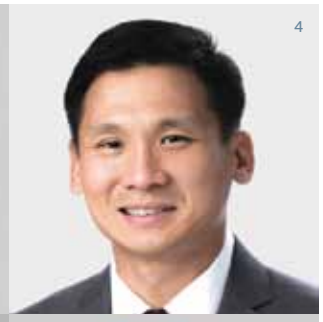
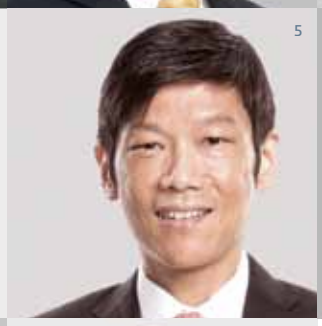
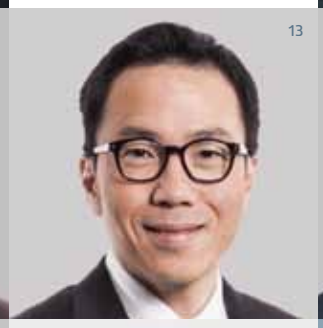
Board of Directors

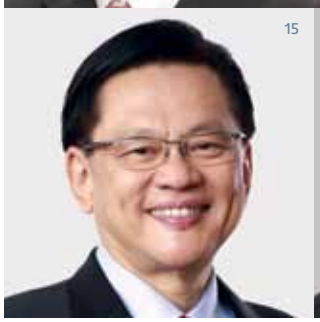


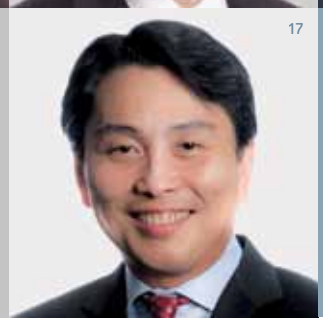
1 MR KWA CHONG SENG
2 MR TAN PHENG HOCK
3 MR KOH BENG SENG
4 MAJOR-GENERAL PERRY LIM
5 MR NG CHEE KHERN
6 MR QUEK TONG BOON



7 MR VENKATACHALAM KRISHNAKUMAR
8 MR DAVINDER SINGH
9 DR STANLEY LAI TZE CHANG
10 MR KHOO BOON HUI
11 MR QUEK SEE TIAT
12 MS OLIVIA LUM OOI LIN







13 DR BEH SWAN GIN
14 MR LIM SIM SENG
15 MR LIM AH DOO
16 COLONEL ALAN GOH KIM HUA
17 MR VINCENT CHONG SY FENG

The names of the directors holding office at the date of this report are set out below together with details of their academic and professional qualifications, age, date of first appointment as Director, date of last re-election as Director, as well as other directorships and principal commitments.

* listed on the SGX-ST
^ listed on the Stock Exchange of Hong Kong

MR KWA CHONG SENG
(Chairman)

Mr Kwa Chong Seng, 69, was appointed an independent non-executive Director on 1 September 2012. He was appointed Chairman on 25 April 2013. Mr Kwa is due for re-election at the 2016 AGM under Article 98 of the Company's Constitution. He has more than 40 years' experience in the petroleum industry - he served as Chairman and Managing Director of ExxonMobil Asia Pacific Pte. Ltd. before retiring in 2011. Mr Kwa is currently the Chairman of Neptune Orient Lines Limited* and several of its key subsidiaries. He is also Chairman of Olam International Limited* and Deputy Chairman of the Public Service Commission, Singapore. Mr Kwa currently serves on the boards of Singapore Exchange Limited*, SeaTown Holdings Pte. Ltd. and Delta Topco Limited. He is a member of the Defence Science & Technology Agency (DSTA). He is also the Chairman of the Advisory Committee of Dymon Asia Capital Ltd. Mr Kwa graduated from the former University of Singapore with a Mechanical Engineering degree. He was awarded the Distinguished Engineering Alumni Award by the National University of Singapore (NUS) in 1994 and is a Fellow of the Academy of Engineering Singapore. In 1999, Mr Kwa was conferred the Honorary Ningbo Citizenship. He was awarded the Singapore Public Service Star in 2005.

MR TAN PHENG HOCK

Mr Tan Pheng Hock, 58, is the President & CEO of ST Engineering and an executive Director. He was appointed Director on 1 May 2001 and is due for re-election at the 2016 AGM under Article 98 of the Company's Constitution. He is Chairman of the Singapore Workforce Development Agency, Deputy Chairman of the Singapore Quality Award Governing Council, a board member of the Singapore Economic Development Board and a Fellow of the Singapore Institute of Directors. Mr Tan was named Outstanding CEO of the Year at the Singapore Business Awards in 2014 as well as Asia Business Leader of the Year at the 12th CNBC Asia Business Leaders Awards in 2013. He was conferred the esteemed Honorary Fellowship by the ASEAN Federation of Engineering Organisations for his contribution to the engineering profession. In 2012, Mr Tan was honoured as the Best Chief Executive Officer (for companies with $1b and above in market capitalisation) by the Singapore Corporate Awards. He received the Public Service Medal in 2011. Mr Tan has been with the Group since 1981. He holds a Bachelor of Science (First Class Honours) in Marine Engineering from the University of Surrey, UK and a Master of Science in Management from Stanford University, USA.

MR KOH BENG SENG

Mr Koh Beng Seng, 65, is the CEO of Octagon Advisors Pte. Ltd. He was appointed an independent non-executive Director on 15 September 2003 and was last re-elected Director on 23 April 2015. Mr Koh was Deputy President of United Overseas Bank Limited from June 2000 to 31 January 2005. Prior to this, Mr Koh was Senior Advisor to Asia Pulp & Paper Company Ltd, and Advisor to Bank of China and the International Monetary Fund from 1998 to 2000. Mr Koh has extensive experience in the financial services sector. He was with the Monetary Authority of Singapore from 1973 to 1998, where he served as Deputy Managing Director from 1988 to 1998. Mr Koh is Chairman of Great Eastern Holdings Limited* and Director of Bank of China (Hong Kong) Limited^, BOC Hong Kong (Holdings) Limited, Hon Sui Sen Endowment CLG Limited and United Engineers Limited*. Mr Koh holds a Bachelor of Commerce (First Class Honours) from the former Nanyang University, Singapore, and a Master of Business Administration from Columbia University, USA.

MAJOR-GENERAL PERRY LIM

MG Perry Lim, 43, is the Chief of Defence Force in Singapore's Ministry of Defence (MINDEF). He was appointed a non-executive Director on 20 October 2015 and is due for re-election at the 2016 AGM under Article 104 of the Company's Constitution. MG Lim joined the Singapore Armed Forces (SAF) in 1990 and has held various command and staff positions in the SAF, including the Chief of Army and Commander, Headquarters 3rd Singapore Division. He was awarded the President's cum SAF Overseas Scholarship in 1991 and the Public Administration Medal (Silver) (Military) in 2010. He holds a Bachelor of Engineering (First Class Honours) (Mechanical Engineering) from the University of Cambridge, UK and a Master of Business Administration from INSEAD, Singapore.

Board of Directors

MR NG CHEE KHERN

Mr Ng Chee Khern, 50, is the Permanent Secretary (Defence Development) in MINDEF. He was appointed a non-executive Director on 20 May 2014 and was last re-elected Director on 23 April 2015. Prior to this, Mr Ng had held various senior positions in the SAF, including that of Chief of Air Force and Director of Joint Operations and Planning Directorate. He is Chairman of DSTA, DSO National Laboratories, Saver-Premium Fund Board of Trustees (Singapore) and the SAF Fund Care. Mr Ng is a Director of CapitaMall Trust Management Ltd*, and a member of the National Research Foundation, Prime Minister's Office. He holds a Bachelor of Arts (Second Class Honours (Upper)) (Arts & Social Sciences) and Master of Arts (Arts & Social Sciences) from the University of Oxford, UK; and a Master of Public Administration (Humanities & Social Sciences) from Harvard University USA.

MR QUEK TONG BOON

Mr Quek Tong Boon, 60, is Chief Defence Scientist of MINDEF. Prior to this, he had concurrently held the position of Chief Research & Technology Officer until 1 July 2013. Mr Quek was appointed a non-executive Director on 1 March 2008 and is due for re-election at the 2016 AGM under Article 98 of the Company's Constitution. He joined the Defence Science Organisation of MINDEF in 1980 and in the course of his career, has held various key appointments, including that of Deputy Secretary (Technology and Transformation) of MINDEF and CEO of the DSO National Laboratories. Mr Quek is a board member of the Public Utilities Board and an Adjunct Professor at the Department of Electrical & Computer Engineering in NUS. He holds a Bachelor of Arts (Honours) (Engineering) from the University of Cambridge, UK, and a Master of Science (Electrical Engineering) from NUS.

MR VENKATACHALAM KRISHNAKUMAR

Mr Venkatachalam Krishnakumar, 66, is Chairman of Oracle Financial Services Software Pte. Ltd. (Singapore). Prior to this, he had held senior advisory roles at McKinsey and Company, Barclays Bank PLC, Global Retail and Commercial Banking and DBS Bank. He was Chief Operating Officer and Chief Financial Officer for the Asia Pacific Consumer Bank of Citigroup when he retired on 28 February 2005 (after a 31-year career with the group). During his career with Citigroup, he held several senior appointments in India, Singapore and New York. He was appointed an independent non-executive Director on 15 April 2002 and was last re-elected Director on 23 April 2015. He is a Director of MediaCorp Pte. Ltd., Aspen Holdings Limited and CIMB Bank Berhad. He holds a Bachelor of Engineering and Master of Business Administration from the Indian Institute of Management, India.

MR DAVINDER SINGH

Mr Davinder Singh, 58, is the CEO of Drew & Napier LLC. He was appointed an independent non-executive Director on 1 August 2007 and was last re-elected Director on 23 April 2015. Mr Davinder Singh has been in legal practice for more than 30 years. He was in the first batch of Senior Counsel appointed in 1997. He is a Director of Petra Foods Limited* and PSA International Pte Ltd. He holds an LLB (Honours) from NUS.

* listed on the SGX-ST

DR STANLEY LAI TZE CHANG

Dr Stanley Lai Tze Chang, 48, is Head of Intellectual Property & Technology Practice at Allen and Gledhill LLP. He was appointed an independent non-executive Director on 8 October 2009 and is due for re-election at the 2016 AGM under Article 98 of the Company's Constitution.

Dr Lai was appointed Senior Counsel at the Opening of the Legal Year 2010. He is a Director of Singapore Shipping Corporation Limited* and currently serves as Chairman of the Intellectual Property Office of Singapore (appointed on 1 April 2013). He obtained his law degree from the University of Leicester (UK) in 1992 and qualified to practise as a Barrister in England and Wales in 1993. Dr Lai is a member of Lincoln's Inn. He was called to the Singapore bar in 1995. Dr Lai also holds a Masters in Law (LLM) and Doctorate (Ph.D) in law from the University of Cambridge, UK.

MR KHOO BOON HUI

Mr Khoo Boon Hui, 61, is a Senior Fellow of the Ministry of Home Affairs (MHA), Home Team Academy and the Civil Service College. Prior to this, he was Senior Advisor, MHA until 20 January 2016. He was appointed an independent non-executive Director on 1 September 2010 and was last re-elected as Director on 24 April 2014. Mr Khoo was appointed Commissioner of the Singapore Police Force (SPF) in July 1997, and relinquished this post in January 2010 after serving 32 years in the SPF to become Senior Deputy Secretary, MHA till January 2015. He was also the President of INTERPOL from 2008 to 2012. Mr Khoo is currently Chairman of Singapore Island Country Club, Singapore Golf Association Governing Council and Deputy Chairman of Singapore Quality Award Governing Council and a board member of Singapore Health Services Pte Ltd, the Casino Regulatory Authority, Certis CISCO and Temasek Foundation CLG Limited. He sits on the advisory panels of the Singapore National Cybersecurity R&D Programme, the Qatar-based International Centre for Sports Security and is also an Advisor for the Board Financial Crime Risk Committee (Standard Chartered PLC). He holds a Bachelor of Arts (Engineering Science & Economics) degree from Oxford University and a Master in Public Administration from the Harvard Kennedy School of Government. Mr Khoo attended the Advanced Management Program at the Wharton School.

MR QUEK SEE TIAT

Mr Quek See Tiat, 61, is Chairman of the Building and Construction Authority, Singapore. He was appointed an independent non-executive Director on 1 July 2013 and was last re-elected Director on 24 April 2014. He retired as Deputy Chairman of PricewaterhouseCoopers Singapore in 2012, after a career in the firm that spanned 31 years. Mr Quek is a board member of Singapore Press Holdings Ltd*, Neptune Orient Lines Limited*, the Energy Market Authority and the Monetary Authority of Singapore. He is also a Council Member/Deputy President of the Council of Estate Agencies. He was conferred the Public Service Medal in 2009 and the Public Service Star in 2014. Mr Quek holds a Bachelor of Science (Economics) Honours from the London School of Economics and Political Science, and is a Fellow of the Institute of Chartered Accountants in England and Wales.

MS OLIVIA LUM OOI LIN

Ms Olivia Lum, 55, is Executive Chairman and Group CEO of Hyflux Ltd* (Hyflux). She was appointed an independent non-executive Director on 20 May 2014 and was last re-elected Director on 23 April 2015. Ms Lum started her corporate life as a chemist in GlaxoSmithKline plc. She is a board member of International Enterprise Singapore, Singapore Mediation Centre, a Trustee Member of The Chinese Development Assistance Council and a Council Member of the Singapore Business Federation. Ms Lum is the first woman to win the Ernst & Young World Entrepreneur Of The Year 2011 award in recognition of her pioneering work in the Singapore-based water-treatment company, Hyflux. Ms Lum holds an Honours degree in Chemistry from NUS.

Board of Directors

DR BEH SWAN GIN

Dr Beh Swan Gin, 48, is Chairman of the Singapore Economic Development Board (EDB). Prior to this, he was Permanent Secretary of the Ministry of Law from 1 July 2012 to 30 November 2014. Dr Beh was appointed an independent non-executive Director on 1 September 2014 and was last re-elected Director on 23 April 2015. He was previously Managing Director of EDB from 2008 to 2012. Dr Beh also serves as Chairman of EDBI Pte Ltd and EDB Investments Pte Ltd and is also a Director of Ascendas-Singbridge Pte. Ltd. He is a medical doctor by training and graduated from NUS. Dr Beh is also a Sloan Fellow with a Master of Science in Management from Stanford University's Graduate School of Business, and completed the Advanced Management Program at the Harvard Business School in 2012.

MR LIM SIM SENG

Mr Lim Sim Seng, 57, is currently Country Head, DBS Singapore and Chairman of DBS Vickers Securities Holdings Pte Ltd. He was appointed an independent non-executive Director on 15 May 2015 and is due for re-election at the 2016 AGM under Article 104 of the Company's Constitution. Mr Lim was a senior banker for 26 years with Citibank before joining DBS in 2010 as Country Head, DBS Singapore. With Citigroup/Citibank, he served Citigroup in various senior appointments in Kuala Lumpur, Tokyo, New York, Saudi Arabia, Singapore and Hong Kong. Mr Lim is the Chairman of Singapore Land Authority and Nanyang Polytechnic Business Management Advisory Committee, and the Vice Chairman of ASEAN Business Group, Singapore Business Federation. He is a Director of ASEAN Finance Corporation Limited, Asfinco Singapore Limited and Nikko Asset Management Co., Ltd. Mr Lim was a Japanese Government Monbusho scholar and graduated with a Bachelor's in Business Administration from Yokohama National University, Japan.

MR LIM AH DOO

Mr Lim Ah Doo, 66, was appointed an independent non-executive Director on 10 November 2015 and is due for re-election at the 2016 AGM under Article 104 of the Company's Constitution. He was formerly the President and subsequently the non-executive Vice Chairman of RGE Pte Ltd (formerly known as RGM International Pte Ltd). Mr Lim's past working experience includes an 18-year banking career in Morgan Grenfell from 1977 to 1995, during which he held several key positions including that of Chairman of Morgan Grenfell (Asia) Limited. He is currently an independent director of SembCorp Marine Limited*, ARA-CWT Trust Management (Cache) Limited, GP Industries Ltd*, SM Investments Corporation, U Mobile Sdn Bhd, Bracell Limited and GDS Holdings Limited. Mr Lim graduated with an honours degree in Engineering from the Queen Mary College, University of London and a Master in Business Administration from the Cranfield School of Management.

COLONEL ALAN GOH KIM HUA

COL Alan Goh Kim Hua, 39, is Head Naval Plans in the Republic of Singapore Navy (RSN). He was appointed Alternate Director to MG Lim Cheng Yeow Perry on 20 October 2015. COL Goh joined the SAF in 1995 and has held various command and staff positions in MINDEF/SAF since 1999, including that of Deputy Director, Defence Policy Office, Head Naval Personnel and Commanding Officer of the RSN's Missile Corvette Squadron. He was awarded the SAF Overseas Scholarship in 1995, the SAF Overseas Postgraduate Scholarship (General Development) in 2011 and the Public Administration Medal (Bronze) (Military) in 2013. COL Goh holds a Bachelor of Arts (Honours) (Mathematics) from the University of Cambridge, UK, and a Master of Business Administration (Sloan Fellow) from the Sloan School of Management, Massachusetts Institute of Technology, USA.

MR VINCENT CHONG SY FENG

Mr Vincent Chong, 46, is President & CEO (Designate) and Alternate Director to Mr Tan Pheng Hock. He is responsible for the Group's four business sectors and corporate functions. Prior to this, he was Deputy CEO (Corporate Development) and before that President of Strategic Plans & Business Development at the Group's aerospace arm. Mr Chong had a 20-year career in the petroleum industry holding a variety of technical, operations and senior management positions from refining & supply, product marketing, to strategic planning. His professional experience has been global with postings in Hong Kong, Japan, the United Kingdom and the United States. Before joining the ST Engineering Group in April 2014, he was Director of Asia Pacific Lubricants Sales at ExxonMobil Asia Pacific Private Limited, responsible for the automotive and industrial lubricants business in more than 20 countries. He had also been Global Director for ExxonMobil's worldwide marine fuels business. Mr Chong currently sits on the Singapore Government-convened Committee on the Future Economy. He graduated with First Class Honours in Mechanical Engineering from NUS. Mr Chong has also attended executive leadership programmes at the Thunderbird School of Global Management and the Columbia Business School.

PAST DIRECTORSHIPS IN THE LAST THREE YEARS

MR KWA CHONG SENG

- APL Logistics Ltd
- Fullerton Fund Management Company Ltd
- Singapore Technologies Holdings Pte Ltd

MR TAN PHENG HOCK

- Cradance Services Pte Ltd
- Nanyang Polytechnic International Private Limited
- School of Mechanical & Aerospace Engineering (NTU, Industry Advisory Panel)
- Singapore-China Association for Advancement of Science & Technology
- ST Aerospace Resources Pte. Ltd.
- ST Engineering Financial I Ltd.
- ST Engineering Financial II Pte. Ltd.
- Temasek Defence Systems Institute
- The International Institute for Strategic Studies (Asia) Ltd
- VT Systems, Inc

MR KOH BENG SENG

- Fraser and Neave Limited*
- Sing-Han International Financial Services Limited

MAJOR-GENERAL PERRY LIM

- Singapore Technologies Dynamics Pte Ltd
- Singapore Technologies Electronics Limited
- Singapore Technologies Kinetics Ltd
- International Enterprise Singapore

MR NG CHEE KHERN

- Public Utilities Board

MR VENKATACHALAM KRISHNAKUMAR

- Cypress Holdings Limited
- Pactera Technology International Ltd#

MR DAVINDER SINGH

- Singapore Exchange Limited*

MR KHOO BOON HUI

- Home Team Academy Board of Governors
- Institute of Leadership and Organisation Development, Civil Service College

DR BEH SWAN GIN

- Esplanade Co. Ltd
- Maxwell Arbitration Holdings Ltd

MR LIM SIM SENG

- Enactus Singapore Institute

MR LIM AH DOO

- Linc Energy Limited

MR VINCENT CHONG SY FENG

- ExxonMobil Asia Holdings Pte. Ltd.
- ExxonMobil Asia Pacific Pte. Ltd.
- ExxonMobil India Inc.
- ExxonMobil International Corporation
- ExxonMobil Lubricants Private Limited
- Mobil Korea Lube Oil, Inc.
- P.T. ExxonMobil Lubricants Indonesia

* listed on the SGX-ST
\# listed on the Nasdaq Stock Market