

Board of Directors





Left to right:

Top row: Peter Seah Lim Huat, Tang Kin Fei, Goh Geok Ling, K Shanmugam
Middle row: Richard Hale, OBE, Yong Ying-I, Dr Vichit Suraphongchai,
Colin Au Fook Yew

Bottom row: Evert Henkes, Lee Suet Fern, Lua Cheng Eng (Mr Lua vacated
his office of Director on February 14, 2006)

Board of Directors

Peter Seah Lim Huat

Chairman

Appointed July 29, 1998.

As non-executive Chairman, Mr Seah is responsible for the leadership of the Board, ensuring its effectiveness on all aspects of its role and setting its agenda. Mr Seah heads the Board's Executive Committee, Executive Resource & Compensation Committee and Nominating Committee.

Currently, Mr Seah is also Chairman of ST Engineering and Singapore Computer Systems. His listed directorships include membership on the boards of Alliance Bank Malaysia Berhad, Siam Commercial Bank, CapitaLand, Chartered Semiconductor Manufacturing, Global Crossing, StarHub and STATS ChipPAC. In addition, Mr Seah is also on the boards of the Government of Singapore Investment Corporation and the National Kidney Foundation. He acts as an advisor to Temasek Holdings, and serves as the Vice President of the Singapore Chinese Chamber of Commerce and Industry and Treasurer to the Singapore Business Federation. Mr Seah holds a B Admin (Honours) from the University of Singapore.

Tang Kin Fei

Group President & CEO

Appointed May 1, 2005.

Mr Tang is the Group President and CEO of SembCorp Industries. Prior to assuming this office in May 2005, he was President and CEO of SembCorp Utilities and the key driver behind the evolution of SembCorp's integrated utilities and energy business into a global leader in the market. Notably, he spearheaded the development of Singapore's first multi-utility facility on Jurong Island as well as the nation's first privately developed power plant. Mr Tang also drove the landmark West Natuna Gas Sales Agreement for the import of natural gas into Singapore and forged the expansion of SembCorp Utilities overseas.

Mr Tang serves as a director on the board of BIL International Limited, International Enterprise Singapore as well as major companies and overseas associates of the SembCorp Group. Mr Tang holds a First Class Honours degree in Mechanical Engineering from the University of Singapore and attended the Advanced Management Programme at INSEAD.

Goh Geok Ling

Director

Appointed May 3, 2000.

Mr Goh serves on the Board's Executive, Executive Resource & Compensation and Nominating Committees.

He is Chairman of SembCorp Marine and sits on the boards of DBS Bank, DBS Group Holdings, Venture Corporation, Plato Capital and 02Micro International. In addition, Mr Goh serves as a Council Member of Nanyang Technological University. He holds a B Eng from the University of Sydney, Australia.

K Shanmugam

Director

Appointed July 29, 1998.

Mr Shanmugam serves on the Board's Audit, Risk, Executive Resource & Compensation and Nominating Committees.

He is a senior partner and Head of Litigation at Allen & Gledhill and was appointed a Senior Counsel in 1998. Mr Shanmugam is also a Member of Parliament for Sembawang GRC. Concurrently, he is a board member of the Media Development Authority of Singapore and the Criminal Law Advisory Committee of Singapore. Mr Shanmugam holds an LLB (Honours, First Class) from the National University of Singapore.

Richard Hale, OBE

Director

Appointed September 1, 2000.

Mr Hale took over as Chairman of the Board's Audit and Risk Committees from Mr Lua Cheng Eng with effect from February 14, 2006. Prior to that he was a member of both committees.

Mr Hale is a non-executive director of CapitaLand, Wheelock Properties (Singapore), The Ascott Group, SembCorp Logistics and Wildlife Reserves Singapore. He was previously a director and CEO Singapore of The Hongkong and Shanghai Banking Corporation. Mr Hale was educated at Radley College, Abingdon, UK.

Yong Ying-I

Director

Appointed May 26, 2003.

Ms Yong chairs the Board's Budget Committee.

She is Singapore's Permanent Secretary for Health and Chairman of the Singapore Workforce Development Agency. Ms Yong is currently also the Deputy Chairman of the Infocomm Development Authority of Singapore. She holds an MBA from Harvard Business School, USA, and an economics degree from the University of Cambridge, UK.

Dr Vichit Suraphongchai

Director

Appointed July 21, 2003.

Dr Vichit is the Chairman of the Executive Committee of Siam Commercial Bank and also serves on the boards of Thai Airways International, Shin Corporation and Nok Airlines Company (formerly Sky Asia Company). He is also an advisor to Thailand's Bureau of the Crown Property and a member of the CapitaLand International Advisory Panel. Dr Vichit holds an MBA and a PhD from the University of California, Los Angeles, a Masters degree in Engineering from the University of California, Berkeley, and a B Eng from Chulalongkorn University, Thailand.

Colin Au Fook Yew

Director

Appointed April 30, 2004.

Mr Au is a member of the Board's Executive Committee.

He serves as a corporate advisor to Temasek Holdings and sits on the boards of several of Tropical Islands Resort's overseas companies. Mr Au holds an MBA from Harvard Business School, USA, and a BSc (Hons) from the University of Birmingham, UK.

Evert Henkes

Director

Appointed April 30, 2004.

Mr Henkes has extensive experience in the petrochemical industry as former CEO of Shell Group's global chemical business. He sits on the European Advisory Council of Air

Products and Chemicals. Mr Henkes is also a director of Tate & Lyle Plc, China National Offshore Oil Corporation and Outokumpu Oyj. He holds a BSc from Cornell University, USA.

Lee Suet Fern

Director

Appointed July 1, 2005.

Mrs Lee is a member of the Board's Audit and Risk Committees.

The Senior Director of Stamford Law Corporation, Mrs Lee has extensive experience as a corporate law practitioner with a focus on mergers and acquisitions, equity and debt capital markets and restructurings in Singapore and the region. Prior to joining the Board of SembCorp Industries, she was a director of SembCorp Logistics from April 1998 to April 2005. Mrs Lee currently serves on the boards of ECS Holdings, International Capital Investment Limited (formerly Jurong Engineering Limited), Media Asia Entertainment Group and Transpac Industrial Holdings. She is also a director of the National Heritage Board. Mrs Lee holds a double first in Law from Cambridge University, UK, and is a member of the Honourable Society of Gray's Inn.

Lua Cheng Eng

Director

Appointed July 29, 1998.

Mr Lua chaired the Board's Audit and Risk Committees, until he vacated his office of Director on February 14, 2006.

Mr Lua is Chairman of Jurong Technologies Industrial Corporation and sits on the boards of Sincere Watch and Singapore Shipping Corporation. He is also Chairman of the Paris-based International Chamber of Commerce (ICC)'s Maritime Transport Committee, Vice Chairman of the ICC Commission on Transport and Logistics and a Fellow of the Chartered Institute of Transport (United Kingdom). Mr Lua also serves as a Council Member of the Singapore Chinese Chamber of Commerce and Industry. He holds a BA (Honours) from the University of London, UK.

Board of Directors

Name	Past directorships in listed companies and major appointments from 2003-2005
Peter Seah Lim Huat	EDVB Management Pte Ltd Singapore Technologies Pte Ltd
Tang Kin Fei	Camerlin Group Berhad
Goh Geok Ling	ASTI Holdings Ltd Singapore Technologies Pte Ltd Tuas Power Ltd
Richard Hale, OBE	World-Wide Shipping Agency (S) Pte Ltd
Dr Vichit Suraphongchai	Asia Institution of Technology
Colin Au Fook Yew	Changi International Airport Services Pte Ltd
Evert Henkes	BPB Plc Shell Chemicals BASF, Basell
Lee Suet Fern	Chemical Industries (Far East) Limited FHTK Holdings Ltd Jackspeed Corporation Ltd SembCorp Logistics Ltd
Lua Cheng Eng	Ayudhya International Factors Co Ltd (Thailand) ECICS Holdings Ltd International Factors (Singapore) Ltd