

Board of Directors



Ang Kong Hua



Wong Kim Yin



Tan Sri Mohd Hassan Marican



Tham Kui Seng



Dr Teh Kok Peng



Ajaib Haridass



Nicky Tan Ng Kuang



Yap Chee Keong



Jonathan Asherson OBE



Dr Josephine Kwa Lay Keng



Nagi Hamiyeh



Lim Ming Yan

Ang Kong Hua

Chairman

Non-executive & Independent Director

Appointed February 26, 2010 E C N T

A well-known corporate figure in Singapore, Mr Ang brings to Sembcorp a wealth of 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) degree in Economics from the University of Hull, UK.

Wong Kim Yin

Group President & CEO

Appointed July 1, 2020 E T

Mr Wong has over 20 years of leadership experience in the energy sector and investment management. As the former group chief executive officer of SP Group, Mr Wong led the transformation of the company towards an increased focus on sustainability and innovation.

Prior to the SP Group, Mr Wong was senior managing director of investments at Temasek International, overseeing investments in the energy, transportation and industrial sectors. He was also with The AES Corporation managing project development and mergers and acquisitions (M&A) across the Asia Pacific.

Mr Wong is the chairman of SkillsFuture Singapore. He is also a director of China Venture Capital Fund Corporation, DSO National Laboratories and the Inland Revenue Authority of Singapore. He previously served as a director of SeaTown Holdings until earlier this year.

Mr Wong holds a Bachelor of Science in Computer Science & Information Systems from the National University

of Singapore (NUS) and a Master of Business Administration from the University of Chicago Booth School of Business.

Past directorships in listed companies and major appointments 2018–2020:

- Singapore Power (SP) Group of Companies
- Singapore Polytechnic

Tan Sri Mohd Hassan Marican

Non-executive & Independent Director

Appointed June 16, 2010 C N

Tan Sri Mohd Hassan Marican brings to the board over 30 years of experience in the energy sector, as well as in finance and management. He was president and chief executive officer of Malaysia's Petroliaam Nasional (PETRONAS) from 1995 until his retirement in February 2010.

He is chairman of Sembcorp Marine, Singapore Power, Pavilion Energy, Pavilion Energy Trading & Supply, Pavilion Energy Singapore (formerly known as Pavilion Gas) and Lan Ting Holdings and a director of 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 2018–2020:

- Khazanah Nasional

Tham Kui Seng

Non-executive & Independent Director

Appointed June 1, 2011 E C

Mr Tham brings to the board a strong background in management in various industries, including over a decade of experience in the real estate sector.

He was the former chief corporate officer of CapitalLand and is a director of Banyan Tree Holdings, Avanda Investment Management, Sembcorp Properties and Peachwood & Co. He is also an advisor to Mellford Pte Ltd.

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 2018–2020:

- Global Logistic Properties
- Sembcorp Design and Construction
- Straits Real Estate
- Temasek International Advisors
- The Straits Trading Company

Dr Teh Kok Peng

Non-executive & Independent Director

Appointed October 15, 2012 A R T

Dr Teh is a senior advisor to China International Capital Corporation and a director of Fullerton Health Corporation, Astrea III, Astrea IV, Astrea V, Astrea VI, Hollsys Automation Technologies, Aviva Singlife Holdings and Seviara Holdings. He is chairman of Azalea Asset Management and NUS East Asian Institute. He is also a member of the Global Economic and Financial Advisory Council of Caisse de dépôt et placement du Québec (CDPQ) and an advisory director of Campbell Lutyens.

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

Board Committees:

E Executive A Audit R Risk C Executive Resource & Compensation N Nominating T Technology Advisory Panel

Board of Directors

Oxford, UK. He also completed the Advanced Management Program at Harvard Business School, USA.

Past directorships in listed companies and major appointments 2018–2020:

- Temasek Foundation Connects
- Lu International (Singapore) Financial Asset Exchange

Ajaib Haridass

Non-executive & Independent Director
Appointed May 1, 2014 A R

With 44 years of legal experience, Mr Haridass specialises in maritime law, and deals with commercial and banking litigation. Currently a consultant with Haridass Ho & Partners, he is a panel member of arbitrators of the Singapore International Arbitration Centre, the Singapore Chamber of Maritime Arbitration and the Asian International Arbitration Centre. Mr Haridass is also an accredited principal mediator of the Singapore Mediation Centre, a senior accredited specialist (maritime and shipping law), Singapore Academy of Law and a director at Manhattan Resources. He is a commissioner for oaths, a notary public and a retired justice of the peace. He is also lead independent director of Nam Cheong.

Mr Haridass holds a Bachelor of Laws (Honours) degree from the University of London and is a qualified barrister-at-Law at the Honourable Society of the Middle Temple, UK.

Past directorships in listed companies and major appointments 2018–2020:

- Sembcorp Marine
- Small Claims Tribunal of the State Courts of Singapore

Nicky Tan Ng Kuang

Non-executive & Independent Director
Appointed November 1, 2015 E C N T

Mr Tan has rich experience in corporate finance, audit as well as M&A. He currently runs nTan Corporate Advisory.

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, Chloride Eastern Industries, Intellectual Property Office of Singapore. Mr Tan is a member of the Nee Soon Town Council and chairman of its investment & 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, the Institute of Singapore Chartered Accountants, as well as a fellow of the Singapore Institute of Directors.

Past directorships in listed companies and major appointments 2018–2020:

- Community Cancer Fund
- National Cancer Centre Research Fund
- National University Health System
- MOH Holdings' audit & risk committee

Yap Chee Keong

Non-executive & Independent Director
Appointed October 1, 2016 A R

Mr Yap brings to the board financial, management and audit expertise, as well as experience in industry sectors including energy, infrastructure and real estate. Formerly the executive director of The Straits Trading Company, and chief financial officer of SP Group, he is also a director of various companies such as Shangri-La Asia, Olam International, Mediacorp, Ensign InfoSecurity and Maxeon Solar Technologies.

Previously, Mr Yap served on the board of Singapore's Accounting and

Corporate Regulatory Authority (ACRA) and on ACRA's Public Accountants Oversight Committee. He was a member of the working group convened by MAS, Singapore Exchange (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 2018–2020:

- Certis CISCO Security
- Citibank Singapore
- Malaysian Smelting Corporation
- The Straits Trading Company

Jonathan Asherson OBE

Non-executive & Independent Director
Appointed July 17, 2017 A R T

Mr Asherson has rich experience in regional strategy and business, and the power and engineering industries. He has served as non-executive chairman of Rolls-Royce Singapore, regional director for ASEAN and the Pacific at Rolls-Royce and held various positions in Siemens' industrial power business in China, Malaysia, Germany and USA.

Mr Asherson is an independent director of Genting Singapore and Tru-Marine. He is an advisory board member of Supply Chain and Logistics Academy. He advises Partners in Performance, a performance improvement company and Byhiras, an investment finance technology company in the UK.

His previous appointments include chairman and vice-chairman of Singapore International Chamber of Commerce, president of the British

Chamber of Commerce and board member of the Singapore Economic Development Board. He was also a council member of the Singapore National Employer's Federation and the Singapore Business Federation. He has served as an advisor to various organisations in Singapore and the UK, including the UK Department for International Trade (Southeast Asia), the Singapore Institute of International Affairs, institutes within the Agency for Science, Technology and Research (A*STAR), Science and Technology Advisory Council at the Engineering Research Institute @ NTU and Nanyang Technological University School of Mechanical and Aerospace Engineering. He also served on the Ngee Ann Polytechnic Aerospace Technology Advisory Committee and Nanyang Polytechnic Engineering Advisory Committee.

Mr Asherson is a chartered engineer and holds a BSc (Honours) degree in Mechanical Engineering from Kingston University, UK.

Past directorships in listed companies and major appointments 2018–2020:

- Rolls-Royce Singapore

Dr Josephine Kwa Lay Keng

Non-executive & Independent Director
Appointed August 1, 2018 T

Dr Kwa brings to the board rich experience in technology as well as research and development (R&D) across various industries, including energy and engineering. She is a member of the board and audit committee of A*STAR. She is also a director of Southern Steel and Barghest Building Performance.

Dr Kwa was previously chief executive officer of NSL and served in various other functions over her 23-year tenure with the company, including being its chief operating officer

and head of Technology, responsible for R&D, information technology, energy and environmental investments, and strategy. Dr Kwa chaired the National Energy Efficiency Committee for Industries in Singapore from 2000 to 2009 and continues to serve on the steering committee for the Singapore Certified Energy Manager Programme.

Dr Kwa holds a PhD and BSc (Honours) degree in Mechanical Engineering from the University of Leeds, UK.

Past directorships in listed companies and major appointments 2018–2020:

- NUS Energy Studies Institute

Nagi Hamiyeh

Non-executive & Non-independent Director
Appointed March 3, 2020 E N

Mr Hamiyeh is the joint head of Temasek's Investment Group. He is concurrently the head of Portfolio Development. Over the course of his career with Temasek, he has led the firm's natural resources, industrials, consumer and real estate investment teams and was joint head of the Enterprise Development Group as well as head of Africa and Middle East, Australia and New Zealand.

Mr Hamiyeh is a director on the boards of Dream International, Olam International, Sheares Healthcare Group of companies, Sigma Healthcare Management and CLA Real Estate Holdings.

Prior to joining Temasek in 2005, Mr Hamiyeh was a banker with Credit Suisse First Boston's Energy Group. He began his career at Bain & Company.

Mr Hamiyeh holds a Master of Science degree in Civil and Environmental Engineering from the Massachusetts Institute of Technology, as well as a Bachelor of Science degree in

Civil Engineering from the University of Texas.

Past directorships in listed companies and major appointments 2018–2020:

- Lebanese International Finance Executives
- Tana Africa Capital
- Tana Africa Investment Managers

Lim Ming Yan

Non-executive & Independent Director
Appointed January 18, 2021 A R T

Mr Lim is chairman of the Singapore Business Federation and chairman of Workforce Singapore. He is a member of Singapore's Future Economy Council (FEC), a member of FEC's Emerging Stronger Taskforce, a board director of Business China, as well as a board trustee of Singapore Management University. He also sits on the boards of Singapore Press Holdings, Central China Real Estate and DLF Cyber City Developers.

Mr Lim previously served as president and group chief executive officer of CapitaLand. He was chief executive officer of The Ascott and spent a decade leading CapitaLand's growth and expansion in China.

Mr Lim holds a first class honours degree in Mechanical Engineering and Economics from the University of Birmingham, UK. He also completed the Advanced Management Program at Harvard Business School, USA.

Past directorships in listed companies and major appointments 2018–2020:

- Ascott Residence Trust Management
- CapitaLand
- CapitaLand Commercial Trust Management
- CapitaLand Mall Trust Management
- CapitaLand Retail China Trust Management
- Singapore Tourism Board

Board Committees:

E Executive A Audit R Risk C Executive Resource & Compensation N Nominating T Technology Advisory Panel

Technology Advisory Panel

Sembcorp's Technology Advisory Panel advises the company on digital and technological developments in line with our strategy to become a leading provider of sustainable solutions.

The panel reviews and approves the vision and strategy for digital and technology developments at Sembcorp. It oversees the development and application of significant emerging as well as potentially disruptive technologies. It further ensures the appropriate management of specialised research and development (R&D) projects and systems for intellectual property creation and protection.

The panel also advises Sembcorp's leadership on technological trends and opportunities. Members of the panel help to introduce new and emerging technologies or companies to the Group and regularly advise on topical issues and technologies in their respective fields of interest and expertise.

Prof Ng How Yong

PhD in Environmental Engineering, University of California Berkeley, USA
BEng (First Class Honours) in Civil Engineering, National University of Singapore

Prof Ng is a Provost's Chair Professor of the NUS Department of Civil and Environmental Engineering, director of the NUS Environmental Research Institute, 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 as well as seawater desalination in Singapore, China, Japan and the USA. Prof Ng is also a



Ang Kong Hua



Wong Kim Yin



Dr Teh Kok Peng



Jonathan Asherson OBE



Dr Josephine Kwa Lay Keng



Nicky Tan Ng Kuang



Lim Ming Yan



Prof Ng How Yong



Prof Lui Pao Chuen

The Technology Advisory Panel is chaired by Ang Kong Hua and comprises Wong Kim Yin, Dr Teh Kok Peng, Jonathan Asherson OBE, Dr Josephine Kwa Lay Keng, Nicky Tan Ng Kuang, Lim Ming Yan, and co-opted members Prof Ng How Yong and Prof Lui Pao Chuen. Profiles of the directors are found on pages 28 to 31.

fellow of the Academy of Engineering Singapore and the International Water Association (IWA), vice-chairman of the management committee of the IWA Specialist Group on Membrane Technology, and the immediate past president of the Environmental Engineering Society of Singapore.

Prof Lui Pao Chuen

MSc in Operations Research and Systems Analysis, Naval Postgraduate School, USA
BSc in Physics, University of Singapore

Prof Lui was formerly Singapore's Chief Defence Scientist and has several decades of experience in engineering, science and research. He is an advisor to Singapore's National Research Foundation and various government organisations. He sits on the boards of

research institutes, corporations and technical organisations.

Prof Lui is a fellow of the Singapore Academy of Engineering and the Singapore National Academy of Sciences as well as an honorary fellow of the ASEAN Federation of Engineering Organisations. His accolades 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 Aerospace Engineers.

Senior Executives

Wong Kim Yin

Group President & CEO

Mr Wong is Group President & CEO of Sembcorp Industries. He has over 20 years of leadership experience in the energy sector and investment management. As the former group chief executive officer of SP Group, Mr Wong led the transformation of the company towards an increased focus on sustainability and innovation.

Prior to the SP Group, Mr Wong was senior managing director of investments at Temasek International, overseeing investments in the energy, transportation and industrial sectors. He was also with The AES Corporation managing project development and mergers and acquisitions (M&A) across the Asia Pacific.

Mr Wong is the chairman of SkillsFuture Singapore. He is also a director of China Venture Capital Fund Corporation, DSO National Laboratories and the Inland Revenue Authority of Singapore. He previously served as a director of SeaTown Holdings until earlier this year.

Mr Wong holds a Bachelor of Science in Computer Science & Information Systems from the National University of Singapore (NUS) and a Master of Business Administration (MBA) from the University of Chicago Booth School of Business.

Eugene Cheng

Group Chief Financial Officer

Mr Cheng joined Sembcorp in March 2021¹ and oversees the Group's finance, strategy, portfolio, and commercial functions.

He brings with him extensive experience in financial and strategic leadership across the aviation, offshore oil & gas, marine engineering and logistics industries. Prior to joining Sembcorp, Mr Cheng was chief corporate officer of SATS where he oversaw key business functions such as business development, strategic investments and M&A, as well

as corporate strategy. Mr Cheng also served as group chief corporate officer of IMC Industrial Group. He was an investment banker with JP Morgan and Citigroup, specialising in M&A advisory, corporate financing and capital raising.

Mr Cheng holds a Bachelor (First Class Honours) and a Master of Accountancy from the Nanyang Technological University (NTU).

Robert Chong

Chief Corporate & Human Resource Officer

Mr Chong oversees the Group's human resource (HR), strategic communications and sustainability, health, safety, security and environment as well as corporate secretariat departments. He has over 30 years of senior management experience in HR, organisational transformation and various corporate functions supporting business growth, having helmed senior roles at various global companies such as the Shangri-La Group, Keppel Corporation, Temasek International and Shell (Asia Pacific & Middle East).

Certified as a Master Professional by the Institute for Human Resource Professionals, Mr Chong is an active advocator and contributor in developing senior HR leaders.

Mr Chong holds a Bachelor of Arts in Sociology from NUS and an MBA in Accountancy from NTU. He also attended the Advanced Management Program at Harvard Business School, USA, and other senior leadership programmes at INSEAD, France, and IMD, Switzerland.

Koh Chiap Khiong

CEO, Singapore, Southeast Asia & China

Mr Koh is responsible for driving the strategic direction and growth of the Singapore, Southeast Asia and China markets.

He has deep knowledge of the energy and water sectors with extensive

experience in managing infrastructure-related businesses and a strong financial background. He has held various senior appointments in Sembcorp, including group chief financial officer, chief transformation officer, as well as the head of finance and chief risk officer of its utilities business. Mr Koh was previously chief financial officer of Power Seraya.

Mr Koh holds a first class honours degree in Accountancy from NUS and completed the Advanced Management Program at Harvard Business School, USA.

Vipul Tuli

CEO, South Asia

Mr Tuli oversees Sembcorp's investments and key stakeholder relationships in India and Bangladesh. He is also the Managing Director of Sembcorp Energy India, a leading independent power company in India wholly-owned by Sembcorp.

He has 25 years of experience in the energy sector. Prior to Sembcorp, he was a senior partner with McKinsey & Company where he helped to build and lead its Asian energy practice. He has also advised government institutions on issues of energy policy, organisation, industry structure, and regulation.

Mr Tuli holds a bachelor's degree in Technology (Chemical Engineering) from the Indian Institute of Technology in New Delhi, India and received his MBA from the Indian Institute of Management in Calcutta, India.

Andy Koss

CEO, UK & Middle East

Mr Koss oversees Sembcorp's operations comprising large-scale industrial assets on the Wilton International site, a portfolio of flexible gas engines and battery

¹ Graham Cockroft was Group Chief Financial Officer until February 28, 2021

Senior Executives

energy storage systems across the UK, together with the company's business interests in the Middle East.

Mr Koss has nearly 30 years of experience in the financial and energy sectors. Prior to joining Sembcorp, he spent 15 years at Drax Group where he rose to chief executive officer of generation and oversaw the group's UK power generation sites and key functions. He was deputy group treasurer of Provident Financial, and has held various accounting and investment banking roles at companies including Coopers & Lybrand, UBS and Dresdner Kleinwort Benson.

Mr Koss is a qualified chartered accountant and treasurer. He holds a first class honours degree in Mathematics, Operational Research, Statistics and Economics from the University of Warwick in the UK.

Kelvin Teo

CEO, Urban

Mr Teo is CEO of Sembcorp Development, the Urban business which comprises industrial properties, business hubs, commercial and residential projects in Vietnam, China and Indonesia. He oversees business performance, joint venture relations and the integration of urban solutions for the development of sustainable developments.

He was previously the Urban business' president and chief operating officer, as well as chief financial officer. He is a council member of the Singapore-Jiangsu Cooperation Council, Singapore-Sichuan Trade and Investment Committee, and the Vietnam-Singapore Business Council. Mr Teo is a recipient of the Vietnam Government's Friendship Medal for his long-standing contribution to the country's socio-economic development and enhancement of Vietnam-Singapore relations.

An accountant by training, Mr Teo is an affiliate of the Association of

Chartered Certified Accountants in the UK and holds a Diploma (with Merit) in Business Studies from Ngee Ann Polytechnic, Singapore. He completed the Senior Executive Programme jointly conducted by Harvard Business School, USA and Tsinghua University's School of Economics and Management, China, as well as the Advanced Management Programme at INSEAD, France.

Tan Cheng Guan

Executive Vice President,
Office of the Group President & CEO and
Head, Group Centre of Excellence

As Head of Group Centre of Excellence, Mr Tan leads the development of advanced engineering and technological capabilities through targeted research and innovation across Sembcorp's thermal, renewables, water and waste-to-resource businesses.

He is also the chairman of Sembcorp's Climate Change Working Committee, driving the company's performance towards climate-related metrics and targets, overseeing key initiatives such as risk mitigation, opportunities, and greenhouse gas (GHG) mitigation.

Mr Tan pioneered the early development of Sembcorp's utilities business on Jurong Island in Singapore. He was previously Head of Renewables & Environment and led the Group's entry into the renewables business. He also led the company's business expansion in China, India, the UK, the Middle East, Myanmar and Bangladesh.

Possessing broad experience in engineering, strategy, business and project development for the utilities and energy industry, Mr Tan has worked in Shanghai, London, Kuala Lumpur and Sarawak.

Mr Tan holds a Bachelor of Civil Engineering (Honours) degree from the University of Liverpool, the UK and completed the Advanced Management Program at Harvard Business School, USA.

Looi Lee Hwa

General Counsel

Ms Looi oversees legal, ethics and compliance matters within the Group.

She brings to Sembcorp rich experience in her field, having worked in legal and compliance positions in a number of industries, including shipping, manufacturing as well as oil and gas. Prior to joining Sembcorp, Ms Looi was group general counsel and company secretary at Neptune Orient Lines Group and at Chartered Semiconductor Manufacturing.

Ms Looi holds a Bachelor of Laws (Honours) degree from NUS and was admitted to the bar as an advocate and solicitor of the Supreme Court of Singapore.

Kenneth Lui

Chief Risk Officer

Mr Lui is responsible for developing and overseeing the Group's risk management framework, recommending its risk appetite and ensuring the risks faced by the business are measured, reviewed and monitored in order to support its sustainable growth.

He has over 20 years of experience in risk management, having worked in the banking, finance and real estate sectors amongst others. Before joining Sembcorp, he served as senior vice president and head of enterprise risk management at Ascendas Singbridge where he oversaw the group's global risk management framework. He also worked in Bank of America Merrill Lynch Singapore, Deutsche Bank Singapore and Sydney, and other global banks holding leadership roles in risk.

Mr Lui holds a bachelor's degree in Commerce from the University of Western Australia and a Master of Applied Finance from Macquarie University, Australia. He is also a chartered accountant of the Institute of Chartered Accountants, Australia and a member of the Global Association of Risk Professionals.