



(Pictured) Deep Driller 1, the first of a series of 13 Baker Marine Pacific Class 375 Deep Drilling offshore jack-up rigs to be built by SembCorp Marine's PPL Shipyard.

Leadership

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SembCorp Utilities UK (pictured) is a leading integrated utilities and services business on Teesside.



Delivering lasting value and attractive returns to our shareholders is our priority. Going forward, we will continue to sharpen our focus on businesses that give us quality earnings and growth.

Dear Shareholders,

SembCorp Industries performed well in 2005. We turned in a 22% growth in Profit After Tax and Minority Interest (PATMI) before exceptional items.

Led by our Utilities and Marine Engineering businesses, 2005 PATMI before exceptional items rose to S\$278.5 million compared to S\$227.7 million the year before, while turnover for the Group increased 25% to S\$7.4 billion. Underpinned by long-term contracts, our integrated utilities and energy business delivered strong growth on both the top and bottom-line. Our Marine Engineering business continued to benefit from the buoyant oil and gas sector and also achieved solid earnings growth during the year.

Including exceptional items, PATMI for the year was a lower S\$303.3 million compared to S\$391.5 million in 2004 when a S\$163.8 million exceptional gain was recorded. Our Return On Equity was 15% and our Economic Value Added (EVA) was a positive S\$251 million. Financial discipline coupled with improved operational performance resulted in healthy cashflow for the Group and a strong balance sheet. A free cashflow of S\$968 million was generated during the year. We ended the year in a net cash position and interest cover at 12 times.

Delivering shareholder returns

Delivering lasting value and attractive returns to our shareholders continues to be our priority. To ensure that

these returns are sustainable, we continue to invest in the long-term growth of our core businesses. We also seek to return value to our shareholders through a sustainable dividend policy.

For 2005, the Board of Directors is proposing a final gross dividend of 6.5 cents per ordinary share. This is an increase of 30% over the 2004 dividend of 5 cents per ordinary share (excluding special dividends). This represents a 33% payout of PATMI before exceptional items.

On the back of a 56% appreciation in our share price during the year, Total Shareholder Return was 66%, more than three times the benchmark Straits Times Index's (STI) Total Shareholder Return of 18%. Our market capitalisation stood at S\$4.8 billion at the close of 2005 compared to S\$3.0 billion at end 2004.

Building a foundation for long-term growth

We have been focusing the Group on business strategies to deliver secure and sound returns as well as long-term growth.

In 2005, we made clear progress in this regard. We also saw some encouraging results from strategic initiatives undertaken over the last few years as well as healthy profit contribution from investments made.

A notable example is the solid performance delivered by our Utilities operations in the UK. SembCorp Utilities UK

Chairman's Statement

has played a significant role in our establishment as a leading niche energy and integrated utilities player. Not only has it yielded good returns financially, we are also building on the management and operational expertise as well as strong customer relationships in Teesside to grow our business internationally in target markets such as the Middle East.

Our strategy of replicating our unique integrated utilities model overseas in emerging growth markets also took a small but important step forward during the year. In December, we became the exclusive provider of integrated utilities in Nanjing Chemical Industrial Park. As a provider of multi-utilities to industry clusters, being a "first mover" is critical in order to create distinctive assets and market positions. We believe that this recent development will place us in good stead in the medium to long-term to partake in the growth of China's burgeoning petrochemical industry.

Well-positioned to benefit from the current growth in the marine and offshore industry, our Marine Engineering business did well in the year and has a strong outlook going forward. Orderbook stood at a record high of S\$5.9 billion with deliveries and completions from 2006 to 2009. Together with the yard in Texas secured in October, we now have 12 strategically located shipyards spearheading our overseas growth and expansion. Our strategic acquisition of PPL shipyard as well as investment in our own proprietary Baker Marine Pacific Class 375 deep drilling offshore jack-up rigs has also paid off. A total of 13 rigs have been ordered since 2004 with eight orders placed in 2005 alone. Our stake in the enlarged Cosco Shipyard Group also delivered significant returns in its first full year of contribution.

Our Logistics business also performed well, supported by the strength of the Pan-Asian supply chain network we have built over the years.

Our Environmental Engineering business continued to maintain its position as Singapore's leading environmental solutions provider. We will be intensifying our focus on the development of pre-disposal treatment methods and waste-to-resource technologies following a review of the business conducted during the year.

Corporate responsibility

The responsibilities we have as a corporate entity play a vital role in our pursuit of creating growth and lasting value for the owners of our Company. A deep commitment to good corporate conduct and governance including recognition of our responsibility to society at large is at the heart of all that we do.

As part of our continual review and enhancement of our practices, a whistle-blowing policy was put in place in 2005. The policy and accompanying procedures aim to provide employees with well-defined and accessible channels to raise concerns, in confidence, about possible improprieties.

We also started the Trailblazer-Wong Kok Siew Fund during the year. The Fund, set up in tribute to our former Deputy Chairman and CEO, the late Mr Wong Kok Siew, provides opportunities to persons of talent, especially students, to develop themselves across a wide spectrum of disciplines. The Fund will enable us to build effectively upon our ongoing community initiatives which focus on children, youth and education.

A note of thanks

Our staff are talented, creative and committed to deliver consistent and competitive returns. On behalf of the Board, I would like to recognise their contribution in 2005 and thank them for their dedication and hard work.

We would like to express our deep appreciation to Lua Cheng Eng who vacated his office of Director

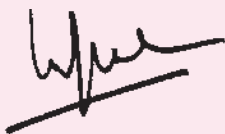
and Chairman of the Audit and Risk Committees with effect from February 14, 2006. A Director since 1998, Cheng Eng was a key member of the Board and provided critical oversight and valuable contributions to the good governance of the Group. Richard Hale, OBE, an existing member of the Audit Committee and an independent Director has been appointed as the new Audit Committee Chairman. We would also like to thank Tetsuro Kawakami, who retired after six years of distinguished service on the Board, for his contribution. A warm welcome is also extended to two new Directors, Tang Kin Fei and Lee Suet Fern who joined our Board on May 1, 2005 and July 1, 2005 respectively.

We would also like to express our appreciation to our customers, partners and business associates for their support and the vital role they play in our success.

Last but not least, thanks must go to all of our shareholders for your continued confidence in SembCorp Industries.

Our businesses have demonstrated their ability to give us quality earnings and growth. The challenge we have is to continue to nurture and grow them. Together with Kin Fei and the management team, I am confident that we are well-positioned to meet this challenge and to continue creating and delivering value to you in a sustainable way.

Yours sincerely,

A handwritten signature in black ink, appearing to read 'Peter LH Seah', with a horizontal line underneath.

Peter LH Seah
Chairman, SembCorp Industries
February 28, 2006



Our strong performance in 2005 demonstrates the success of our strategy to focus the Group on businesses and markets that would deliver sustainable earnings and growth.

Dear Shareholders,

In 2005, SembCorp Industries delivered strong performance and growth. Our Group has been working hard to position ourselves in markets and businesses that would generate sustainable earnings and growth. We are pleased that the performance of our operations in 2005 reflects the positive results of this strategy.

Group turnover for the year set a new record, rising 25% to S\$7.4 billion. Group Profit After Tax and Minority Interest (PATMI) before exceptional items was S\$278.5 million, an increase of 22% over the preceding year's profit of S\$227.7 million. The achievement of double-digit top and bottom-line growth was driven primarily by our Utilities and Marine Engineering operations. Excluding exceptional items, our Return On Equity was a healthy 14% while Earnings Per Share rose 26% from 12.5 cents to 15.7 cents in 2005.

Overview of major businesses

Our **Utilities** business continued to deliver strong results in 2005. In Singapore, our operations on Jurong Island maintained a leading position as the key provider of third-party integrated utilities and energy services. The strong performance of the business was underpinned by stable earnings from long-term contracts, while new investments as well as capacity expansions on the island provided the impetus for organic growth.

In 2005, overseas operations contributed 40% to our integrated utilities and energy earnings. This is evidence that our focus on overseas expansion is paying off. Most notably, our UK operations delivered a solid performance in 2005 thanks to high energy prices as well as our ability to utilise multi-fuel. In addition, the successful integration of a new gas turbine at the existing power station in late 2004 increased the reliability of supply and boosted electricity output to meet strong demand on Teesside. The use of tallow as a fuel source from August 2004 to December 2005 allowed us to earn Renewable Obligation Certificates and provided our UK operations with an additional earnings stream. We gained vital experience in renewable energy through the project and it paved the way for the development of our 30 megawatt biomass power station, Wilton 10. In March 2005, we sanctioned construction of the facility which will be one of the UK's largest biomass renewable energy projects.

2005 also saw strong contribution from our Vietnam joint venture, Phu My 3.

Increasing demand for petrochemical products in the global market has resulted in China being a key growth market for Utilities. During the year, we made steady inroads into this target market, teaming up with local players to replicate our integrated utilities business model. We successfully developed a new integrated utilities service centre and strengthened our presence in Nanjing Chemical Industrial Park (NCIP). We extended

CEO's Review

our service offerings and became the exclusive provider of third-party integrated utilities in NCIP through our investments in NCIP SembCorp Water and NCIP SembCorp Utilities. Our wastewater treatment plant, Nanjing SembCorp SUIWU, also achieved commercial operations during the year.

We established a new beachhead and strengthened our presence in China with the acquisition of an integrated wastewater treatment facility in the ZhangJiaGang Free Trade Zone in Jiangsu Province, China.

Our **Marine Engineering** business enjoyed another sterling year in 2005 registering strong growth across all sectors and a record orderbook of S\$5.9 billion secured to date. Strong industry fundamentals against a backdrop of deep-drilling exploration needs resulted in a record S\$4.2 billion worth of contracts secured during the year. Rig building, a sector in which we command a substantial global market share, showed significant growth in orders which reached S\$4.6 billion. Meanwhile, as we continued to leverage on our existing network of shipyards for growth, we also acquired Sabine Shipyard in Texas, USA, to better serve the needs of our customers in the Gulf of Mexico. During the year, we continued to foster strategic alliance partners who would provide a steady and growing baseload for our yards.

Strong Supply Chain Management operations continued to drive **Logistics'** earnings growth in 2005 with good performance from the Consumer, Hi-tech and Industrial sectors. A total of 245 contracts were secured during the year.

As in 2004, Southeast Asia was the main contributor to our Supply Chain Management business. Meanwhile, our North Asia operations achieved strong growth in 2005 driven by increased business volumes in China, Korea and Japan. To tap into the intra-North Asia supply chain business, we established a strategic presence in Shandong

Province in China, where the majority of foreign direct investments from Japan and South Korea into China are being made. At the same time, our Southeast Asia supply chain network was further expanded with the commencement of operations of our Indonesia and Philippines joint ventures.

Environmental Engineering maintained its position as Singapore's leading environmental solutions provider in 2005. The orderbook for our Singapore operations grew a healthy 36% over the previous year to S\$548.4 million.

During the year, we streamlined our operations and tightened our focus on profitable business sectors. Going forward, we will capitalise on the development of innovative pre-disposal treatments and waste-to-resource businesses to reduce waste disposal costs, improve recyclables yield and extract value from waste.

Our **Engineering & Construction** business closed the year with a small profit, improving its performance over 2004. Our focus continues to be on process engineering contracts, especially in the oil and gas sector. In 2005, our orderbook stood at S\$2.3 billion. A key project clinched during the year was the S\$400 million contract to construct the largest single-stream Low Density Polyethylene facility in the world for Huntsman.

Solitaire

The hearings on the Owner's claims in the arbitration proceedings on Solitaire were completed in 2005. The Tribunal is expected to make an award on the Principal sums in 2006. We look forward to closing the matter and moving on.

Outlook

In the year ahead, barring unforeseen circumstances, we expect the overall performance of the Group for 2006 to be better than that of 2005.

Our Group orderbook is at an all-time high of S\$8.4 billion, up 50% from 2004. This orderbook excludes long-term contracts in our Utilities and Logistics businesses, which continue to provide stable baseload earnings to the Group.

With a strong track record and the right strategies in place, we are well-positioned to continue growing SembCorp Industries, capitalising on the strong demand in the petrochemical industry as well as robust market fundamentals in the offshore and marine sector.

We will continue to focus on growing our businesses overseas. We believe that there are good opportunities for profitable growth in markets such as China, the Middle East, India and ASEAN. As we explore these opportunities for growth, we are nonetheless mindful of the importance of nurturing and growing our existing businesses and partnerships.

In 2005, our operations have demonstrated the ability to deliver sustainable earnings and growth. We have developed new markets, gained new customers and built on our strong market positions. Going forward, we will continue to sharpen our focus on businesses that would deliver sustainable value to our shareholders.

Yours sincerely,

A handwritten signature in black ink, appearing to read 'Tang Kin Fei', written over a horizontal line.

Tang Kin Fei
Group President & CEO, SembCorp Industries
February 28, 2006





SembCorp Marine's Jurong Shipyard in July 2005 celebrated the completion and delivery of the 2,626 TEU Wan Hai 311 (pictured), the largest and most advanced container vessel designed and built in Singapore.

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



(Pictured) SembCorp Utilities UK's water treatment plant operator monitoring the efficiency of the stream regeneration process.

Key Executives





Left to right:
Top row: Tang Kin Fei, Lim Joke Mui, Low Sin Leng
Bottom row: Wong Heang Fine, Heng Chiang Gnee,
Koh Soo Keong, Tan Kwi Kin

Key Executives

Tang Kin Fei

Group President & CEO
Joined 1987.

(Please see section on Board of Directors)

Lim Joke Mui

Group Chief Financial Officer
Joined 2002.

Mrs Lim is responsible for the Finance, Treasury, Tax and Risk Management of SembCorp Industries and oversees these functions across the Group.

She has more than 27 years of experience in corporate finance, accounting, tax and other corporate functions. During Mrs Lim's 23-year career with DBS Land and CapitaLand Commercial Groups, she managed large financing transactions via the equity and debt markets and was involved in corporate exercises such as the merger of Pidemco and DBS Land to form CapitaLand, takeovers and initial public offerings. Mrs Lim is a director on the boards of various SembCorp Group companies. She holds a B Acc from the University of Singapore.

Low Sin Leng

Senior Executive Director, CEO's office
Joined 2000.

Ms Low is concurrently the Executive Chairman of SembCorp Parks Holdings, Chairman of SemHotel Management, Deputy Chairman of SembCorp Utilities and director on the boards of various SembCorp Group companies. Prior to joining SembCorp, she was the Executive Vice President of Singapore Power and had served 20 years in the Singapore Government Administrative Service holding several senior positions in the Ministries of Finance, Trade & Industry and Education. She holds an MBA (High Distinction) from the Catholic University of Leuven, Belgium, a B Eng (Distinction) from the University of Alberta, Canada and attended Harvard University's Advanced Management Program.

Wong Heang Fine

President & CEO, SembCorp Engineers and Constructors
Joined 2002.

Mr Wong is responsible for spearheading the company's drive towards process engineering and design, as well as increasing its focus on international growth markets such as China, India and the Middle East. He brings with him extensive management experience garnered during his earlier tenure in Cathay Organisation. Prior to this, he pioneered the infrastructure development of an industrial estate and resort on Bintan Island, Indonesia, while at Singapore Technologies Industrial Corporation. In addition, he has served as Director (Infrastructure) of L&M Group Investments and General Manager for Metrobilt Group of Companies. Mr Wong holds an MSc in Engineering Production and Management from University of Birmingham, UK, and a BSc in Mechanical Engineering (First Class) from University of Leeds, UK.

Heng Chiang Gnee

President & CEO, SembCorp Environmental Management
Joined 1994.

Mr Heng is the newly-appointed President & CEO of SembCorp Environmental Management. Prior to the appointment, he was Deputy President of SembCorp Marine. Mr Heng holds a B Eng (First Class) in Marine Engineering from the University of Newcastle-Upon-Tyne. He also obtained an MSc in Management from the Sloan School of Management, Massachusetts Institute of Technology, USA and attended Harvard University's Advanced Management Program.

Koh Soo Keong

President & CEO, SembCorp Logistics
Joined 1986.

With more than 20 years of experience in the logistics industry, Mr Koh played a pivotal role in the development of SembCorp Logistics into Asia's leading integrated logistics company, since its formation from the merger of Sembawang Marine Logistics and Singapore

Technologies Logistics in 1999. Under his leadership, SembCorp Logistics expanded its supply chain and oil and gas logistics operations to 16 countries and today, it operates one of the most extensive supply chain networks in Asia. Mr Koh is also the Non-Executive Chairman of Sembawang Kimtrans. He holds an MBA, a B Eng (Hons) and a Graduate Diploma in Business Law from the University of Singapore.

Tan Kwi Kin

*Group President & CEO, SembCorp Marine
Joined 1966.*

A veteran of the marine industry with four decades of experience, Mr Tan is respected for his “hands on” management style and business acumen. He rose through the ranks at Jurong Shipyard, having started his career as a Junior Engineer in the Design department in 1966 and was appointed its Managing Director in 1990. He was behind the successful merger of Jurong Shipyard and Sembawang Shipyard in 1997, as well as the implementation of SembCorp Marine’s global hub strategy, engineering acquisitions in Brazil and China. He is also the Chairman of Jurong Shipyard, Sembawang Shipyard, PPL Shipyard, JPL Corporation, Bulk Trade, JPL Industries, Jurong Integrated Services and Jurong SML. Mr Tan has a B Eng in Mechanical Engineering from Tokyo University, Japan.

Key Executives

Corporate Management

Lee Soon Eng

Executive Vice President
ASEAN

Foo Fei Voon

Group Financial Controller

Goh Kim Leong

Director
Group Internal Audit

Lillian Lee

Director
Group Human Resource

Lim Suet Boey

Director
Group Legal

Richard Quek

Director
Group Mergers & Acquisitions

Lau Gar Ning

Senior Vice President
Group Asset Management

Sim Cher Khee

Group Chief Risk Officer

Peter Tan

Senior Vice President
Group Corporate Planning
& Strategic Development

Beh Siew Kim

Vice President
Group Reporting & Policies

Chionh Keat Yee

Vice President
Economic Value-Added

April Lee

Vice President
Group Corporate Relations

Roy Lim

Vice President
Group Tax

Jasmine Teo

Vice President
Group Information
Technology

Kwong Sook May

Company Secretary

Key Line Management

Utilities

Francis Gomez

Executive Vice President
SCU Singapore

Paul Gavens

Executive Vice President
SCU UK

Ho Nee Sin

Senior Vice President
SCU China

Ken Readshaw

Senior Vice President
SCU International

Chia Fook Eng

General Manager
SCU Offshore Engineering

Engineering & Construction

Alwyn Bowden

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

Tham Seng Fee

Vice President
*SembCorp Engineers and
Constructors Singapore
Operations*

Daniel Lim

Managing Director
ST Architects & Engineers

Lim Kah Hing

Managing Director
*SembCorp Design &
Construction*

Ho Kok Kee

Vice President
*SembCorp (Tianjin)
Construction Engineering
(China)*

Gan Chin Kian

Director
*SembCorp Infrastructure
(India)*

Michael Tan Choy Seng

General Manager
Sempec (Indonesia)

James Hadden

Regional Director (UAE)
*SembCorp Engineers and
Constructors (Middle East)*

Environmental Engineering**Michael Ho**

Chief Operating Officer
*SembCorp Environmental
Management*

Philippe Maillard

Managing Director
SembSITA (Australia)

Tan Tze Shang

Country Director
SembEnviro China

Thomas Khoman

Chief Executive Officer
*SembRamky Environmental
Management (India)*

Logistics**Charles Chan**

Chief Operating Officer
SembCorp Logistics

Lim Yeow Beng

Executive Vice President,
Projects
SembCorp Logistics

Fong Cheng Kee

Chief Executive Officer
ST-Airport Services

Chua Eng Boon

Managing Director
*Singapore Offshore
Petroleum Services*

Loi Kum Sai

General Manager
*Shenzhen ST-Anda Logistics
(China)*

Nelson Cho

Managing Director
SembCorp Logistics (India)

Marine Engineering**Wong Weng Sun**

President & COO
*SembCorp Marine /
Managing Director
Jurong Shipyard*

Ong Poh Kwee

Deputy President
*SembCorp Marine /
Managing Director
Sembawang Shipyard*

Ong Tian Khiam

Managing Director
PPL Shipyard

Ng Thiam Poh

Managing Director
*Jurong SML /
President Director
Karimun Sembawang
Shipyard (Indonesia)*

Chan Nai Eng

Chief Executive Officer
Mauá Jurong (Brazil)

Liu Chin Peng

Deputy General Manager
*Cosco Shipyard Group
(China)*

Others**Low Sin Leng**

Executive Chairman
*SembCorp Parks Holdings /
SembCorp Parks
Management*

Kelvin Teo

President & COO
SembCorp Parks Holdings

Michael Ng

President & CEO
The Singapore Mint