

Current Directorships

Listed Companies

- **SMRT Corporation Ltd** Director (1st Aug 2006 -)
Chairman of Audit Committee
Member of Nominating Committee
- **Sembcorp Marine Ltd** Director (21st Apr 2015 -)
Member of Audit Committee
Member of Executive Committee
- **Ascott Residence Trust Management Ltd** Chairman (1st Sep 2016 -)
Director (24th Apr 2015 -)

Non-Listed Companies

- **Jurong Engineering Ltd** Chairman (1st Dec 2005 -)
- **SINGEX Holdings Pte.Ltd** Chairman (15th May 2010 -)
- **Singapore LNG Corporation Pte Ltd** Chairman (15th Jun 2010 -)
- **SMRT Trains Ltd** Director (20th May 2013 -)

Other Current Appointments

- **Institute of Technical Education** Board member (1st Apr 1998 -)
Chairman (1st Apr 2007 -)
- **Inland Revenue Authority of Singapore** Board member (1st Sep 2013 -)
- **Singapore Golf Association** Board member (31st Mar 2006 -)
President (11th Mar 2010 - July 2016)
- **NTUC Club Management Council** Member (Oct 2003 -)
- **Ong Teng Cheong Labour Leadership Institute** Board member (1 Apr 2002 -)
Chairman of Audit Committee
(May 2008 -)
- **Singapore Manufacturing Federation** Member of the Board of Governors
(28th Jan 2014 -)

Professional Background/Career History

- **Managing Director – Novar International (2000-2005)**
- **Managing Director – Caradon Asia Pacific (1990-2000)**
- **General Manager – MK Electric (Singapore) Pte Ltd (1980-1990)**
- **Overseas Operations Accountant – MK Electric Ltd (England) (1977-1980)**
- **Articled Clerk – Bowker Orford & Co (England) (1972-1977)**

Previous Employment Directorships

- Novar Shenzhen Ltd (2002-2005)
- Asia Aluminium Group Ltd (2002-2005)
- MK Electric (India) Ltd.(2000-2002)
- PT MK Electric Indonesia (1996-2005)
- Duraplug (M) Sdn Bhd (1994-2005)
- Select Electric (Malaysia) Sdn Bhd (1990-2005)
- MK Electric (China) Ltd (1988-2005)
- MK Electric (Malaysia) Sdn Bhd (1980-2005)
- MK Electric (Singapore) Pte Ltd (1980-2005)

Previous other Directorship/Membership Appointments

Listed Companies

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|------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| • CapitaMalls Asia Ltd | Director (1 st Mar 2013 - 22 nd Jul 2014)
Chairman of Audit Committee
Member of Finance and Budget Committee
Member of Risk Committee |
| • Asia Pacific Breweries Ltd | Director (1 st Oct 2010 - 22 nd Feb2013)
Chairman of Audit and Remuneration Committees
Member of Nominating Committee |
| • SNP Corporation Ltd. | Board member and Chairman of Audit Committee (Aug 2008 - Jun 2009) |
| • UMS Holdings Ltd | Board member and Chairman of Audit Committee and Remunerations Committee (Mar 2006 - Aug 2007) |

Non-Listed Companies/Others

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|---------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------|
| • Tripartite Alliance for Fair and Progressive Employment Practices | Co-Chairman (May 2006 - 1 Sep 2015)) |
| • Sentosa Golf Club | General Committee Member and Captain (1 st Apr 2005 - 31 st Mar 2015) |
| • Charity Council | Member (1 st Mar 2009 - 28 th Feb 2015) |
| • National Wages Council | Member (April 2004 - Sep 2014) |
| • Singapore National Employers Federation | Council member (1986 - 25 th Sep 2014)
Vice President (Jun 1988 - 25 th Sep 2014) |

- **Singapore Business Federation** **Council member**
(7th Dec 2004 - 27th Jun 2014)
Honorary Treasurer
(25th Jun 2008 - 1st Mar 2014)
- **SBF Holdings Pte Ltd** **Director (10th Dec 2008 - 30th Apr 2014)**
- **SINGEX Venues Pte Ltd** **Chairman (15th May 2010 - 28th Jun 2013)**
- **SINGEX Exhibition Pte Ltd** **Chairman (15th May 2010 - 28th Jun 2013)**
- **SINGEX Exhibition Ventures Pte Ltd** **Chairman (15th May 2010 - 28th Jun 2013)**
- **SMRT Trains Ltd** **Director (7th Sep 2006 - 3rd Feb 2012)**
- **SMRT Road Holdings Ltd** **Director (7th Sep 2006 - 6th Feb 2012)**
- **SMRT Buses Ltd** **Director (7th Sep 2006 - 6th Feb 2012)**
- **ITE Holdings Pte Ltd** **Chairman (1st Jun 2007 - 6th Jul 2010)**
- **Economic Strategy Committee - Subcommittee on Fostering Inclusive Growth**
Member (1st Jul 2009 - 1st Mar 2010)
- **Power Seraya Ltd** **Board member and Chairman of Audit**
Committee (Jan 2001 - Mar 2009)
- **NTUC Club Investment Pte Ltd** **Board member (Sep 2004 - Sep 2007)**
- **Quebec Leisure Int'l Pte Ltd** **Board member (Oct 2006 - Jun 2007)**
- **ECICS Property Ltd** **Board member (1997 - 2004)**
- **National Tripartite Advisory Panel to develop Family Friendly Workplace**
Member (2003/04)
- **National Steering Committee on Inter Racial Confidence Circles**
Member (2002 - 2006)
- **Singapore Economic Review Sub-Committee on dealing with the impact of Economic**
Restructuring **Member (2001/2002)**
- **PSB Corporation Pte Ltd** **Board member (2001 - 2004)**
- **People Developer Council** **Member (2000/02)**
- **Skills Development Fund Advisory Council**
Member (1988 - 1990)

- **Government Parliamentary Committee (Finance, Trade and Industry)**
Member of Resource Panel (1997 - 1998)
- **NTUC Healthcare Cooperative Ltd.** **Board member and Chairman of Audit Committee (1993 - 2004)**
- **Novo Quality Services Pte Ltd** **Chairman (1993 - 2001)**
- **Advisory Council on Continuing Education and Training**
Member (1992 - 1995)
- **Tanglin Trust School Ltd** **Board member (1991 - 2001)**
- **Singapore Manufacturers Association / Singapore Confederation of Industries**
Deputy President (1990-2000)
- **Financial Reporting Standards Consultative Committee**
Member (1989/90 and 1991/92)
- **Asean Federation of Electrical, Electronic and Allied Industries**
Chairman
- **British Business Association of Singapore**
Vice President
- **Singapore Institute of Management Council**
Member
- **Singapore-Thailand Business Council** **Member**
- **National Productivity & Quality Council**
Member and Chairman of the National Productivity Awards Selection Committee (1985 - 1995)