



18th Annual General Meeting

Building the Future

A Global Company

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Challenging Business Environment

- Turnover at S\$9.5 billion, down 12%
- Profit from Operations at S\$631.5 million, down 51%
- Net Profit at S\$548.9 million, down 32%
- EPS at 29.2 cents
- ROE at 9.4%

UTILITIES

- Net profit up 72% to S\$701.5 million, underpinned by overseas growth and divestment gains

MARINE

- Sembcorp Marine made impairment and provisions of S\$609 million for rigs (incl. S\$329 million for Sete Brasil drillship projects) and share of losses of associates/JVs of S\$192 million.

Committed to Shareholder Value

- Proposing final dividend of 6.0 cents per share
- If approved, this will bring FY2015 total dividend to 11.0 cents per share, together with the 5 cents interim dividend paid in September 2015
- Consistent payout ratio despite challenging market conditions

11.0
cents per share

38%
Payout Ratio

4.4%
Dividend Yield*

*As at dividend announcement on February 17, 2016.



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

Utilities

Building the Future: Growing our Income Base



Objectives

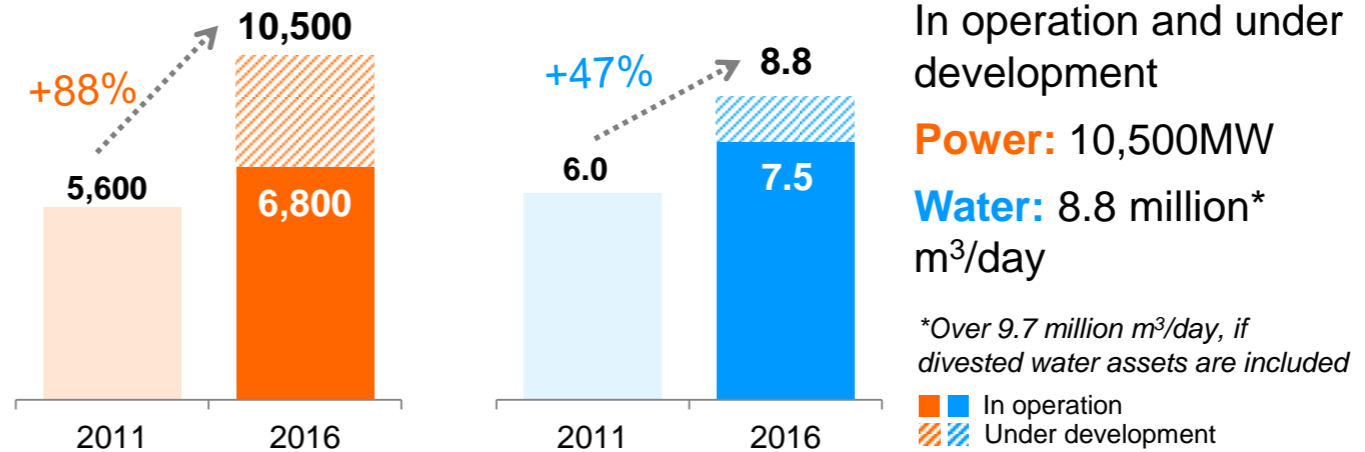
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Vision 10/10

Grow total capacity to

- 10,000MW power
- 10 million m³/day water

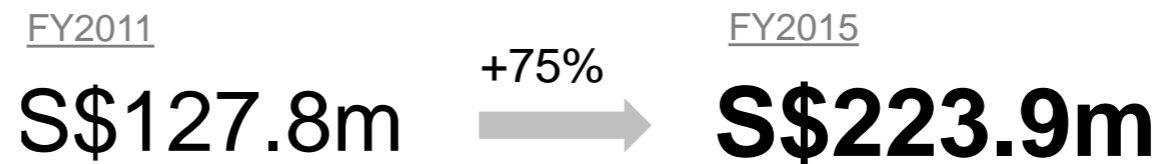
Achievements



2

Drive growth and contribution from **Overseas** operations

Utilities Net Profit from Overseas



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

3

Value Creation through capital recycling

- Asset sales at good valuations
- Re-deploy capital for growth

Gain on divestments
>\$450 million

2013-2015
 Salah IPO (sold 20% interest)
 SembSita Pacific
 Bournemouth
 Zhumadian



Utilities

Building the Future: Growing our Income Base



Objectives

Achievements

4 Develop successful **Business Model**

Developer-Owner-Operator model for growing income base



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

NEW PROJECTS

Oman	China	India	Myanmar	
			Bangladesh	

6 Build new **Platforms for Growth**

Renewables



Wind



Solar



EfW / Biomass

Now with both thermal and renewable power capabilities



Utilities




Building the Future






Solid Pipeline of Projects

Over 3,700 MW of power and over 1.3 million m³/day of water and wastewater treatment capacities to be added in 2016-2018



2016

Sembcorp Gayatri Power 1,320MW Andhra Pradesh, India 	Changzhi TWMP 1.3 million m ³ /day Shanxi, China 
EfW Facility 140tph steam Jurong Island, Singapore 	Lianyungang IWWTP 20,000 m ³ /day Jiangsu, China 
Wilton 11 49MW or 190tph steam Teesside, UK 	Qidong IWWTP 10,000 m ³ /day Jiangsu, China 
Rojwas 60MW Madhya Pradesh, India 	Jingmen IWWTP 10,000 m ³ /day Hubei, China 
A&H 84MW Karnataka, India 	

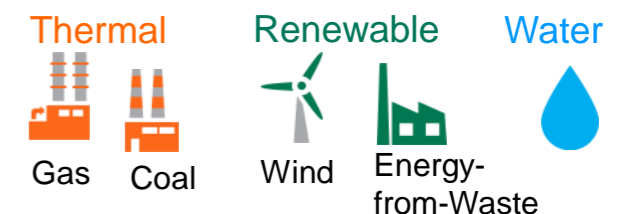
2017

Chongqing Songzao 1,320MW Chongqing, China 
Huanghua LSBH 150MW Hebei, China 
Huanghua Phase 3 98MW Hebei, China 

2018

Myingyan 225MW Mandalay, Myanmar 
Sirajganj 426MW Sirajganj, Bangladesh 

Legend



IWWTP: Industrial Wastewater Treatment Plant; TWMP: Total Water Management Plant

Well-positioned to meet the world's growing needs

Global Mega-Trends

Industrialisation & Urbanisation



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

Renewable Energy

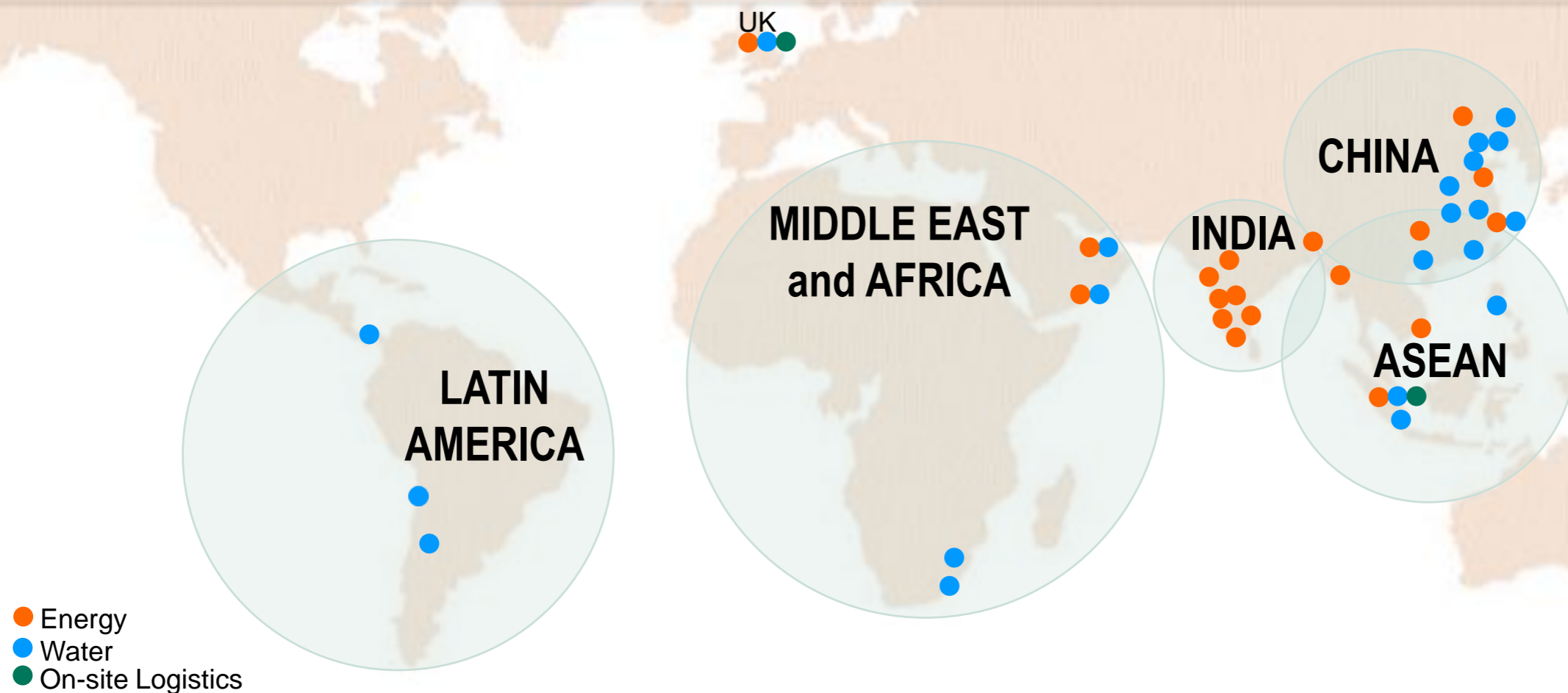


Global focus on increasing renewable sources of energy

Water Stress/Scarcity



Driven by industrialisation, urbanisation and focus on environmental conservation



Marine



Sembcorp Marine Tuas Boulevard Yard, Singapore

Marine

Building the Future: Diversified Product Capabilities



Non-Drilling Solutions

Exploration/Production

Production

Specialised Shipbuilding

Maintenance

Rigs & Floaters

Offshore Platforms

Specialised Shipbuilding

Repairs & Upgrades

Drilling units

Jack-ups, Semi-submersibles, Drillships



Integrated and Process Platforms; Production, Riser and Drilling Platforms, etc.



Design and construction of high-performance, specialised vessels



Underpinned by long-term strategic alliances and regular customers

Niche market segments such as:



LNG carriers

Floating production facilities

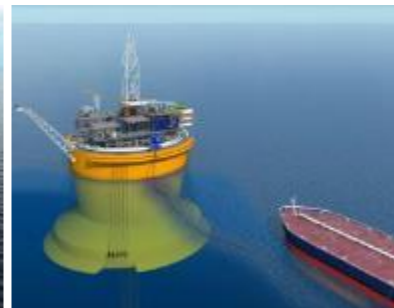
FPSOs, FDPSOs, FSOs, FPU, FLNGs, FSRUs



Cruise ships

Technology Solutions

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



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



Marine

Building the Future: Boosting Long-Term Competitiveness



Sembcorp Marine Tuas Boulevard Yard

SINGAPORE



Natural deep waters

Enables installation of semi-submersible thrusters without towing the rig to sea

Special reinforced load-out areas for offshore modules of up to 20,000 tonnes

Enables direct lifting and deployment of topside modules onto hulls without requiring the hulls to be towed out to sea

Three finger piers and a basin ranging from 210m to 400m with maximum draft from 9m to 15m

Enables ultra-deepwater semi-submersibles and cruise ships to be berthed without restrictions

Developing a next-generation fully integrated marine & offshore engineering hub



Urban Development



Vietnam Singapore Industrial Park, Hai Phong

Urban Development

Building the Future: Transforming Raw Land into Urban Developments



Multiple projects provide strong base for generating profits

Vietnam

Vietnam Singapore Industrial Parks (VSIPs)

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

China

Nanjing Eco Hi-tech Island

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

Sichuan Hi-tech Innovation Park

- Strong pipeline of customers in targeted high-technology segment



Conclusion

Responding to Near-Term Challenges Building the Future



Key Priorities

1

Manage Costs

Optimise our operations & resources

2

Prudent Financial Management

Maintain financial flexibility

3

Focus on Delivery

Ensure safe and excellent project development & execution

4

Pursue Opportunities

Enhance competitiveness and build platforms for future growth

Weather the storm, emerge stronger as a Group



sembcorp

Vital Partners. Essential Solutions.