

BOARD OF DIRECTORS



ANG KONG HUA
Chairman
Non-executive & Independent Director



TANG KIN FEI
Group President & CEO



TAN SRI MOHD HASSAN MARICAN
Non-executive & Independent Director



THAM KUI SENG
Non-executive & Independent Director



GOH GEOK LING
Non-executive & Independent Director



EVERT HENKES
Non-executive & Independent Director



DR TEH KOK PENG
Non-executive & Independent Director



AJIB HARIDASS
Non-executive & Independent Director



BOBBY CHIN YOKE CHOONG
Non-executive & Independent Director



MARGARET LUI
Non-executive & Non-independent Director



NEIL MCGREGOR
Non-executive & Non-independent Director

ANG KONG HUA

Chairman
Non-executive & Independent Director

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, Nominating Committee and the Technology Advisory Panel.

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 serves on the board of the Government of Singapore Investment Corporation (GIC), which manages Singapore's external reserves, as well as the board of Southern Steel.

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

Past directorship in listed companies and major appointments 2012–2014:

- Global Logistic Properties

TANG KIN FEI

Group President & CEO

Appointed May 1, 2005

Mr Tang is Group President & CEO of Sembcorp Industries. He also sits on the board of Sembcorp Marine, a listed subsidiary of Sembcorp Industries, as a non-executive director.

With more than 25 years at Sembcorp, Mr Tang is credited with spearheading its growth into a focused energy, water and marine group with operations across six continents.

Mr Tang is an executive committee member and Vice Chairman of the Singapore Business Federation's council, as well as a council member of the Singapore Chinese Chamber of Commerce & Industry. He serves on several China-Singapore and Middle East-Singapore business councils and is a director and member of the governing board of the Cambridge Centre for Advanced Research in Energy Efficiency in Singapore, a research centre set up by the University of Cambridge in collaboration with Singapore universities and the National Research Foundation to study carbon assessment and abatement for the petrochemical industry. Mr Tang sits on the board of the Defence Science and Technology Agency of Singapore, chairs the college advisory board of Nanyang Technological University's College of Engineering and is also Council Chairman of Ngee Ann Polytechnic. In addition, he is Vice Chairman and a 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.

GOH GEOK LING

Non-executive & Independent 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 brings to Sembcorp many years' rich experience spanning the electronics, energy, marine as well as finance sectors and formerly chaired the boards of Sembcorp Marine and Tuas Power.

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

Past directorships in listed companies and major appointments 2012–2014:

- Nanyang Technological University
- Sembcorp Marine

EVERT HENKES

Non-executive & Independent Director

Appointed April 30, 2004

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

Mr Henkes holds a BSc from Cornell University, USA.

Past directorships in listed companies and major appointments 2012–2014:

- Outokumpu
- Tate & Lyle
- TNK-BP

BOBBY CHIN YOKE CHOONG

Non-executive & Independent Director

Appointed December 1, 2008

Mr Chin is an independent director. He chairs the board's Audit Committee and is a member of the Risk Committee.

Mr Chin was the managing partner of KPMG Singapore for 13 years until his retirement in 2005. He is a member of the Singapore Council of Presidential Advisers and sits on the boards of AV Jennings, Singapore Telecommunications, Ho Bee

Land, Yeo Hiap Seng and Temasek Holdings. He is also Chairman of NTUC Fairprice Co-operative and NTUC Fairprice Foundation, Deputy Chairman of NTUC Enterprise Co-operative and a board member of the Singapore Labour Foundation.

Mr Chin holds a BAcc from the University of Singapore and is an associate member of the Institute of Chartered Accountants in England and Wales.

Past directorships in listed companies and major appointments 2012–2014:

- Neptune Orient Lines
- Singapore Totalisator Board
- Competition Commission of Singapore
- Oversea-Chinese Banking Corporation

MARGARET LUI

Non-executive & Non-independent Director

Appointed June 1, 2010

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

She is Chief Executive Officer of Azalea Asset Management and serves on the board of Singbridge Holdings. In addition, she also chairs the PSA Marine Supervisory Committee and is a member of Singapore Institute of Technology's Investment Committee.

Mrs Lui holds a BAcc from the National University of Singapore. She attended the Advanced Management Programme at the Wharton School of the University of Pennsylvania.

Past directorships in listed companies and major appointments 2012–2014:

- Singbridge International Singapore
- Singapore Cruise Centre

TAN SRI MOHD HASSAN MARICAN

Non-executive & Independent Director

Appointed June 16, 2010

Tan Sri Mohd Hassan Marican is an independent director and serves on the board's Executive Resource & Compensation Committee and Nominating Committee. He is Chairman of Sembcorp Marine, a listed subsidiary of Sembcorp Industries.

Formerly President & CEO of Malaysia's Petrolia Nasional (PETRONAS) from 1995 until his retirement in February 2010, Tan Sri Mohd Hassan Marican brings to the board over 30 years' experience in the energy sector, as well as in finance and management. He is Chairman of Singapore Power, Pavilion Energy, Pavilion Gas and Lan Ting Holdings and a director of the Regional Economic Development Authority of Sarawak, Sarawak Energy, Lambert Energy Advisory and MH Marican Advisory. He is also a senior international advisor at Temasek International Advisors.

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 directorship in listed companies and major appointments 2012–2014:

- ConocoPhillips

THAM KUI SENG

Non-executive & Independent Director

Appointed June 1, 2011

Mr Tham is an independent director and a member of the board's Audit Committee.

Formerly Chief Corporate Officer at CapitaLand, Mr Tham brings to the board a strong background

in management in various industries, including a decade's experience in the real estate sector.

Currently, Mr Tham is a director on the boards of Banyan Tree Holdings, Global Logistic Properties, The Straits Trading Company, Maxwell Chambers, Straits Real Estate and Sembcorp Properties. He is also a board member of the Housing & Development Board and Singapore Land Authority, as well as a corporate advisor at Temasek International Advisors.

Mr Tham holds a First Class Honours degree in Engineering Science from the University of Oxford.

Past directorships in listed companies and major appointments 2012–2014:

- Raffles Medical Group
- CapitaLand China Holdings
- SPI (Australia) Assets

DR TEH KOK PENG

Non-executive & Independent Director

Appointed October 15, 2012

Dr Teh is an independent director and a member of the board's Audit Committee and the Technology Advisory Panel.

He is Chairman of Ascendas and a board member of Oversea-Chinese Banking Corporation and China International Capital Corporation. In addition, he is a director of the National University of Singapore and the S Rajaratnam Endowment. Previously, Dr Teh served as Advisor to GIC's Group Executive Committee and as Chairman of GIC's China Business Group. He was also formerly President of GIC Special Investments, Deputy Managing Director at GIC, Deputy Managing Director at the Monetary Authority of Singapore and an economist at the World Bank.

Dr Teh holds a First Class Honours degree in Economics from La Trobe University, Australia and

a PhD in Economics from the University of Oxford. He also completed the Advanced Management Programme at Harvard Business School.

Past directorships in listed companies and major appointments 2012–2014:

- GIC Special Investments
- Urban Redevelopment Authority
- Lee Kuan Yew School of Public Policy

AJAIB HARIDASS

Non-executive & Independent Director

Appointed May 1, 2014

Mr Haridass is an independent director and a member of the board's Risk Committee. He is also an independent director at Sembcorp Marine and chairs its board's risk and nominating committees.

With more than 38 years of legal experience, Mr Haridass specialises in maritime law and deals with commercial and banking litigation. Currently a consultant with Haridass Ho & Partners, a legal firm he founded in 1985, Mr Haridass is a panel member of the Singapore International Arbitration Centre and the Singapore Chamber of Maritime Arbitration, an accredited mediator of the Singapore Mediation Centre, as well as a referee of the Small Claims Tribunal of the State Courts of Singapore (formerly known as the Subordinate Courts). He is a Commissioner for Oaths, a Notary Public and a Justice of the Peace. He is also the lead independent director of Nam Cheong.

Mr Haridass holds a Bachelor of Laws (Honours) degree from the University of London and qualified as a Barrister-at-Law at the Honourable Society of the Middle Temple in London.

NEIL MCGREGOR

Non-executive & Non-independent Director

Appointed May 1, 2014

Mr McGregor is a non-independent director and a member of the board's Risk Committee.

He brings to the board 40 years of expertise in capital markets and the energy and infrastructure sectors, as well as experience in markets across Europe, Asia and Oceania.

Mr McGregor is a director of Singapore LNG Corporation, Clifford Capital, Certis CISCO Security and the National University of Singapore's Energy Studies Institute. He is Senior Managing Director of Temasek Holdings' Enterprise Development Group and also a Fellow of the Singapore Institute of Directors.

Mr McGregor holds a BEng (Honours) from the University of Auckland, an MBA in International Finance from the University of Otago, New Zealand, and has completed the Advanced Management Programme at INSEAD.