

# BOARD OF DIRECTORS



**ANG KONG HUA**  
Chairman  
Non-executive & Independent Director



**TANG KIN FEI**  
Group President & CEO



**DR TEH KOK PENG**  
Non-executive & Independent Director



**AJAIB 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



**NICKY TAN**  
Non-executive & Independent Director



**TAN SRI MOHD HASSAN MARICAN**  
Non-executive & Independent Director



**THAM KUI SENG**  
Non-executive & 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 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 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 directorships in listed companies and major appointments 2013–2015:

- 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 close to 30 years at Sembcorp, Mr Tang is credited with spearheading its growth into a focused energy, water and marine group with operations across five 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.

### BOBBY CHIN YOKE CHOONG

#### Non-executive & Independent Director

Appointed December 1, 2008

Mr Chin chairs the Audit Committee and is a member of the board's Risk Committee and Nominating Committee.

Mr Chin was the managing partner of KPMG Singapore for 13 years until his retirement in 2005. He is a member of Singapore's Council of Presidential Advisers and sits on the boards of various listed companies, including AVJennings, Singapore Telecommunications, Ho Bee Land and Yeo Hiap Seng.

Mr Chin is also Chairman of NTUC Fairprice Co-operative, Deputy Chairman of NTUC Enterprise Co-operative and the Housing and Development

Board, as well as a board member of the Singapore Labour Foundation and Temasek Holdings.

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 2013–2015:

- Oversea-Chinese Banking Corporation

### MARGARET LUI

#### Non-executive & Non-independent Director

Appointed June 1, 2010

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

She is Chief Executive Officer and a board member of Azalea Asset Management. In addition, Mrs Lui is a member of the Singapore Exchange's listings advisory committee. She serves on the board of trustees and finance committee of the Singapore Institute of Technology (SIT), and heads its investment committee. She also chairs the marine services supervisory committee of PSA International.

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

Past directorships in listed companies and major appointments 2013–2015:

- Singbridge Holdings
- Singbridge International Singapore
- Singapore Cruise Centre

### TAN SRI MOHD HASSAN MARICAN

#### Non-executive & Independent Director

Appointed June 16, 2010

Tan Sri Mohd Hassan Marican 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 directorships in listed companies and major appointments 2013–2015:

- ConocoPhillips

### THAM KUI SENG

#### Non-executive & Independent Director

Appointed June 1, 2011

Mr Tham is a member of the board's Audit Committee and Risk 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, Straits Real Estate, Avanda Investment Management and Sembcorp Properties. He is a member of the board of 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 2013–2015:

- CapitaLand China Holdings
- SPI (Australia) Assets
- Housing & Development Board
- Maxwell Chambers

### DR TEH KOK PENG

#### Non-executive & Independent Director

Appointed October 15, 2012

Dr Teh is a member of the board's Audit Committee, Executive Resource & Compensation Committee and Technology Advisory Panel.

Dr Teh is a senior advisor to China International Capital Corporation. He serves on the boards of companies including Oversea-Chinese Banking Corporation, and as a director of organisations such as the S Rajaratnam Endowment, NUS and NUS's East Asian Institute. Previously, Dr Teh served

as Advisor to GIC's Group Executive Committee, Chairman of GIC's China Business Group, and Chairman of Ascendas. He was also formerly President of GIC Special Investments, Deputy Managing Director of GIC, Deputy Managing Director of 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 2013–2015:

- China International Capital Corporation
- Ascendas
- Lee Kuan Yew School of Public Policy

### AJAIB HARIDASS

#### Non-executive & Independent Director

Appointed May 1, 2014

Mr Haridass chairs our board's Risk Committee and is a member of the Audit Committee. In addition, Mr Haridass is an independent director of Sembcorp Marine, chairman of the Sembcorp Marine nominating committee and a member of a number of its board committees.

With close to 40 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 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 NUS'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.

### NICKY TAN

#### Non-executive & Independent Director

Appointed November 1, 2015

Mr Tan is a member of the board's Executive Committee.

He brings to Sembcorp rich experience in corporate finance, audit and mergers

and acquisitions. Currently, Mr Tan runs nTan Corporate Advisory, a boutique corporate finance and corporate restructuring firm.

Over the course of his career, he has been Partner and Head of Global Corporate Finance at Arthur Andersen Singapore and ASEAN, Partner and Head of Financial Advisory Services at PricewaterhouseCoopers Singapore, as well as Chairman of Financial Advisory Services at PricewaterhouseCoopers Asia Pacific.

Mr Tan is an independent director of National University Health System (NUHS) and sits on its executive board committee and audit and risk committee. He is also a trustee and investment committee chairman of the National Cancer Centre Research Fund, as well as a director of SingTel Innov8. In addition, Mr Tan is a member of the Nee Soon Town Council, chairman of its investment and finance committee, as well as a member of the school management committee of Pei Chun Public School.

Mr Tan qualified as a chartered accountant in the UK and is a member of the Institute of Chartered Accountants in England and Wales, as well as the Institute of Singapore Chartered Accountants.

Past directorships in listed companies and major appointments 2013–2015:

- Fraser and Neave