Key Executives:

Group Management





1. Tan Kwi Kin 2. Lim Joke Mui 3. Koh Soo Keong 4. Low Sin Leng

5. Wong Kok Siew

6. Chong Phit Lian 7. Tang Kin Fei 8. Loh Wai Kiew 9. Wong Heang Fine Wong Kok Siew Deputy Chairman & CEO (please see Board of Directors write-up)

Low Sin Leng

Group Chief Operating Officer

Sin Leng joined SembCorp Industries in August 2000. She graduated with a Bachelor of Engineering (Electrical) (Distinction) from the University of Alberta, Canada in 1975. Sin Leng also holds a Master of Business Administration (High Distinction) degree from the Catholic University of Leuven, Belgium. At SembCorp Industries, she leads the implementation of the divestment programme. Sin Leng is responsible for strategic planning, business development and legal operation across the Group. Currently the Chairman of Pacific Internet, she is also the Executive Chairman of SembCorp Parks Holdings and Chairman of SemHotel Management.

Lim Joke Mui

Group Chief Financial Officer

Joke Mui joined SembCorp Industries in June 2002. She has more than 25 years of experience in corporate finance, accounting, tax and other corporate functions. During her 23-year stint with DBS Land and CapitaLand Commercial Groups, Joke Mui was involved in numerous large financing transactions via the equity and debt capital markets. She was also involved in several major corporate exercises, including takeovers, initial public offerings, as well as the merger of the Pidemco and DBS Land Groups which culminated in the formation of CapitaLand. Joke Mui holds a Bachelor of Accountancy degree from the University of Singapore. She currently oversees the M&A, Risk Management, Finance, Treasury, IT and Tax functions of SembCorp Industries.

Tang Kin Fei President & CEO SembCorp Utilities

In his more than 15 years of service in the Group, Kin Fei has accomplished a succession of well-known achievements, notably the development of SUT Sakra, Singapore's first multi-utility facility on Jurong Island, and the development of SembCorp Cogen, Singapore's first privately developed merchant power plant and largest cogeneration plant. He also led and concluded the landmark West Natuna Gas Sales Agreement for the import of natural gas from Indonesia to Singapore. Having successfully established SembCorp Utilities as the leading industrial utilities and site services provider in Singapore, Kin Fei has been instrumental in expanding its presence overseas, which now extends to seven countries including China, Vietnam and the United Kingdom. Under his leadership, SembCorp Utilities is now the world's leading centralised utilities provider in the process industry sector.

Wong Heang Fine President & CEO

SembCorp Engineers and Constructors Heang Fine joined SembCorp Engineers and Constructors in October 2002, bringing along with him years of management experience. Capitalising on the company's front-end capabilities, he spearheaded the drive to process engineering and design and focused on emerging markets such as China and India. Prior to joining the Group, Heang Fine was President and CEO of Cathay Organisation, where he was instrumental in anchoring its reverse takeover of IMM Multi-Enterprise and listing Cathay on the Singapore Stock Exchange. While working in the Singapore Technologies Industrial Corporation, Heang Fine also pioneered the infrastructure development of an industrial estate and resort on Bintan Island, Indonesia.

Loh Wai Kiew President & CEO

SembCorp Environmental Management An aeronautical engineering graduate with a Master of Science degree in Management, Wai Kiew started her career as an aircraft engineer with Singapore Technologies Aerospace in 1982 before moving to the Singapore Economic Development Board in 1986. With the Group since 1994, she was appointed President and CEO of SembCorp Environmental Management in 2000, and has been instrumental in driving the company's strategic acquisitions and partnerships. In 2003, Wai Kiew was awarded the International Management Action Award by SPRING Singapore and the Chartered Management Institute. She serves as a member of the Garden City Fund Management Committee and sits on the board of the National Environment Agency and the Esplanade.

Koh Soo Keong President & CEO SembCorp Logistics

With more than 20 years of experience in the logistics industry, Soo Keong was instrumental in transforming SembCorp Logistics into an asset-light supply chain management company after the merger between Sembawang Marine and Logistics and Singapore Technologies Logistics in January 1999. Under his leadership, SembCorp Logistics has become one of Asia's leading logistics company with an IT and physical distribution network that today spans 13 countries. Soo Keong holds a Bachelor of Engineering (Honours), a Master of Business Administration and a Post Graduate Diploma in Business Law from the University of Singapore. He was awarded a Public Service Commission Scholarship in 1971 and a PSC MBA Scholarship in 1983. Among his directorships, Soo Keong is a Board member of Kuehne & Nagel International, SembCorp Logistics' global logistics partner.

Tan Kwi Kin President & CEO SembCorp Marine

Kwi Kin is a veteran and one of the most wellrespected personalities in the marine industry in Singapore. He has 38 years of shipyard experience, starting his career with Jurong Shipyard in 1966 as a young and energetic graduate from Tokyo University, Japan. In 1981, as part of the company's localisation plan, Kwi Kin became the first local employee to be appointed to a senior position when he was promoted to the position of General Manager in charge of Jurong Shipyard. Nine years later, he was appointed its Managing Director. Known for his "hands-on" management style and business acumen, Kwi Kin was instrumental in bringing about the successful merger of Jurong Shipyard and Sembawang Shipyard in 1997 and the company's strategic overseas thrust in Brazil and China. His other board appointments are Chairman of PPL Shipyard, JPL Corporation, Jurong Integrated Services and Jurong Machinery and Automation.

Chong Phit Lian President & CEO The Singapore Mint/ Singapore Precision Industries

Phit Lian started her career in the Singapore Precision Industries Group back in 1975 as an engineering assistant in the Industrial Engineering Department of Chartered Industries of Singapore. Later, she spent seven and a half years in United Motor Works and was recognised for adding value and growing its businesses. In 1986, Phit Lian rejoined the Group and served in the Business Development function where she oversaw the investment and acquisition of new businesses, formation of joint ventures, turning businesses around through restructuring or divestment. Under her leadership, The Singapore Mint created various innovations in the minting industry which have gained recognition by industry experts of the numismatic world.

Corporate Management

Foo Fei Voon Group Financial Controller

Goh Kim Leong Director Group Internal Audit

Lillian Lee Director, Group Human Resource

Linda Hoon Director, Group Legal Operations

Richard Quek Director, Group Strategic Planning

Swee Lay Sing Executive Director Regional Business Japan

Tan Hong Huat Senior Vice President China Desk

Grace Quek Senior Vice President Group Business Development

Kelvin Lee Senior Vice President Group Corporate Relations

Sim Cher Khee Group Chief Risk Officer

April Lee Vice President Group Corporate Relations

Key Line Management

Utilities

Francis Gomez Deputy Head, SCU Singapore SUT Sakra, SUT Seraya, SembCorp Cogen, SembCorp Gas, SembCorp Power, SembCorp Air Products (HYCO)

Tan Cheng Guan Head, SCU China Qianan SembCorp Cogeneration, Nanjing SembCorp SUIWU Shanghai Caojing Cogeneration Co.

Herman Bosquet Head, SCU International SembCorp Energy (Kwinana) Australia, Phu My 3 BOT Power Company

Paul Gavens Head, SCU United Kingdom SembCorp Utilities UK (formerly SembCorp Utilities Teesside)

M P Premraj Head, SCU Offshore Engineering SMOE, SMOE International Singapore, SMOE International Indonesia, Gema SembCorp Engineering

Engineering & Construction

Alwyn Bowden Chief Operating Officer/ Managing Director SembCorp Engineers and Constructors / SembCorp Simon-Carves

Daniel Lim General Manager ST Architects & Engineers

Eric Goh Senior Vice President SembCorp Huanqiu Engineering Co.

Ho Kok Kee Vice President SembCorp (Tianjin) Construction Engineering Co.

Dominic Leong Yoon Siew General Manager SembCorp Infrastructure (India)

Teh Cheng Sun General Manager Sempec Indonesia

Hew Loke Meng General Manager SembCorp (Malaysia)

Environmental Engineering

Michael Ho Chief Operating Officer SembCorp Environmental Management

Wong Kan Por Executive Vice President SembWaste Management

Zhu Gang Xin General Manager Shanghai SembEnviro Reliance Co.

Russell Cooper Managing Director SembSita Australia

Logistics

Charles Chan Chief Operating Officer SembCorp Logistics

John Everingham General Manager SembCorp Logistics (Australia) Lim Phing Seng

General Manager

Managing Director

ST Logistics (UK)

Chan Kin Keong

Senior Vice President

SembCorp Logistics (USA)

Ronnie Chin

SembCorp Logistics (Taiwan)

Loi Kum Sai General Manager Shenzhen ST-Anda Logistics Co.

R Rodrigo General Manager Ceylinco SembCorp Integrated Logistics

Nelson Cho Managing Director SembCorp Logistics (India)

Katsuhito Asai Chief Executive Officer Footworks Express Co.

Cheol Jeon Managing Director SembCorp Kukbo Logistics Co.

Jeanne Cham General Manager SembCorp Logistics (Malaysia)

Marine Engineering

Heng Chiang Gnee Deputy President SembCorp Marine

Wong Weng Sun Executive Director Jurong Shipyard

Ong Poh Kwee Executive Director Sembawang Shipyard

Liu Chin Peng Executive Advisor Dalian COSCO Marine Engineering (China)

Kok Boon Heng General Manager Karimun Sembawang Shipyard

Chew Yam Poey Chief Executive Officer Mauá Jurong (Brazil)

Others

Low Sin Leng Executive Chairman SembCorp Parks Holdings / SembCorp Parks Management

Kelvin Teo Chief Operating Officer SembCorp Parks Holdings

Chun Heng Yuen Chief Operating Officer SembCorp Parks Management

Tan Tong Hai President & CEO Pacific Internet