

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.



Neil McGregor
 Group President & CEO
 Appointed April 1, 2017

Mr McGregor is Group President & CEO of Sembcorp Industries. He is a member of the board's Executive Committee and Technology Advisory Panel. He also sits on the board of Sembcorp Marine, a listed subsidiary of Sembcorp Industries, as a non-executive director.

Mr McGregor brings to Sembcorp a unique and varied background spanning business, operations and investment in the energy and infrastructure sectors across Europe, USA, Asia and Oceania. His 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. Prior to joining Sembcorp, Mr McGregor was the Head of Temasek International's Energy and Resources Group, Head of Australia and New Zealand and Senior Managing Director of its Enterprise Development Group.

He is a director of Certis CISCO Security, 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 2015–2017:

- Clifford Capital
- Singapore LNG 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 Investment 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 2015–2017:

- Singbridge Holdings



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.

Our Leadership
Board of
Directors



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.

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, Sembcorp Properties and Sembcorp Design and Construction. He is also 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 2015–2017:

- Housing & Development Board
- Maxwell Chambers
- Singapore Land Authority



Dr Teh Kok Peng

Non-executive & Independent Director
Appointed October 15, 2012

Dr Teh is a member of the board's Audit Committee, Risk Committee and Technology Advisory Panel.

Dr Teh is a senior advisor to China International Capital Corporation and a director of Fullerton Health Corporation. He is also Chairman of Azalea Asset Management, Astrea III and Lu International (Singapore) Financial Asset Exchange, a director of NUS's East Asian Institute, an advisory council member of Temasek Foundation Connects and an advisory director of Campbell Lutyens. Most recently, he joined as a member of Greensphere Capital's investment committee. 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 2015–2017:

- China International Capital Corporation
- Ascendas
- S Rajaratnam Endowment
- Oversea-Chinese Banking Corporation
- Dwell Capital
- NUS



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 over 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.



Nicky Tan

Non-executive & Independent Director
Appointed November 1, 2015

Mr Tan is a member of the board's Executive Committee, Executive Resource & Compensation Committee and Nominating 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. Mr Tan is a member of MOH Holdings' Audit & Risk Committee. 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 the 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.

Our Leadership
**Board of
Directors**



Yap Chee Keong

Non-executive & Independent Director
Appointed October 1, 2016

Mr Yap chairs the Audit Committee and is a member of the board's 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 a director of companies such as Shangri-La Asia, Olam International, Citibank Singapore, The Straits Trading Company, Mediacorp and Certis CISCO Security.

Previously, Mr Yap served on the board of Singapore's Accounting and Corporate Regulatory Authority (ACRA) as well as on ACRA's 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 NUS and is a fellow of the Institute of Singapore Chartered Accountants and CPA Australia.

Past directorships in listed companies and major appointments 2015–2017:

- Tiger Airways Holdings
- InterOil Corporation
- CityNet Infrastructure Management
- ARA Asset Management
- ACRA
- Public Accountants Oversight Committee, ACRA



Jonathan Asherson OBE

Non-executive & Independent Director
Appointed July 17, 2017

Mr Asherson is an independent director.

The Non-executive Chairman of Rolls-Royce Singapore, Mr Asherson brings to the Sembcorp board rich experience in regional strategy and business, as well as in the power and engineering industries. In the course of his career, he has been regional director for ASEAN and the Pacific at Rolls-Royce and held various positions in Siemens' industrial power business in China, Malaysia, Germany and the USA. He also formerly served as President of the British Chamber of Commerce.

Mr Asherson is Chairman of the Singapore International Chamber of Commerce, a director of Genting Singapore and an advisory board member of the UK Department for International Trade (Southeast Asia). He is also a council member of the Singapore National Employers' Federation, an advisor to the Singapore Institute of International Affairs and an advisory committee member for various educational and research institutes in Singapore and the UK.

Mr Asherson qualified as a chartered engineer and holds a BSc (Hons) degree in Mechanical Engineering from Kingston University.

Our Leadership
**Technology
Advisory Panel**

Sembcorp's Technology Advisory Panel advises the company on digital and technological developments in line with its growth strategies.

The panel oversees the development and application of significant emerging and potentially disruptive technologies to enhance Sembcorp's position as a leading energy and water company, and ensures the appropriate management of specialised research and development projects and systems for intellectual property creation and protection.

In addition, the panel reviews and approves the vision and strategy for digital and technology developments at Sembcorp, including projects or technologies identified for research and development, and advises Sembcorp's leadership on technological trends and opportunities. Members of the panel also introduce new and emerging technologies and companies to the Group and regularly advise on topical issues and technologies in their respective fields of interest and expertise.

Our Leadership
**Technology
Advisory Panel**



Ang Kong Hua

Chairman

BSc (Honours) in Economics, University of Hull, UK

Mr Ang chairs the Technology Advisory Panel and is also Chairman of our board. A well-known corporate figure in Singapore, he brings with him many years of rich experience in the manufacturing and services sectors, including the chemicals, electronics, engineering and construction sectors. He also serves on the boards of GIC and Southern Steel.



Neil McGregor

BEng (Honours), University of Auckland, New Zealand
MBA in International Finance, University of Otago, New Zealand

Advanced Management Programme, INSEAD, France

Mr McGregor is Group President & CEO of Sembcorp Industries. He brings to the company 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. Prior to joining Sembcorp, he was the Head of Temasek International's Energy and Resources Group, Head of Australia and New Zealand and Senior Managing Director of its Enterprise Development Group.

He is a director of Certis CISCO Security, as well as a fellow of the Singapore Institute of Directors.



Dr Teh Kok Peng

PhD in Economics, University of Oxford, UK
BA (First Class Honours) in Economics, La Trobe University, Australia

Advanced Management Programme, Harvard Business School, USA

Dr Teh sits on our board as a non-executive and independent director. He is a senior advisor to China International Capital Corporation and a director of Fullerton Health Corporation. He is also Chairman of Azalea Asset Management, Astrea III and Lu International (Singapore) Financial Asset Exchange, a director of the East Asian Institute at the National University of Singapore (NUS), an advisory council member of Temasek Foundation Connects and an advisory director of Campbell Lutyens. Most recently, he joined as a member of Greensphere Capital's investment committee. 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, where he oversaw investments in infrastructure and international venture funds, among other areas.



Dr Josephine Kwa Lay Keng

PhD in Mechanical Engineering, University of Leeds, UK

BSc (Honours) in Mechanical Engineering, University of Leeds, UK

Dr Kwa is a director of Singapore's Agency for Science, Technology and Research, Southern Steel, Barghest Building Performance, as well as a member of the management board of NUS's Energy Studies Institute. She was formerly Chief Executive Officer of NSL, and served in various functions during her 23 years as Chief Operating Officer and Head of Technology within the NSL Group. As NSL's Head of Technology, Dr Kwa was responsible for the information technology, environment and research and development functions in the company.

Our Leadership
**Technology
 Advisory Panel**



Prof Ng How Yong

PhD in Environmental Engineering, University of California Berkeley, USA

BEng (First Class Honours) in Civil Engineering, National University of Singapore, Singapore

Prof Ng is a professor and Deputy Head (Administration) at NUS's Department of Civil and Environmental Engineering, as well as Director of the Sembcorp-NUS Corporate Laboratory. He has over 20 years of experience in biological wastewater treatment and membrane processes for water reuse and seawater desalination, and has served as a consultant on municipal wastewater treatment and reuse, industrial effluent treatment and seawater desalination in Singapore, China, Japan and the USA. Prof Ng is also a fellow of the International Water Association (IWA) and a member of the Management Committee of the IWA Specialist Group on Membrane Technology.



Prof Lui Pao Chuen

MSc in Operations Research and Systems Analysis, Naval Postgraduate School, USA

BSc in Physics, University of Singapore, Singapore

Formerly Singapore's Chief Defence Scientist, Prof Lui has several decades' experience in engineering, science and research. He is an advisor to Singapore's National Research Foundation and various government organisations, chairs the Environment & Water Industry Development Council's project evaluation panel and sits on the boards of research institutes, corporations and technical organisations, including the Executive Committee for Environmental and Water Technologies.

Prof Lui is a professor at NUS, a fellow of the Singapore Academy of Engineering and the Singapore National Academy of Sciences and an honorary fellow of the ASEAN Federation of Engineering Organisations. His major science and technology awards include the National Science & Technology Medal, the Institute of Physics Singapore's President's Medal, as well as the International Council on Systems Engineering's Pioneer Award. In addition, Prof Lui is the recipient of the Lifetime Engineering Achievement Award from the Institution of Engineers Singapore, the Defence Technology Medal (Outstanding Service) from the Ministry of Defence, as well as the Aviation Pioneer Award from the Singapore Institute of Aviation Engineers.

Our Leadership
**Senior
 Executives**

Senior Executives

Neil McGregor
 Group President & CEO

Koh Chiap Khiong
 Group Chief Financial Officer

Wong Weng Sun
 President & CEO
Sembcorp Marine

Tan Cheng Guan
 Head
Renewables & Environment Business

Ng Meng Poh
 Head
Global Operations Group

Kelvin Teo
 CEO
Sembcorp Development

Corporate

Koh Chiap Khiong
 Chief Transformation Officer

Vipul Tuli
 Head
Group Strategy

Ng Meng Poh
 Head
Global Operations Group

Matthew Friedman
 Chief Digital Officer

Richard Quek
 Head
Commercial

Looi Lee Hwa
 General Counsel

Kwong Sook May
 Company Secretary

Lillian Lee
 Senior Vice President
*Group Human Resources &
 Organisational Development*

Ng Lay San
 Senior Vice President
*Group Strategic Communications
 & Sustainability*

Lee Swee Chee
 Senior Vice President
Group Risk

David Wong
 Vice President
Group Internal Audit

Key Business Management

Utilities

Business Lines
Sriram Narayanan
 Head
Gas & Power Business

Tan Cheng Guan
 Head
*Renewables &
 Environment Business*

Markets

Koh Chiap Khiong
 Head
*Singapore, Southeast Asia
 & China*

Vipul Tuli
 Managing Director
India

Nomi Ahmad
 Head
UK

Ng Meng Poh
 Head
*Middle East, South Africa,
 Americas & Bangladesh*

Marine

Wong Weng Sun
 President & CEO
Sembcorp Marine

Urban Development

Kelvin Teo
 CEO
Sembcorp Development

Other Businesses

Yam Ah Mee
 Managing Director
Sembcorp Design & Construction

Yip Pak Ling
 Senior Vice President &
 Mint Director
Singapore Mint