

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