

BOARD OF DIRECTORS





(First row from left)
**PETER SEAH LIM HUAT, TANG KIN FEI,
GOH GEOK LING, K SHANMUGAM**

(Second row from left)
**RICHARD HALE, OBE, YONG YING-I,
EVERT HENKES, LEE SUET FERN**

PETER SEAH LIM HUAT

*Non-executive Chairman
Appointed July 29, 1998*

As 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 directorships include membership on the boards of Alliance Bank Malaysia, Bank of China, CapitaLand, Chartered Semiconductor Manufacturing, Global Crossing, PT Bank Internasional Indonesia Tbk, PT Indosat Tbk, Siam Commercial Bank, 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 is a member of the Temasek Advisory Panel 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.

Past directorships in listed companies and major appointments 2004–2006:

- EDVB Management
- PSA International
- Singapore Technologies

TANG KIN FEI

*Group President & CEO
Appointed May 1, 2005*

Mr Tang joined the Group in 1987 and in 1998 was appointed President & CEO of SembCorp Utilities, where he was responsible for transforming the unit from a process engineering business into a leading centralised utilities and energy provider and expanding its presence overseas to China, the UAE, the UK and Vietnam.

A director of International Enterprise Singapore (IE) and chairman of IE's 2006 Finance & Investment Committee, Mr Tang lends his China business expertise as a member of its Network China Steering Committee. He is also a director of BIL International and an Advisory Committee member of the ENV-NTU Environmental Engineering Research Centre. Mr Tang holds a First Class Honours degree in Mechanical Engineering from the University of Singapore and underwent the Advanced Management Programme at INSEAD.

Past directorships in listed companies and major appointments 2004–2006:

- Camerlin Group
- SembCorp Logistics

GOH GEOK LING

*Non-executive 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

02Micro International, DBS Bank, DBS Group Holdings and Venture Corporation. In addition, Mr Goh serves as a Member of the Board of Trustees of Nanyang Technological University. He holds a B Eng from the University of Sydney, Australia.

Past directorships in listed companies and major appointments 2004–2006:

- ASTI Holdings
- Plato Capital
- Singapore Technologies
- Tuas Power

K SHANMUGAM

*Non-executive Director
Appointed July 29, 1998*

Mr Shanmugam serves on the Board's Audit, Executive Resource & Compensation, Nominating and Risk 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. He is a board member of the Criminal Law Advisory Committee of Singapore. Mr Shanmugam holds an LLB (Honours, First Class) from the National University of Singapore.

Past directorships in listed companies and major appointments 2004–2006:

- Media Development Authority of Singapore

RICHARD HALE, OBE

*Non-executive Director
Appointed September 1, 2000*

Mr Hale heads the Board's Audit and Risk Committees.

Mr Hale is a non-executive director of CapitaLand, CapitaCommercial Trust Management, The Ascott Group and Wheelock Properties (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.

Past directorships in listed companies and major appointments 2004–2006:

- SembCorp Logistics
- Wildlife Reserves Singapore
- World-Wide Shipping Agency

YONG YING-I

*Non-executive Director
Appointed May 26, 2003*

Ms Yong is a member of the Board's Audit and Risk Committees.

She is Singapore's Permanent Secretary for Health and Chairman of the Singapore Workforce Development Agency. Ms Yong is also the Deputy Chairman of the Infocomm Development Authority of Singapore and serves on the boards of the Civil Service College, Singapore Symphonia Company and Singapore Totalisator Board. She holds an MBA from Harvard University Graduate School of Business, USA and an Economics degree from the University of Cambridge, UK.

EVERT HENKES

*Non-executive 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 is a director of Air Products and Chemicals, China National Offshore Oil Corporation, Outokumpu and Tate & Lyle. He holds a BSc from Cornell University, USA.

Past directorships in listed companies and major appointments 2004–2006:

- BPB

LEE SUET FERN

*Non-executive 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. Mrs Lee currently serves on the boards of China Aviation Oil (Singapore) Corporation, ECS Holdings, International Capital Investment (formerly Jurong Engineering), Media Asia Entertainment Group, Richina Pacific, Sincere Watch (Hong Kong) and Transpac Industrial Holdings. She is also a director of the National Heritage Board, a member of the Board of Trustees of Nanyang Technological University and a member of the Accounting Advisory Board of

National University of Singapore Business School. Mrs Lee holds a double first in Law from Cambridge University, UK and is a member of the Honourable Society of Gray's Inn.

Past directorships in listed companies and major appointments 2004–2006:

- Chemical Industries (Far East)
- Continental Chemical Holdings
- FHTK Holdings
- Jackspeed Corporation
- SembCorp Logistics