

BOARD OF DIRECTORS



Ang Kong Hua
Non-executive Chairman

Appointed February 26, 2010

As Chairman, Mr Ang is responsible for leading the board, setting its agenda and ensuring its effectiveness in all aspects of its role. Mr Ang is an independent director and heads the board's Executive Committee, Executive Resource & Compensation Committee and Nominating Committee.

A well-known corporate figure in Singapore, Mr Ang brings to Sembcorp many years of rich experience in the manufacturing and services sectors, including the chemicals, electronics, engineering and construction sectors. Currently, he is Chairman of Global Logistic Properties and also serves on the boards of DBS Bank, DBS Group Holdings, the Government of Singapore Investment Corporation and GIC Special Investments.

Mr Ang holds a BSc (Hons) in Economics from the University of Hull, UK.

Past directorships in listed companies and major appointments 2008–2010:

- Neptune Orient Lines
- Yantai Raffles Shipyard
- NSL



Tang Kin Fei
Group President & CEO

Appointed May 1, 2005

Mr Tang is Group President & CEO of Sembcorp Industries. With over 20 years at Sembcorp, he is credited with spearheading its growth into a focused energy, water and marine group with operations across six continents.

Mr Tang is Deputy Chairman of International Enterprise Singapore, a member of the APEC Business Advisory Council and President of the Singapore Water Association. A council member of the Singapore Business Federation and the Singapore Chinese Chamber of Commerce and Industry, Mr Tang also serves on several China-Singapore as well as Saudi-Singapore and Abu Dhabi-Singapore business councils. In addition, he is a member of Singapore's Climate Change Network, a council member of Ngee Ann Polytechnic, as well as a board member and trustee of the Kwong Wai Shiu Hospital, a charitable hospital which provides care for needy patients.

Mr Tang holds a First Class Honours degree in Mechanical Engineering from the University of Singapore and completed the Advanced Management Programme at INSEAD.

Past directorships in listed companies and major appointments 2008–2010:

- GuocoLeisure



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 serves as a member of the Board of Trustees of Nanyang Technological University. He is also an advisor of O2Micro International.

Mr Goh holds a BEng from the University of Sydney, Australia.

Past directorships in listed companies and major appointments 2008–2010:

- DBS Bank
- DBS Group Holdings
- O2Micro International
- Venture Corporation



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. He is also a director of CapitaLand. Mr Hale was previously a director and CEO Singapore of The Hongkong and Shanghai Banking Corporation.

He was educated at Radley College, Abingdon, UK.

Past directorships in listed companies and major appointments 2008–2010:

- The Ascott Group
- BM Trust Management
- Wheelock Properties (Singapore)

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Evert Henkes
Non-executive Director

Appointed April 30, 2004

Mr Henkes is an independent director and a member of the board's Risk Committee.

He has extensive experience in the petrochemical industry as the former CEO of Shell's global chemicals business. Mr Henkes is a director of Air Products and Chemicals, Outokumpu and Tate & Lyle. He holds a BSc from Cornell University, USA.

Past directorships in listed companies and major appointments 2008–2010:

- 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. Mrs Lee currently serves on the boards of AXA Group, Macquarie International Infrastructure Fund and Rickmers Trust Management. She is Chairman of the Asian Civilisations Museum, a director of the National Heritage Board, and a member of the Board of Trustees of Nanyang Technological University, the Accounting Advisory Board of National University of Singapore's Business School and 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 2008–2010:

- China Aviation Oil (Singapore) Corporation
- Sincere Watch (Hong Kong)
- Richina Pacific
- Transcu Group



Bobby Chin Yoke Choong
Non-executive Director

Appointed December 1, 2008

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

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 serves as a member of the Council of Presidential Advisers and 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 fellow 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 2008–2010:

- The Straits Trading Company



Margaret Lui
Non-executive Director

Appointed June 1, 2010

Mrs Lui is a non-executive director and also a member of the board's Executive Committee, Executive Resource & Compensation Committee, as well as its Nominating Committee.

Currently, Mrs Lui is Chief Operating Officer of Seatown Holdings International. In addition, she serves on the boards of Brookstone Company, Brookstone, Singapore Cruise Centre, Singbridge International Singapore and Seatown Holdings International.

Mrs Lui holds a BAcc from the National University of Singapore.

Past directorships in listed companies and major appointments 2008–2010:

- Singapore Food Industries
- CitySpring Infrastructure Management

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Tan Sri Mohd Hassan Marican

Non-executive Director

Appointed June 16, 2010

Tan Sri Mohd Hassan Marican is an independent director and serves on the board's Audit Committee.

The President & CEO of Malaysia's Petroleum Nasional (PETRONAS) from 1995 until his retirement in February 2010, Tan Sri Mohd Hassan Marican brings to the board over 30 years' experience in audit, accounting and management. He currently serves as a director of Regional Economic Development Authority of Sarawak, Sarawak Energy, Lambert Energy Advisory, MH Marican Advisory and Singapore Power.

Tan Sri Mohd Hassan Marican holds an honorary doctorate from the University of Malaya and is a fellow of the Institute of Chartered Accountants in England and Wales.

Past directorships in listed companies and major appointments 2008-2010:

- Malaysia International Shipping Corporation
- Engen
- Petroleum Nasional (PETRONAS)
- PETRONAS Gas
- Malaysia-Thailand Joint Authority
- Bank Negara Malaysia
- International Centre for Leadership in Finance