assets acquired were as follows:

Assets acquired	Valuation technique
Property, plant and equipment	<i>Market comparison technique</i> The valuation model considers quoted market prices for similar items when they are available
Intangible assets	<i>Multi-period excess earnings method</i> The multi-period excess earnings model considers the present value of net cash flows related to contribution assets

The Group has finalised the fair values of identifiable assets acquired and liabilities assumed during the measurement period with no significant change from the provisional amount.

##### Negative goodwill

The negative goodwill of S\$17 million recognised on acquisition is primarily attributable to Veolia Singapore wanting to exit the public cleaning and waste management business in Singapore to focus in its core operations.

##### Acquisition-related costs

The Group incurred acquisition-related costs of S\$2 million. These costs have been charged to profit or loss.

##### Acquired receivables

Included in trade and other receivables are trade receivables stated at fair value of S\$5 million. The gross contractual amount for trade receivables due is S\$5 million and, at the acquisition date, the entire contractual amount was expected to be collectible.

The above are inclusive of fair value adjustments.

## G. Group Structure (cont'd)

### G2. Acquisition and disposal of subsidiaries (cont'd)

#### Disposal of significant subsidiaries

For the year 2020, the Group divested 100% of its interests in the water business in Panama.

For the year 2019, the Group divested its commercial design and construction business (100% stake in Sembcorp Design and Construction Pte Ltd) and a water business in China (80% stake in Sembcorp Lianyungang Water Co).

The financial effects arising from the de-consolidation and disposal of subsidiaries are as follows:

(S\$ million)	Note	2020	2019
Property, plant and equipment	D1	*	34
Intangible assets	D3	6	1
Deferred tax assets	B3(b)	*	–
Other receivables		33	53
Inventory		*	–
Cash and cash equivalents		4	73
Total assets		43	161
Trade and other payables		3	66
Other liabilities		2	28
Borrowing		–	9
Lease liability		–	1
Current tax payable		*	7
Deferred tax liabilities	B3(b)	1	1
Total liabilities		6	112
Net assets derecognised		37	49
Less: Non-controlling interest		–	(2)
Realisation of currency translation & other reserve		1	*
		38	47
Gain on disposal		20	16
Consideration (net of withholding tax) received		58	63
Less: cash and cash equivalents disposed of		(4)	(73)
Net cash inflow / (outflow)		54	(10)

### G3. Discontinued operation

#### Accounting policies

A discontinued operation is a component of the Group's business that has been disposed of or is classified as held for sale and that represents a separate major line of business or geographical area of operations.

#### Revenue from contracts with customers

##### a. Ships and rigs repair, building, conversion and overhaul

The Marine segment has adopted the same accounting policies as that applied for construction of infrastructure and related engineering services as described in Note B2(b).

##### b. Charter hire

The Marine segment has adopted the same accounting policies as that applied for rental income as described in Note B2.

# Notes to the Financial Statements

Year ended December 31, 2020

## G. Group Structure (cont'd)

### G3. Discontinued operation (cont'd)

In September 2020, SCM issued a 5-for-1 Rights Issue at a Rights Issue Price of S\$0.20 per share. The Company subscribed S\$1.5 billion of the Rights Shares by setting off the S\$1.5 billion outstanding under its Subordinated Loan extended to SCM.

On September 11, 2020, the Company demerged SCM via a distribution *in specie* of the Company's shares in SCM to its ordinary shareholders as dividend (the Distribution) and SCM ceased to be a subsidiary. The results of SCM are reported in the current period as a discontinued operation. Financial information relating to the discontinued operation for the period to the date of disposal is set out below.

SCM was previously reported under the Marine segment which focused principally on providing integrated solutions for the offshore and marine industry with key capabilities in rigs & floaters, repairs & upgrades, offshore platforms and specialised shipbuilding.

#### Financial performance and cash flow information

The financial performance and cash flow information presented are for the period from January 1 to September 11, 2020 and with comparative for full year ended December 31, 2019.

(\$ million)	Group	
	2020	2019
Turnover	1,026	2,883
Expenses	(1,381)	(3,022)
Share of results of associates and joint ventures, net of tax	*	(2)
<b>Loss from operation</b>	<b>(355)</b>	<b>(141)</b>
Finance income	38	93
Finance cost	(70)	(104)
<b>Loss from operating activities</b>	<b>(387)</b>	<b>(152)</b>
Tax credit	57	36
Non-controlling interests (NCI)	146	58
<b>Loss from operating activities, net of tax and NCI</b>	<b>(184)</b>	<b>(58)</b>
Loss on the Distribution	(970)	-
<b>Net loss from discontinued operation, net of tax</b>	<b>(1,154)</b>	<b>(58)</b>
Basic earnings (loss) per share – cents	(64.65)	(3.25)
Diluted earnings (loss) per share – cents <sup>1</sup>	(64.65)	(3.25)

<sup>1</sup> In computing the FY2020 fully diluted earnings per ordinary shares, the weighted average number of shares was not adjusted for the effects of all dilutive potential ordinary shares as at December 31, 2020 as these potential ordinary shares were antidilutive.

Earnings (loss) per share is computed using a weighted average number of shares and an adjusted weighted number of shares in Note B5(ii).

The cash flows attributable to the discontinued operation for the year ended December 31, are as follows:

(\$ million)	Group	
	2020	2019
Operating cash flow	(357)	(257)
Investing cash flow	(63)	(243)
Financing cash flow	1,341	56
Net cash inflows / (outflows)	921	(444)

## G. Group Structure (cont'd)

### G3. Discontinued operation (cont'd)

#### Carrying value of the distribution *in specie*

The financial effects arising from the distribution *in specie* of discontinued operation are as follows:

(\$ million)	2020
Property, plant and equipment	4,467
Intangible assets	235
Deferred tax assets	95
Other receivables	3,239
Inventory	106
Cash and cash equivalents	1,309
<b>Total assets</b>	<b>9,451</b>
Trade and other payables	1,164
Other liabilities	266
Borrowing	3,794
Lease liabilities	297
Current tax payable	8
Deferred tax liabilities	28
<b>Total liabilities</b>	<b>5,557</b>
Net assets distributed	3,894
Less: Non-controlling interests	(1,208)
Realisation of capital reserves upon distribution	(125)
	2,561
Distribution <i>in specie</i> (less transaction costs of S\$6 million)	(1,591)
Loss on the Distribution	(970)
Consideration received	-
Less: cash of subsidiary companies distributed	(1,309)
<b>Net cash outflow on distribution <i>in specie</i></b>	<b>(1,309)</b>

#### Non-Financial information as disclosed in FY2019

##### Share-based incentive plans

Details of SCM's share plans up to September 11, 2020, date of the Distribution is disclosed in the Director's Statements and SCM's publicly available financial statements.

### G4. Non-controlling interests

Non-controlling interests are part of the net results of operations and of net assets of a subsidiary attributable to the interests which are not owned directly or indirectly by the equity holders of the Company.

#### Distribution *in specie*

##### 2020

Following the distribution *in specie*, Sembcorp Marine Group ceased to be a subsidiary company of the Group (Note G3). Accordingly, there are no material subsidiaries with material NCI in financial year ended December 31, 2020.

#### Acquisition of significant non-controlling interests

##### 2019

On December 30, 2019, the Group increased its shareholding in Sembcorp Energy India Limited (SEIL) from 94% to 100% for a consideration of S\$77 million.

# Notes to the Financial Statements

Year ended December 31, 2020

## G. Group Structure (cont'd)

### G4. Non-controlling interests (cont'd)

#### Acquisition of significant non-controlling interests (cont'd)

The following summarises the effect of changes in the Group's ownership interest:

(\$ million)	SEIL 2019
Group's ownership interest at January 1	1,308
Effect of increase in Group's ownership interest	99
Share of comprehensive income and capital injection during the year	163
Group's ownership interest at December 31	1,570

The following summarises the financial information of the Group's subsidiaries with material non-controlling interests (NCI), based on its consolidated financial statements prepared in accordance with SFRS(I)s.

(\$ million)	Sembcorp Marine Group 2019
NCI percentage	39%
Country of incorporation	Singapore
Operating segment	Marine
Revenue	2,882
Loss for the year	(140)
Other comprehensive income	(6)
<b>Total comprehensive income</b>	<b>(146)</b>
Attributable to non-controlling interests:	
Loss for the year	(57)
Other comprehensive income	(2)
<b>Total comprehensive income</b>	<b>(59)</b>
Non-current assets	5,894
Current assets	2,565
Non-current liabilities	(3,377)
Current liabilities	(2,875)
<b>Net assets</b>	<b>2,207</b>
<b>Net assets attributable to non-controlling interests</b>	<b>875</b>
Cash flows used in operating activities	(296)
Cash flows used in investing activities	(312)
Cash flows from financing activities	164
<b>Net decrease in cash and cash equivalents</b>	<b>(444)</b>
Dividends paid to non-controlling interests	-

## G. Group Structure (cont'd)

### G5. Associates and joint ventures

#### Accounting policies

Associates are those entities in which the Group has significant influence, but no control or joint control, over the financial and operating policies of these entities.

The existence and effect of potential voting rights that are presently exercisable or presently convertible are considered when assessing whether the Group has significant influence over another entity. Significant influence is presumed to exist when the Group holds 20% or more of the voting power of another entity.

A joint venture is an arrangement in which the Group has joint control, whereby the Group has rights to the net assets of the arrangement. The existence and effect of potential voting rights that are presently exercisable or presently convertible are considered when assessing whether the Group has joint control over the entity.

#### Key estimates and judgements

The recoverable amount of the interest in an associate was estimated based on its VIU. Estimating the VIU requires the Group to make an estimate of the expected future cash flows from the cash generating unit and also choose suitable discount rates in order to calculate the present value of those cash flows.

(\$ million)	Note	Group	
		December 31, 2020	December 31, 2019
Associates and joint ventures		1,614	1,647
Loan to an associate	(a)	71	66
Allowance for impairment	(b), (c)	(97)	(17)
		1,588	1,696

In 2020, the Group received dividends of S\$213 million (2019: S\$201 million) from its investments in associates and joint ventures.

The carrying value includes goodwill on acquisition as follows:

(\$ million)	Group	
	2020	2019
Balance at January 1	3	3
Distribution of a subsidiary	(3)	-
Balance at December 31	*	3

- a. On adoption of SFRS(I) 9, the loan is classified as financial assets at amortised cost. Allowance for impairment on this loan is insignificant.

The loan to an associate is unsecured, bears interest at 8.5% per annum and has no fixed terms of repayment. The settlement of the amount is neither planned nor likely to occur in the foreseeable future and hence the loan is classified as non-current.

## Notes to the Financial Statements

Year ended December 31, 2020

### G. Group Structure (cont'd)

#### G5. Associates and joint ventures (cont'd)

##### Associates

There are no individual associates that are considered to be material to the Group as at December 31, 2020 and December 31, 2019. Summarised financial information of the associates presented in aggregate, representing the Group's share, is as follows:

	Group	
	December 31, 2020	December 31, 2019
<i>(\$ million)</i>		
Carrying amount	358	413
Profit for the year	48	34
Other comprehensive income	(2)	(15)
<b>Total comprehensive income</b>	<b>46</b>	<b>19</b>

The fair value of the equity interest of a listed associate amounts to S\$131 million (2019: S\$181 million) based on the last transacted market price on the last transaction day of the year.

- b. During the year, the Group recognised an impairment loss of S\$81 million (2019: S\$nil) on the carrying amount of one of the Group's associates, Sembcorp Salalah Power and Water Company SAOG as the fair value of the equity interest had fallen below its carrying amount for a prolong period. The impairment losses on associates were recorded in non-operating expenses. The Group used 26 years cash flow projections, representing the remaining contracted Power and Water Purchase Agreement terms and assuming a potential extension thereafter, with no terminal value considered and pre-tax discount rates ranging from 7.4% to 10% to determine the recoverable amount of the plants. Inflation rate of 3% has been used to project overheads and other general expenses. Expected capital expenditure for replenishment of parts and scheduled maintenance costs have been included in the projections with plant maintenance programme.

##### Joint ventures

The Group has two (2019: two) joint ventures that are material and a number of joint ventures that are individually immaterial to the Group. All are equity accounted. Summarised financial information of the material joint ventures is presented as follows:

	Guohua AES (Huanghua) Wind Power Co., Ltd.	Vietnam Singapore Industrial Park JV Co
<i>(\$ million)</i>		
<b>December 31, 2020</b>		
Revenue	120	391
Profit for the year <sup>a</sup>	48	81
Other comprehensive income	–	3
<b>Total comprehensive income</b>	<b>48</b>	<b>84</b>
Attributable to non-controlling interests	–	13
Attributable to investee's shareholders	48	71

<sup>a</sup> Includes depreciation and amortisation of S\$53 million, finance income of S\$4 million, finance cost of S\$22 million and income tax expense of S\$20 million

### G. Group Structure (cont'd)

#### G5. Associates and joint ventures (cont'd)

##### Joint ventures (cont'd)

	Guohua AES (Huanghua) Wind Power Co., Ltd.	Vietnam Singapore Industrial Park JV Co
<i>(\$ million)</i>		
<b>December 31, 2020</b>		
Non-current assets	694	173
Current assets <sup>b</sup>	216	880
Non-current liabilities <sup>c</sup>	(335)	(161)
Current liabilities <sup>d</sup>	(158)	(309)
Non-controlling interests	–	(90)
<b>Net assets</b>	<b>417</b>	<b>493</b>

<sup>b</sup> Includes cash and cash equivalents of S\$161 million

<sup>c</sup> Includes non-current financial liabilities (excluding trade and other payables and provisions) of S\$419 million

<sup>d</sup> Includes current financial liabilities (excluding trade and other payables and provisions) of S\$133 million

- c. During the year, the Group recognised an impairment loss of S\$32 million (2019: S\$nil) on the carrying amount of one of the Group's joint venture, Shenzhen Chiwan Engineering Co. Ltd, as the fair value less cost to sell based on the negotiation with the buyer was much lower than its carrying amount. The impairment losses on the joint venture were recorded in non-operating expenses. On September 1, 2020, the Group announced that it has signed a conditional agreement to divest this investment and as at December 31, 2020, the carrying value net of allowance for impairment was transferred to assets held for sale.

	Guohua AES (Huanghua) Wind Power Co., Ltd.	Vietnam Singapore Industrial Park JV Co	Individually immaterial joint ventures	Total
<i>(\$ million)</i>				
<b>December 31, 2020</b>				
<b>Group's interest in net assets of investees at beginning of the year</b>	196	221	800	1,217
Group's share of:				
Profit from continuing operations	24	35	126	185
Other comprehensive income	–	1	(9)	(8)
<b>Total comprehensive income</b>	<b>24</b>	<b>36</b>	<b>117</b>	<b>177</b>
Dividends received during the year	(29)	–	(162)	(191)
Translation during the year	10	(6)	27	31
Impairment during the year	–	–	(32)	(32)
Addition during the year, net of disposal	–	–	2	2
Transfer to assets held for sale	–	–	(30)	(30)
Distribution of a subsidiary	–	–	(15)	(15)
<b>Carrying amount of interest in investees at end of the year</b>	<b>201</b>	<b>251</b>	<b>707</b>	<b>1,159</b>

# Notes to the Financial Statements

Year ended December 31, 2020

## G. Group Structure (cont'd)

### G5. Associates and joint ventures (cont'd)

#### Joint ventures (cont'd)

	Guohua AES (Huanghua) Wind Power Co., Ltd.	Vietnam Singapore Industrial Park JV Co
<i>(S\$ million)</i>		
<b>December 31, 2019</b>		
Revenue	129	521
Profit for the year <sup>a</sup>	60	130
Other comprehensive income	–	–
<b>Total comprehensive income</b>	60	130
Attributable to non-controlling interests	–	19
Attributable to investee's shareholders	60	111

<sup>a</sup> Includes depreciation and amortisation of S\$52 million, finance income of S\$7 million, finance cost of S\$16 million and income tax expense of S\$34 million

	Guohua AES (Huanghua) Wind Power Co., Ltd.	Vietnam Singapore Industrial Park JV Co
<i>(S\$ million)</i>		
<b>December 31, 2019</b>		
Non-current assets	739	166
Current assets <sup>b</sup>	134	745
Non-current liabilities <sup>c</sup>	(292)	(168)
Current liabilities <sup>d</sup>	(173)	(234)
Non-controlling interests	–	(78)
<b>Net assets</b>	408	431

<sup>b</sup> Includes cash and cash equivalents of S\$203 million

<sup>c</sup> Includes non-current financial liabilities (excluding trade and other payables and provisions) of S\$443 million

<sup>d</sup> Includes current financial liabilities (excluding trade and other payables and provisions) of S\$127 million

	Guohua AES (Huanghua) Wind Power Co., Ltd.	Vietnam Singapore Industrial Park JV Co	Individually immaterial joint ventures	Total
<i>(S\$ million)</i>				
<b>December 31, 2019</b>				
<b>Group's interest in net assets of investees at beginning of the year</b>	186	193	889	1,268
Group's share of:				
Profit from continuing operations	29	56	64	149
Other comprehensive income	–	–	(22)	(22)
<b>Total comprehensive income</b>	29	56	42	127
Dividends received during the year	(14)	(28)	(141)	(183)
Translation during the year	(5)	*	*	(5)
Impairment during the year	–	–	(1)	(1)
Addition during the year, net of disposal	–	–	11	11
<b>Carrying amount of interest in investees at end of the year</b>	196	221	800	1,217

The Group's share of the capital commitments of the joint ventures at the balance sheet date amounted to S\$118 million (2019: S\$364 million).

The Group's interest in joint ventures with total carrying amount of S\$73 million (2019: S\$80 million) as at balance sheet date has been pledged to banks to secure credit facilities granted to the joint venture entities.

## G. Group Structure (cont'd)

### G5. Associates and joint ventures (cont'd)

#### Associates and joint ventures

Details of key associates and joint ventures are as follows:

Name of key associates	Country of incorporation	Effective equity held by the Group	
		2020 %	2019 %
<b>Energy</b>			
<sup>^^^</sup> Sembcorp Salalah Power and Water Company SAOG	Oman	40.00	40.00
<b>Urban</b>			
<sup>^^</sup> Wuxi-Singapore Industrial Park Development Co., Ltd	People's Republic of China	45.36	45.36
<sup>**</sup> Sino-Singapore Nanjing Eco Hi-tech Island Development Co., Ltd	People's Republic of China	21.50	21.50
<b>Name of key joint ventures</b>			
<b>Energy</b>			
<sup>^</sup> Phu My 3 BOT Power Company Ltd.	Vietnam	66.67	66.67
<sup>#</sup> Shanghai Cao Jing Co-generation Co. Ltd	People's Republic of China	30.00	30.00
<sup>*</sup> Emirates Sembcorp Water & Power Company P.J.S.C	United Arab Emirates	40.00	40.00
<sup>#</sup> Chongqing Songzao Sembcorp Electric Power Co., Ltd	People's Republic of China	49.00	49.00
<sup>##</sup> Guohua AES (Huanghua) Wind Power Co., Ltd	People's Republic of China	49.00	49.00
<b>Urban</b>			
<sup>^^</sup> Vietnam Singapore Industrial Park J.V. Co., Ltd.	Vietnam	49.26	49.26
<sup>^^</sup> Sino-Singapore (Chengdu) Innovation Park Development Co., Ltd (SSCIP) <sup>1</sup>	People's Republic of China	–	25.00
<sup>***</sup> PT Kawasan Industri Kendal	Indonesia	49.00	49.00

<sup>1</sup> During the year, the Group's joint venture, Singapore-Sichuan Investment Holdings Pte Ltd disposed 30% of equity interest in SSCIP for a consideration of S\$137 million. A gain on disposal of S\$23 million was recognised under "Share of results of associates and joint ventures, net of tax" in the consolidated income statement. Post disposal, the Group has an effective equity interest of 10% in SSCIP. Consequently, SSCIP ceased to be a joint venture of the Group.

The auditors of key associates, joint ventures and joint operations are as follows:

<sup>^</sup> Audited by Ernst & Young Vietnam Limited

<sup>^^</sup> Audited by member firms of KPMG International

<sup>#</sup> Audited by PricewaterhouseCoopers Zhong Tian CPAs Limited Company

<sup>\*\*</sup> Audited by Jiangsu Gongzheng Tianye Certified Public Accountants Co., Ltd, China

<sup>\*\*\*</sup> Audited by BDO Indonesia

<sup>^^^</sup> Audited by PricewaterhouseCoopers LLC

<sup>##</sup> Audited by Baker Tilly Certified Public Accountants Co., Ltd, China

<sup>\*</sup> Audited by Ernst & Young, Abu Dhabi



## Notes to the Financial Statements

Year ended December 31, 2020

### G. Group Structure (cont'd)

#### G6. Related party information

##### a. Amounts due from related parties

(S\$ million)	Note	Associates		Joint ventures		Related companies		Total	
		December 31, 2020	December 31, 2019	December 31, 2020	December 31, 2019	December 31, 2020	December 31, 2019	December 31, 2020	December 31, 2019
<b>Group</b>									
Amounts due from:									
Trade		9	6	5	15	12	20	26	41
Non-trade		1	1	31	14	1	–	33	15
Loans		*	*	1	30	–	–	1	30
	E1	10	7	37	59	13	20	60	86
Loss allowance		(1)	(1)	(2)	(7)	*	*	(3)	(8)
		9	6	35	52	13	20	57	78
Amounts due within 1 year		(9)	(6)	(35)	(24)	(13)	(20)	(57)	(50)
		–	–	–	28	–	–	–	28

The non-trade amounts due from related parties are unsecured, repayable on demand and interest-free.

In 2019, the loans to joint ventures of S\$28 million were unsecured, not expected to be repaid in the next 12 months and bear interest rates ranging from 1.66% to 1.91% per annum. In 2020, the loan to a joint venture is repayable in the next 12 months.

(S\$ million)	Note	Subsidiaries		Total	
		December 31, 2020	December 31, 2019	December 31, 2020	December 31, 2019
<b>Company</b>					
Amounts due from related parties	E1	15	13	15	13
Loans	E1	–	345	–	345
Amounts due within 1 year	E1	(15)	(13)	(15)	(13)
	E1	–	345	–	345

In 2019, the loans to related parties of S\$345 million were unsecured, not expected to be paid in the next 12 months and bear interest rates ranging from 3.24% to 4.75% per annum.

##### b. Amounts due to related parties

(S\$ million)	Note	Associates		Joint ventures		Related companies		Total	
		December 31, 2020	December 31, 2019	December 31, 2020	December 31, 2019	December 31, 2020	December 31, 2019	December 31, 2020	December 31, 2019
<b>Amounts due to:</b>									
Trade		*	*	1	2	2	15	3	17
Non-trade		1	1	*	–	4	1	5	2
Advance payment – trade		–	–	2	3	–	–	2	3
	E3	1	1	3	5	6	16	10	22

The non-trade amounts due to related parties are unsecured, interest-free and repayable on demand.

## Notes to the Financial Statements

Year ended December 31, 2020

### G. Group Structure (cont'd)

#### G6. Related party information (cont'd)

##### b. Amounts due to related parties (cont'd)

(\$ million)	Note	Subsidiaries		Total	
		December 31, 2020	December 31, 2019	December 31, 2020	December 31, 2019
<b>Company</b>					
Amounts due to:					
Trade		2	1	2	1
Non-trade	(i)	2	1	2	1
Loans from a related party	(ii)	1,595	245	1,595	245
		1,599	247	1,599	247
Amounts due after 1 year		(1,595)	(145)	(1,595)	(145)
	E3	4	102	4	102

- i. The non-trade amounts due to related parties are unsecured, interest-free and repayable on demand.
- ii. The loans from a related party of S\$1,595 million (2019: S\$245 million) bear interest rates ranging from 1.37% to 3.72% (2019: 3.72% to 3.82%) per annum and are unsecured.

##### c. Related party transactions

In addition to the above, the Group had the following significant outstanding balances and transactions with related parties during the year:

(\$ million)	Outstanding balances		Transactions	
	2020	2019	2020	2019
<b>Related corporations</b>				
Sales	14	20	119	197
Purchases including rental	2	15	316	316
Finance income	–	–	3	1
Finance expense	4	1	16	36
<b>Associates and joint ventures</b>				
Sales	14	21	67	72
Purchases including rental	4	5	1	9
Payment on behalf	–	–	1	5
Loans due from	1	30	–	–

On July 8, 2019, the Group issued S\$1.5 billion of five-year 3.55% per annum bond to DBS Bank, a related party, as sole lead manager and initial purchaser through a private placement. The investors of the bond include Temasek, the Company's immediate and ultimate holding company and an interested person. An amount of S\$2.3 million management and agent fees was paid to DBS Bank in relation to the issuance of the above bonds. In November 2020, the bonds were fully redeemed and as a result of the early redemption, an amount of S\$6.5 million in break funding cost was paid to bond investors who are also related parties.

During the year, an amount of S\$6.9 million management and agent fees was paid to a related corporation for the rights issue and the Distribution.

### G. Group Structure (cont'd)

#### G6. Related party information (cont'd)

##### d. Compensation of key management personnel

The Group considers the directors of the Company (including the Group President & CEO of the Company) and other personnel who have the authority and responsibility for planning, directing and controlling the activities of the Group to be key management personnel in accordance with SFRS(I) 1-24 *Related Party Disclosures*.

The compensation of 5 (2019: 4) other key management personnel for continuing operations is included in the table below.

(\$ million)	Group	
	2020	2019
Directors fees paid / payable to Directors of the Company	3	3
Director's remuneration of the Company	3	3
Other key management personnel remuneration	6	4
	12	10
Fair value of share-based compensation	2	2

Remuneration includes salary (which includes allowances, fees and other emoluments) and bonus (which includes Annual Wage Supplement (AWS), discretionary bonus and performance targets bonus). In addition to the above, the Company provides medical benefits to all employees including key management personnel.

The Group adopts an incentive compensation plan, which is tied to the creation of Economic Value Added (EVA), as well as the attainment of individual and Group performance goals for its key executives. "A bonus bank" is used to hold incentive compensation credited in any year. Typically, one-third of the available balance is paid out in cash each year, with the balance being carried forward to the following year. The balances of the bonus bank will increase or decrease by the yearly EVA performance achieved and the pay-outs made from the bonus bank. The fair value of share-based compensation relates to performance shares and restricted shares granted that were charged to the profit or loss.

**H. Other Disclosures****H1. Share-based incentive plans**

This section sets out details of the Group's share-based remuneration arrangements, including details of the Company's Performance Share Plan (PSP) and Restricted Share Plan (RSP), collectively known as Share Plans. During the year, shareholders have approved the SCI 2020 Share Plans to replace the SCI 2010 Share Plans which expired in April 2020. The SCI 2020 Share Plans have added the malus and clawback rights to reduce and allow cancellation of unvested incentives. The SCI 2020 Share Plans are now applicable to a broader base of executives.

**Accounting policies****Equity settled share-based incentive plan**

The fair value of the compensation cost is measured at grant date and amortised over the service period to which the performance criteria relates and during which the employees become unconditionally entitled to the shares.

For awards granted with market-based performance conditions, in estimating the fair value of the compensation cost, market-based performance conditions are taken into account.

For awards granted with non-market based performance conditions, the compensation cost is charged to profit or loss with a corresponding increase in equity on a basis that fairly reflects the manner in which the benefits will accrue to the employee over the service period to which the performance period relates.

At the balance sheet date, the Company revises its estimates of the number of performance-based shares that the employees are expected to receive based on the achievement of non-market performance conditions and the number of shares ultimately given. It recognises the impact of the revision of the original estimates in employee expense and in a corresponding adjustment to equity over the remaining vesting period.

The share-based payments reserve relating to the performance shares released is transferred to share capital when new shares are issued. When treasury shares are issued, the cost of treasury shares is transferred to share-based payments reserve.

In the Company's separate financial statements, the fair value of performance shares and restricted shares granted to employees of its subsidiaries is recognised as an increase in the cost of the Company's investment in subsidiaries, with a corresponding increase in equity over the vesting period.

**Cash settled share-based incentive plan**

The compensation cost of Sembcorp Challenge Bonus is measured at the fair value of the liability at each balance sheet date and spread over the service period to which the performance criteria relates and the period during which the employees become unconditionally entitled to the bonus.

The Group recognises a liability and an expense for bonuses and profit-sharing, based on a formula that takes into consideration the share price of the Company. The Group recognises a provision when contractually obliged to pay or where there is a past practice that has created a constructive obligation to pay. The liability takes into account the performance achieved for the year and the probability of achieving the performance conditions in the future.

Until the liability is settled, the Group will re-measure the fair value of the liability at each balance sheet date and at the date of settlement with any changes in fair value recognised in profit or loss for the period.

**Key estimates and judgements**

The fair value of equity-related compensation is measured using the Monte Carlo simulation method as at the date of the grant. The method involves projecting future outcomes using statistical distributions of key random variables including the share prices and volatility of returns. This model takes into account the probability of achieving the performance conditions in the future.

**H. Other Disclosures (cont'd)****H1. Share-based incentive plans (cont'd)**

The table below shows share-based expense that was recognised during the year.

<i>(\$ million)</i>	Note	2020	2019
Equity-settled share-based	(a)	8	7
Cash-settled share-based	(b)	*	*

**a. Equity-settled share-based incentive**

The 2020 Share Plans were incentive scheme approved and adopted by the shareholders at an Annual General Meeting of the Company held on May 21, 2020 and replaced the 2010 Share Plan which expired. The SCI RSP is for directors and employees of the Group whereas the SCI PSP is primarily for key executives of the Group.

A participant's award under the 2020 & 2010 Share Plans are determined by the Executive Resource & Compensation Committee (ERCC) taking into account, *inter alia*, the participant's performance during the relevant period, and his / her capability, entrepreneurship, scope of responsibility and skill set.

**Award granted from 2019**

Shares will be granted to eligible employees under the SCI RSP based on financial performance and corporate objectives achieved in the preceding year. The performance criteria for FY2020 and FY2019 restricted shares awards granted are calibrated based on Earnings Before Interest Tax Depreciation and Amortisation (EBITDA), Return On Equity (ROE) (excluding Sembcorp Marine Ltd), and non-financial performance targets, comprising transformation milestones and adherence to environment, health and safety standards achieved by the Group for the respective preceding financing year.

For managerial participants, depending on achievement on criteria outlined above, a quarter of the SCI RSP awards granted will vest immediately with the remaining three-quarters vest over the following three years in equal tranches, subject to individual performance and fulfilment of service conditions at vesting.

**b. Cash-settled share-based**

Based on achievement, the non-managerial participants of the Group will receive a cash-settled notional restricted shares award known as the Sembcorp Challenge Bonus.

Movement in the number of shares under the Company's PSP and RSP are as follows:

	2020		2019	
	PSP	RSP	PSP	RSP
At January 1	5,319,353	4,010,900	3,601,553	5,082,597
Shares awarded	–	5,918,949	2,487,800	3,509,203
Shares released	–	(4,149,575)	–	(3,252,945)
Shares lapsed	(612,333)	(280,798)	–	(140,955)
Performance shares lapsed arising from targets not met	(849,553)	–	(770,000)	(1,187,000)
Conditional performance shares adjusted pursuant to the Distribution	3,825,317	5,013,272	–	–
At December 31	7,682,784	10,512,748	5,319,353	4,010,900

As announced in November 2020, as a result of the adjustments due to the Distribution, (a) an additional 3,825,317 SCI Shares are proposed to be released under the outstanding SCI Share Awards granted under the SCI PSP, assuming the full achievement of the requisite pre-determined performance conditions and targets over the performance period in respect of such outstanding SCI Share Awards; and (b) an additional 5,013,272 SCI Shares will be conditionally released under the outstanding SCI Share Awards granted under the SCI RSP over the requisite time period in respect of such outstanding SCI Share Awards.

# Notes to the Financial Statements

Year ended December 31, 2020

## H. Other Disclosures (cont'd)

### H1. Share-based incentive plans (cont'd)

#### Sembcorp Industries Performance Share Plan

PSP awards granted have both market-based and non-market-based performance conditions. With the ERCC's approval on the achievement factor for the achievement of the performance targets for the performance period 2017 to 2019 (2019: performance period 2016 to 2018), no performance shares were released via the issuance of treasury shares (2019: nil).

For 2020, the ERCC decided not to grant any performance shares attributed in part to the significant changes to the strategy of the business following the de-merger with Sembcorp Marine coupled with the uncertainty in the current pandemic environment. Under these circumstances, it was deemed that there was insufficient clarity during the year to set meaningful and appropriate targets for the management team.

The total number of performance shares in awards granted conditionally and representing 100% of targets to be achieved, but not released as at end December 31, 2020, was 7,682,784 (2019: 5,319,353). Based on the multiplying factor, the actual release of the awards could range from zero to a maximum of 11,524,176 (2019: 7,979,029) performance shares.

#### Sembcorp Industries Restricted Share Plan

Of the restricted shares released, 269,972 (2019: 88,983) restricted shares were cash-settled. The remaining restricted shares were released via the issuance of treasury shares.

The total number of restricted shares outstanding, including award(s) achieved but not released, as at end 2020, was 10,512,748 (2019: 4,010,900). The RSP balances represent 100% of targets achieved, but not released subject to individual performance and fulfilment of service conditions at vesting. The actual release of the awards is a maximum of 10,512,748 (2019: 4,010,900) restricted shares.

Awards for the performance and corporate objectives achieved in 2020 (2019: 2019) will be granted in FY2021 (2019: FY2020).

The fair values of the performance and restricted shares are estimated using a Monte Carlo simulation methodology at the grant dates.

(\$ million)	PSP		RSP	
	Year of Grant		Year of Grant	
	2020	2019	2020	2019
Fair value at measurement date	NA	S\$1.24	S\$1.81	S\$2.44
<b>Assumptions under the Monte Carlo model</b>				
Share price	NA	S\$2.53	S\$1.90	S\$2.54
Expected volatility	NA	22.5%	23.4%	19.8%
Risk-free interest rate	NA	1.9%	0.77%–0.96%	1.9%
Expected dividend	NA	3.2%	3.5%	2.7%

With the ERCC's approval on the achievement factor for performance targets for the performance period 2019 (2019: performance period 2017 to 2018), a total of S\$0.9 million, equivalent to 440,335 (2019: S\$1.2 million, equivalent to 462,048) notional restricted shares, were awarded and paid.

## H. Other Disclosures (cont'd)

### H2. Other financial assets and liabilities

#### Accounting policies

##### Classification and subsequent measurement

###### Financial assets

On initial recognition, a financial asset is classified and measured at: amortised cost; fair value through other comprehensive income (FVOCI) or fair value through profit or loss (FVTPL).

Financial assets are not reclassified subsequent to their initial recognition unless the Group changes its business model for managing financial assets, in which case all affected financial assets are reclassified on the first day of the first reporting period following the change in the business model.

###### Financial liabilities

The Group initially recognises financial liabilities on the trade date, which is the date that the Group becomes a party to the contractual provisions of the instrument.

The Group classifies financial liabilities as measured at amortised cost or FVTPL.

###### Equity investments at FVOCI

On initial recognition of an equity investment that is not held for trading, the Group may irrevocably elect on initial recognition to present subsequent changes in the investment's fair value in other comprehensive income. This election is made on an investment-by-investment basis. The Group's equity investments are classified as FVOCI. These assets are subsequently measured at fair value. Dividends are recognised as income in profit or loss unless dividend clearly represents a recovery of part of the cost of investment. Other net gains and losses are recognised in OCI and are never reclassified to profit or loss.

###### Financial assets and liabilities at FVTPL

All other financial assets not classified and measured at amortised costs or FVOCI as described above are measured at FVTPL. This includes derivative financial assets. On initial recognition, the Group may irrevocably designate a financial asset that otherwise meets the requirements to be measured at amortised cost or at FVOCI, as at FVTPL, if doing so eliminates or significantly reduces an accounting mismatch that would otherwise arise. A financial liabilities is classified as at FVTPL if it is classified as held-for-trading, it is a derivative or it is designated as such on initial recognition. Financial assets and financial liabilities at FVTPL are measured at fair value and net gains and losses, including any interest expense, are recognised in profit or loss. Directly attributable transaction costs are recognised in profit or loss as incurred.

###### Derecognition

The Group derecognises a financial asset when the contractual rights to the cash flows from the financial asset expire, or when it transfers the rights to receive the contractual cash flows in a transaction in which substantially all of the risks and rewards of ownership of the financial asset are transferred or in which the Group neither transfers nor retains substantially all of the risks and rewards of ownership and it does not retain control of the financial asset.

The Group enters into transactions whereby it transfers assets recognised in its balance sheet, but retains either all or substantially all of its risks and rewards of the transferred assets. In these cases, the transferred assets are not recognised.

The Group derecognises a financial liability when its contractual obligations are discharged, cancelled or expired. The Group also derecognises a financial liability when its terms are modified and the cash flows of the modified liability are substantively different, in which case a new financial liability based on the modified terms is recognised at fair value.

On derecognition of a financial liability, the difference between the carrying amount extinguished and the consideration paid (including non-cash transferred or liabilities assumed) is recognised in profit or loss.

# Notes to the Financial Statements

Year ended December 31, 2020

## H. Other Disclosures (cont'd)

### H2. Other financial assets and liabilities (cont'd)

(S\$ million)	Note	Assets		Liabilities	
		Current	Non-current	Current	Non-current
<b>2020</b>					
At fair value through other comprehensive income:					
- Equity shares		-	71	-	-
At fair value through profit or loss:					
- Cross currency swaps		-	10	-	-
- Interest rate swaps		-	-	*	*
- Foreign exchange option contracts		*	-	-	-
- Forward foreign exchange contracts		-	-	1	-
- Foreign exchange swap contracts		1	-	-	-
- Fuel oil swaps		-	-	*	*
- Equity shares	(a)	8	-	-	-
- Unit trusts and funds	(b)	90	18	-	-
- Other derivatives		3	2	2	1
		102	30	3	1
Hedge of net investment in foreign operations:					
- Forward foreign exchange contracts		*	4	-	8
		*	4	-	8
Cash flow hedges:					
- Forward foreign exchange contracts		3	-	11	2
- Fuel oil swaps		42	5	24	1
- Interest rate swaps		-	-	-	86
- Cross currency swaps		1	16	-	-
- Commodity contracts		4	-	-	-
- Electricity futures market contracts		*	-	2	-
		50	21	37	89
Fair value hedges:					
- Forward foreign exchange contracts		7	-	*	-
		7	-	*	-
At amortised cost:					
- Long-term fixed deposits		-	124	-	-
<b>Total</b>		<b>159</b>	<b>250</b>	<b>40</b>	<b>98</b>

## H. Other Disclosures (cont'd)

### H2. Other financial assets and liabilities (cont'd)

(S\$ million)	Note	Assets		Liabilities	
		Current	Non-current	Current	Non-current
<b>2019</b>					
At fair value through other comprehensive income:					
- Equity shares		-	87	-	-
At fair value through profit or loss:					
- Cross currency swaps		-	8	-	2
- Interest rate swaps		*	*	1	*
- Foreign exchange option contracts		-	*	-	*
- Forward foreign exchange contracts		3	*	1	-
- Foreign exchange swap contracts		3	-	1	-
- Equity shares	(a)	13	-	-	-
- Unit trusts and funds	(b)	81	12	-	-
		100	20	3	2
Hedge of net investment in foreign operations:					
- Forward foreign exchange contracts		22	-	-	-
		22	-	-	-
Cash flow hedges:					
- Forward foreign exchange contracts		14	10	5	2
- Fuel oil swaps		12	2	33	2
- Interest rate swaps		-	-	5	38
- Cross currency swaps		79	18	-	-
- Commodity contracts		-	-	2	-
- Electricity futures market contracts		*	-	2	*
		105	30	47	42
Fair value hedges:					
- Forward foreign exchange contracts		1	-	-	-
		1	-	-	-
At amortised cost:					
- Long-term fixed deposits		-	129	-	-
<b>Total</b>		<b>228</b>	<b>266</b>	<b>50</b>	<b>44</b>

- Sembcorp Jingmen Water Co. Ltd (SJW) has a disagreement with the local authorities on the treatability of the wastewater from a customer. On December 31, 2019, an administrative decision was issued by the City Construction Bureau in Jingmen, China which allows the local authorities to temporarily take over the operation of SJW for the period from June 28, 2019 to May 28, 2020 and subsequently extended to May 28, 2021. As a result, during this period, the Group is deemed to have lost control of SJW, and SJW's net assets of S\$8 million (2019: S\$13 million) is deconsolidated and recognised as 'other financial assets' accordingly. The net assets as at December 31, 2020 was reduced with the repayment of shareholder's loan.
- Included in unit trusts and funds are amounts of S\$85 million (2019: S\$78 million) pledged to secure loan facilities.
- In 2019, as part of the Group's strategy on portfolio rebalancing, the entire investment in Gallant Venture was sold. The shares were sold at a fair value of S\$63 million at the time of sale. The cumulative loss of S\$4 million is included in fair value reserve.

# Notes to the Financial Statements

Year ended December 31, 2020

## H. Other Disclosures (cont'd)

### H3. Provisions

#### Accounting policies

A provision is an amount set aside based on reliable estimate to settle a probable legal or constructive obligation from a past event.

#### Key estimates and judgements

Estimates of the Group's obligations arising from contracts or regulations that exist as at balance sheet date may be affected by future events, which cannot be predicted with any certainty. The assumptions and estimates are made based on the management's knowledge and experience and may vary from actual experience so that the actual liability may vary considerably from the best estimates.

Certain of the Group's subsidiaries are involved in claims, litigations, land disputes and other regulatory matters in certain countries at year end. Due to the nature of these disputes and matters and also in view of the uncertainty of the outcome, the Group believes that the amount of exposure cannot currently be determinable. Therefore, no impairment, revision of useful or provision for restoration cost, where applicable has been recorded.

#### Provision for restoration cost

The provision recognised represents management's best estimate of the present value of the future costs required. Significant estimates and assumptions are made in determining the amount of restoration provisions. Those estimates and assumptions deal with uncertainties such as: changes to the relevant legal and regulatory framework; the timing, extent and costs required. These uncertainties may result in future actual expenditure differing from the amounts currently provided. The provisions recognised are periodically reviewed and updated based on the facts and circumstances available at the time. Changes to the estimated future costs are recognised in the balance sheet by adjusting both the asset and provision. Such changes give rise to a change in future depreciation and interest charges.

#### Discontinued operation

##### Warranty

The provision for warranty is based on estimates from known and expected warranty work and contractual obligations for further work to be performed after completion. The warranty expense incurred could be higher or lower than the provision made.

Movements in provisions are as follows:

(\$ million)	Note	Claims (i)	Restoration costs (ii)	Warranty (iii)	Fines (iv)	Others (v)	Total
<b>Group</b>							
<b>2020</b>							
Balance at January 1		12	105	42	–	17	176
Translation adjustments		*	(1)	*	–	*	(1)
Provisions made during the year		4	5	1	–	9	19
Provisions reversed during the year		(3)	*	(4)	–	–	(7)
Provisions utilised during the year		(1)	(2)	*	–	(1)	(4)
Disposal of subsidiaries		–	–	–	–	(2)	(2)
Distribution of a subsidiary		–	(79)	(39)	–	–	(118)
Unwind of discount on restoration costs	C7	–	1	–	–	–	1
Balance at December 31		12	29	–	–	23	64
Provisions due:							
– within 1 year		12	4	–	–	10	26
– after 1 year but within 5 years		–	–	–	–	13	13
– after 5 years		–	25	–	–	–	25
		12	29	–	–	23	64

## H. Other Disclosures (cont'd)

### H3. Provisions (cont'd)

(\$ million)	Note	Claims	Restoration costs	Warranty	Fines	Others	Total
<b>2019</b>							
Balance at January 1		24	108	58	40	19	249
Translation adjustments		*	(3)	*	(1)	*	(4)
Provisions made during the year		9	5	9	–	9	32
Provisions reversed during the year		(8)	(6)	(24)	–	(2)	(40)
Provisions utilised during the year		(13)	(2)	(1)	(10)	(2)	(28)
Transfer to other payables	(a)	–	–	–	(29)	(7)	(36)
Disposal of subsidiaries		–	–	–	–	*	*
Unwind of discount on restoration costs		–	3	–	–	–	3
Balance at December 31		12	105	42	–	17	176
Provisions due:							
– within 1 year		12	2	15	–	5	34
– after 1 year but within 5 years		–	49	27	–	11	87
– after 5 years		–	54	–	–	1	55
		12	105	42	–	17	176

- a. Following the conclusion of the legal proceedings in China related to the discharge of off-specification wastewater by Sembcorp Nanjing Suiwu Company Limited announced on February 7, 2020, the balance provisions amount of S\$36 million was transferred to current and non-current other payables of S\$21 million and S\$15 million, respectively in 2019.

(\$ million)	Claims (i)	Restoration costs (ii)	Total
<b>Company</b>			
<b>2020</b>			
Balance at January 1	11	10	21
Provisions made during the year	1	3	4
Provisions reversed during the year	(2)	–	(2)
Provisions utilised during the year	(1)	–	(1)
Balance at December 31	9	13	22
Provisions due:			
– within 1 year	9	2	11
– after 5 years	–	11	11
	9	13	22
<b>2019</b>			
Balance at January 1	19	16	35
Provisions made during the year	2	*	2
Provisions reversed during the year	(8)	(6)	(14)
Provisions utilised during the year	(2)	–	(2)
Balance at December 31	11	10	21
Provisions due:			
– within 1 year	11	–	11
– after 5 years	–	10	10
	11	10	21

# Notes to the Financial Statements

Year ended December 31, 2020

## H. Other Disclosures (cont'd)

### H3. Provisions (cont'd)

#### i. Claims

This provision relates to the obligations arising from contractual and commercial arrangements in the Group's and the Company's operations, based on the best estimate of the possible outflow considering both contractual and commercial factors.

#### ii. Restoration costs

Restoration costs relate to cost of dismantling and removing assets and restoring the premises to its original condition as stipulated in the agreements. The liability is expected to be incurred upon fulfilment of restoration obligation or termination of the lease.

#### iii. Warranty

Provision for warranty relates to contracts with contractual warranty terms. The provision for warranty is based on estimates from weighing all possible outcomes by their associated probabilities and estimates made from historical warranty data associated with similar projects.

The non-current portion of the provision for warranty is for contracts with contractual warranty periods that will lapse within 2 to 3 years from the reporting date.

#### iv. Fines

The provision for fines was made relating to an alleged discharge of off-specification wastewater by Sembcorp Nanjing Suifu Company Limited in China. With the proceedings concluded on February 7, 2020, the provision amount was reclassified to other payables in 2019.

#### v. Others

Others include provision for maintenance obligation based on contractual obligations to maintain the infrastructure and equipment to specified levels of serviceability under the service concession agreements; environmental obligations which are expected to be utilised within one year. The amount also includes provision for legal and professional fee, amongst others. These provisions are measured at the best estimate of the expenditure required and timing of outflows, to settle the present obligation at the end of each reporting period.

### H4. Subsequent events

- On February 5, 2021, the Group announced the completion of the divestment of its entire 32% stake in joint venture company Shenzhen Chiwan Sembawang Engineering Co.
- On February 16, 2021, the Group announced that through its subsidiary, Sembcorp Myingyan Power Company Limited, operates a 225-megawatt gas-fired power plant in Mandalay, Myanmar. As of December 31, 2020, the net assets value of this investment was USD57 million and USD230 million of the project's loan remains outstanding and is backed by a corporate guarantee issued by a wholly-owned subsidiary of Sembcorp.

### H5. New or revised accounting standards and interpretations not yet effective

The following new SFRS(I)s, amendments and interpretations of SFRS(I)s are effective for annual periods beginning after January 1, 2020:

#### Applicable to 2021 financial statements

- Amendments to SFRS(I) 9, SFRS(I) 1-39, SFRS(I) 7, SFRS(I) 4 and SFRS(I) 16 *Interest Rate Benchmark Reform – Phrase 2*

#### Applicable to 2022 financial statements

- Amendments to SFRS(I) 3 *Reference to the Conceptual Framework*
- Amendments to SFRS(I) 1-16 *Property, Plant and Equipment – Proceeds before intended used*
- Amendments to SFRS(I) 1-37 *Onerous Contracts – Cost of Fulfilling a Contract*
- Amendments to SFRS(I) Annual Improvements to SFRS(I)s 2018 - 2022

#### Applicable to 2023 financial statements

- SFRS(I) 17 *Insurance Contracts*
- Amendments to SFRS(I) 1-1 *Classification of Liabilities as Current or Non-current*
- Amendments to SFRS(I) 17 *Insurance Contracts*

#### Mandatory effective date deferred

- Amendments to SFRS(I) 10 and SFRS(I) 1-28 *Sale or Contribution of Assets between an Investor and its Associate or Joint Venture*

The Group is still in the process of assessing the impact of the new SFRS(I)s, amendments to and interpretations of SFRS(I)s on the financial statements. The Group does not expect significant impact on the financial statements upon the adoption of these new SFRS(I)s.

## I. Supplementary Information

### 11. Directors and key executives remuneration

(Under SGX-ST Listing Manual requirements)

#### Directors' and key executives' remuneration earned for the year

Summary compensation table for the year ended December 31, 2020

Name of Director	Salary <sup>1</sup> S\$'000	Bonus earned S\$'000	Fair value of share-based compensation granted for the year <sup>2</sup> S\$'000	Directors' fees	
				Cash-based <sup>1</sup> S\$'000	Share-based <sup>3</sup> S\$'000
<b>Payable by Company</b>					
Ang Kong Hua	–	–	–	473	202
Neil McGregor <sup>4</sup>	703	–	–	–	–
Margaret Lui <sup>5</sup>	–	–	–	59	–
Tan Sri Mohd Hassan Marican	–	–	–	105	45
Tham Kui Seng	–	–	–	99	43
Dr Teh Kok Peng	–	–	–	118	51
Ajaib Haridass	–	–	–	114	49
Nicky Tan	–	–	–	108	46
Yap Chee Keong	–	–	–	117	50
Jonathan Asherson OBE	–	–	–	117	50
Dr Josephine Kwa Lay Keng	–	–	–	73	31
Nagi Hamiyeh	–	–	–	69	29
Wong Kim Yin <sup>6</sup>	684	1,496	544	–	–
<b>Payable by Subsidiaries</b>					
Neil McGregor <sup>4</sup>	–	–	–	40	–
Tan Sri Mohd Hassan Marican	–	–	–	420	180
Tham Kui Seng	–	–	–	30	–

# Notes to the Financial Statements

Year ended December 31, 2020

## I. Supplementary Information (cont'd)

### 11. Directors and key executives remuneration (cont'd) (Under SGX-ST Listing Manual requirements) (cont'd)

#### Directors' and key executives' remuneration earned for the year (cont'd)

After considering the recommendations set out in 8.1 and 8.3 of the Corporate Governance Code carefully, having taken into account the highly competitive conditions for talent in the industry, the Board is of the view that the Group's key management personnel's remuneration shall be disclosed as bands, as laid out in the following table.

In 2020, the key management personnel (who are not Directors or the CEO) are Graham Cockroft, Koh Chiap Khiong, Tan Cheng Guan, Kelvin Teo and Vipul Tuli. Information relating to the remuneration of the Group's top 5 key management personnel (who are not Directors or the CEO) are as follows:

Remuneration Band	No of Employees	Salary (%)	Bonus Earned (%)	Fair value of share-based compensation granted for the year (%)	Total Compensation (%)
1,250,001 – 1,500,000	1	54%	17%	29%	100%
1,000,001 – 1,250,000	1	56%	22%	22%	100%
750,001 – 1,000,000	1	57%	22%	21%	100%
500,001 – 750,000	2	88%	10%	2%	100%
<b>Total Aggregate Compensation</b>					<b>S\$4,640,281</b>

Notes:

<sup>1</sup> The amounts shown are inclusive of basic salary, fixed allowances, AWS and other emoluments.

<sup>2</sup> The fair value of the share plans granted for the year is disclosed. The shares granted to key executives are contingent upon meeting performance measures. If these performance measures are not met, the key executives will not be vested with any shares.

<sup>3</sup> To align the interests of non-executive directors with the interests of shareholders, up to 30% of the aggregate directors' fees approved by shareholders for a particular financial year may be paid out in the form of restricted share awards under the Sembcorp Industries Restricted Share Plan 2010.

From 2011, the awards granted under the Sembcorp Industries Restricted Share Plan 2010 to all directors as part of their directors' fees (except for Neil McGregor, who was the Group President & CEO, and who did not receive any directors' fees) will consist of the grant of fully paid shares outright with no performance and vesting conditions attached, but with a selling moratorium. Non-executive directors are required to hold shares (including shares obtained by other means) worth the value of their annual base retainer fee (currently S\$75,000); any excess may be sold as desired. A non-executive director can dispose of all of his shares one year after leaving the Board.

The actual number of shares awarded to each non-executive director will be determined with reference to the volume-weighted average price of a share on the SGX-ST over the 14 trading days from (and including) the day on which the shares are first quoted ex-dividend after the AGM (or, if the resolution to approve the final dividend is not approved, over the 14 trading days immediately following the date of the AGM). The number of shares to be awarded will be rounded down to the nearest hundred and any residual balance will be settled in cash. A non-executive director who steps down before the payment of the share component will receive all of his / her director's fees for the year (calculated on a pro-rated basis, where applicable) in cash.

Details of the performance shares and restricted shares granted to the directors are set out in the section on Share-based Incentive Plans in the Directors' Statement.

<sup>4</sup> Neil McGregor retired as Group President & CEO of SCI and Director of SCI on June 30, 2020 and May 21, 2020 respectively.

<sup>5</sup> Margaret Lui retired as Director of SCI on May 21, 2020.

<sup>6</sup> Wong Kim Yin was appointed as Group President & CEO on July 1, 2020.

## I. Supplementary Information (cont'd)

### 12. Interested person transactions (Under SGX-ST Listing Manual requirements)

For the purposes of Chapter 9 of the SGX-ST Listing Manual, shareholders' approval is required for any interested person transaction of a value equal to, or more than 5% of the Group's latest audited consolidated net tangible assets (NTA) or when aggregated with other transactions entered into with the same interested person during the same financial year, is of a value equal to, or more than 5% of the Group's latest NTA. For FY2020, the 5% Group's consolidated NTA as at December 31, 2019 was S\$311 million.

Chapter 9 however permits the Company to obtain a shareholders' mandate for recurrent transaction of a revenue or trading nature or those necessary for its day-to-day operations. At the Annual General Meeting held on May 2020, the Company obtained approval for such shareholders' mandate.

#### Transactions under shareholders' mandate

(S\$ million)	Nature of relationship	FY2020	Aggregate value of all interested person transactions under shareholders' mandate pursuant to Rule 920 of the SGX-ST Listing Manual (excluding transactions less than S\$100,000)
<b>Sale of goods and services</b>			
Temasek Holdings (Private) Limited and its Associates		0.4	
– Mapletree Investments Pte Ltd and its Associates	Associate of Temasek Holdings (Private) Limited, the controlling shareholder of the Company	1.6	
– PSA International Pte Ltd and its Associates		9.1	
– Singapore Power Limited and its Associates		2.3	
– Singapore Technologies Telemedia Pte Ltd and its Associates		77.5	
– SingEx Holdings Pte Ltd and its Associates		2.2	
– Surbana Jurong Private Limited and its Associates		0.4	
		93.5	
CapitaLand Ltd and its Associates	Associate of Temasek Holdings (Private) Limited, the controlling shareholder of the Company	5.9	
Olam International Ltd and its Associates		6.8	
SATS Ltd and its Associates		18.0	
Singapore Airlines Limited and its Associates		18.3	
Singapore Technologies Engineering Ltd and its Associates		13.7	
Sembcorp Marine Ltd and its Associates <sup>1</sup>		7.0	
		163.2	
<b>Purchase of goods and services</b>			
Temasek Holdings (Private) Limited and its Associates			
– Lan Ting Holdings Pte Ltd and its Associates	Associate of Temasek Holdings (Private) Limited, the controlling shareholder of the Company	76.6	
– Singapore Power Limited and its Associates		5.1	
– Surbana-Jurong Private Limited and its Associates		5.8	
		87.5	
Singapore Technologies Engineering Ltd and its Associates	Associate of Temasek Holdings (Private) Limited, the controlling shareholder of the Company	45.6	
Singapore Telecommunications Ltd and its Associates		0.5	
Starhub Ltd and its Associates		1.3	
		134.9	
			298.1

Note:

<sup>1</sup> Post the Distribution on September 11, 2020, SCM and its associates become interested person of the Group.



# Notes to the Financial Statements

Year ended December 31, 2020

## I. Supplementary Information (cont'd)

### 12. Interested person transactions (cont'd)

(Under SGX-ST Listing Manual requirements) (cont'd)

#### Transactions not under shareholders' mandate

(S\$ million)	Nature of relationship	Aggregate value of all interested person transactions during the financial year under review (excluding transactions less than S\$100,000 and transactions conducted under shareholders' mandate pursuant to Rule 920)	FY2020
<b>Payment for early release of key personnel</b>			
Temasek Holdings (Private) Limited and its Associates			
-	Singapore Power Limited and its Associates	Associate of Temasek Holdings (Private) Limited, the controlling shareholder of the Company	3.2
			3.2

### 13. List of properties

#### Urban

Description	Type	Land Tenure	Gross floor area (sq m)	Group's effective interest	Status
<b>China</b>					
<b>Industrial &amp; Business Properties</b>					
1. International Water Hub, Nanjing	Office & Exhibition Centre	Leasehold 50 years from 2015	33,803 <sup>1</sup>	100.0%	Completed Development
2. Jiangdao Intelligent Cube, Nanjing	Incubator	Leasehold 50 years from 2012	78,972	21.5%	Completed Development
3. Jiangdao Technology Innovation Centre, Nanjing	Office & Exhibition Centre	Leasehold 50 years from 2012	49,340	21.5%	Completed Development
4. Wuxi-Singapore Industrial Park	Ready-Built Factories	Leasehold 50 years from 1995	371,459	45.4%	Completed Development
5. Wuxi-Singapore Industrial Park	Built-to-Specs Factories	Leasehold 50 years from 2006	190,938	45.4%	Completed Development
<b>Commercial &amp; Residential Properties</b>					
1. Jiangdao Xin Tiandi, Nanjing	Retail	Leasehold 40 years from 2012	66,274	21.5%	Under Development
2. Jiangdao Hua Ting, Nanjing	Residential	Leasehold 70 years from 2012	7,761	21.5%	Completed Development
3. Modena by Fraser, Wuxi New District	Service Apartment	Leasehold 40 years from 2008	11,056	45.4%	Completed Development
<b>Indonesia</b>					
<b>Industrial &amp; Business Properties</b>					
1. Kendal Industrial Park, Central Java	Ready Built Factories	Leasehold 30 years from 2015	1,836	49.0%	Completed Development

<sup>1</sup> Gross floor area excludes carpark and basement area

## I. Supplementary Information (cont'd)

### 13. List of properties (cont'd)

#### Urban

Description	Type	Land Tenure	Gross floor area (sq m)	Group's effective interest	Status
<b>Vietnam</b>					
<b>Industrial &amp; Business Properties</b>					
1. VSIP Bac Ninh Phase I-V	Ready-built Factories	Leasehold 50 years from 2007	37,035	46.5%	Completed Development
2. VSIP Hai Phong	Ready-built Factories	Leasehold 50 years from 2008	30,051	49.3%	Completed Development
3. VSIP Nghe An	Ready-built Factories	Leasehold 50 years from 2015	8,810	49.3%	Completed Development
4. VSIP Binh Duong I	Ready-built Factories	Leasehold 50 years from 1996	57,813	49.3%	Completed Development
5. VSIP Binh Duong II	Ready-built Factories	Leasehold 50 years from 2005	25,016	49.3%	Completed Development
6. VSIP Binh Duong II-A	Ready-built Factories	Leasehold 50 years from 2008	67,734	49.3%	Completed Development
7. SIS Hai Phong Phase I	Warehouses	Leasehold 44 years from 2014	15,000	52.5%	Completed Development
8. SIS Hai Phong Phase II	Warehouses	Leasehold 43 years from 2016	14,279	52.5%	Completed Development
9. SIS Hai Phong Phase III	Warehouses	Leasehold 40 years from 2018	13,200	52.5%	Completed Development
10. SIS Hai Duong Phase V	Warehouses	Leasehold 38 years from 2020	15,490	52.5%	Under Development
<b>Commercial &amp; Residential Properties</b>					
1. VSIP Hai Phong	Retail	Leasehold 50 years from 2008	421	46.5%	Completed Development
2. VSIP Plaza, Quang Ngai	Retail	Leasehold 50 years from 2012	3,062	49.3%	Completed Development
3. VSIP, Bac Ninh	Shophouses	Leasehold 50 years from 2007	680	46.5%	Completed Development
4. Suncasa, Binh Duong	Residential & Shophouses	Leasehold 50 years from 2008	4,878	49.3%	Completed Development
5. Suncasa Central I, Binh Duong	Residential & Shophouses	Leasehold 50 years from 2009	64,895	49.3%	Under Development
6. BelHomes II, Hai Phong	Residential & Shophouses	Leasehold 50 years from 2008	92,667	46.5%	Under Development
7. The Habitat Binh Duong II	Residential & Retail	Leasehold 45 years from 2018	5,415	51.6%	Under Development
8. VSIP Binh Duong II-A	Retail	Leasehold 50 years from 2008	1,118	49.3%	Completed Development
<b>Corporate and Others</b>					
<b>Singapore</b>					
30 Hill Street	Office	Freehold land and building	11,410	100%	

## Additional Information on Directors Seeking Re-election

Name of Director	Dr Josephine Kwa Lay Keng	Lim Ming Yan	Wong Kim Yin
Date of Appointment	August 1, 2018	January 18, 2021	July 1, 2020
Date of last re-appointment	April 18, 2019	N.A.	N.A.
Age	62	58	50
Country of principal residence	Singapore	Singapore	Singapore
The Board's comments on this appointment (including rationale, selection criteria, and the search and nomination process)	N.A.	N.A.	N.A.
Whether appointment is executive, and if so, the area of responsibility	No	No	Yes (Group President & CEO)
Job Title (e.g. Lead ID, AC Chairman, AC Member etc.)	Non-executive & Independent Director  <b>Member</b> • Technology Advisory Panel	Non-executive & Independent Director  <b>Member</b> • Audit Committee • Risk Committee • Technology Advisory Panel	Executive & Non-independent Director  <b>Member</b> • Executive Committee • Technology Advisory Panel
Professional qualifications	PhD in Mechanical Engineering, University of Leeds  BSc (Honours) in Mechanical Engineering, University of Leeds	BSc (1st Class Honours) in Mechanical Engineering and Economics, University of Birmingham  Advanced Management Programme, Harvard Business School	MBA, University of Chicago Booth School of Business  BSc, Computer Science & Information Systems, National University of Singapore
Working experience and occupation(s) during the past 10 years	<b>Raffles Marina Holdings</b> • Chairman (2007–2017)  <b>NSL</b> • CEO (2011) • Chief Operating Officer (2005–2011)	<b>CapitaLand</b> • President & Group CEO (2013–2018) • Chief Operating Officer (2011–2012)  <b>The Ascott</b> • CEO (2009–2012)	<b>Singapore Power</b> • Group CEO (2011–2020)  <b>Temasek International</b> • Senior Managing Director (2004–2011)
Shareholding interest in the listed issuer and its subsidiaries	Sembcorp Industries: 26,600	Nil	Nil
Any relationship (including immediate family relationships) with any existing director, existing executive officer, the issuer and / or substantial shareholder of the listed issuer or of any of its principal subsidiaries	No	No	Yes Sembcorp Industries, Group President & CEO
Conflict of interest (including any competing business)	No	No	No
Undertaking (in the format set out in Appendix 7.7) under Rule 720(1) has been submitted to the listed issuer	Yes	Yes	Yes

## Other Principal Commitments Including Directorships

Name of Director	Dr Josephine Kwa Lay Keng	Lim Ming Yan	Wong Kim Yin
Past (for the last 5 years)	<ul style="list-style-type: none"> <li>NUS Energy Studies Institute</li> <li>Raffles Marina Holdings</li> </ul>	<ul style="list-style-type: none"> <li>Ascott Residence Trust Management</li> <li>CapitaLand</li> <li>CapitaLand Commercial Trust Management</li> <li>CapitaLand Mall Trust Management</li> <li>CapitaLand Retail China Trust Management</li> <li>Singapore Tourism Board</li> </ul>	<ul style="list-style-type: none"> <li>Singapore Power (SP) Group of Companies</li> <li>Singapore Polytechnic, Board of Governors</li> <li>SeaTown Holdings</li> </ul>
Present	<p><b>Listed companies</b></p> <ul style="list-style-type: none"> <li>Sembcorp Industries</li> <li>Southern Steel</li> </ul> <p><b>Others</b></p> <ul style="list-style-type: none"> <li>Agency for Science, Technology and Research (A*STAR)</li> <li>Barghest Building Performance</li> </ul>	<p><b>Listed companies</b></p> <ul style="list-style-type: none"> <li>Sembcorp Industries</li> <li>Central China Real Estate</li> <li>DLF Cyber City Developers</li> <li>Singapore Press Holdings</li> </ul> <p><b>Others</b></p> <ul style="list-style-type: none"> <li>Business China</li> <li>Chinese Development Assistance Council, Board of Trustee Member</li> <li>Future Economy Council (FEC)</li> <li>FEC's Built Environment Sub-Committee, Co-Chairman</li> <li>FEC's National Jobs Council</li> <li>FEC's Emerging Stronger Taskforce</li> <li>Indonesia-Singapore Business Council</li> <li>Singapore Business Federation, Chairman</li> <li>Workforce Singapore, Chairman</li> <li>Singapore-China Foundation, Governor</li> <li>Singapore Management University, Board Trustee</li> </ul>	<p><b>Listed companies</b></p> <ul style="list-style-type: none"> <li>Sembcorp Industries</li> </ul> <p><b>Others</b></p> <ul style="list-style-type: none"> <li>Sembcorp Group of Companies</li> <li>China Venture Capital Fund Corporation</li> <li>DSO National Laboratories</li> <li>Inland Revenue Authority of Singapore</li> <li>Learning Gateway, Chairman</li> <li>Lifelong Learning Endowment Fund Advisory Council, Chairman</li> <li>SkillsFuture Singapore, Chairman</li> </ul>

## Additional Information on Directors Seeking Re-election

### Information required pursuant to Listing Rule 704(7)

Name of Director	Dr Josephine Kwa Lay Keng	Lim Ming Yan	Wong Kim Yin
a. Whether at any time during the last 10 years, an application or a petition under any bankruptcy law of any jurisdiction was filed against him or against a partnership of which he was a partner at the time when he was a partner or at any time within 2 years from the date he ceased to be a partner?	No	No	No
b. Whether at any time during the last 10 years, an application or a petition under any law of any jurisdiction was filed against an entity (not being a partnership) of which he was a director or an equivalent person or a key executive, at the time when he was a director or an equivalent person or a key executive of that entity or at any time within 2 years from the date he ceased to be a director or an equivalent person or a key executive of that entity, for the winding up or dissolution of that entity or, where that entity is the trustee of a business trust, that business trust, on the grounds of insolvency?	No	No	No
c. Whether there is any unsatisfied judgment against him?	No	No	No
d. Whether he has ever been convicted of any offence, in Singapore or elsewhere, involving fraud or dishonesty which is punishable with imprisonment, or has been the subject of any criminal proceedings (including any pending criminal proceedings of which he is aware) for such purpose?	No	No	No
e. Whether he has ever been convicted of any offence, in Singapore or elsewhere, involving a breach of any law or regulatory requirement that relates to the securities or futures industry in Singapore or elsewhere, or has been the subject of any criminal proceedings (including any pending criminal proceedings of which he is aware) for such breach?	No	No	No
f. Whether at any time during the last 10 years, judgment has been entered against him in any civil proceedings in Singapore or elsewhere involving a breach of any law or regulatory requirement that relates to the securities or futures industry in Singapore or elsewhere, or a finding of fraud, misrepresentation or dishonesty on his part, or he has been the subject of any civil proceedings (including any pending civil proceedings of which he is aware) involving an allegation of fraud, misrepresentation or dishonesty on his part?	No	No	No
g. Whether he has ever been convicted in Singapore or elsewhere of any offence in connection with the formation or management of any entity or business trust?	No	No	No
h. Whether he has ever been disqualified from acting as a director or an equivalent person of any entity (including the trustee of a business trust), or from taking part directly or indirectly in the management of any entity or business trust?	No	No	No

### Information required pursuant to Listing Rule 704(7) (cont'd)

Name of Director	Dr Josephine Kwa Lay Keng	Lim Ming Yan	Wong Kim Yin
i. Whether he has ever been the subject of any order, judgment or ruling of any court, tribunal or governmental body, permanently or temporarily enjoining him from engaging in any type of business practice or activity?	No	No	No
j. Whether he has ever, to his knowledge, been concerned with the management or conduct, in Singapore or elsewhere, of the affairs of:			
i. any corporation which has been investigated for a breach of any law or regulatory requirement governing corporations in Singapore or elsewhere; or	No	No	No
ii. any entity (not being a corporation) which has been investigated for a breach of any law or regulatory requirement governing such entities in Singapore or elsewhere; or	No	No	No
iii. any business trust which has been investigated for a breach of any law or regulatory requirement governing business trusts in Singapore or elsewhere; or	No	No	No
iv. any entity or business trust which has been investigated for a breach of any law or regulatory requirement that relates to the securities or futures industry in Singapore or elsewhere,	No	No	No
in connection with any matter occurring or arising during that period when he was so concerned with the entity or business trust?			
k. Whether he has been the subject of any current or past investigation or disciplinary proceedings, or has been reprimanded or issued any warning, by the Monetary Authority of Singapore or any other regulatory authority, exchange, professional body or government agency, whether in Singapore or elsewhere?	No	No	No

### Disclosure applicable to appointment of Director only

Name of Director	Dr Josephine Kwa Lay Keng	Lim Ming Yan	Wong Kim Yin
Any prior experience as a director of an issuer listed on the Exchange?	N.A.	N.A.	N.A.
If yes, please provide details of prior experience.			
If no, please state if the director has attended or will be attending training on the roles and responsibilities of a director of a listed issuer as prescribed by the Exchange.			
Please provide details of relevant experience and the nominating committee's reasons for not requiring the director to undergo training as prescribed by the Exchange (if applicable).			

# Shareholding Statistics

As at March 3, 2021

## Statistics of Shareholders

Issued and fully paid-up capital:	S\$565,571,683.28
Number of issued shares:	1,787,547,732
Number / percentage of treasury shares:	6,238,773 (0.35%)
Number of shareholders:	42,764
Class of shares:	Ordinary shares with equal voting rights <sup>1</sup>

## Shareholdings Held by the Public

Based on information available to the company as of March 3, 2021, 50.45%<sup>2</sup> of the issued ordinary shares of the company is held by the public and therefore, the company has complied with Rule 723 of the SGX-ST Listing Manual.

## Substantial Shareholder

Substantial Shareholder	Direct Interest	Indirect Interest	Total	% <sup>2</sup>
Temasek Holdings (Private) Limited	871,200,328	10,244,275 <sup>3</sup>	881,444,603	49.48

## Top 20 Shareholders

No.	Name	No. of Ordinary Shares Held	% <sup>2</sup>
1	Temasek Holdings (Private) Limited	871,200,328	48.91
2	Citibank Nominees Singapore Pte Ltd	158,869,818	8.92
3	DBS Nominees (Private) Limited	134,754,855	7.56
4	DBSN Services Pte Ltd	54,401,684	3.05
5	Raffles Nominees (Pte) Limited	37,906,822	2.13
6	United Overseas Bank Nominees Private Limited	24,334,595	1.37
7	HSBC (Singapore) Nominees Pte Ltd	15,251,896	0.86
8	OCBC Nominees Singapore Private Limited	13,341,912	0.75
9	Phillip Securities Pte Ltd	10,095,786	0.57
10	OCBC Securities Private Ltd	9,661,446	0.54
11	Startree Investments Pte Ltd	9,400,000	0.53
12	CGS-CIMB Securities (Singapore) Pte Ltd	7,902,912	0.44
13	UOB Kay Hian Private Limited	6,969,963	0.39
14	BPSS Nominees Singapore (Pte.) Ltd.	6,507,259	0.36
15	Maybank Kim Eng Securities Pte Ltd	6,242,373	0.35
16	Tang Kin Fei	4,746,612	0.27
17	Heng Siew Eng	4,407,000	0.25
18	IFAST Financial Pte Ltd	3,501,247	0.20
19	DBS Vickers Securities (Singapore) Pte Ltd	3,062,143	0.17
20	DB Nominees (Singapore) Pte Ltd	2,832,052	0.16
		1,385,390,703	77.78

<sup>1</sup> Ordinary shares purchased and held as treasury shares by the company will have no voting rights

<sup>2</sup> The percentage of issued ordinary shares is calculated based on the number of issued ordinary shares of the company as of March 3, 2021 excluding 6,238,773 ordinary shares held as treasury shares as at that date

<sup>3</sup> Temasek is deemed to be interested in the 10,244,275 shares in which its subsidiaries and / or associated companies have or are deemed to have an interest pursuant to Section 7 of the Companies Act

## Analysis of Shareholdings

Range of Shareholdings	No. of Ordinary Shareholders	%	No. of Ordinary Shares Held (Excluding Treasury Shares)	%
1–99	649	1.52	26,278	0.00
100–1,000	6,865	16.05	5,532,507	0.31
1,001–10,000	28,060	65.62	118,388,331	6.65
10,001–1,000,000	7,158	16.74	256,367,625	14.39
1,000,001 and above	32	0.07	1,400,994,218	78.65
	42,764	100.00	1,781,308,959	100.00

# Corporate Information

## Registered Office

30 Hill Street #05-04  
Singapore 179360  
Tel: (65) 6723 3113  
Website: www.sembcorp.com

## Board of Directors

Ang Kong Hua  
*Chairman*

Tan Sri Mohd Hassan Marican  
Tham Kui Seng  
Dr Teh Kok Peng  
Ajaib Haridass  
Nicky Tan Ng Kuang  
Yap Chee Keong  
Jonathan Asherson OBE  
Dr Josephine Kwa Lay Keng  
Nagi Hamiyeh  
Lim Ming Yan (*Appointed on Jan 18, 2021*)

Wong Kim Yin  
*Group President & CEO*

## Executive Committee

Ang Kong Hua  
*Chairman*

Tham Kui Seng  
Nicky Tan Ng Kuang  
Nagi Hamiyeh  
Wong Kim Yin

## Audit Committee

Yap Chee Keong  
*Chairman*

Dr Teh Kok Peng  
Ajaib Haridass  
Jonathan Asherson OBE  
Lim Ming Yan (*Appointed on Feb 22, 2021*)

## Risk Committee

Ajaib Haridass  
*Chairman*

Dr Teh Kok Peng  
Yap Chee Keong  
Jonathan Asherson OBE  
Lim Ming Yan (*Appointed on Feb 22, 2021*)

## Executive Resource & Compensation Committee

Ang Kong Hua  
*Chairman*

Tan Sri Mohd Hassan Marican  
Tham Kui Seng  
Nicky Tan Ng Kuang

## Nominating Committee

Ang Kong Hua  
*Chairman*

Tan Sri Mohd Hassan Marican  
Nicky Tan Ng Kuang  
Nagi Hamiyeh (*Appointed on Feb 22, 2021*)

## Technology Advisory Panel

Ang Kong Hua  
*Chairman*

Dr Teh Kok Peng  
Jonathan Asherson OBE  
Dr Josephine Kwa Lay Keng  
Nicky Tan Ng Kuang (*Appointed on Feb 22, 2021*)  
Lim Ming Yan (*Appointed on Feb 22, 2021*)  
Prof Ng How Yong  
Prof Lui Pao Chuen  
Wong Kim Yin

## Company Secretary

Kwong Sook May

## Registrar

**M & C Services Private Limited**  
112 Robinson Road #05-01  
Singapore 068902

## Auditors

### KPMG LLP

Public Accountants and  
Chartered Accountants  
16 Raffles Quay #22-00  
Hong Leong Building  
Singapore 048581

Partner-in-Charge: Koh Wei Peng  
(*Appointed during the financial year ended December 31, 2019*)

## Investor Relations

investorrelations@sembcorp.com

## Sustainability

sustainability@sembcorp.com

# Glossary

<b>AC</b>	Audit Committee	<b>IAF</b>	Integrated Assurance Framework
<b>ACRA</b>	Singapore's Accounting and Corporate Regulatory Authority	<b>IPT</b>	interested person transactions
<b>AGM</b>	annual general meeting	<b>IOGP</b>	International Association of Oil and Gas Producers
<b>ASEAN</b>	Association of Southeast Asian Nations	<b>JV</b>	joint venture
<b>C&amp;R</b>	commercial & residential	<b>KPIs</b>	key performance indicators
<b>CCWC</b>	Climate Change Working Committee	<b>LOD</b>	line of defence
<b>CDP</b>	formerly known as Carbon Disclosure Project	<b>m<sup>3</sup></b>	cubic metres
<b>the Code</b>	Singapore Code of Corporate Governance 2018	<b>m<sup>3</sup>/day</b>	cubic metres per day
<b>COVID-19</b>	coronavirus disease 2019	<b>MW</b>	megawatt
<b>D/C</b>	debt-to-capitalisation ratio	<b>MWh</b>	megawatt hour
<b>the Distribution</b>	the distribution <i>in specie</i> of ordinary shares in the capital of Sembcorp Marine Limited by Sembcorp Industries to its shareholders which was completed on September 11, 2020	<b>MWp</b>	megawatt-peak
<b>EBITDA</b>	earnings before interest, tax, depreciation and amortisation  EBITDA figures exclude major non-cash items such as the effects of fair value adjustments, re-measurements, impairments and write-offs	<b>NC</b>	Nominating Committee
<b>EGM</b>	extraordinary general meeting	<b>NIOSH</b>	US National Institute for Occupational Safety and Health
<b>EI</b>	exceptional item(s)	<b>NM</b>	not meaningful
<b>ERCC</b>	Executive Resource & Compensation Committee	<b>NCI</b>	non-controlling interest
<b>ERM</b>	enterprise risk management	<b>PLF</b>	plant load factor
<b>ESG</b>	environmental, social and governance	<b>PPE</b>	personal protective equipment
<b>ExCo</b>	Executive Committee	<b>PV</b>	photovoltaic
<b>FRS</b>	Financial Reporting Standards (Singapore)	<b>R&amp;D</b>	research & development
<b>FY</b>	financial year	<b>RC</b>	Risk Committee
<b>GHG</b>	greenhouse gas	<b>REC</b>	renewable energy certificate
<b>GRI</b>	Global Reporting Initiative	<b>SDGs</b>	Sustainable Development Goals
<b>HSSE</b>	health, safety, security and environment	<b>SFRS(I)</b>	Singapore Financial Reporting Standards (International)
<b>IFRS</b>	International Financial Reporting Standards	<b>SGX</b>	Singapore Exchange
		<b>SGXNet</b>	Singapore Exchange's web-based platform that enables listed issuers to upload announcements
		<b>SGX-ST</b>	Singapore Exchange Securities Trading
		<b>SSC</b>	Sustainability Steering Committee
		<b>TAP</b>	Technology Advisory Panel
		<b>TCFD</b>	Task Force on Climate-related Financial Disclosures
		<b>tCO<sub>2</sub>e</b>	tonnes of carbon dioxide equivalent
		<b>UN</b>	United Nations

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