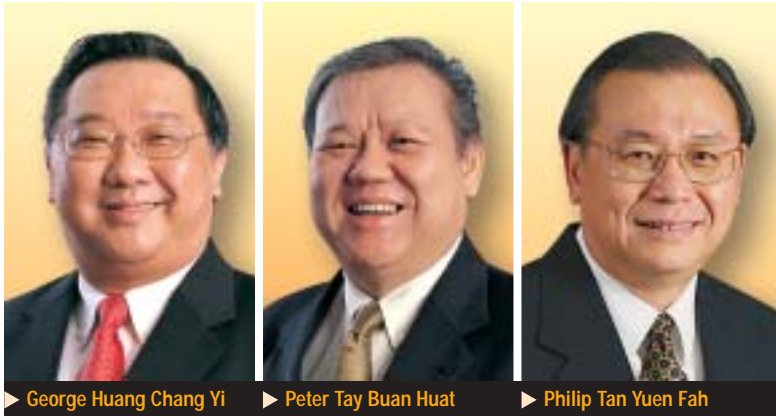


## Board of Directors



▶ George Huang Chang Yi

▶ Peter Tay Buan Huat

▶ Philip Tan Yuen Fah



▶ Chow Kok Kee

▶ Patrick Yeoh Khwai Hoh

▶ Roger Yeo Kok Tong

▶ John Lim Kok Min

**George Huang Chang Yi**, 54, was appointed Chairman of the Board on 8 January 2003. He has been a Board member since September 1999 and is also Chairman of SFI's Strategic Review, ERCC and Nominating Committees. Mr Huang graduated from the University of Canterbury in New Zealand with a Bachelor of Arts and is a Fellow of both the Singapore Institute of Directors and Chartered Management Institute, UK. Mr Huang is the Managing Director of Amoy Canning Corporation (S) Limited. He is also the President of Chartered Management Institute (Singapore branch), a Vice President of the Singapore Manufacturers' Federation, an Honorary Queensland Business Ambassador, Singapore and Honorary Consul-General of the Federal Democratic Republic of Ethiopia, Singapore. Mr Huang was re-elected as Director and Chairman of the Board on 6 April 2004.

**Peter Tay Buan Huat**, 55, is the President and CEO of the Company. He has been its chief executive since 1989 and was appointed to the Board in January 1997. He is also a member of SFI's Strategic Review and Budget Review Committees. He joined SFI in 1989. He has also held several general management and corporate functional positions including Group Coordinator for Human Resource and Group Director (Strategic Development) in Singapore Technologies and Director of Manpower in the Singapore Ministry of Defence. A Colombo Plan Scholar, Mr Tay graduated with Bachelor degrees in Engineering (Honours) and Economics from the University of Newcastle in Australia and he also holds a MSc in Management (Sloan Fellows Program) from the Massachusetts Institute of Technology in 1986. He is a Fellow of the UK Chartered Institute of Management Accountants, Member of the Institution of Engineers, Australia and also serves as the Honorary Queensland Business Ambassador, Singapore. Mr Tay was last re-elected as Director on 6 April 2004.

**Philip Tan Yuen Fah**, 60, joined the Board in September 1999 and has been Chairman of the Audit Committee since October 1999. He is also a member of the ERCC and Nominating Committees. Mr Tan holds degrees in Accountancy from the University of Singapore and in Law from the University of Wolverhampton, UK. He also holds a post-graduate diploma in Business Administration from the Manchester Business School, UK. He is a Fellow of the Institute of Certified Public Accountants of Singapore, CPA (Australia) and a Member of the Chartered Institute of Management Accountants, UK. Mr Tan, with extensive experience in the banking and financial industry, retired in 2002 after serving for 22 years with the Overseas Union Bank. He is also currently a board member of Chartered Semiconductor Manufacturing Ltd. Mr Tan was last re-elected as Director on 6 April 2004.

**Chow Kok Kee**, 52, joined the Board in May 2001 and is Chairman of the Budget Review Committee and a member of the ERCC and Nominating Committees. A Colombo Plan Scholar, Mr Chow graduated from the University of Newcastle, Australia with Bachelor degrees in Commerce and Engineering (Industrial) (Hons). He also obtained an MBA from the National University of Singapore. He is a Fellow of the Singapore Institute of Directors and an Associate of the Institute of Chartered Secretaries and Administrators, UK. Mr Chow is currently the Director of ACTA Investment & Services Pte Limited. He has extensive experience in the banking industry, having worked in DBS Bank for more than 15 years. Mr Chow sits on the boards of several listed companies including Tuan Sing Holdings Limited and Chosen Holdings Limited. Mr Chow received the Public Administration Medal (Bronze) in 1981. Mr Chow will be due for re-election at this coming AGM.

**Patrick Yeoh Khwai Hoh**, 66, first joined the Board in December 1999 and is a member of the Audit Committee. A Bachelor of Science (Hons) graduate from the University of Malaya, he has also attended the Advanced Management Programme at Harvard Business School. Mr Yeoh spent more than 25 years with DBS Bank until his retirement in 1995 as President and Director. Currently, he serves as Advisor of Nuri Holdings (S) Pte Ltd and on the boards of listed companies OCBC Bank and MobileOne Limited. He received from the President of Singapore the Public Service Star in 1999. Mr Yeoh will be due for re-election at this coming AGM.

**Roger Yeo Kok Tong**, 48, joined the Board in September 2000 and is a member of the Strategic Review and Budget Review Committees. Mr Yeo graduated from the Chartered Institute of Marketing in the UK. He is currently CEO of De-United Foods Industries Limited, based in Nigeria. Prior to that, he was President of Embrace Limited, Executive Vice President (Consumer Services) of Vickers Ballas Holdings Limited, General Manager of RJ Reynolds and General Manager Asia, RTD Coffee of Philip Morris. Mr Yeo is a member of the Chartered Institute of Marketing (UK). He will be due for re-election at this coming AGM.

**John Lim Kok Min**, 64, joined the Board in January 2003 and is a member of the Audit Committee. Mr Lim graduated from the University of Malaya with a Bachelor degree in Economics (Hons). He has also attended Advanced Management and Executive Programmes at UCLA Anderson Graduate School of Management and Yale School of Management. Prior to his retirement from full time employment in 2000, Mr Lim was Group Managing Director of Pan-United Corporation Limited and previously CEO of Cold Storage Holdings Limited. Mr Lim currently sits on the boards of several public and private companies and statutory boards. He is Chairman of the Building & Construction Authority and Senoko Power Limited, President of the Singapore Institute of Directors and Group President of LMA International NV. Mr Lim was last re-elected as Director on 8 April 2003.