

# Board of Directors



(From top, left to right)  
Peter Seah Lim Huat, Tang Kin Fei,  
Goh Geok Ling, Richard Hale, OBE,  
Yong Ying-I, Evert Henkes, Lee Suet Fern,  
Bobby Chin Yoke Choong

**PETER SEAH LIM HUAT**  
Non-executive Chairman  
Appointed July 29, 1998

As Chairman, Mr Seah leads the board in its overall direction of the company. Mr Seah also chairs the board's Executive Committee, Executive Resource & Compensation Committee and Nominating Committee.

Currently, Mr Seah is also Chairman of ST Engineering. His directorships include membership on the boards of Alliance Bank Malaysia, Bank of China, CapitaLand, Chartered Semiconductor Manufacturing, Global Crossing, Siam Commercial Bank, StarHub, STATS ChipPAC and Singapore Health Services. In addition, Mr Seah is also on the boards of the Government of Singapore Investment Corporation and the LaSalle Foundation. He is a member of the Temasek Advisory Panel and serves as the Vice President of the Singapore Chinese Chamber of Commerce & Industry. Mr Seah holds a BAdmin (Hons) from the University of Singapore.

*Past directorships in listed companies and major appointments 2006-2008:*

- EDB Investments
- PSA International
- PT Bank Internasional Indonesia
- The National Kidney Foundation
- PT Indosat
- Singapore Computer Systems

**TANG KIN FEI**  
Group President & CEO  
Appointed May 1, 2005

Mr Tang is Group President and Chief Executive Officer of Sembcorp Industries. He leads Sembcorp with strong emphasis on its Utilities and Marine businesses, while strengthening its Environment and Industrial Parks businesses.

A veteran of the Sembcorp Group with over twenty years in the company, Mr Tang is credited with developing

its Utilities business into a leading centralised utilities, energy and water provider serving a global customer base in Singapore, the UK, China, Vietnam and the UAE.

Mr Tang is a member of the APEC Business Advisory Council and the President of the Singapore Water Association. He is a Council Member of the Singapore Business Federation, a member of its Executive Committee and Chairman of its China Business Group. In addition, Mr Tang is on the board of International Enterprise Singapore and serves as chairman of its Finance & Investment Committee and advisor to its CSR Steering Committee. Mr Tang lends his expertise in operating in overseas markets as a council member of several Saudi-Singapore, Abu Dhabi-Singapore, and China-Singapore business councils. He is also a director of GuocoLeisure. 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 2006-2008:*

- Sembcorp Logistics

**GOH GEOK LING**  
Non-executive Director  
Appointed May 3, 2000

Mr Goh is an independent director and serves on the board's Executive Committee, Executive Resource & Compensation Committee and Nominating Committee.

He is Chairman of Sembcorp Marine and a director of Venture Corporation. In addition, Mr Goh serves as a member of the Board of Trustees of Nanyang Technological University. He holds a BEng from the University of Sydney, Australia.

*Past directorships in listed companies and major appointments 2006-2008:*

- Plato Capital
- DBS Bank
- DBS Group Holdings
- O2Micro International

## Board of Directors

### **RICHARD HALE, OBE**

#### **Non-executive Director**

*Appointed September 1, 2000*

Mr Hale is an independent director and heads the board's Audit and Risk Committees.

Mr Hale is Chairman of CapitaCommercial Trust Management and Deputy Chairman of Sembcorp Marine. His other directorships include membership on the boards of CapitaLand 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 2006–2008:*

- Sembcorp Logistics
- Wildlife Reserves Singapore
- The Ascott Group
- BM Trust Management

### **YONG YING-I**

#### **Non-executive Director**

*Appointed May 26, 2003*

Ms Yong is an independent director and a member of the board's Audit and Risk Committees.

She is Singapore's Permanent Secretary for Health as well as Chairman of the Infocomm Development Authority of Singapore and IDA International. Ms Yong also serves on the boards of the Civil Service College, the Singapore Symphonia Company, the National University Health System, Singapore Health Services and the 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.

*Past directorships in listed companies and major appointments 2006–2008:*

- Singapore Workforce Development Agency

### **EVERT HENKES**

#### **Non-executive Director**

*Appointed April 30, 2004*

Mr Henkes is an independent director. He has extensive experience in the petrochemical industry as the former CEO of Shell's group global chemical business. He is a director of Air Products and Chemicals, Outokumpu and Tate & Lyle. Mr Henkes also serves as a member of International Advisory Board of China National Offshore Oil Corporation. He holds a BSc from Cornell University, USA.

*Past directorships in listed companies and major appointments 2006–2008:*

- BPB
- China National Offshore Oil Corporation

### **LEE SUET FERN**

#### **Non-executive Director**

*Appointed July 1, 2005*

Mrs Lee is an independent director and 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 Macquarie International Infrastructure Fund, Rickmers Trust Management and Richina Pacific. She is also a director of the National Heritage Board, a member of the Board of Trustees of Nanyang Technological University, a member of the Accounting Advisory Board of National University of Singapore Business School and a member of the Advisory Board of Singapore Management University's School of Law. 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 2006–2008:*

- Continental Chemical Holdings
- International Capital Investment
- Media Asia Entertainment Group
- Transpac Industrial Holdings
- ECS Holdings
- China Aviation Oil (Singapore) Corporation
- Sincere Watch (Hong Kong)

### **BOBBY CHIN YOKE CHOONG**

#### **Non-executive Director**

*Appointed December 1, 2008*

Mr Chin is an independent director and serves on the board's Audit Committee.

The Managing Partner of KPMG Singapore from 1992 until his retirement in September 2005, Mr Chin is the Chairman of the Singapore Totalisator Board and a board member of the Competition Commission of Singapore and the Singapore Labour Foundation. He also sits on the boards of AV Jennings, Ho Bee Investment, Neptune Orient Lines, Oversea-Chinese Banking Corporation and Yeo Hiap Seng. Mr Chin holds a BAcc from the University of Singapore. He is a member of the Institute of Certified Public Accountants of Singapore and an associate member of the Institute of Chartered Accountants in England and Wales.

*Past directorships in listed companies and major appointments 2006–2008:*

- Urban Redevelopment Authority
- Singapore Business Federation
- Changi Airports International
- Singapore Changi Airports Enterprise
- Stamford Land Corporation
- The Straits Trading Company