

Our Leadership
Board of Directors



From top, left to right:
 Ang Kong Hua, Neil McGregor,
 Margaret Lui, 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

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 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 2016–2018:

- Certis CISCO Security
- 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 CEO 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 Program at the Wharton School of the University of Pennsylvania, USA.

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 Petroliam 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 Energy Trading & Supply, Pavilion Gas and Lan Ting Holdings and a director of Sarawak Energy, Lambert Energy Advisory, Khazanah Nasional 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 2016–2018:

- Regional Economic Development Authority of Sarawak

Board of Directors

Tham Kui Seng

Non-executive & Independent Director

Appointed June 1, 2011

Mr Tham is a member of the board's Executive Committee and Executive Resource & Compensation 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 of Banyan Tree Holdings, Avanda Investment Management, Sembcorp Properties and Sembcorp Design and Construction.

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 2016–2018:

- Global Logistic Properties
- Singapore Land Authority
- Straits Real Estate
- Temasek International Advisors
- The Straits Trading Company

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, Astrea III and Astrea IV. He is Chairman of Azalea Asset Management, Lu International (Singapore) Financial Asset Exchange 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 Oxford, UK. He also completed the Advanced Management Program at Harvard Business School, USA.

Past directorships in listed companies and major appointments 2016–2018:

- Dwell Capital
- Greensphere Capital
- NUS
- Oversea-Chinese Banking Corporation
- S Rajaratnam Endowment
- Temasek Foundation Connects

Ajaib Haridass

Non-executive & Independent Director

Appointed May 1, 2014

Mr Haridass chairs the board's Risk Committee and is a member of the Audit Committee.

With 42 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 arbitrators of the Singapore International Arbitration Centre, the Singapore Chamber of Maritime Arbitration and the Asian International Arbitration Centre. He is also an accredited principal mediator of the Singapore Mediation Centre and a senior accredited specialist (maritime and shipping law), Singapore Academy of Law. 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.

Past directorships in listed companies and major appointments 2016–2018:

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

Nicky Tan Ng Kuang

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, Chloride Eastern Industries as well as a director, executive committee member and audit and risk committee chairman of the National University Health System. Mr Tan is a member of MOH Holdings' audit & risk committee. In addition, Mr Tan is a member of the Nee Soon Town Council and the 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 and 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 2016–2018:

- Community Cancer Fund
- National Cancer Centre Research Fund

Yap Chee Keong

Non-executive & Independent Director

Appointed October 1, 2016

Mr Yap chairs the board's Audit Committee and is a member of the 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, 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 2016–2018:

- ACRA
- ARA Asset Management
- CityNet Infrastructure Management
- InterOil Corporation
- Malaysian Smelting Corporation

- Public Accountants Oversight Committee, ACRA
- The Straits Trading Company
- Tiger Airways Holdings

Jonathan Asherson OBE

Non-executive & Independent Director

Appointed July 17, 2017

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

He brings to the board rich experience in regional strategy and business, as well as in the power and engineering industries. In the course of his career, Mr Asherson has been 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 the USA.

Mr Asherson is Chairman of the Singapore International Chamber of Commerce, a director of Genting Singapore and Tru-Marine, and was an advisory board member of the UK Department for International Trade (Southeast Asia). He sits on the board of the Advisory Council of Birmingham University, UK and is an advisory board member of Supply Chain and Logistics Academy. He is also a council member of the Singapore Business Federation and the Singapore National Employers' Federation. He also formerly served as President of the British Chamber of Commerce and as a board member of the Singapore Economic Development Board. He has been 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. These include the Agency for Science, Technology and Research's (A*STAR) Science and Technology Advisory Council at the Engineering Research Institute @ NTU (ERI@N) and Nanyang Technological University (NTU) 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 qualified as a chartered engineer and holds a BSc (Hons) degree in Mechanical Engineering from Kingston University, UK.

Past directorships in listed companies and major appointments 2016–2018:

- Rolls-Royce Singapore

Dr Josephine Kwa Lay Keng

Non-executive & Independent Director

Appointed Aug 1, 2018

Dr Kwa is a member of the board's Technology Advisory Panel.

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 member of the board and audit committee of A*STAR, as well as a member of the management board of NUS Energy Studies Institute. She is also a director of Southern Steel and Barghest Building Performance.

Previously, Dr Kwa was CEO of NSL and also 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 2016–2018:

- Raffles Marina Holdings

Technology Advisory Panel

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

The panel oversees the development and application of significant emerging and potentially disruptive technologies to enhance Sembcorp's position as an integrated energy player, and ensures the appropriate management of specialised research and development (R&D) 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 R&D, 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.



From top, left to right:

Ang Kong Hua, Neil McGregor, Dr Teh Kok Peng, Jonathan Asherson OBE, Dr Josephine Kwa Lay Keng, Prof Ng How Yong, Prof Lui Pao Chuen

Ang Kong Hua

Chairman

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

Mr Ang chairs the Technology Advisory Panel and is also Chairman of the 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

MBA in International Finance, University of Otago, New Zealand

BEng (Honours), University of Auckland, 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 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 Program, Harvard Business School, USA

Dr Teh sits on the 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, Astrea III and Astrea IV. He is also Chairman of Azalea Asset Management, Lu International (Singapore) Financial Asset Exchange and the East Asian Institute at the National University of Singapore (NUS). 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, where he oversaw investments in infrastructure and international venture funds, among other areas.

Jonathan Asherson OBE

BSc (Honours) in Mechanical Engineering, Kingston University, UK

Mr Asherson is a member of the board's Audit Committee and Risk Committee.

He brings rich experience in regional strategy and business, as well as in the power and engineering industries. In the course of his career, Mr Asherson has been 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 the USA.

Mr Asherson is Chairman of the Singapore International Chamber of Commerce, a director of Genting Singapore and Tru-Marine, and was an advisory board member of the UK Department for International Trade (Southeast Asia). He sits on the board of the Advisory Council of Birmingham University, UK and is an advisory board member of Supply Chain and Logistics Academy. He is also a council member of the Singapore Business Federation and the Singapore National Employers' Federation. He also formerly served as President of the British Chamber of Commerce and as a board member of the Singapore Economic Development Board. He has been 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. These include the Agency for Science, Technology and Research's (A*STAR) Science and Technology Advisory Council at the Engineering Research Institute @ NTU (ERI@N) and Nanyang Technological University (NTU) School of Mechanical and Aerospace Engineering. He also served on the Ngee Ann Polytechnic Aerospace Technology Advisory Committee and Nanyang Polytechnic Engineering Advisory Committee.

Dr Josephine Kwa Lay Keng

PhD in Mechanical Engineering, University of Leeds, UK

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

Dr Kwa sits on the board as a non-executive and independent director with effect from August 1, 2018. Dr Kwa is a

Technology Advisory Panel

director of A*STAR, Southern Steel, Barghest Building Performance, as well as a member of the management board of NUS Energy Studies Institute. She was formerly CEO 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 R&D functions in the company.

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 professor and a Provost's Chair in 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 and seawater desalination in Singapore, China, Japan and the USA. Prof Ng is also a fellow of the International Water Association (IWA), the Vice-Chair of the Management Committee of the IWA Specialist Group on Membrane Technology and the 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

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 Aerospace Engineers.

Senior Executives



Neil McGregor
Group President & CEO



Graham Cockroft
Group Chief Financial Officer



Wong Weng Sun
President & CEO,
Sembcorp Marine



Koh Chiap Khiong
Head, Singapore, SEA
& China (Energy)



Vipul Tuli
Head, India (Energy)



Ng Meng Poh
Head, Global Operations



Nomi Ahmad
Head, United Kingdom (Energy)



Sriram Narayanan
Head, Gas & Power



Tan Cheng Guan
Head, Renewables
& Environment



Namesh Hansjee
Head, Merchant & Retail



Kelvin Teo
CEO, Sembcorp Development



Yam Ah Mee
Managing Director,
Sembcorp Design & Construction



Yip Pak Ling
Senior Vice President &
Mint Director, Singapore Mint



Matthew Friedman
Chief Digital Officer



Looi Lee Hwa
General Counsel



Stephen Henderson
Chief Risk Officer