

Board of Directors

Tow Heng Tan (age 69) Chairman Non-executive & Non-independent Director

Appointed June 1, 2021 **E** **C** **N**

Mr Tow is chief executive officer of Pavilion Capital International, a North Asia-focused private equity firm.

He has previously held senior leadership positions, including as chief investment officer of Temasek International, senior director of DBS Vickers and managing director of Lum Chang Securities. He was also an investment banker with Schroders Singapore.

He is chairman of ABC Impact Holdings and TTAM Holdings, and currently serves on the boards of National Healthcare Group and Temasek Trust.

Mr Tow is a fellow of the Association of Chartered Certified Accountants, and Chartered Institute of Management Accountants in the United Kingdom. He is a chartered accountant with the Institute of Singapore Chartered Accountants.

Past directorships in listed companies and major appointments 2022–2024:

- Fullerton Financial Holdings

Lim Ming Yan (age 62) Non-executive & Lead Independent Director

Appointed January 18, 2021 **E** **C** **N**

Mr Lim is chairman of Singapore Business Federation and deputy chairman of Changi Airport Group. He also serves on the boards of China Vanke, DLF Cyber City Developers and Enterprise Singapore. In addition, he is a member of the board of trustees of Chinese Development Assistance Council, and is Singapore's non-resident high commissioner to the Republic of Mauritius.

Mr Lim previously served as president and group chief executive officer of CapitaLand Group.

Mr Lim holds a first class honours in mechanical engineering and economics as well as an honorary doctorate from University of Birmingham. He also completed the Advanced Management Program at Harvard Business School.

Past directorships in listed companies and major appointments 2022–2024:

- Business China
- Central China Real Estate
- Future Economy Council
- Housing and Development Board
- Singapore Press Holdings
- Workforce Singapore

Manu Bhaskaran (age 66) Non-executive & Independent Director

Appointed July 1, 2024

Mr Bhaskaran is a partner of the Centennial Group and founding chief executive officer of its Singapore subsidiary, Centennial Asia Advisors. As a leading Asian economist, he has 40 years of experience in studying economic, political and security issues that shape the business environment in Asia.

Prior to Centennial Group, Mr Bhaskaran held senior positions at Société Générale's Asian investment banking division and was a member of its executive committee. He previously worked for the Singapore government, supervising a team that prepared strategic political and economic assessments of Asia for senior government officials.

Mr Bhaskaran is an adjunct senior research fellow at Institute of Policy Studies, and serves as a member of the Regional Advisory Board for Asia of International Monetary Fund, council member of Singapore Institute

of International Affairs, and advisor to Asia Foundation. He previously served as chairman of a high-level government committee that reviewed the regulation of money lenders, and was a member of Competition Appeals Board. He also serves on the boards of several companies including Japfa Ltd, Luminor Capital, and Niks Professional Ltd.

Mr Bhaskaran holds a Bachelor of Arts with Honours from University of Cambridge and was conferred a Master of Arts (MA (Cantab)). He also holds a Master in Public Administration from Harvard University, and is a chartered financial analyst.

Past directorships in listed companies and major appointments 2022–2024:

- CIMB Investment Bank

Marina Chin Li Yuen (age 59) Non-executive & Independent Director

Appointed November 1, 2023 **A** **R**

Ms Chin, a senior counsel appointed by the Singapore Academy of Law, is joint managing partner of Tan Kok Quan Partnership where she became a senior partner in 2000. With over 30 years of legal experience, she focuses on dispute resolution for civil and commercial matters, including those with cross-border angles, across a broad spectrum of industry sectors in Asia.

Ms Chin is currently an independent non-executive director and a member of the audit and risk committee of Jurong Port. She is also a member of the appeal advisory panel of Monetary Authority of Singapore, senate member and fellow of Singapore Academy of Law, specialist mediator of Singapore International Mediation Centre, and an accreditation committee member of Singapore Institute of Legal Education.

Board of Directors

Ms Chin holds a Bachelor of Laws with honours from National University of Singapore. She was awarded the Tan Ah Tah Book Prize after completing the postgraduate practical law course.

Past directorships in listed companies and major appointments 2022–2024:

- Singapore Land Authority

Kunnasagaran Chinniah

(age 67)

Non-executive & Independent Director

Appointed August 1, 2023 E R C

Mr Chinniah is a board member of CapitalLand Ascendas REIT Management (the Manager of CapitalLand Ascendas REIT), Changi Airports International, Greenko Energy Holdings, and Nirlon Limited. He is a member of Hindu Endowments Board.

He previously served at GIC for more than 20 years, where he held various positions and was responsible for investments in Asia, Europe and North America. He last served as head of GIC Global Infrastructure Group and co-head of portfolio, strategy and risk group at GIC Special Investments.

Mr Chinniah is a chartered financial analyst. He holds a Bachelor of Engineering (Electrical) from National University of Singapore, and a Master of Business Administration from University of California, Berkeley.

Past directorships in listed companies and major appointments 2022–2024:

- Azalea Asset Management
- Borkum Riffgrund 2 Investor Holding
- ECL Finance
- Edelweiss Financial Services
- Edelweiss Rural & Corporate Services

- Keppel Infrastructure Fund Management (the trustee-manager of Keppel Infrastructure Trust)
- Neptune1 Infrastructure Holdings
- Nuvama Wealth Finance
- Nuvama Wealth Management

Nagi Hamiyeh

(age 56)
Non-executive & Non-independent Director

Appointed March 3, 2020 E

Mr Hamiyeh is Temasek's head of Europe, the Middle East and Africa. Throughout his career with Temasek, he has led the firm's investment group, consumer, industrials, natural resources and real estate investment teams, and was joint head of the enterprise development group, as well as head of Australia and New Zealand.

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

He serves on the boards of EM Topco, OFI Group, Olam Group, and Seatrium.

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

Past directorships in listed companies and major appointments 2022–2024:

- CapitaLand Group
- CLA Real Estate Holdings
- Dream International
- Kyanite Investment Holdings
- Kyanite Investment Holdings (I)
- Olam Agri Holdings
- Olam International
- Startree Investments

Prof Uwe Krueger

(age 60)
Non-executive & Non-independent Director

Appointed October 1, 2024

Prof. Dr. Dr. h.c. Krueger is vice chairman of Europe, Middle East and Africa (EMEA) at Temasek International, where he joined in 2018 as head of industrials, business services, energy and resources, as well as head of EMEA.

Prior to Temasek International, Prof. Dr. Dr. h.c. Krueger was chief executive officer of WS Atkins, until the company was acquired by SNC Lavalin and delisted from the London Stock Exchange. Previously, he also held senior positions in other companies, including president of Cleantech Switzerland, senior advisor for TPG Capital and chief executive officer of Oerlikon Group. He began his career at an international strategy consulting firm A.T. Kearney, followed by Hochtief AG where he held several positions during his 10-year tenure, including as chief executive officer of Central Eastern Europe, senior vice president of corporate development, as well as senior vice president and chairman of Turner International, a subsidiary of Hochtief AG.

Prof. Dr. Dr. h.c. Krueger holds a PhD in Physics and a graduate degree in Physics and Business Administration from University of Frankfurt. He also holds an honorary doctorate from Heriot Watt University. As honorary professor of physics, he lectures at Johann Wolfgang Goethe University.

Dr Josephine Kwa Lay Keng

(age 66)

Non-executive & Independent Director

Appointed August 1, 2018 A R

Dr Kwa brings to the board rich experience in technology and research and development (R&D) across various

industries, including energy and engineering. She is a director of Barghest Building Performance.

Dr Kwa was previously chief executive officer of NSL and served in various functions over her 23-year tenure with the company, including being its chief operating officer and head of technology, responsible for energy and environmental investments, information technology, R&D, and strategy. Dr Kwa chaired the National Energy Efficiency Committee for Industries in Singapore from 2000 to 2009 and continues to sit on the steering committee for the Singapore Certified Energy Manager Programme.

Dr Kwa holds a PhD and Bachelor of Science with honours in Mechanical Engineering from University of Leeds.

Past directorships in listed companies and major appointments 2022–2024:

- Agency for Science, Technology and Research
- Southern Steel

Ong Chao Choon

(age 61)
Non-executive & Independent Director

Appointed November 3, 2023 A R N

Mr Ong serves on the boards of Community Foundation of Singapore, Lee Kuan Yew Fund for Bilingualism, NCS and Singapore Food Agency. He was previously on the boards of Nanyang Business School Alumni Advisory Board, National Environment Agency, and Republic Polytechnic. He was awarded the Public Service Medal in 2017.

Mr Ong previously worked in PwC for over 30 years, where he was a partner and held various leadership positions, including deputy chairman and advisory leader of PwC Singapore, as well as managing partner of PwC Myanmar. He brings extensive experience in mergers

and acquisitions advisory accumulated over two decades, in addition to more than 10 years of auditing and business advisory experience.

Mr Ong holds a Bachelor of Accountancy with honours from National University of Singapore. He also holds a Master of Business Administration in Banking and Finance from Nanyang Business School. He is a fellow of the Institute of Singapore Chartered Accountants and was a fellow of the Chartered Accountants Australia & New Zealand.

Past directorships in listed companies and major appointments 2022–2024:

- PwC Group of Companies

Wong Kim Yin

(age 54)

Group Chief Executive Officer

Appointed July 1, 2020 E

Mr Wong has 30 years of leadership experience in the energy sector and in investment management. Since joining Sembcorp in July 2020, he has been instrumental in driving the transformation of the company's portfolio.

Prior to Sembcorp, Mr Wong was Group CEO of Singapore Power from 2012 to 2020, and has held senior roles in Temasek International and The AES Corporation.

Mr Wong actively contributes to the global energy transition as vice chair, Asia, of the World Energy Council. He is chairman of Health Promotion Board, and serves on the boards of China Venture Capital Fund Corporation, Inland Revenue Authority of Singapore and National Research Foundation. He is also a member of GIC's investment board.

Mr Wong holds a Bachelor of Science from National University of Singapore, and a Master of Business Administration from University of Chicago Booth School of Business.

Past directorships in listed companies and major appointments 2022–2024:

- DSO National Laboratories
- SkillsFuture Singapore Agency and related bodies

Yap Chee Keong

(age 64)
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. He was formerly the executive director of The Straits Trading Company and chief financial officer of Singapore Power.

Currently, Mr Yap is the deputy chairman of Seatrium and a director of Ensign InfoSecurity, Olam Group, Pacific International Lines, Shangri-La Asia and Singapore Life Holdings.

He previously 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 ACRA, Monetary Authority of Singapore (MAS) and Singapore Exchange (SGX) to review the Guidebook for Audit Committees in Singapore, as well as the panel convened by ACRA, MAS, SGX and Singapore Institute of Directors which formulated guidelines for board risk committees.

Mr Yap holds a Bachelor of Accountancy from National University of Singapore and is a fellow of Institute of Singapore Chartered Accountants, Singapore Institute of Directors and CPA Australia.

Past directorships in listed companies and major appointments 2022–2024:

- Mediacorp
- Olam International

International Technology Panel

The International Technology Panel helps Sembcorp stay ahead in the fast-changing landscape of energy transition, climate action, and digital innovation. By offering strategic insights and expert advice, the panel uncovers new opportunities and provides guidance on potential challenges. Its work ensures that Sembcorp remains focused on future-ready solutions that drive sustainable growth.

Jonathan Asherson, OBE Chairman

Mr Asherson brings extensive experience in the energy and aerospace sectors across Europe and Asia. He currently serves as chairman of Sembcorp Energy UK.

Mr Asherson was previously president of Rolls-Royce Southeast Asia and later retired as chairman of Rolls-Royce Singapore, where he oversaw the company's regional operations across civil aerospace, defence, marine, and energy in Asia Pacific.

He has chaired the Singapore International Chamber of Commerce and British Chamber of Commerce, and served as a non-executive director of the UK Department for International Trade and the Economic Development Board of Singapore. He was also a council member of the Singapore National Employers Federation.

His contributions have earned him distinguished honours, including an Order of the British Empire (OBE) medal as an officer in 2007 and the Public Service Medal (Friends of Singapore) under the Singapore National Day Awards in 2010.

He holds a Bachelor of Science in mechanical engineering and an honorary doctorate of science from Kingston University.

Prof Liu Bin Member

Prof Liu is the deputy president (research and technology) at the National University of Singapore (NUS). She is a fellow of the Singapore Academy of Engineering and the Singapore National Academy of Sciences, and an international member of the US National Academy of Engineering.

An internationally acclaimed leader in organic functional materials, Prof Liu has been highly recognised for her contributions in polymer chemistry and the application of organic nanomaterials for biomedical, environmental, and energy (hydrogen) research. Since 2014, she has been named annually among the World's Most Influential Scientific Minds by Thomson Reuters and the Top 1% Highly Cited Researchers by Clarivate. In 2024, she was honoured with the prestigious President's Science Award in Singapore.

Prof Liu holds bachelor's and master's degrees from Nanjing University, and a PhD in chemistry from NUS. She also received postdoctoral training at the University of California, Santa Barbara.

Prof Lui Pao Chuen Member

Prof Lui is Singapore's first chief defence scientist and the Temasek defence professor at the National University of Singapore (NUS). With extensive experience in engineering, he has played a key role in national infrastructure projects and chairs several high-level steering committees.

He serves on the boards of corporations, government agencies, research institutions, and technical organisations, as well as steering committees for major infrastructure projects.

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 and Technology Medal, the President's Medal from the Institute of Physics Singapore, the Pioneer Award from the International Council on Systems Engineering, the Lifetime Engineering Achievement Award, the Defence Technology Medal (Outstanding Service), and the Aviation Pioneer Award. In 2024, he was named a distinguished honorary fellow of the Institute of Physics Singapore.

Prof Lui holds a Bachelor of Science in physics from NUS and a Master of Science in operations research and systems analysis from the Naval Postgraduate School.

Philippe Joubert Member

Mr Joubert is the founder and CEO of Earth on Board, a leading organisation advocating for the necessary changes in business governance to lead the evolution of the business model based on respect of the planet boundaries. He serves as senior advisor and is a former special envoy for energy and climate at the World Business Council for Sustainable Development.

He is also senior advisor for international development at the World Energy Council and a former chair of the advisory board of the Cambridge Institute for Sustainability Leadership, where he remains a fellow.

He previously served as president of Alstom Power, deputy CEO of the Alstom Group, and chair of the Prince of Wales's Corporate Leaders Group. He sits on the boards of several global companies.

Mr Joubert holds a Bachelor of Science in finance and economy from ESSEC Business School. He has been honoured as Chevalier de la Legion d'Honneur.

Pieter Franken Member

Mr Franken started his career as a researcher at Hitachi's Central Research Lab in Japan and has since held executive roles at Aplus, Citigroup, Elevandi, Monex Group, Monex Securities and Shinsei Bank. He is currently an advisor on technology and innovation to the Monetary Authority of Singapore (MAS), driving Singapore's role as a leading FinTech hub since its inception and managing director at GFTN (Global Finance and Technology Network – formerly Elevandi), as well as CEO of GFTN Japan, strengthening and expanding Singapore's FinTech ecosystem into Japan and Northeast Asia.

In 2011, Mr Franken co-founded Safecast, a global non-profit creating accessible environmental data through citizen science, and is also the founding member of the ASEAN Financial Innovation Network, promoting financial inclusion and digital transformation in ASEAN through the APIX platform in collaboration with IFC World Bank and MAS.

As a senior researcher and guest professor at Murai Lab, Keio University, Mr Franken contributes to research on IoT, digital assets, FinTech, and financial inclusion.

He holds a Master of Science in computer science from Delft University.

Key Executives

Eugene Cheng

Group Chief Financial Officer
President & CEO, Integrated Urban Solutions

Robert Chong

Chief Corporate & Human Resource Officer

Charles Koh

Chief Digital Officer
Platform Founder, GoNetZero™

Koh Chiap Khiong

President & CEO, Gas and Related Services

Lee Ark Boon

CEO, Urban

Lee Kok Kin

CEO, SembWaste*

Bennett Neo

Chief Operating Officer

A. Nithyanand

CEO, Renewables Business, India

Nuraliza Osman

General Counsel & Company Secretary

Mike Patrick

CEO, UK

Soon Sze Meng

CEO, GoNetZero™

Alex Tan

President & CEO, Renewables, East

Tan Cheng Guan

Executive Vice President,
Office of the Group CEO

Vipul Tuli

President & CEO, Renewables, West
CEO, Hydrogen Business
Executive Director, UK

Wong Kim Yin

Group Chief Executive Officer



For profiles of our Key Executives, please refer to Our Leadership section on our webpage.

* On March 18, 2025, Sembcorp completed the sale of Sembcorp Environment Pte. Ltd. and its subsidiaries, which include SembWaste. Following the sale, Mr Lee Kok Kin will transit to the new entity as its CEO