

OUR LEADERSHIP

BOARD OF DIRECTORS



ANG KONG HUA
Chairman
Non-executive &
Independent Director



TANG KIN FEI
Group President & CEO



THAM KUI SENG
Non-executive &
Independent Director



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



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



NEIL MCGREGOR
Non-executive &
Non-independent Director



NICKY TAN
Non-executive &
Independent Director



YAP CHEE KEONG
Non-executive &
Independent Director

OUR LEADERSHIP | BOARD OF DIRECTORS

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 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 2014–2016:

- Global Logistic Properties

TANG KIN FEI

Group President & CEO

APPOINTED MAY 1, 2005

Mr Tang is Group President & CEO of Sembcorp Industries. With 30 years at Sembcorp, he is credited with spearheading its growth into a focused energy, water, marine and urban development group with operations across five continents.

Mr Tang is a council member of the Singapore Chinese Chamber of Commerce & Industry and serves on several China-Singapore business councils. He sits on the board of the Defence Science and Technology Agency of Singapore and is 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, France.

Past directorships in listed companies and major appointments 2014–2016:

- Sembcorp Salalah Power and Water Company
- Jurong Shipyard
- Singapore Business Federation

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 and the Housing & Development Board, Deputy Chairman of NTUC Enterprise Co-operative, 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 2014–2016:

- 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 (SGX) listings advisory committee. She serves on the board of trustees and finance committee of the Singapore Institute of Technology, 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, USA.

Past directorships in listed companies and major appointments 2014–2016:

- Singbridge Holdings
- Singapore Cruise Centre

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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 Petroliaam 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.

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 over 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 board member 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, UK.

Past directorships in listed companies and major appointments 2014–2016:

- 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 and a director of Oversea-Chinese Banking Corporation and Fullerton Health. He is also Chairman of Azalea Asset Management, Astrea III and Dwell Capital, a director of organisations such as NUS and NUS's East Asian Institute, and an advisory council member of Temasek Foundation Connects. 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 (MAS) 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, UK. He also completed the Advanced Management Programme at Harvard Business School.

Past directorships in listed companies and major appointments 2014–2016:

- China International Capital Corporation
- Ascendas
- S Rajaratnam Endowment

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, he is an independent director of Sembcorp Marine, the chairman of the Sembcorp Marine nominating committee and a member of a number of its board committees.

With 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, the Singapore Chamber of Maritime Arbitration and the Kuala Lumpur Regional Centre for Arbitration. He is also an accredited mediator of the Singapore Mediation Centre as well as a referee of the Small Claims Tribunal of the State Courts of Singapore. 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, UK.

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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 a unique and varied background spanning business, operations and investment in the energy and infrastructure sectors across Europe, USA, Asia and Oceania. Mr McGregor's rich international experience includes over a decade spent in Singapore serving markets in the region. Previously, he also headed companies in India and Singapore as CEO, including Singapore LNG Corporation and PowerSeraya Group.

Mr McGregor is currently Head of Temasek International's Energy and Resources Group, Head of Australia and New Zealand and Senior Managing Director of the Enterprise Development Group. He is a director on the boards of organisations including Certis CISCO Security and NUS's Energy Studies Institute, as well as a fellow of the Singapore Institute of Directors.

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

Past directorships in listed companies and major appointments 2014–2016:

- Clifford Capital

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 a director of SingTel Innov8, as well as a director, executive committee member and audit and risk committee chairman of National University Health System. He also serves as a trustee and investment committee chairman of the National Cancer Centre's Research Fund and Community Cancer Fund. In addition, Mr Tan is a member of the Nee Soon Town Council and chairman of its investment and finance committee, as well as a member of Pei Chun Public School's management committee.

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

YAP CHEE KEONG

Non-executive & Independent Director

APPOINTED OCTOBER 1, 2016

Mr Yap is a member of the board's Audit Committee and Risk Committee.

Formerly the executive director of The Straits Trading Company and chief financial officer of Singapore Power, Mr Yap brings to the board both financial and audit expertise, as well as experience in industry sectors including energy, infrastructure and real estate. He is the independent non-executive chairman of CityNet Infrastructure Management and a director of companies such as Olam International, Citibank Singapore, The Straits Trading Company, ARA Asset Management, Mediacorp and Certis CISCO Security.

In addition, Mr Yap serves on the board of Singapore's Accounting and Corporate Regulatory Authority (ACRA) as well as on the Public Accountants Oversight Committee. He was a member of the working group convened by MAS, SGX and ACRA to review the Guidebook for Audit Committees in Singapore, as well as the panel convened by MAS, SGX, ACRA and the Singapore Institute of Directors, which formulated guidelines for board risk committees.

Mr Yap holds a BAcc from the National University of Singapore and is a fellow of the Institute of Singapore Chartered Accountants and CPA Australia.

Past directorships in listed companies and major appointments 2014–2016:

- Tiger Airways Holdings