

# Financial Report



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# Directors' Report

as at 31 December 2009

(Currency - Singapore dollars unless otherwise stated)

We, the undersigned directors, on behalf of all the directors of the Company, submit this annual report to the members together with the audited financial statements of the Group and of the Company for the financial year ended 31 December 2009.

## DIRECTORS

The directors of the Company in office at the date of this report are as follows:

Peter Seah Lim Huat	(Chairman)
Tan Pheng Hock	(President and Chief Executive Officer)
Koh Beng Seng	
LG Desmond Kuek Bak Chye	
Dr Tan Kim Siew	
Quek Tong Boon	
Winston Tan Tien Hin	
Quek Poh Huat	
Venkatachalam Krishnakumar	
Davinder Singh s/o Amar Singh	
Dr Stanley Lai Tze Chang	(Appointed on 8 October 2009)
COL Chia Choon Hoong	(Alternate Director to LG Desmond Kuek Bak Chye)

## ARRANGEMENTS TO ENABLE DIRECTORS TO ACQUIRE SHARES OR DEBENTURES

Except for the Singapore Technologies Engineering Executives' Share Option Scheme, Singapore Technologies Engineering Share Option Plan, Singapore Technologies Engineering Performance Share Plan and Singapore Technologies Engineering Restricted Stock Plan (collectively the "ST Engineering Share Plans"), neither at the end of nor at any time during the financial year was the Company a party to any arrangement whose objects are, or one of whose objects is, to enable the directors of the Company to acquire benefits by means of the acquisition of shares in or debentures of the Company or any other body corporate.

## DIRECTORS' INTERESTS IN SHARES OR DEBENTURES

Except as disclosed in this report, no director who held office at the end of the financial year had interests in shares or debentures of the Company or of related corporations either at the beginning (or date of appointment, if later) or at the end of the financial year or between the end of the financial year and on 21 January 2010.

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(Currency - Singapore dollars unless otherwise stated)

## DIRECTORS' INTERESTS IN SHARES OR DEBENTURES (continued)

According to the register kept by the Company for the purposes of Section 164 of the Singapore Companies Act, Chapter 50, particulars of interests of directors who held office at the end of the financial year in shares or debentures in the Company and its related corporations were as follows:

	Holdings in the name of the director, spouse or infant children	
	1 January 2009 or date of appointment if later	31 December 2009
<b>The Company</b>		
<b>Ordinary Shares</b>		
Peter Seah Lim Huat	307,500	335,108
Tan Pheng Hock	868,689	1,052,264
Koh Beng Seng	—	41,723
Winston Tan Tien Hin	476,500 *1	528,864 *1
Quek Poh Huat	874,228	943,478
Davinder Singh s/o Amar Singh	—	2,547
Venkatachalam Krishnakumar	—	53,750
Dr Stanley Lai Tze Chang	3,878	3,878
COL Chia Choon Hoong	7,000	7,000
<b>Related Corporations</b>		
<b>Chartered Semiconductor Manufacturing Ltd</b>		
<b>Ordinary Shares</b>		
Peter Seah Lim Huat	6,730	N.A. ®
Tan Pheng Hock	7,000	N.A. ®
Koh Beng Seng	44,074	N.A. ®
Winston Tan Tien Hin	377,000 *2	N.A. ®
<b>Global Crossing Limited</b>		
<b>Common Stock of US\$0.01 each</b>		
Peter Seah Lim Huat	13,532	21,618
<b>Mapletree Logistics Trust Management Ltd</b>		
<b>Unit holdings in Mapletree Logistics Trust</b>		
Quek Tong Boon	2,000	2,000
<b>Neptune Orient Lines Limited</b>		
<b>Ordinary Shares</b>		
COL Chia Choon Hoong	2,000	2,000
<b>Singapore Airlines Limited</b>		
<b>Ordinary Shares</b>		
Venkatachalam Krishnakumar	3,733	3,733
COL Chia Choon Hoong	1,870	1,870

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## DIRECTORS' INTERESTS IN SHARES OR DEBENTURES (continued)

	Holdings in the name of the director, spouse or infant children	
	1 January 2009 or date of appointment if later	31 December 2009
<b>Singapore Telecommunications Limited</b>		
<i>Ordinary Shares</i>		
Peter Seah Lim Huat	3,040	3,040
Tan Pheng Hock	3,350	3,350
Koh Beng Seng	1,520	1,520
LG Desmond Kuek Bak Chye	2,230	2,230
Dr Tan Kim Siew	12,850	52,850
Quek Tong Boon	2,030	2,030
Winston Tan Tien Hin	4,980	54,980 <sup>*3</sup>
Quek Poh Huat	5,210	35,210
Davinder Singh s/o Amar Singh	3,170	3,170
COL Chia Choon Hoong	4,610	9,610
<b>SMRT Corporation Ltd</b>		
<i>Ordinary Shares</i>		
Quek Tong Boon	4,000	4,000
Quek Poh Huat	8,000	8,000
<b>SP AusNet</b>		
<i>Stapled Securities</i>		
Quek Poh Huat	206,000	256,000
<b>StarHub Ltd</b>		
<i>Ordinary Shares</i>		
Peter Seah Lim Huat	447,560	470,710
Tan Pheng Hock	25,150	25,150
Winston Tan Tien Hin	–	30,000 <sup>*2</sup>
Venkatachalam Krishnakumar	15,716	15,716
<b>STATS ChipPAC Ltd.</b>		
<i>Ordinary Shares</i>		
Peter Seah Lim Huat	6,900	6,900
Koh Beng Seng	45,000	45,000
<b>TeleChoice International Limited</b>		
<i>Ordinary Shares</i>		
Peter Seah Lim Huat	50,000	50,000
Tan Pheng Hock	30,000	30,000

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## DIRECTORS' INTERESTS IN SHARES OR DEBENTURES (continued)

	Holdings in the name of the director, spouse or infant children		Exercise price \$	Exercisable period
	1 January 2009 or date of appointment if later	31 December 2009		
<b>Vertex Investment (II) Ltd</b>				
<i>Ordinary Shares</i>				
Davinder Singh s/o Amar Singh	50	50		
<b>Vertex Technology Fund Ltd</b>				
<i>Ordinary Shares</i>				
Winston Tan Tien Hin	10	10		
<b>Vertex Technology Fund (II) Ltd</b>				
<i>Ordinary Shares</i>				
Koh Beng Seng	15	15		
Winston Tan Tien Hin	20	20		
Davinder Singh s/o Amar Singh	500	500		
<i>Redeemable Preference Shares</i>				
Koh Beng Seng	15	15		
Winston Tan Tien Hin	19	19		
Davinder Singh s/o Amar Singh	500	500		
	1 January 2009 or date of appointment if later	31 December 2009	Exercise price \$	Exercisable period
<b>The Company</b>				
<i>Options to Subscribe for Ordinary Shares</i>				
Peter Seah Lim Huat	11,125	–	2.09	10.2.2005 to 9.2.2009
	11,125	–	2.12	11.8.2005 to 10.8.2009
	22,250	22,250	2.37	8.2.2006 to 7.2.2010
	22,250	22,250	2.57	11.8.2006 to 10.8.2010
	33,375	33,375	3.01	10.2.2007 to 9.2.2011
	33,375	33,375	2.84	11.8.2007 to 10.8.2011
	44,500	44,500	3.23	16.3.2008 to 15.3.2012
	44,500	44,500	3.61	11.8.2008 to 10.8.2012

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(Currency - Singapore dollars unless otherwise stated)

## DIRECTORS' INTERESTS IN SHARES OR DEBENTURES (continued)

	1 January 2009 or date of appointment if later	31 December 2009	Exercise price \$	Exercisable period
<b>The Company</b>				
<i>Options to Subscribe for Ordinary Shares</i>				
Tan Pheng Hock	5,000	–	2.00	11.8.2001 to 10.8.2009
	300,000	300,000	2.26	10.2.2002 to 9.2.2010
	225,000	225,000	2.72	20.2.2002 to 19.2.2011
	227,500	227,500	2.68	11.8.2002 to 10.8.2011
	175,000	175,000	2.29	8.2.2003 to 7.2.2012
	175,000	175,000	1.92	13.8.2003 to 12.8.2012
	200,000	200,000	1.79	7.2.2004 to 6.2.2013
	200,000	200,000	1.86	12.8.2004 to 11.8.2013
	200,000	200,000	2.09	10.2.2005 to 9.2.2014
	200,000	200,000	2.12	11.8.2005 to 10.8.2014
	200,000	200,000	2.37	8.2.2006 to 7.2.2015
	200,000	200,000	2.57	11.8.2006 to 10.8.2015
	200,000	200,000	3.01	10.2.2007 to 9.2.2016
	200,000	200,000	2.84	11.8.2007 to 10.8.2016
	200,000	200,000	3.23	16.3.2008 to 15.3.2017
Koh Beng Seng	19,500	–	2.09	10.2.2005 to 9.2.2009
	19,500	–	2.12	11.8.2005 to 10.8.2009
	27,500	27,500	2.37	8.2.2006 to 7.2.2010
	27,500	27,500	2.57	11.8.2006 to 10.8.2010
	27,500	27,500	3.01	10.2.2007 to 9.2.2011
	27,500	27,500	2.84	11.8.2007 to 10.8.2011
	27,500	27,500	3.23	16.3.2008 to 15.3.2012
	27,500	27,500	3.61	11.8.2008 to 10.8.2012
Winston Tan Tien Hin	48,500	–	2.09	10.2.2005 to 9.2.2009
	37,000	37,000	2.37	8.2.2006 to 7.2.2010
	37,000	37,000	2.57	11.8.2006 to 10.8.2010
	37,000	37,000	3.01	10.2.2007 to 9.2.2011
	37,000	37,000	2.84	11.8.2007 to 10.8.2011
	37,000	37,000	3.23	16.3.2008 to 15.3.2012
	37,000	37,000	3.61	11.8.2008 to 10.8.2012
Quek Poh Huat	33,000	–	2.09	10.2.2005 to 9.2.2009
	33,000	–	2.12	11.8.2005 to 10.8.2009
	33,000	33,000	2.37	8.2.2006 to 7.2.2010
	33,000	33,000	2.57	11.8.2006 to 10.8.2010
	33,000	33,000	3.01	10.2.2007 to 9.2.2011
	33,000	33,000	2.84	11.8.2007 to 10.8.2011
	33,000	33,000	3.23	16.3.2008 to 15.3.2012
	33,000	33,000	3.61	11.8.2008 to 10.8.2012

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(Currency - Singapore dollars unless otherwise stated)

## DIRECTORS' INTERESTS IN SHARES OR DEBENTURES (continued)

	1 January 2009 or date of appointment if later	31 December 2009	Exercise price \$	Exercisable period
<b>The Company</b>				
<i>Options to Subscribe for Ordinary Shares</i>				
Venkatachalam Krishnakumar	25,250	—	2.37	8.2.2006 to 7.2.2010
	25,250	—	2.57	11.8.2006 to 10.8.2010
	25,500	25,500	3.01	10.2.2007 to 9.2.2011
	25,500	25,500	2.84	11.8.2007 to 10.8.2011
	25,500	25,500	3.23	16.3.2008 to 15.3.2012
	25,500	25,500	3.61	11.8.2008 to 10.8.2012
<b>Related Corporations</b>				
<b>Chartered Semiconductor Manufacturing Ltd</b>				
<i>Options to Subscribe for Ordinary Shares</i>				
Peter Seah Lim Huat	85,000	N.A. <sup>Ⓢ</sup>	1.70	27.2.2005 to 27.2.2009
	85,000	N.A. <sup>Ⓢ</sup>	1.16	26.8.2006 to 26.8.2010
	95,000	N.A. <sup>Ⓢ</sup>	1.21	25.8.2007 to 25.8.2011
	47,500	N.A. <sup>Ⓢ</sup>	1.07	31.8.2008 to 31.8.2012
<b>Global Crossing Limited</b>				
<i>Options to Purchase Common Shares of US\$0.01 each</i>				
Peter Seah Lim Huat	40,000	40,000	10.16	12.1.2005 to 12.1.2014
<b>StarHub Ltd</b>				
<i>Options to Subscribe for Ordinary Shares</i>				
Peter Seah Lim Huat	6,250	—	0.985	27.11.2005 to 26.11.2009
	8,500	—	1.52	31.5.2006 to 30.5.2010
<b>STATS ChipPAC Ltd.</b>				
<i>Options to Subscribe for Ordinary Shares</i>				
Peter Seah Lim Huat	70,000	70,000	1.99	6.8.2004 to 5.8.2013
	35,000	35,000	1.91	17.2.2005 to 16.2.2014
Koh Beng Seng	25,000	—	1.91	17.2.2005 to 16.2.2009
<b>Global Crossing Limited</b>				
<i>Restricted Stock Units of Common Stock of US\$0.01 each</i>				
Peter Seah Lim Huat	2,250	—		8.3.2005 to 8.3.2009
	4,176	—		24.6.2009
	—	2,345		4.6.2010

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as at 31 December 2009

(Currency - Singapore dollars unless otherwise stated)

## DIRECTORS' INTERESTS IN SHARES OR DEBENTURES (continued)

Holdings in the name of the director,  
spouse or infant children  
1 January 2009  
or date of  
appointment if later 31 December 2009

### The Company

#### *Conditional Award of 250,000 Performance Shares to be delivered after 2008*

Tan Pheng Hock	0 to 375,000 #1	— ^
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#### *Conditional Award of 200,000 Performance Shares to be delivered after 2009*

Tan Pheng Hock	0 to 300,000 #1	0 to 300,000 #1
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#### *Conditional Award of 250,000 Performance Shares to be delivered after 2010*

Tan Pheng Hock	0 to 375,000 #1	0 to 375,000 #1
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#### *Conditional Award of 250,000 Performance Shares to be delivered after 2011*

Tan Pheng Hock	—	0 to 425,000 #2
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#### *Conditional Award of Restricted Shares to be delivered after 2008*

Peter Seah Lim Huat	(30,500 shares)	0 to 45,750 #3	10,716 #5
Tan Pheng Hock	(45,000 shares)	0 to 67,500 #4	17,325 #5
Koh Beng Seng	(15,500 shares)	0 to 23,250 #3	5,446 #5
Winston Tan Tien Hin	(22,000 shares)	0 to 33,000 #3	7,730 #5
Quek Poh Huat	(18,500 shares)	0 to 27,750 #3	6,500 #5
Venkatachalam Krishnakumar	(18,500 shares)	0 to 27,750 #3	6,500 #5
Davinder Singh s/o Amar Singh	(14,500 shares)	0 to 21,750 #3	5,095 #5
Dr Stanley Lai Tze Chang	(5,000 shares)	1,757 #5	1,757 #5

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## DIRECTORS' INTERESTS IN SHARES OR DEBENTURES (continued)

		Holdings in the name of the director, spouse or infant children	
		1 January 2009 or date of appointment if later	31 December 2009
<b>The Company</b>			
<i>Conditional Award of Restricted Shares to be delivered after 2009</i>			
Peter Seah Lim Huat	(30,500 shares)	–	0 to 45,750 <sup>#6</sup>
Tan Pheng Hock	(96,000 shares)	0 to 144,000 <sup>#6</sup>	0 to 144,000 <sup>#6</sup>
Koh Beng Seng	(15,500 shares)	–	0 to 23,250 <sup>#6</sup>
Winston Tan Tien Hin	(22,000 shares)	–	0 to 33,000 <sup>#6</sup>
Quek Poh Huat	(18,500 shares)	–	0 to 27,750 <sup>#6</sup>
Venkatachalam Krishnakumar	(18,500 shares)	–	0 to 27,750 <sup>#6</sup>
Davinder Singh s/o Amar Singh	(14,500 shares)	–	0 to 21,750 <sup>#6</sup>
Dr Stanley Lai Tze Chang	(5,000 shares)	0 to 7,500 <sup>#6</sup>	0 to 7,500 <sup>#6</sup>
<i>Conditional Award of 96,000 Restricted Shares to be delivered after 2010</i>			
Tan Pheng Hock		–	0 to 144,000 <sup>#6</sup>
<b>Related Corporations</b>			
<b>Chartered Semiconductor Manufacturing Ltd</b>			
<i>Conditional Award of Restricted Share Units to be delivered after 2008</i>			
Peter Seah Lim Huat		13,460 <sup>#7</sup>	N.A. <sup>@</sup>
<i>Conditional Award of Restricted Share Units to be delivered after 2009</i>			
Peter Seah Lim Huat		35,110 <sup>#7</sup>	N.A. <sup>@</sup>
<b>STATS ChipPAC Ltd.</b>			
<i>Conditional Award of Restricted Share Units to be delivered after 2008</i>			
Peter Seah Lim Huat		13,800 <sup>#7</sup>	6,900 <sup>#7</sup>

# Directors' Report

as at 31 December 2009

(Currency - Singapore dollars unless otherwise stated)

## DIRECTORS' INTERESTS IN SHARES OR DEBENTURES (continued)

Holdings in the name of the director,  
spouse or infant children  
1 January 2009  
or date of  
appointment if later 31 December 2009

### Related Corporations

#### StarHub Ltd

##### *Conditional Award of Restricted Shares to be delivered after 2008*

Peter Seah Lim Huat	17,200 <sup>#8</sup>	—
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##### *Unvested Restricted Shares*

*(Performance period from 01/01/2007 to 31/12/2008)*

Peter Seah Lim Huat	—	16,712 <sup>#5</sup>
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##### *Conditional Award of Restricted Shares to be delivered after 2009*

Peter Seah Lim Huat	19,000 <sup>#9</sup>	19,000 <sup>#9</sup>
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##### *Conditional Award of Restricted Shares to be delivered after 2010*

Peter Seah Lim Huat	—	19,000 <sup>#10</sup>
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\*1 Includes deemed interest in 200,000 shares in Singapore Technologies Engineering Ltd, held by Winmark Investments Pte Ltd, a company in which Winston Tan Tien Hin has a 50% interest.

\*2 Held by Winmark Investments Pte Ltd, a company in which Winston Tan Tien Hin has a 50% interest.

\*3 Includes deemed interest in 10,000 shares in Singapore Telecommunications Limited, held by Winmark Investments Pte Ltd, a company in which Winston Tan Tien Hin has a 50% interest.

@ Ceased to be a related corporation of Temasek Holdings (Private) Limited during the financial year.

^ During the financial year, 131,250 shares were released to Mr Tan Pheng Hock.

#1 A minimum threshold performance over a three-year period is required for any performance shares to be released and the actual number of performance shares to be released is capped at 150% of the conditional award.

#2 A minimum threshold performance over a three-year period is required for any performance shares to be released and the actual number of performance shares to be released is capped at 170% of the conditional award.

# Directors' Report

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## DIRECTORS' INTERESTS IN SHARES OR DEBENTURES (continued)

- #3 For this period, Messrs Peter Seah Lim Huat, Koh Beng Seng, Winston Tan Tien Hin, Quek Poh Huat, Venkatachalam Krishnakumar and Davinder Singh s/o Amar Singh were awarded 16,074, 8,169, 11,594, 9,750, 9,750 and 7,642 new shares on 26 March 2009 respectively upon partial achievement of targets set. The balance of the conditional award covering the period from 1 January 2008 to 31 December 2008 has thus lapsed.
- #4 For this period, Mr Tan Pheng Hock was awarded 34,650 new shares on 26 March 2009 upon partial achievement of targets set. The balance of the conditional award covering the period from 1 January 2007 to 31 December 2008 has thus lapsed.
- #5 Balance of unvested restricted shares to be released according to the stipulated vesting periods.
- #6 A minimum threshold performance over a one-year or two-year period is required for any restricted shares to be released. A specified number of restricted shares to be released will depend on the extent of achievement of all performance conditions and will be delivered in phases according to the stipulated vesting periods.
- #7 The restricted share units will vest over a period of three years starting from the first anniversary of grant.
- #8 The actual number of shares to be delivered under the conditional award will depend on the level of achievement of set performance targets in the company over a two-year period from 1 January 2007 to 31 December 2008. No shares will be delivered if the threshold performance targets are not achieved, while up to 1.5 times the number of shares that are the subject of the award will be delivered if the stretched performance targets are met or exceeded. For this period, 25,112 new shares were awarded on 19 March 2009 upon partial achievement of targets set. The balance of the conditional award covering the period from 1 January 2007 to 31 December 2008 has thus lapsed.
- #9 The actual number of shares to be delivered under the conditional award will depend on the level of achievement of set performance targets in the company over a two-year period from 1 January 2008 to 31 December 2009. No shares will be delivered if the threshold performance targets are not achieved, while up to 1.5 times the number of shares that are the subject of the award will be delivered if the stretched performance targets are met or exceeded. Shares will be delivered in phases according to the stipulated vesting periods.
- #10 The actual number of shares to be delivered under the conditional award will depend on the level of achievement of set performance targets in the company over a two-year period from 1 January 2009 to 31 December 2010. No shares will be delivered if the threshold performance targets are not achieved, while up to 1.5 times the number of shares that are the subject of the award will be delivered if the stretched performance targets are met or exceeded. Shares will be delivered in phases according to the stipulated vesting periods.

Between the end of the financial year and 21 January 2010, the following Directors' interests in the Company had increased as follows:

- (a) Mr Peter Seah Lim Huat – increased to 357,358
- (b) Mr Tan Pheng Hock – increased to 1,352,264
- (c) Mr Koh Beng Seng – increased to 69,223
- (d) Mr Quek Poh Huat – increased to 976,478

## DIRECTORS' INTERESTS IN CONTRACTS

Since the end of the previous financial year, no director has received or become entitled to receive a benefit (other than a benefit or any fixed salary of a full-time employee of the Company included in the aggregate amount of emoluments shown in the financial statements, or any emoluments received from related corporations and share options granted pursuant to the ST Engineering Share Plans) by reason of a contract made by the Company or a related corporation with the director or with a firm of which the director is a member, or with a company in which the director has a substantial financial interest, except for professional fees paid to a firm of which a director is a member as shown in the financial statements.

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## SHARE PLANS

The Executive Resource and Compensation Committee ("ERCC") is responsible for administering the Singapore Technologies Engineering Share Option Plan ("ESOP"), the Singapore Technologies Engineering Performance Share Plan ("PSP") and the Singapore Technologies Engineering Restricted Stock Plan ("RSP") (collectively "Share Plans").

The Committee members are Mr Peter Seah Lim Huat (Chairman), Mr Venkatachalam Krishnakumar and Dr Stanley Lai Tze Chang who was appointed on 8 October 2009. He replaces Dr Philip Nalliah who was a Committee member until 30 September 2009.

Following approval of the new Share Plans by shareholders at the Extraordinary General Meeting held on 23 November 2000, the Singapore Technologies Engineering Executives' Share Option Scheme ("ESOS"), the predecessor to the ESOP, was terminated.

As at 31 December 2009, no options and conditional awards have been granted to controlling shareholders of the Company or associates of the Company and no employees have received 5% or more of the total options and conditional awards available under the Share Plans.

The aggregate number of new shares issued pursuant to the Share Plans did not exceed 15% of the issued share capital of the Company.

During the financial year, except as disclosed below, there were no options granted and no shares awarded by the Company to any person to take up unissued shares of the Company.

### (a) ESOS/ESOP

(i) *The options granted under the ESOS/ESOP are as follows:*

Name of participant	Options granted and accepted during the financial year under review	Aggregate options granted and accepted since commencement of ESOS/ESOP to end of financial year under review	Aggregate options exercised/lapsed since commencement of ESOS/ESOP to end of financial year under review	Aggregate options outstanding as at end of financial year under review
<b>Director of the Company</b>				
<b>ESOS</b>				
Tan Pheng Hock	–	1,699,864	1,399,864	300,000
<b>ESOP</b>				
Peter Seah Lim Huat	–	530,000	329,750	200,250
Tan Pheng Hock	–	2,602,500	–	2,602,500
Koh Beng Seng	–	204,000	39,000	165,000
Winston Tan Tien Hin	–	593,500	371,500	222,000
Quek Poh Huat	–	375,000	177,000	198,000
Venkatachalam Krishnakumar	–	152,500	50,500	102,000
<b>Non-Executive Directors of subsidiaries (including former directors)</b>				
	–	3,550,566	2,506,523	1,044,043
<b>Group Executives (excluding Tan Pheng Hock)</b>				
	–	191,115,358	91,372,537	99,742,821
<b>Parent Group Executives and others</b>				
	–	187,320	107,890	79,430

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## SHARE PLANS (continued)

### (a) ESOS/ESOP (continued)

- (ii) The options granted by the Company do not entitle the holders of the options, by virtue of such holdings, to any right to participate in any share issue of any other company.
- (iii) During the financial year, 10,215,827 ordinary shares in the Company were issued pursuant to the exercise of options to take up unissued shares of the Company.

### (b) PSP

The PSP is established with the objective of motivating senior management staff to strive for sustained long-term growth and performance in ST Engineering and its subsidiaries ("ST Engineering Group"). Awards of performance shares are granted conditional on performance targets set based on the ST Engineering Group corporate objectives.

Pursuant to the PSP, the ERCC has decided to grant awards on an annual basis, conditional on targets set for a performance period, currently prescribed to be a three-year performance period. The performance shares will only be released to the recipient at the end of the performance qualifying period. A specified number of performance shares shall be released by the ERCC to the recipient and the actual number of performance shares will depend on the achievement of set targets over the respective performance period. A minimum threshold performance is required for any performance share to be released and the actual number of performance shares to be released is capped at 150% to 170% of the conditional award.

In addition to PSP performance targets being met, the ERCC has decided that the final award for PSP going forward is conditional upon the performance targets for RSP that has the same end of performance period being met. This is to create alignment between senior management and other employees. As an example, the final award for PSP 2009 is therefore conditional on the performance targets for RSP 2010, which has the same end of performance period in December 2011, being met.

Known as the plan trigger condition, this will apply to all PSP contingent awards from financial year 2009 onwards.

With effect from financial year 2007, the performance measures used in PSP grants are Wealth Added and ST Engineering Group TSR against the MSCI Asia Pacific ex Japan Industrial Index.

The awards granted under the PSP are as follows:

Name of participant	Conditional awards granted during the financial year under review	Awards released during the financial year under review	Aggregate conditional awards granted since commencement of PSP to end of financial year under review	Aggregate awards released since commencement of PSP to end of financial year under review	Aggregate conditional awards not released as at end of financial year under review
<b>Director of the Company</b>					
Tan Pheng Hock	0 to 425,000	131,250	0 to 3,770,000	360,075	0 to 1,100,000
<b>Group Executives</b>	0 to 2,867,900	1,158,500	0 to 30,568,400	3,087,719	0 to 6,619,736

# Directors' Report

as at 31 December 2009

(Currency - Singapore dollars unless otherwise stated)

## SHARE PLANS (continued)

### (c) RSP

The RSP is established with the objective of motivating managers and above to strive for sustained long-term growth and superior performance in ST Engineering Group. It also aims to foster a share ownership culture among staff within the ST Engineering Group and to better align staff's incentive scheme with shareholders' interest.

Pursuant to the RSP, the ERCC has decided to grant awards on an annual basis, conditional on targets set for a performance period, currently prescribed to be a two-year performance period. The actual number of restricted shares delivered will depend on the achievement of set targets over the respective performance period. This will be determined by the ERCC at the end of the qualifying performance period and released to the recipient over a three-year vesting period in the ratio of 50%, 25% and 25% consecutively.

A minimum threshold performance is required for any restricted share to be released while the maximum number of restricted shares to be delivered is capped at 150% of the conditional award.

The medium-term stretched targets measured over a two-year performance period are set based on ST Engineering Group corporate objectives. The performance measures used for the two-year performance period are ST Engineering Group EVA Spread and EBITDA Margin.

During the year, conditional share awards were also granted to non-executive directors (excluding those from the public sector) of ST Engineering, ST Aerospace, ST Electronics, ST Kinetics and ST Marine. Although the performance measures, namely, ST Engineering Group EVA Spread and EBITDA Margin, used are the same as those for key executives and managerial staff, the performance period is limited to one year. Depending on the actual performance, the total release of awards will range from zero to a maximum capped at 150% of the conditional award, over a three-year vesting period at 33<sup>1</sup>/<sub>3</sub>% per year.

The awards granted under the RSP are as follows:

Name of participant	Conditional awards granted during the financial year under review	Awards released during the financial year under review	Aggregate conditional awards granted since commencement of RSP to end of financial year under review	Aggregate awards released since commencement of RSP to end of financial year under review	Aggregate awards not released as at end of financial year	Aggregate conditional awards not released as at end of financial year under review
<b>Director of the Company</b>						
Peter Seah Lim Huat	0 to 45,750	5,358	0 to 91,500	5,358	10,716	0 to 45,750
Tan Pheng Hock	0 to 144,000	17,325	0 to 355,500	17,325	17,325	0 to 288,000
Koh Beng Seng	0 to 23,250	2,723	0 to 46,500	2,723	5,446	0 to 23,250
Winston Tan Tien Hin	0 to 33,000	3,864	0 to 66,000	3,864	7,730	0 to 33,000
Quek Poh Huat	0 to 27,750	3,250	0 to 55,500	3,250	6,500	0 to 27,750
Venkatachalam Krishnakumar	0 to 27,750	3,250	0 to 55,500	3,250	6,500	0 to 27,750
Davinder Singh s/o Amar Singh	0 to 21,750	2,547	0 to 43,500	2,547	5,095	0 to 21,750
Dr Stanley Lai Tze Chang	0 to 7,500	878	0 to 15,000	878	1,757	0 to 7,500
<b>Non-Executive Directors of the Company and its subsidiaries</b>						
	0 to 315,750	43,912	0 to 641,250	43,912	65,709	0 to 307,811
<b>Group Executives</b>						
	0 to 12,430,338	434,732	0 to 25,480,613	434,732	524,901	0 to 22,457,495

# Directors' Report

as at 31 December 2009

(Currency - Singapore dollars unless otherwise stated)

## AUDIT COMMITTEE

The Audit Committee comprises three independent non-executive directors, one of whom is also the Chairman of the Committee. The members of the Audit Committee at the date of this report are as follows:

Koh Beng Seng (Chairman)  
Venkatachalam Krishnakumar  
Dr Stanley Lai Tze Chang

The Audit Committee carried out its functions in accordance with Section 201B(5) of the Singapore Companies Act, Chapter 50. The Audit Committee met during the year to review the scope of the internal audit functions and the scope of work of the statutory auditors, and the results arising therefrom, including their evaluation of the system of internal controls. The Audit Committee also reviewed the assistance given by the Company's officers to the auditors. The consolidated financial statements of the Group and the financial statements of the Company were reviewed by the Audit Committee prior to their submission to the directors of the Company for adoption.

In addition, the Audit Committee has reviewed the requirements for approval and disclosure of interested person transactions, reviewed the procedures set up by the Group and the Company to identify and report and where necessary, seek approval for interested person transactions and, with the assistance of the internal auditors, reviewed interested person transactions.

The Audit Committee has received the requisite information from Ernst & Young LLP ("E&Y") and has considered the financial, business and professional relationship between E&Y and the Group. It is of the view that such relationship is compatible with maintaining E&Y's independence.

## AUDITORS

Ernst & Young LLP will not be seeking re-election and KPMG LLP has been nominated to be the auditors for the ensuing year. The appointment is subject to shareholders' approval at the Annual General Meeting on 21 April 2010.

On behalf of the Board of Directors



**Peter Seah Lim Huat**  
Director



**Tan Pheng Hock**  
Director

Singapore  
18 February 2010

# Statement by Directors

We, Peter Seah Lim Huat and Tan Pheng Hock, being directors of Singapore Technologies Engineering Ltd, do hereby state that, in the opinion of the Directors:

- (a) the accompanying balance sheets, consolidated income statement, consolidated statement of comprehensive income, statements of changes in equity, and consolidated statement of cash flows together with notes thereto set out on pages 102 to 227 are drawn up so as to give a true and fair view of the state of affairs of the Company and of the Group as at 31 December 2009, and changes in equity of the Company and of the Group, the results of the business and cash flows of the Group for the year ended on that date; and
- (b) at the date of this statement there are reasonable grounds to believe that the Company will be able to pay its debts as and when they fall due.

On behalf of the Board of Directors



**Peter Seah Lim Huat**  
Director



**Tan Pheng Hock**  
Director

Singapore  
18 February 2010

# Independent Auditors' Report

to the Members of Singapore Technologies Engineering Ltd

We have audited the accompanying financial statements of Singapore Technologies Engineering Ltd (the "Company") and its subsidiary companies (collectively the "Group") set out on pages 102 to 227, which comprise the balance sheets of the Group and the Company as at 31 December 2009, the statements of changes in equity of the Group and the Company, and the consolidated income statement, consolidated statement of comprehensive income and consolidated statement of cash flows of the Group for the year then ended, and a summary of significant accounting policies and other explanatory notes.

## MANAGEMENT'S RESPONSIBILITY FOR THE FINANCIAL STATEMENTS

Management is responsible for the preparation and fair presentation of these financial statements in accordance with the provisions of the Singapore Companies Act, Chapter 50 (the "Act") and Singapore Financial Reporting Standards. This responsibility includes devising and maintaining a system of internal accounting controls sufficient to provide a reasonable assurance that assets are safeguarded against loss from unauthorised use or disposition; and transactions are properly authorised and that they are recorded as necessary to permit the preparation of true and fair income statement and balance sheet and to maintain accountability of assets; selecting and applying appropriate accounting policies; and making accounting estimates that are reasonable in the circumstances.

## AUDITORS' RESPONSIBILITY

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with Singapore Standards on Auditing. Those Standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance whether the financial statements are free of material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

## OPINION

In our opinion,

- (a) the consolidated financial statements of the Group and the balance sheet and statements of changes in equity of the Company are properly drawn up in accordance with the provisions of the Act and Singapore Financial Reporting Standards so as to give a true and fair view of the state of affairs of the Group and of the Company as at 31 December 2009 and changes in equity of the Group and of the Company, the results and cash flows of the Group for the financial year ended on that date; and
- (b) the accounting and other records required by the Act to be kept by the Company and by those subsidiary companies incorporated in Singapore of which we are the auditors have been properly kept in accordance with the provisions of the Act.



**Ernst & Young LLP**

Public Accountants and Certified Public Accountants

Singapore

18 February 2010