

## Board of Directors

### LIM JIT POH

Chairman (Non-Executive & Non-Independent)



Mr Lim Jit Poh was appointed non-executive Director in 1981 and Chairman of VICOM Ltd in 1985. He is a member of both the Nominating Committee and Remuneration Committee. Mr Lim is also the Chairman of ComfortDelGro Corporation Limited, SBS Transit Ltd, Ascott Residence Trust Management Limited and China Printing & Dyeing Holding Limited (under Judicial Management). These are listed companies with business interests in land transport, vehicle inspection and technical testing, hospitality trust and manufacturing. Mr Lim is also a Director of Maybank Kim Eng Holdings Limited, a wholly-owned subsidiary of Malayan Banking Berhad, Chairman of Surbana Corporation Pte Ltd, a subsidiary of Temasek Holdings (Private) Limited, and several non-listed companies owned by the Singapore Labour Foundation and the National Trades Union Congress (NTUC).

Mr Lim was a former top civil servant and a Fulbright Scholar. He was awarded the Public Administration Medal by the Government of Singapore in 1972, as well as three awards by NTUC, namely the Friend of Labour Award in 1986, the Meritorious Service Award in 1990 and the Distinguished Service Award in 2000. In 2006, he was also one of the recipients of the Distinguished Science Alumni Award from the National University of Singapore. Mr Lim is a Trustee of the Singapore National Employers' Federation.

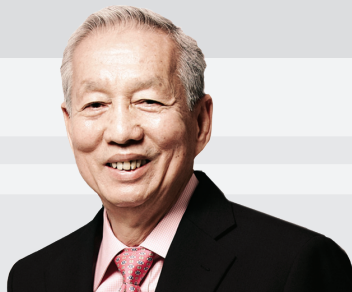
In his previous employment as Executive Director of two public listed companies, Mr Lim had been directly involved in negotiations with business partners and relevant authorities on various joint venture projects in the ASEAN region as well as in China, Hong Kong, United Kingdom, Australia and Mauritius. He was also involved in the management of these operations. Mr Lim was a Council Member of the Singapore Chinese Chamber of Commerce and Industry and the National University of Singapore, and a Member of the Singapore British Business Council. He was also very active in community work being Chairman of a community centre management committee. Presently, he is a Member of the Board of Management of Pei Chun Public School.

Mr Lim holds a Bachelor of Science (Hons) in Physics from the University of Singapore and a Master of Education from the University of Oregon, USA.

Pursuant to Section 153(6) of the Companies Act, Cap. 50, Mr Lim will be due for re-appointment as a Director at the forthcoming Annual General Meeting to be held on 26 April 2012. He is a non-independent Director of the Company.

### KUA HONG PAK

Deputy Chairman (Non-Executive & Non-Independent)



Mr Kua Hong Pak was appointed non-executive Director and Deputy Chairman of VICOM Ltd in 2003. Mr Kua is presently the Managing Director/Group Chief Executive Officer of ComfortDelGro Corporation Limited and Deputy Chairman of SBS Transit Ltd. Prior to this, he was the President/Chief Executive Officer of Times Publishing Limited, where he managed its Singapore and overseas operations in the United States, United Kingdom, China, Japan, Hong Kong and Australia.

Mr Kua also serves on the boards of Temasek Holdings (Private) Limited, PSA International Pte Ltd, PSA Corporation Limited and StarHub Ltd. He is also an Honorary Citizen of Shenyang City, China. In recognition of his contributions to community service, he was awarded the Public Service Medal in 1991 and Public Service Star in

1996 by the President of the Republic of Singapore and re-appointed a Justice of the Peace in 2010. He was awarded the Medal of Commendation in 2005 and the Medal of Commendation (Gold) in 2010 by the National Trades Union Congress.

Mr Kua holds a Bachelor of Accountancy from the University of Singapore and is a Fellow of the United Nations Asian Institute. He also attended the Advanced Management Programme at the Harvard Business School.

Pursuant to Article 95(2) of the Company's Articles of Association, Mr Kua will be due for re-election at the forthcoming Annual General Meeting to be held on 26 April 2012. He is a non-independent Director of the Company.



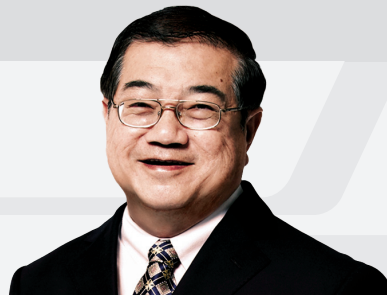
### HENG CHYE KIOU

Chief Executive Officer & Director

Mr Heng Chye Kiou was appointed Executive Director in 1995 and Chief Executive Officer in 2003. He is a Vice-President and Member of the Bureau Permanent of the International Vehicle Inspection Committee, and Chairman of the School Advisory Committee of National Junior College. He retired from the Board of Directors of the Singapore Chinese Orchestra Company Limited in November 2006 after serving on the Board since its inception in 1996. He has served as Chairman of the Institute of Technical Education's Automotive Training Advisory Committee from May 1999 to April 2002. For his contribution to education, he was conferred the Public Service Medal in 2001.

Mr Heng holds a Bachelor of Engineering (Mechanical) from the University of Singapore and a Master of Science (Industrial Engineering) from the National University of Singapore. He is a registered professional engineer in Singapore and a chartered engineer in the United Kingdom.

Mr Heng was last re-elected a Director of the Company pursuant to Article 95(2) of the Company's Articles of Association at the Annual General Meeting held on 26 April 2011. He is a non-independent Director of the Company.



### GOH YEOW TIN

Director (Non-Executive & Independent)

Mr Goh Yeow Tin was appointed a non-executive Director on 1 September 2010. He is an independent Director of the Company. Mr Goh is the Chairman of both the Audit Committee and Nominating Committee. Mr Goh is also a Member of the Singapore Institute of Directors and an independent Director of Juken Technologies Limited, Oakwell Engineering Limited, Lereno Bio-Chem Ltd and Sheng Siong Limited. Mr Goh is currently the Chief Executive Officer of Seacare Education Pte Ltd which specialises in providing educational services and consultancy in Singapore, Malaysia and China. Prior to that, Mr Goh was the Vice President of Times Publishing Ltd and was responsible for the Group's Retail and Distribution businesses. Mr Goh began his career with the Economic Development Board (EDB) where he headed the Local Industries Unit and was subsequently appointed as a Director of EDB's Automation Applications Centre located in the Singapore Science Park. Mr Goh was the founding member of the Association of Small and Medium Enterprise (ASME) and founded

International Franchise Pte Ltd, a pioneer in franchising business in Singapore. Mr Goh was previously the Deputy Managing Director of Tonhow Industries Ltd, the first SESDAQ listed plastic injection moulding company. In recognition of his many years of social and community services, Mr Goh was awarded the Public Service Medal in 1996 and the Public Service Star in 2006 by the President of the Republic of Singapore.

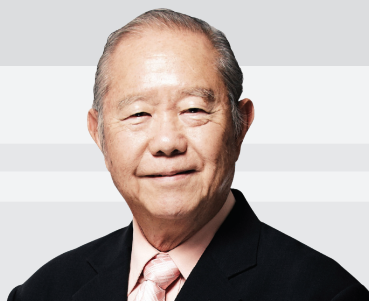
Mr Goh holds a Bachelor of Engineering (Mechanical) from the University of Singapore and a Master of Engineering (Industrial Engineering & Management) from the Asian Institute of Technology.

Mr Goh was last re-elected a Director of the Company pursuant to Article 95(2) of the Company's Articles of Association at the Annual General Meeting held on 26 April 2011.

## Board of Directors

### HO KAH LEONG

Director (Non-Executive & Independent)



Dr Ho Kah Leong was appointed a non-executive Director in 2003. He is an independent Director of the Company. Dr Ho is a member of both the Audit Committee and Remuneration Committee. He is also a Director of Superbowl Holdings Ltd, Brothers Holdings Ltd, Fuxing China Group Ltd, Ang Mo Kio - Thye Hua Kwan Hospital Ltd, B'Well Ltd and TP Healthcare Ltd.

Dr Ho was formerly the Senior Parliamentary Secretary to the Minister for the Environment from 1994 to 1997. From 1997 to 2003, he was the Principal of Nanyang Academy of Fine Arts. Currently, Dr Ho is the Senior Consultant to Pioneers & Leaders (Publishers) Pte Ltd.

As an accomplished artist who has held numerous exhibitions of his works, Dr Ho is President of the Singapore Arts Federation.

Dr Ho holds a Bachelor of Science from the Nanyang University in Singapore. In 2001, he was conferred Honorary Doctorate by Wisconsin International University, USA.

Pursuant to Section 153(6) of the Companies Act, Cap. 50, Dr Ho will be due for re-appointment as a Director at the forthcoming Annual General Meeting to be held on 26 April 2012.

### ONG TEONG WAN

Director (Non-Executive & Independent)



Mr Ong Teong Wan was appointed a non-executive Director in 1983. He is an independent Director of the Company. Mr Ong is a member of both the Audit Committee and Nominating Committee. Mr Ong had been the Consulting Partner at the Singapore Institute of Management from 1984 to 2011. He is a Director and Managing Consultant of ManagementWise Pte Ltd. He is an Independent Director of Lion Teck Chiang Ltd and the Chairman of its Audit Committee.

Mr Ong was awarded the Friend of Labour Award in 1991 by the National Trades Union Congress and is a Fellow of the Singapore Human Resource Institute. He was a Board Member of the Economic Development Board and the National Productivity Board.

He was in government service for 10 years and worked for two American multi-national companies for 12 years. Prior to joining the Singapore Institute of Management, he was Group Director (Personnel) for the Union Carbide Group of Companies in Singapore.

Mr Ong holds a Bachelor of Arts in Economics/Geography and a post-graduate Diploma in Education from the University of Malaya in Singapore. He also undertook post-graduate education studies in Teacher Training at Oxford University and completed a Master of Business Administration in International Business from the University of Southern California.

Pursuant to Section 153(6) of the Companies Act, Cap. 50, Mr Ong will be due for re-appointment as a Director at the forthcoming Annual General Meeting to be held on 26 April 2012.

**SIM CHEOK LIM**

Director (Non-Executive &amp; Independent)

Mr Sim Cheok Lim was appointed a non-executive Director in 1984. He is an independent Director of the Company. Mr Sim is a member of both the Nominating Committee and Remuneration Committee. Mr Sim is also a Director of Boardroom Ltd and Bequest Holdings Pte Ltd. In public service, he is presently Singapore's Ambassador (non-resident) to Kazakhstan and was Ambassador to Uzbekistan from 1999 to April 2011. Mr Sim was previously the Chairman of Commercial & Industrial Security Corporation (CISCO) from 1994 to 2002, and Chairman/Director of several of its subsidiary companies. He was also the Marketing Director of Shell Eastern Petroleum (Pte) Ltd from 1987 to 1994, a Director of Keppel Transportation and Telecommunications Ltd from 1989 to 2003, JEL Corporation (Holdings) Ltd from 2003 to 2007 and Kody (Asia) Private Ltd till 2010.

Mr Sim was awarded the Friend of Labour Award in 1991 by the National Trades Union Congress and conferred the Public Service Medal and the Public Service Star by the President of the Republic of Singapore in 1998 and 2003 respectively.

Mr Sim holds a Bachelor of Engineering (First Class Honours) from the University of Adelaide, Australia and a Diploma in Competitive Strategic Marketing from the University of California Berkeley.

Pursuant to Section 153(6) of the Companies Act, Cap. 50, Mr Sim will be due for re-appointment as a Director at the forthcoming Annual General Meeting to be held on 26 April 2012.

**TEO GEOK HAR, NANCY**

Director (Non-Executive &amp; Independent)

Ms Teo Geok Har, Nancy was appointed a non-executive Director in 1995. She is an independent Director of the Company. Ms Teo is the Chairman of the Remuneration Committee and a member of the Audit Committee. She was formerly the Chief Executive Officer of the Singapore Labour Foundation, a position she held from 1 July 1994 to 31 December 2006. She is also a Director of Dashmesh Singapore Pte Ltd. Since February 2009, she has been appointed by the Singapore Association of Social Workers as the Head of Accreditation.

Ms Teo holds a Bachelor of Social Science (Hons) and a Bachelor of Arts, both from the University of Singapore.

Pursuant to Article 95(2) of the Company's Articles of Association, Ms Teo will be due for re-election at the forthcoming Annual General Meeting to be held on 26 April 2012.