

Letter to Shareholders

ENGINEERED FOR GROWTH

SembCorp Industries' profit rebounded in 1999 without any write-backs of provisions.

Our profit after tax and minority interests rose to S\$128.2 million from the previous year's loss of S\$57.1 million even though Group turnover dipped by 6.3 per cent to S\$3.65 billion. Return on equity was 14.04 per cent and while our Economic Value Added (EVA™) was still negative at S\$51.1 million, we have added S\$120.0 million to shareholder value for the year 1999.

SembCorp Industries' post-merger cost savings were S\$38 million, about S\$3 million ahead of our S\$35 million target. The S\$237.3 million extraordinary item recorded was composed substantially of gains from our divestment of non-core operations and assets. Following our divestments, our gearing was halved from 1.03 times (including exceptional items) at the end of 1998 to 0.49 times at the end of 1999. Earnings per share (before extraordinary items) were 7.91 cents.

Your Board of Directors will be recommending a first and final dividend of 10 per cent (less tax of 26 per cent) at the forthcoming Annual General Meeting of the company.

Since SembCorp Industries' formation in October 1998, our efforts have been directed at focussing on our core businesses and divesting what we considered non-core to our Group. This has now been completed and the first chapter of SembCorp Industries' history has been written. We must now set our sights on GROWTH – to build sustainable profitability for ourselves in all our core businesses.

A New Strategic Framework

Looking across the next three years, we have developed a strategic framework for SembCorp Industries – one which will allow us to grow our profitability and expand our overseas reach at rates greater than what can be achieved by organic means alone.

The critical components of our strategy are:

- mergers & acquisitions and strategic alliances
- adding the e-business dimension

M&As and strategic alliances

Our Group is today very much a major force on the Asian scene (outside Japan) in engineering and construction, integrated logistics, marine engineering and the provision of Internet services (ISP and portals). We also have business in the wings which can take their place strongly in Asia – these include environmental engineering and utilities.

We aim to give a global dimension to every one of these companies.

In our opinion, it is a good time to start this process as the valuations of companies in traditional engineering businesses

have fallen – largely due to the world-wide rush to invest in dot.com and technology stocks – and we are seeing price-earnings ratios of listed companies down in the high single-digit range. We have not experienced lows like these for a long time and we believe that it is an opportune time to start our M&As and alliances programme.

In each of our core businesses, we will want to partner a major US or European company that is seeking to enter the Asian arena. It will be a mutually beneficial relationship where we give them an Asian dimension to their operations and we get inroads or access to customers in their home markets. We could also acquire the Asian operations and assets of these US/European organisations, benefit from the technology infusion, carry out restructuring where needed and develop more critical mass to grow in Asia.

Here are some of our targets and directions for FY2000:

- We plan to put in place a global alliance for our logistics subsidiary in order that we become a global supply chain manager for our clients.
- We intend to partner a global engineering and construction group to make us a major player in Asia and beyond.
- Our environmental engineering SBU, together with our strategic partner SITA, is working at acquiring waste management facilities in Singapore, Australia and other parts of Asia.
- Our marine engineering subsidiary will be exploring the acquisition of an offshore conversion yard in Brazil. We also intend to acquire a major shipbuilding and repair yard in China to capture a share of the global marine market.
- We aim to revamp our information technology operations in order to allow us to tighten our focus on our engineering businesses.

We will be retaining our holding in Pacific Internet (PacNet). We are in the process of seeking a strategic partner of international standing to work with us to grow PacNet. As the only pan-Asian ISP, we believe there is good potential for this company. The full deregulation of the telecommunications market in Singapore has opened up significant opportunities but PacNet will only seek licences for those services (such as fixed wireless and voice) that directly enhance its competitiveness as an ISP, content and e-business company.

SembCorp Industries will reduce its holding in Singapore Computer Systems from the present 60.6 per cent to 20 per cent via a sale of shares to Singapore Technologies. The proceeds of around S\$230 million, will be used for our mergers, acquisitions and alliances programme.

Letter to Shareholders

These are the actions we believe that SembCorp Industries needs to ensure its strength and relevance in the years ahead. We now have in place a good management team at our Headquarters as well as in each of our core businesses. We have also a flat and efficient decision-making structure. SembCorp Industries should be able to rise to the challenges of the new economy and marketplace.

Adding the e-dimension to SembCorp Industries

That the Internet will change the world down to the very ways we do business and even live needs no elaboration. SembCorp Industries has carried out a programme to transform our traditional businesses, in effect to turn brick-and-mortar into click-and-mortar businesses. Through 1999 we worked with an international consultant and brought our top management and those heading our member companies together to develop a Group-wide strategy that will lead us to continuously identify e-commerce opportunities and build businesses that capitalise on the power of the Internet.

All the CEOs of our operating units are now primed and we have moved to the second phase where we are training all our line managers to identify opportunities in their various areas of operations. We have set an initial target that every member company of SembCorp Industries is to implement two e-business projects or process enhancements by the end of 2000.

As a start, our logistics subsidiary is using the Internet for document transfer and web-based tracking of goods in shipment. Our engineering and construction companies are using the Internet for bid submission, links with sub-contractors and suppliers as well as procurement of building materials. Through our food and mint operations, groceries, fine food, wine, coins and precious metal collectibles are sold on the Internet. A SembCorp group-wide procurement hub has been created where all our companies will buy items such as stationery, furniture and spare parts in a virtual marketplace.

While these efforts are commendable, there is much more we want to do. The next step in our plan calls for the formation of separate e-business teams in every one of our SBUs to autonomously review the existing business plans of their companies. They will involve young, internet-savvy people and we will encourage them to adopt a fresh perspective to look at their companies. We want to see new business models developed and rolled out in 2001, and it is not inconceivable that the foundations of some of our companies may be completely changed as a result.

In the words of Professor Lester Thurow of Massachusetts Institute of Technology, "Sometimes successful businesses have to cannibalize themselves to save themselves."

How true.

Board and Management

On October 1, 1999 Mr Philip Yeo stepped down as our Chairman and as a member of our Board. He has been Chairman of Sembawang Corporation since January 1994 and continued as the Chairman of the newly-formed SembCorp Industries after October 1998. Mr Yeo was the visionary who brought the merger of STIC – Singapore Technologies Industrial Corporation – and Sembawang Corporation about. As a new Group, we have also benefitted greatly from his foresight and we would like to express our gratitude to him on behalf of our Board and Management.

Mr Peter Seah Lim Huat became our Chairman on October 1, 1999. Mr Seah has been a member of Sembawang Corporation's Board and he has been one of two Vice-Chairmen of SembCorp Industries.


We also welcome Mr Tetsuro Kawakami and Mr Chumpol NaLamlieng who joined our Board of Directors on March 30, 1999 and February 1, 2000 respectively. Mr Kawakami is the Senior Advisor of Sumitomo Electric Industries and Mr NaLamlieng is the President of The Siam Cement Public Co. They are our first international directors and we extend to them a warm welcome and look forward to their advice and their contribution through giving an international perspective to the plans and directions of SembCorp Industries.

To Conclude

We wish to record our thanks to all our shareholders, customers and staff for the loyalty they have given SembCorp Industries throughout 1999. SembCorp Industries is moving into a very exciting period of its development – we are spreading our wings internationally both physically and through cyberspace via the Internet. The speed of change is phenomenal, but as there are risks, there are also great opportunities. While we act boldly, we must remember our own limitations and that success is not an automatic outcome of everything we do.

This year, our theme is "Engineered for Growth". This is something SembCorp Industries must be. We are fundamentally an engineering and technology company. Engineering is what we do and it is what underpins the services we offer to the world.

To you, our shareholders, we need to be more than experts in our profession – we must be creators of wealth. We want to be engineers who are building a Group that is engineered to grow.



Peter Seah Lim Huat
Chairman



Wong Kok Siew
President and CEO

March 2000

Corporate Information

REGISTERED OFFICE

9 Bishan Place
#08-00 Junction 8
Singapore 579837

Telephone: (65) 356 3119
Facsimile: (65) 352 2583
<http://www.semcorp.com.sg>

DATE OF INCORPORATION

May 20, 1998
(incorporated as Minaret Limited)

July 22, 1998
(name changed to SembCorp Industries Ltd)

EFFECTIVE DATE OF MERGER

October 3, 1998

BOARD OF DIRECTORS

Peter Seah Lim Huat
Chairman

Ms Ho Ching
Vice Chairman

Sat Pal Khattar
Vice Chairman

Lua Cheng Eng

K Shanmugam

Lam Chuan Leong

Tetsuro Kawakami

Chumpol NaLamlieng

Wong Kok Siew
President/CEO

Tay Siew Choon
Managing Director/Deputy CEO

EXECUTIVE COMMITTEE

Peter Seah Lim Huat
Chairman

Wong Kok Siew

Tay Siew Choon

AUDIT COMMITTEE

Sat Pal Khattar
Chairman

Lua Cheng Eng

K Shanmugam

EXECUTIVE RESOURCE COMMITTEE

Ms Ho Ching
Chairman

Peter Seah Lim Huat

Sat Pal Khattar

BUDGET COMMITTEE

Lam Chuan Leong
Chairman

Wong Kok Siew

Tay Siew Choon

GROUP COMPANY SECRETARY

Ms Linda Hoon Siew Kin

REGISTRAR

M & C Services Private Limited
16 Raffles Quay
#23-01 Hong Leong Building
Singapore 048581

BANKERS

Citibank NA
3 Temasek Avenue
#17-00 Centennial Tower
Singapore 039190

Oversea-Chinese Banking Corporation Ltd
65 Chulia Street
OCBC Centre
Singapore 049513

Overseas Union Bank Ltd
1 Raffles Place
OUB Centre
Singapore 048616

United Overseas Bank Ltd
80 Raffles Place
UOB Plaza
Singapore 048624

Standard Chartered Bank
6 Battery Road
Singapore 049909

The Development Bank of Singapore Limited
6 Shenton Way
DBS Building
Singapore 068808

AUDITORS

KPMG
Certified Public Accountants
16 Raffles Quay
#22-00 Hong Leong Building
Singapore 048581

Partner-in-Charge: Ng Boon Yew

CORPORATE MANAGEMENT

Wong Kok Siew
President/CEO

Tay Siew Choon
Managing Director/Deputy CEO

David Eaw Kok Hin
Director, Group Finance

Linda Hoon Siew Kin
Director, Group Legal Operations

Kelvin Lee Kian Cheng
Senior Vice President, Group Corporate Relations

Yap Eu Win
Director, Group Human Resource

Goh Kim Leong
Director, Group Internal Audit and Risk Management

Swee Lay Sing
Executive Director, Regional Business Japan

Tang Kok Fai
Director, Mergers and Acquisitions

Tan Hock Hai
Director, Group Information Technology

Grace Quek Wei Lan
Assistant Vice President, Group Business Development

LINE MANAGEMENT

Infrastructure
Paul Chain
President, SembCorp Construction

Tang Kin Fei
President, SembCorp Engineering

Koh Soo Keong
President, SembCorp Logistics

Goh Song How
President, SembCorp Parks Holdings
President, SembCorp Parks Management

Loh Weng Whye
President, SembCorp Energy

Cheong Quee Wah
President, SembCorp Waste Management

Marine Engineering

Tan Kwi Kin
President, SembCorp Marine

Heng Chiang Gnee
Deputy President, SembCorp Marine

Information Technology

Stephen Yeo Siew Chye
President/CEO, Singapore Computer Systems

Nicholas Lee
CEO, Pacific Internet

Lifestyle

Peter Tay
President, Singapore Food Industries

Ms Chong Phit Lian
Group General Manager, SAFE Enterprises
Group General Manager, Singapore Precision Industries

Statistics of Shareholders

as at 18 April 2000

Shareholders' Information

Authorised Share Capital : 2,000,000,000 ordinary shares of S\$0.25 each

Issued & Fully Paid : 1,601,821,219 ordinary shares of S\$0.25 each

Analysis of Shareholdings Range of Shareholdings	No. of Shareholders	%	Number of Shares	%
1 – 1,000	5,349	17.40	4,504,488	0.28
1,001 – 10,000	22,156	72.09	80,173,558	5.01
10,001 – 1,000,000	3,204	10.43	105,448,667	6.58
1,000,001 and above	24	0.08	1,411,694,506	88.13
	30,733	100.00	1,601,821,219	100.00

Top Twenty Shareholders	Number of Shares Held	%
1 Singapore Technologies Pte Ltd	711,254,167	44.40
2 Temasek Holdings (Private) Ltd	215,054,693	13.43
3 Raffles Nominees Pte Ltd	138,858,937	8.67
4 DBS Nominees Pte Ltd	121,312,929	7.57
5 United Overseas Bank Nominees Pte Ltd	54,630,740	3.41
6 Oversea Chinese Bank Nominees Pte Ltd	36,584,570	2.29
7 Citibank Nominees Singapore Pte Ltd	29,822,013	1.86
8 HSBC (Singapore) Nominees Pte Ltd	29,029,754	1.81
9 Overseas Union Bank Nominees Pte Ltd	22,066,905	1.38
10 JM Sassoon & Co (Pte) Ltd	7,859,422	0.49
11 NTUC Income Insurance Co-Operative Limited	6,885,383	0.43
12 Tokyo-Mitsubishi International (S) Ltd	6,713,944	0.42
13 Prudential Assurance Co S'pore (Pte) Ltd – Prulink Fund	6,364,440	0.40
14 Prudential Assurance Co S'pore (Pte) Ltd – Life Fund	5,774,701	0.36
15 DB Nominees (S) Pte Ltd	4,833,904	0.30
16 Keppel Bank Nominees Pte Ltd	3,989,632	0.25
17 Phillip Securities Pte Ltd	1,957,640	0.12
18 Citibank Consumer Nominees Pte Ltd	1,640,976	0.10
19 BIL (Asia) Nominees Pte Ltd	1,342,914	0.08
20 Lim Earn Sian	1,292,891	0.08
	1,407,270,555	87.85

Substantial Shareholders	Direct Interest	Indirect Interest	Total Interest	%
Temasek Holdings (Private) Limited	215,054,693	713,046,991	928,101,684	57.94
Singapore Technologies Holdings Pte Ltd	–	711,254,167	711,254,167	44.40
Singapore Technologies Pte Ltd	711,254,167	612	711,254,779	44.40

Summary Directors' Report

for the year ended 31 December 1999

Important Note

The summary financial statement as set out on pages 4 to 17 contains only a summary of the information in the directors' report and financial statements of the Company's Full Financial Statements. It does not contain sufficient information to allow for a full understanding of the results and the state of affairs of the Company and of the Group.

Summary Directors' Report

Directorate

The directors in office at the date of this report are as follows:-

Peter Seah Lim Huat

Ho Ching

Sat Pal Khattar

Lua Cheng Eng

K Shanmugam

Lam Chuan Leong

Tetsuro Kawakami

Wong Kok Siew

Tay Siew Choon

Principal Activities

The principal activities of the Company during the financial year are those of an investment holding company, as well as the corporate headquarters which gives direction, provides management services and integrates the activities of its subsidiaries.

The Group is involved in four core business areas, namely, infrastructure, marine engineering, information technology and lifestyle. Organised under these four business areas are the following core activities:

Infrastructure

Engineering and Construction

This business is engaged in turnkey construction, design consultancy, infrastructure development and project management. It is also involved in plant engineering design and construction of facilities for the oil and gas, petrochemical and power industries. It invests in utilities centres and is the provider of utilities and terminalling services on Jurong Island.

Integrated Logistics

It provides one-stop logistics management services, parts and components management, automated warehouse operations, preservation and packaging technologies, and hazardous goods management. The business operates offshore supply bases in Singapore, China and Thailand to support the growing offshore drilling and development activities of the oil and gas industry in Asia. It is also involved in salvage and towage activities. The Group is no longer in the business of providing ferry and shipping services with the disposal of related businesses.

Building Materials

It is engaged in the quarrying of granite and the manufacturing of ready-mixed concrete, asphalt premix, graded stones and cement.

Industrial Parks

It invests, owns, operates and manages five industrial parks in Riau Indonesia, China and Vietnam.

Environmental Engineering

The business provides integrated waste management services to the Asia Pacific region. Its activities include waste collection and transportation, industrial cleaning, waste re-cycling and re-use, waste-to-energy incineration, landfilling and consultancy and engineering.

Summary Directors' Report

for the year ended 31 December 1999

Marine Engineering

This business focuses principally on ship repair, shipbuilding, specialised ship conversions and offshore structures.

Information Technology

IT Services

Services provided include computer and IT software, systems design and engineering, systems integration, computer disaster recovery, and the maintenance and distribution of software and computer related products.

Internet Services Provider

It provides internet access and related on-line services.

Lifestyle

Food Processing and Distribution

The business is involved in food importing, wholesale and retail distribution, processing and manufacture of food products, institutional catering, provision of abattoir and hog auctioning services.

Travel

The activities relate to services in corporate ticketing and travel and tours organisation.

Minting and Others

The minting business covers design and minting of circulation coins, production of commemorative issues, and sale of numismatic items. Other Lifestyle-related activities include investment into and management of hotels and resorts.

Following the disposal of Delifrance Singapore Pte Ltd and its subsidiaries during the financial year, the Group is no longer in the business of owning and operating a cafe bakery chain. In addition, following the sale of business and assets relating to the retail of consumer durables by SAFE Enterprises Pte Ltd, the Group is no longer in the business of retail of consumer durables.

Other than this, there have been no significant changes in the principal activities of the Company and the Group during the financial year.

Arrangements to Enable Directors to Acquire Shares and Debentures

Other than the SembCorp Executives' Share Option Scheme and the Executives' Share Option Schemes of subsidiaries as described in this report, neither at the end of nor at any time during the financial year was the Company or its subsidiaries 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.

Directors' Interests in Shares and Debentures

Except as disclosed in this report, no director who held office at the end of the financial year had interests in shares or debentures of the Company or of related corporations either at the date of appointment or at the end of the financial year.

According to the register kept by the Company for the purposes of Section 164 of the Companies Act, Cap. 50, particulars of interests of directors who held office at the end of the financial year in shares and debentures in the Company and related corporations at beginning and at the end of the financial year are as follows:-

Summary Directors' Report

for the year ended 31 December 1999

Name of director and corporation in which interests held	Description of interests	Shareholdings registered in the name of director		Other shareholdings in which the director is deemed to have an interest	
		At beginning of the year	At end of the year	At beginning of the year	At end of the year
Peter Seah Lim Huat					
Singapore Telecommunications Ltd	Ordinary shares of \$0.15 each	1,700	1,760	1,380	1,440
Ho Ching					
Singapore Telecommunications Ltd	Ordinary shares of \$0.15 each	1,580	1,640	1,700	1,760
Chartered Semiconductor Manufacturing Ltd	Options to subscribe for ordinary shares of \$0.26 each at \$3.344 per share	–	100,000	–	–
Vertex Technology Fund Ltd	Ordinary shares of US\$1.00 each	–	–	–	100
	Redeemable preference shares of US\$0.01 each	–	–	–	80
Singapore Food Industries Limited	Ordinary shares of \$0.05 each	–	50,000	–	–
Vertex Asia Limited	Ordinary shares of \$1 each	–	–	2.7	2.7
	Redeemable preference shares of \$1.00 each	–	–	24.3	18.23
Sat Pal Khattar					
SembCorp Industries Ltd	Ordinary shares of \$0.25 each	148,136	148,136	–	–
Singapore Telecommunications Ltd	Ordinary shares of \$0.15 each	1,580	1,640	1,580	1,640
Lua Cheng Eng					
Singapore Telecommunications Ltd	Ordinary shares of \$0.15 each	1,580	1,640	1,380	1,440
K Shanmugam					
Singapore Telecommunications Ltd	Ordinary shares of \$0.15 each	1,620	1,680	1,380	1,440
Somerset Holdings Ltd	Ordinary shares of \$0.50 each	–	–	30,000	30,000
SNP Corporation Ltd	Ordinary shares of \$0.50 each	40,000	–	–	–

Summary Directors' Report

for the year ended 31 December 1999

Name of director and corporation in which interests held	Description of interests	Shareholdings registered in the name of director		Other shareholdings in which the director is deemed to have an interest	
		At beginning of the year	At end of the year	At beginning of the year	At end of the year
Lam Chuan Leong					
Singapore Telecommunications Ltd	Ordinary shares of \$0.15 each	1,700	1,760	1,700	1,760
Tetsuro Kawakami					
SembCorp Industries Ltd	Ordinary shares of \$0.25 each	–	10,000	–	–
Wong Kok Siew					
SembCorp Industries Ltd	Ordinary shares of \$0.25 each	236,446	236,446	–	–
	Options to subscribe ordinary shares of \$0.25 each at \$2.26 per share	–	500,000	–	–
Singapore Technologies Engineering Ltd	Ordinary shares of \$0.10 each	5,137	5,137	–	–
Singapore Telecommunications Ltd	Ordinary shares of \$0.15 each	1,500	1,560	1,380	1,440
Singapore Food Industries Limited	Ordinary shares of \$0.05 each	–	80,000	–	–
	Options to subscribe for ordinary shares of \$0.05 each at \$0.78 per share	–	100,000	–	–
Tay Siew Choon					
SembCorp Industries Ltd	Ordinary shares of \$0.25 each	54,598	54,598	–	–
	Options to subscribe for ordinary shares of \$0.25 each at				
	- \$2.175 per share	110,672	110,672	–	–
	- \$2.535 per share	144,611	144,611	–	–
	- \$1.294 per share	224,295	224,295	–	–
	- \$2.26 per share	–	500,000	–	–
Singapore Computer Systems Limited	Ordinary shares of \$0.25 each	171,000	171,000	–	–
Singapore Telecommunications Ltd	Ordinary shares of \$0.15 each	1,500	1,560	1,380	1,440

Summary Directors' Report

for the year ended 31 December 1999

Name of director and corporation in which interests held	Description of interests	Shareholdings registered in the name of director		Other shareholdings in which the director is deemed to have an interest	
		At beginning of the year	At end of the year	At beginning of the year	At end of the year
Vertex Investment (II) Ltd	Ordinary shares of US\$1.00 each	–	–	2	2
	Redeemable preference shares of US\$1.00 each	–	–	14.4091	9.0455
Singapore Food Industries Limited	Ordinary shares of of \$0.05 each	–	100,000	–	–
	Options to subscribe for ordinary shares of \$0.05 each at \$0.78 per share	–	200,000	–	–
Vertex Asia Limited	Ordinary shares of \$1.00 each	–	–	1.5	1.5
	Redeemable preference shares of \$1.00 each	–	–	13.5	10.12
Vertex Technology Fund Ltd	Ordinary shares of US\$1.00 each	–	–	–	20
	Redeemable preference shares of US\$0.01 each	–	–	–	16

There were no changes in the above-mentioned direct and deemed interests of the directors in the Company and related corporations between the end of the financial year and 21 January 2000.

Summary Directors' Report

for the year ended 31 December 1999

Directors' Interests in Contracts

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 is a member or with a company in which he has a substantial financial interest except that SembCorp Construction Pte Ltd ("SCPL") has entered into various design contracts with its associated company, ST Architects & Engineers Pte Ltd, ("STAE") in which Mr Wong Kok Siew, a director of the Company, is a shareholder by virtue of his professional capacity under the Professional Engineers Act, Chapter 253. However, Mr Wong Kok Siew has not received or become entitled to receive any benefits by reason of the contracts made between SCPL and STAE, other than those to which he is ordinarily entitled to as a shareholder of STAE.

Share Options

During the financial year, except as disclosed below, there were no options granted by the Company or its subsidiaries to any person to take up unissued shares in the company or its subsidiaries:

(a) Options granted and accepted

During the financial year, options were granted and accepted under the respective Executives' shares option schemes. The fair value of each option granted at the date of grant is estimated using the Black-Scholes Option-pricing model on the basis of the following assumptions on dividend yield, risk-free interest rate, expected volatility and expected lives of:-

Company	Number of employees/ (including number of directors)	Option period (both dates inclusive)	Number of unissued ordinary shares	Exercise Price	Fair Value of Option	Dividend Yield %	Risk-free Interest Rate %	Expected Volatility %	Expected Lives (years)
SembCorp Industries Ltd									
- ordinary shares of \$0.25 each	557/(2)	20/05/2001 to 18/05/2004	9,266,030	\$2.26	\$0.614	1.12	4.25	41.14	2.5
	23/(0)	15/9/2001 to 14/9/2004	267,945	\$2.12	\$0.694	1.12	4.651	46.88	2.5
Singapore Food Industries Limited (formerly known as Singapore Food Industries (Pte) Limited)									
- ordinary shares of \$0.05 each	151/(1)	30/10/2001 to 29/10/2009	3,115,000	\$0.78	\$0.108	5.1	4.6	25.9	2.5
	7/(7)	29/10/2001 to 28/10/2004	435,000	\$0.78	\$0.108	5.1	4.6	25.9	2.5
Singapore Computer Systems Limited (formerly known as ST Computer Systems & Services Limited)									
- ordinary shares of \$0.05 each	33/(0)	20/4/2001 to 18/4/2004	896,000	\$1.13	\$0.535	2.36	4.5	47.83	2.5

Summary Directors' Report

for the year ended 31 December 1999

Share Options (Cont'd)

(a) Options granted and accepted

Company	Number of employees/ (including number of directors)	Option period (both dates inclusive)	Number of unissued ordinary shares	Exercise Price	Fair Value of Option	Dividend Yield %	Risk-free Interest Rate %	Expected Volatility %	Expected Lives (years)
SembCorp Logistics Ltd									
- ordinary shares of \$1 each	169/(0)	13/4/2000 to 12/4/2004	1,837,000	\$3.96	\$1.87	1.22	4.16	73.65	2.5
	2/(1)	4/9/2000 to 3/9/2004	135,000	\$5.75	\$3.301	0.84	4.77	66.2	2.5
SembCorp Marine Limited (formerly known as Jurong Shipyard Limited)									
- ordinary shares of \$0.50 each	168/(1)	10/3/2001 to 9/3/2004	873,000	\$6.47	\$1.77	2.63	4.41	41.48	2.5

(b) Issue of Shares Under Option

During the financial year, the following shares were issued as a result of the exercise of options:-

	Number of shares issued	Par value per share
The Company	999,943	\$0.25
Singapore Computer Systems Limited	789,000	\$0.25
SembCorp Logistics Ltd	1,726,816	\$1.00
SembCorp Marine Ltd	2,000	\$0.50

(c) Unissued Shares Under Option

As at 31 December 1999, total options granted by the Company and its subsidiaries which remained unissued are as follows:-

Company	No. of Holders	Option period (both dates inclusive)	Number of unissued ordinary shares	Exercise Price
SembCorp Industries Ltd	11	3/10/1998 to 12/1/2000	125,353	\$1.267
- ordinary shares of \$0.25 each	21	3/10/1998 to 22/7/2000	176,615	\$1.159
	119	3/10/1998 to 11/8/2001	3,619,676	\$2.236
	1	3/10/1998 to 1/10/2001	110,672	\$2.175
	125	11/4/1999 to 10/4/2002	4,558,081	\$2.535
	272	22/4/2000 to 20/4/2003	5,679,557	\$1.294
	51	3/10/1998 to 31/7/2000	2,225,226	\$3.775
	56	3/10/1998 to 8/8/2001	2,077,729	\$2.874
	91	9/5/1999 to 7/5/2002	3,013,595	\$2.623
	85	13/5/2000 to 11/5/2003	2,789,803	\$1.172
	520	20/5/2001 to 18/5/2004	8,869,116	\$2.260
	23	15/9/2001 to 14/9/2004	267,945	\$2.120
			<u>33,513,368</u>	

Summary Directors' Report

for the year ended 31 December 1999

Share Options (Cont'd)

(c) Unissued Shares Under Option

Company	No. of Holders	Option period (both dates inclusive)	Number of unissued ordinary shares	Exercise Price
Singapore Computer Systems Limited				
- ordinary shares of \$0.25 each	4	6/9/1998 to 4/9/2001	171,000	\$0.69
	4	15/4/1999 to 13/4/2002	123,000	\$0.65
	13	22/4/2000 to 21/4/2003	687,000	\$1.27
	29	20/4/2001 to 18/4/2004	784,500	\$1.33
			1,765,500	
Singapore Food Industries Limited				
- ordinary shares of \$0.05 each	7	29/10/2001 to 28/10/2004	435,000	\$0.78
	148	30/10/2001 to 29/10/2009	3,102,000	\$0.78
			3,537,000	
SembCorp Logistics Ltd				
- ordinary shares of \$1 each	20	13/5/1998 to 12/5/2002	749,673	\$4.13
	14	21/4/1999 to 20/4/2003	130,000	\$1.99
	12	28/4/1999 to 27/4/2003	35,000	\$1.82
	169	13/4/2000 to 12/4/2004	1,837,000	\$3.96
	2	4/9/2000 to 3/9/2004	135,000	\$5.75
			2,886,673	
SembCorp Marine Ltd				
- ordinary shares of \$0.50 each	133	27/4/2000 to 26/4/2003	867,000	\$7.85
	163	10/3/2001 to 9/3/2004	873,000	\$6.47
			1,740,000	

Except as disclosed above, there were no unissued shares of the Company or its subsidiaries under options as at the end of the financial year.

The options granted by the Company do not entitle the holders of the options, by virtue of such holdings, to any right to participate in any share issue of any other company.

Unusual Items During and After The Financial Year

Except for the extraordinary items and the subsequent events as disclosed in the notes to the full financial statements, in the opinion of the directors, no item, transaction or event of a material and unusual nature has arisen during the financial year or in the interval between the end of the financial year and the date of this report which would substantially affect the results of the operations of the Group or of the Company for the financial year in which this report is made, or render any items in the financial statements of the Group and the Company for the financial year misleading, or affect the ability of the Group and the Company in meeting its obligations as and when they fall due.

Summary Directors' Report

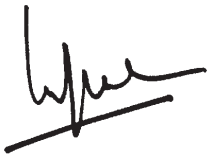
for the year ended 31 December 1999

Audit Committee

The members of the Audit Committee at the date of this report are as follows:-

Sat Pal Khattar (Chairman) (Appointed on 1 October 1999)
Lua Cheng Eng
K Shanmugam

On behalf of the Board of Directors



Peter Seah Lim Huat
Director



Wong Kok Siew
Director

Singapore
1 March 2000

Auditors' Statement To The Members Of SembCorp Industries Ltd

We have examined the summary financial statement set out on pages 14 to 17, which has been prepared by the directors.

In our opinion, the summary financial statement is consistent with the full financial statements and directors' report of SembCorp Industries Ltd for the year ended 31 December 1999 and complies with the requirements of Section 203A of the Companies (Amendment) Act 1995, and regulations made thereunder, applicable to summary financial statement.

We have issued an unqualified audit report dated 1 March 2000 on the full financial statements of SembCorp Industries Ltd for the year ended 31 December 1999, which is as follows :

"Report of the Auditors to the Members of SembCorp Industries Ltd

We have audited the financial statements of SembCorp Industries Ltd and consolidated financial statements of the Group for the year ended 31 December 1999 as set out on pages 82 to 180. These financial statements are the responsibility of the Company's directors. Our responsibility is to express an opinion on these financial statements based on our audit.

We conducted our audit in accordance with Singapore Standards on Auditing. Those Standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by the directors, as well as evaluating the overall financial statements presentation. We believe that our audit provides a reasonable basis for our opinion.

In our opinion:-

- (a) the financial statements and consolidated financial statements are properly drawn up in accordance with the provisions of the Companies Act, Chapter 50 (the "Act") and Singapore Statements of Accounting Standard and so as to give a true and fair view of:-
 - (i) the state of affairs of the Company and of the Group as at 31 December 1999 and of the results of the Company and of the Group and of the cash flows of the Group for the year ended on that date; and
 - (ii) the other matters required by Section 201 of the Act to be dealt with in the financial statements of the Company and consolidated financial statements of the Group;
- (b) the accounting and other records and the registers required by the Act to be kept by the Company and by those subsidiaries incorporated in Singapore of which we are the auditors, have been properly kept in accordance with the provisions of the Act.

We have considered the financial statements and auditors' reports of the subsidiaries which have been audited by our associated firms and those of which we have not acted as auditors, being financial statements that have been included in the consolidated financial statements. We have also considered the financial statements of those subsidiaries which are not required by the law of their country of incorporation to be audited, being financial statements that have been included in the consolidated financial statements. The names of these subsidiaries are stated in note 58 to the financial statements.

We are satisfied that the financial statements of the subsidiaries that have been consolidated with the financial statements of the Company are in form and content appropriate and proper for the purposes of the preparation of the consolidated financial statements and we have received satisfactory information and explanations as required by us for those purposes.

The auditors' reports on the financial statements of the subsidiaries were not subject to any qualification and in respect of subsidiaries incorporated in Singapore did not include any comment made under Section 207(3) of the Act."



KPMG
Certified Public Accountants

Singapore
1 March 2000

Summary Balance Sheets

as at 31 December

	The Group		The Company	
	1999 \$'000	1998 \$'000	1999 \$'000	1998 \$'000
Fixed Assets	1,725,295	1,709,168	1,615	–
Investment Properties	1,066	174,166	–	–
Investments in Subsidiaries	–	–	408,619	394,500
Interests in Associated Companies	390,782	412,267	–	–
Interests in Joint Ventures	246,160	235,050	–	–
Long-Term Investments	216,603	218,417	81	–
Long-Term Receivables	192,301	96,501	–	–
Hire Purchase and Lease Receivables	59,920	143,021	–	–
Deferred Expenditure	31,403	24,192	–	–
Current Assets	2,533,288	2,696,460	98,348	51,571
Current Liabilities	(2,249,295)	(2,997,317)	(64,161)	(31,281)
Net Current Assets/(Liabilities)	283,993	(300,857)	34,187	20,290
Non-Current Liabilities	3,147,523 (921,830)	2,711,925 (914,383)	444,502 –	414,790 –
	2,225,693	1,797,542	444,502	414,790
<i>Represented by:</i>				
Share Capital	400,413	394,525	400,413	394,525
Capital Reserves	526,266	530,532	1,436	97
Asset Revaluation Reserve	1,937	34,220	–	–
Revenue Reserves	238,843	(304,422)	42,653	20,168
Currency Translation Reserve	958	2,275	–	–
Share Capital and Reserves	1,168,417	657,130	444,502	414,790
Minority Interests	659,649	790,412	–	–
Interests of Preference				
Shareholders in a Subsidiary	397,627	350,000	–	–
	2,225,693	1,797,542	444,502	414,790

Summary Profit and Loss Accounts

for the year ended 31 December

	The Group		The Company	
	1999 \$'000	1998 \$'000	1999 \$'000	1998 \$'000
Turnover	3,653,068	3,900,066	77,954	69,477
Profit before taxation	228,992	164,918	70,445	67,427
Exceptional items	–	(129,954)	–	–
	228,992	34,964	70,445	67,427
Share of results of:				
- associated companies	20,782	17,207	–	–
- joint ventures	11,107	11,002	–	–
	260,881	63,173	70,445	67,427
Taxation	(81,829)	(83,456)	(18,116)	(18,064)
Profit/(Loss) after taxation but before minority interests and extraordinary items	179,052	(20,283)	52,329	49,363
Minority interests	(50,844)	(36,831)	–	–
Profit/(Loss) after taxation but before extraordinary items	128,208	(57,114)	52,329	49,363
Extraordinary items	237,305	(457,990)	–	–
Profit/(Loss) attributable to shareholders	365,513	(515,104)	52,329	49,363
(Accumulated losses)/Unappropriated profit brought forward				
As previously reported	(304,422)	236,479	20,168	–
Prior years' adjustments	–	6,410	–	–
As restated	(304,422)	242,889	20,168	–
Balance carried forward	61,091	(272,215)	72,497	49,363

Summary Profit and Loss Accounts

for the year ended 31 December

	The Group		The Company	
	1999 \$'000	1998 \$'000	1999 \$'000	1998 \$'000
Balance brought forward	61,091	(272,215)	72,497	49,363
Goodwill arising on acquisition of subsidiaries written off	(4,581)	(21,985)	–	–
Reversal of goodwill upon disposal of				
- associated company	2,459	–	–	–
- subsidiaries	211,502	–	–	–
Transfer from/(to) capital reserves arising from:				
- changes in group structure	–	18,849	–	–
- issue of bonus shares by subsidiaries	–	(5,842)	–	–
- realisation upon liquidation of subsidiaries	496	5,822	–	–
Transfer from Currency Translation Reserves	328	2,734	–	–
Redeemable Cumulative Preference Dividend of 1% per annum less 25.5% (1998: 26%) tax paid and payable to preference shareholders of a subsidiary	(2,608)	(2,590)	–	–
Dividends				
Dividends paid in respect of prior year	(13)	–	(13)	–
Proposed final dividend of 10% (1998 : 10%) less tax at 25.5% (1998 : 26%)	(29,831)	(29,195)	(29,831)	(29,195)
Unappropriated profit/(Accumulated losses) carried forward	238,843	(304,422)	42,653	20,168
Directors' remuneration	4,109	3,139	4,086	–
	1999 Cents	1998 Cents		
Gross dividend per ordinary share	2.50	2.50		
Earnings/(loss) per share ("EPS")				
Basic EPS				
- before extraordinary items	7.91	(3.78)		
- after extraordinary items	22.85	(32.81)		
Diluted EPS				
- before extraordinary items	7.89	(3.78)		
- after extraordinary items	22.80	(32.74)		

Notes to Summary Financial Statement

as at 31 December 1999

Related Party Transactions

During the financial year, the Group had the following significant transactions with related parties at terms agreed between the parties as follows:-

	1999 \$'000	1998 \$'000
Related Companies		
Corporate costs recovery	–	53
Sales	110,498	167,435
Rental income received/receivable	2,855	2,174
Expenses recovered	–	148
Purchases including rental	16,167	5,071
Management fees paid/payable	1,712	4,459
Sales of quoted investments	–	180,727
Associated Companies and Joint Ventures		
Corporate costs recovery	–	562
Sales	96,224	113,645
Rental income received/receivable	95	487
Purchases including rental	16,467	6,138
Charter of vessels	3,119	3,198
Purchase of vessels	3,909	–
Acquisition of business and undertaking at net tangible asset value	23,408	–

Material Changes in Accounting Policies

During the financial year, there were no material changes in accounting policies for the Group and the Company.

Notice of Annual General Meeting

Notice is hereby given that the Second Annual General Meeting of the Company will be held at 9 Bishan Place #08-00, Junction 8, Singapore 579837 on June 5, 2000 at 10.00 am for the following purposes:-

Ordinary Business

- 1 To receive and adopt the Directors' Report and Accounts for the year ended December 31, 1999 Resolution 1
- 2 To approve the payment of a first and final dividend of 10 per cent less income tax for the year ended December 31, 1999 Resolution 2
- 3 To re-elect the following Directors who retire in accordance with Article 93 of the Company's Articles of Association and who, being eligible, offer themselves for re-election:-
 - (a) Mr Tay Siew Choon Resolution 3
 - (b) Mr Lua Cheng Eng (independent member of the Audit Committee) Resolution 4
- 4 To re-elect Mr Chumpol NaLamlieng who retires in accordance with Article 99 of the Company's Articles of Association and who, being eligible, offer himself for re-election. Resolution 5
- 5 To consider and, if thought fit, to pass the following resolution:-

"**THAT** Pursuant to Section 153(6) of the Companies Act, Cap 50, Mr Tetsuro Kawakami be re-appointed a Director of the Company to hold office until the conclusion of the next Annual General Meeting."

Resolution 6
- 6 To approve Directors' fees Resolution 7
- 7 To re-appoint Auditors and authorise the Directors to fix their remuneration Resolution 8

Special Business

- 8 To consider and, if thought fit, to pass the following resolutions which will be proposed as Ordinary Resolutions:-
 - (i) "**THAT** pursuant to Section 161 of the Companies Act, Chapter 50 and the listing rules of The Singapore Exchange Securities Trading Limited, authority be and is hereby given to the Directors of the Company to issue shares in the Company (whether by way of rights, bonus or otherwise) at any time and upon such terms and conditions and for such purposes and to such persons as the Directors may in their absolute discretion deem fit provided that the aggregate number of shares to be issued pursuant to this Resolution does not exceed 50 per cent of the issued share capital of the Company for the time being, of which the aggregate number of shares to be issued other than on a pro-rata basis to shareholders of the Company does not exceed 20 per cent of the issued share capital of the Company for the time being, and, unless revoked or varied by the Company in general meeting, such authority shall continue in force until the conclusion of the next Annual General Meeting of the Company or the date by which the next Annual General Meeting of the Company is required by law to be held, whichever is the earlier." Resolution 9
 - (ii) "**THAT** pursuant to Section 161 of the Companies Act, Chapter 50 approval be and is hereby given to the Directors to offer and grant options in accordance with the rules and terms of the SembCorp Industries Executives' Share Option Scheme ("the Scheme") and to allot and issue from time to time such number of shares in the Company as may be required to be issued pursuant to the exercise of options under the Scheme, provided that the aggregate number of shares to be issued pursuant to this Resolution shall not exceed 5 per cent of the issued share capital of the Company from time to time." Resolution 10

Notice of Annual General Meeting

Special Business (cont'd)

(iii) "THAT:-

- (a) approval be and is hereby given for the purposes of Chapter 9A of the Listing Manual of The Singapore Exchange Securities Trading Limited, for the Company, its subsidiaries and target associated companies or any of them to enter into any of the transactions falling within the types of interested person transactions, particulars of which are set out in Appendix VII of the document dated August 13, 1998 relating to the scheme of arrangement involving the merger of Singapore Technologies Industrial Corporation Ltd and Sembawang Corporation Limited under the Company (the "Scheme Document") and in the Company's Circular to Shareholders dated November 7, 1998 (the "Circular") with any party who falls within the classes of interested persons described in Appendix VII of the Scheme Document and in the Circular respectively, PROVIDED THAT such transactions are made on an arm's length basis and on normal commercial terms; Resolution 11
- (b) such approval ("the Mandate") shall, unless revoked or varied by the Company in General Meeting, continue in force until the next Annual General Meeting of the Company; and
- (c) the Directors of the Company be and are hereby authorised to complete and do all such acts and things (including executing all such documents as may be required) as they may consider expedient or necessary to give effect to the Mandate and/or this Resolution."

9 To transact any other business

By Order of the Board

Linda Hoon Siew Kin
Group Company Secretary

May 12, 2000

Explanatory Notes:

Resolution 4 – if re-elected, Mr Lua Cheng Eng will remain as a member of the Audit Committee. Mr Lua is an independent director.

Resolution 9 – is to allow the Directors to issue shares up to 50 per cent of the Company's issued share capital, with an aggregate sub-limit of 20 per cent of the Company's share capital for any issue of shares not made on a pro rata basis to shareholders.

Resolution 10 – is to allow the Directors to issue shares pursuant to the Scheme as adopted at the Extraordinary General Meeting of the Company held on October 3, 1998. This authority is in addition to the general authority to issue shares sought under Resolution 9. A copy of the Regulations of the Scheme is available for inspection by shareholders during the normal office hours at the Company's Registered Office.

Resolution 11 – is to allow the Company, its subsidiaries and target associated companies or any of them to enter into any of the transactions falling within the types of interested person transactions, particulars of which are set out in Appendix VII of the Scheme Document and in the Circular respectively, with any party who falls within the classes of the interested persons described in Appendix VII of the Scheme Document and in the Circular respectively.

Note: A member entitled to attend and vote at the Annual General Meeting is entitled to appoint a proxy to attend and vote in his stead. A proxy need not be a member of the Company. Proxies must be lodged at the Registered Office of the Company not later than 48 hours before the time of the meeting.

Proxy Form

SEMBCORP INDUSTRIES LTD

(Incorporated in the Republic of Singapore)

IMPORTANT

- For investors who have used their CPF monies to buy SembCorp Industries Ltd's shares, this report is forwarded to them at the request of their CPF Approved Nominees solely FOR INFORMATION ONLY.
- This Proxy Form is not valid for use by CPF investors and shall be ineffective for all intents and purposes if used or purported to be used by them.

Total Number of Shares held

SECOND ANNUAL GENERAL MEETING

I/We, _____ (Name)

of _____ (Address)

being a member/members of SEMBCORP INDUSTRIES LTD hereby appoint:

Name	Address	NRIC/Passport No.	% of Shareholdings

and/or (delete as appropriate)

Name	Address	NRIC/Passport No.	% of Shareholdings

as my/our proxy/proxies to attend and vote for me/us on my/our behalf and, if necessary, to demand a poll, at the Annual General Meeting of the Company to be held on Monday, June 5, 2000 at 10.00 am at 9 Bishan Place #08-00, Junction 8, Singapore 579837 and at any adjournment thereof. I/We direct my/our proxy/proxies to vote for or against the Resolutions to be proposed at the meeting as indicated hereunder. If no specific direction as to voting is given, the proxy/proxies will vote or abstain from voting at his/their discretion, as he/they will on any other matter arising at the meeting.

RESOLUTIONS	To be used on a show of hands		To be used in the event of a poll	
	For *	Against *	Number of Votes	
			For **	Against **
ORDINARY BUSINESS				
1. To adopt the Directors' Report and Accounts				
2. To declare a First and Final Dividend				
3. To re-elect Mr Tay Siew Choon				
4. To re-elect Mr Lua Cheng Eng				
5. To re-elect Mr Chumpol NaLamlieng				
6. To re-appoint Mr Tetsuro Kawakami				
7. To approve Directors' Fees				
8. To re-appoint Auditors and to fix their Remuneration				
SPECIAL BUSINESS				
9. To authorise the Directors to issue shares.				
10. To authorise the Directors to grant options and issue shares under the SembCorp Industries Executives' Share Option Scheme.				
11. To approve the renewal of the shareholders' mandate.				

* Please indicate your vote "For" or "Against" with an "X" within the box provided.

** If you wish to exercise all your votes "For" or "Against", please indicate with an "X" within the box provided. Alternatively, please indicate the number of votes as appropriate.

Signature(s) or Common Seal of Member(s)

Date

PLEASE GLUE AND SEAL ALONG THE EDGE

PLEASE GLUE AND SEAL ALONG THE EDGE

PLEASE GLUE AND SEAL ALONG THE EDGE

Notes:

1. Please insert the total number of shares held by you. If you have shares entered against your name in the Depository Register (as defined in Section 130A of the Companies Act, Chapter 50 of Singapore), you should insert that number of shares. If you have shares registered in your name in the Register of Members, you should insert that number of shares. If you have shares entered against your name in the Depository Register and shares registered in your name in the Register of Members, you should insert the aggregate number of shares entered against your name in the Depository Register and registered in your name in the Register of Members.
2. A member entitled to attend and vote at a meeting of the Company is entitled to appoint one or two proxies to attend and vote instead of him. Where a member appoints two proxies, the appointments shall be invalid unless he specifies the proportion of his holding (expressed as a percentage of the whole) to be represented by each proxy.
3. The instrument appointing a proxy or proxies must be deposited at the registered office of the Company at 9 Bishan Place #08-00 Junction 8 Singapore 579837 not less than 48 hours before the time appointed for the Annual General Meeting.

1ST FOLD

4. The instrument appointing a proxy or proxies must be under the hand of the appointor or of his attorney duly authorised in writing. Where the instrument appointing a proxy or proxies is executed by a corporation, it must be executed either under its seal or under the hand of an officer or attorney duly authorised.
5. A corporation which is a member may authorise by resolution of its directors or other governing body such person as it thinks fit to act as its representative at the Annual General Meeting, in accordance with Section 179 of the Companies Act, Chapter 50 of Singapore.
6. The Company shall be entitled to reject the instrument appointing a proxy or proxies if it is incomplete, improperly completed or illegible or where the true intentions of the appointor are not ascertainable from the instructions of the appointor specified in the instrument appointing a proxy or proxies. In addition, in the case of members whose shares are entered against their names in the Depository Register, the Company may reject any instrument appointing a proxy or proxies lodged if such members are not shown to have shares entered against their names in the Depository Register 48 hours before the time appointed for holding the Annual General Meeting as certified by the Central Depository (Pte) Limited to the Company.

2ND FOLD



Affix
Postage
Stamp

Group Company Secretary
SembCorp Industries Ltd
9 Bishan Place
#08-00 Junction 8
Singapore 579837

3RD FOLD

Request Form

SembCorp Industries Ltd

(Incorporated in the Republic of Singapore)

May 12, 2000

Dear Shareholder

This is a copy of the Summary Financial Report ("SFR") of SembCorp Industries Ltd ("SembCorp" or "Company") for the financial year 1999. The SFR contains a review of SembCorp and its group of companies ("Group") for the year ended December 31, 1999. It also contains a summary of the audited financial statements of the Company and the Group. We will be sending you a copy of the SFR for so long as you are a SembCorp shareholder unless you indicate otherwise.

The Directors' Report and the full financial statements of the Company and the Group for the year ended December 31, 1999 are set out in a separate report called the Annual Report ("AR") 1999. This report is available to all registered SembCorp Shareholders at no cost upon request.

If you wish to receive a copy of the AR, please complete this form and return it to SembCorp by May 22, 2000. If we do not receive your reply, it would indicate that you do not wish to receive the AR for this year and so long as you are a SembCorp shareholder. Nonetheless, please note that you may register or change your request for our future SFR and AR.

Yours faithfully
For SEMBCORP INDUSTRIES LTD



Linda Hoon Siew Kin
Group Company Secretary

To: SembCorp Industries Ltd

N.B. Please tick only one box.

- Please send me/us the 1999 Annual Report in addition to the Summary Financial Report.
 Please do not send me/us the Summary Financial Report or the Annual Report for so long as I/we am/are a shareholder of SembCorp Industries Ltd.

Name(s) of shareholder(s): _____

*NRIC/Passport Number(s): _____

Address: _____

Signature(s): _____ Date: _____

* Delete where applicable.

PLEASE GLUE AND SEAL ALONG THE EDGE

PLEASE GLUE AND SEAL ALONG THE EDGE

PLEASE GLUE AND SEAL ALONG THE EDGE

1ST FOLD

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Group Company Secretary
SembCorp Industries Ltd
9 Bishan Place
#08-00 Junction 8
Singapore 579837

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