

Board of Directors

Tow Heng Tan (age 70)
Chairman
Non-executive &
Non-independent Director
Appointed June 1, 2021 **E C N**

Mr Tow is a board member of Temasek Trust and National Healthcare Group.

He was chief executive officer of Pavilion Capital International, a North Asia-focused private equity

firm. He retired on 31 March 2026. He also 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.

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 2023–2025:

- ABC Impact Holdings
- Fullerton Financial Holdings
- TTAM Holdings

Andreas Sohmen-Pao (age 54)
Chairman Designate
Non-executive &
Independent Director
Appointed March 27, 2026

Mr Sohmen-Pao is chairman of BW Group and its listed affiliates BW Offshore, BW LPG, Hafnia, BW Energy and Cadeler. He is also chairman of the Global Centre for Maritime Decarbonisation, and a trustee of the Lloyd's Register Foundation.

Mr Sohmen-Pao was previously chairman of the Singapore Maritime Foundation and has served as a director of The Hongkong and Shanghai Banking Corporation Ltd, Navigator Holdings, Singapore Symphonia Company, National Parks Board Singapore, Sport Singapore, and the Maritime and Port Authority of Singapore amongst others.

Mr Sohmen-Pao graduated from Oxford University with an honours

degree in Oriental Studies and holds a Master of Business Administration from Harvard Business School.

Past directorships in listed companies and major appointments 2023–2025:

- Asia Business Council
- Future Economy Council
- Navigator Holdings
- SSO Council

Lim Ming Yan (age 63)
Non-executive &
Lead Independent Director
Appointed January 18, 2021 **E C N**

Mr Lim is non-executive 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 2023–2025:

- Future Economy Council
- Singapore Business Federation

Manu Bhaskaran (age 67)
Non-executive &
Independent Director
Appointed July 1, 2024

Mr Bhaskaran is the founding chief executive officer of 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, 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 council member of the Economics Society of Singapore and of the Singapore Institute of International Affairs. 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 companies including Luminor Capital and Storepay Holding.

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 2023–2025:

- CIMB Investment Bank
- Japfa Ltd

Marina Chin Li Yuen (age 60)
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 TKQP Law LLP where she became a senior partner in 2000. With over 35 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 court referee of Singapore's Industrial Arbitration Court, deputy commissioner of Singapore's Government Procurement Adjudication Tribunal, a member of the appeal advisory panel of Monetary Authority of Singapore, senate member and fellow of Singapore Academy of Law, specialist

mediator panel member of Singapore International Mediation Centre, and an accreditation committee member of Singapore Institute of Legal Education.

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 2023–2025:

- Singapore Land Authority

Kunnasagaran Chinniah (age 68)
Non-executive &
Independent Director
Appointed August 1, 2023 **E R C**

Mr Chinniah is a board member of CapitaLand Ascendas REIT Management (the Manager of CapitaLand Ascendas REIT), Greenko Energy Holdings, Hindu Endowments Board and Nirlon Limited. He is also an advisor to Archipelago Capital Partners,

Azalea Investment Management and Changi Airports International.

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 2023–2025:

- Azalea Asset Management
- Keppel Infrastructure Fund Management (the trustee-manager of Keppel Infrastructure Trust)
- Nuvama Wealth Finance
- Nuvama Wealth Management

Board of Directors

Prof Uwe Krueger (age 61) Non-executive & Non-independent Director Appointed October 1, 2024

Prof. Dr. Dr. h.c. Krueger is vice chairman, European Partnerships at Temasek International, where he joined in 2018 as head of industrials, business services, energy and resources, as well as head of Europe, Middle East and Africa. He also serves on the boards of gategroup AG (vice chairman) and Chain IQ Group AG (member).

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.

Steven Phan Swee Kim (age 68) Non-executive & Independent Director Appointed March 27, 2026

An accountant by training, Mr Phan has more than 35 years of experience in the auditing and advisory fields, of which close to 10 years were spent overseas in London and Kuala Lumpur. He was formerly the Ernst & Young area managing partner for the Asia Pacific region and was responsible for all its businesses in the region, including assurance, tax, transaction

and advisory services. He was also a member of its Global Executive Board prior to his retirement in 2018. His work experience includes business consulting and process improvement for multinationals, government and quasi-government organisations, and advising companies on initial public offerings on various exchanges.

Mr Phan is a director of United Oversea Bank Limited, Jardine Cycle & Carriage and Advanced MedTech Holdings. He previously served as a director of Spring Singapore and Singapore Land Authority.

Mr Phan graduated from the University of Aston with a Bachelor of Science in Managerial and Administrative Studies and is a fellow of the Institute of Singapore Chartered Accountants. He also qualified as a chartered accountant under the Institute of Chartered Accountants of England and Wales.

Past directorships in listed companies and major appointments 2023–2025:

- Council for Board Diversity
- Singapore Accountancy Commission

Dr Josephine Kwa Lay Keng (age 67) 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.

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 2023–2025:

- Agency for Science, Technology and Research
- Barghest Building Performance

Wong Kim Yin (age 55) 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.

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 National Research Foundation and China Venture Capital Fund Corporation. 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 2023–2025:

- DSO National Laboratories
- Inland Revenue Authority of Singapore
- SkillsFuture Singapore Agency and related bodies

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.

Ong Chao Choon (age 62) 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 and NCS. He was previously on the boards of Singapore Food Agency, National Environment Agency, Republic Polytechnic and Nanyang Business School Alumni Advisory Board. 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 2023–2025:

- PwC Group of Companies

Board of Directors

Yap Chee Keong (age 65)
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 Olam Group and

Seatrium and a director of Ensign InfoSecurity, OFI 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 2023–2025:

- Mediacorp

Dinesh Khanna (age 51)
Alternate Director to
Prof Uwe Krueger
Appointed February 25, 2026

Mr Khanna is currently joint head of the portfolio development group and corporate strategy at Temasek International. He partners closely with Temasek Portfolio Companies to drive long-term shareholder value and strengthen governance practices.

Prior to joining Temasek International, Mr Khanna spent over two decades at The Boston Consulting Group (BCG),

where he was a managing director and senior partner. He held multiple senior leadership roles, including as global chair of the People Team, member of BCG's executive and operating committees and as head of BCG Singapore from 2014 to 2015. He also led the global advantage practice, the corporate development practice, as well as the corporate development and private equity practice for Asia.

Mr Khanna previously served on the Singapore Future Economy subcommittee and as a member of the World Economic Forum Global

Agenda Growth Council. He also served on the board of Safe Horizon, the largest victim services non-profit organisation in the US, from 2019 to 2021. He currently serves on the boards of Singtel, Olam Group, Surbana Jurong, Gategroup Holding AG and OFI Group.

He holds a Bachelor of Technology from Indian Institute of Technology Delhi as an Institute Silver Medallist and a Master of Business Administration from Indian Institute of Management Bangalore, where he graduated as the Institute Gold Medallist.

Board Committees: **E** Executive **A** Audit **R** Risk **C** Executive Resource & Compensation **N** Nominating