

## **Annex**

Mr Tan Tee How served in the Singapore Public Service for 34 years before retiring in January 2018.

He is currently the Chairman of the National Healthcare Group and ICE Singapore Holdings Pte Ltd. He also chairs Nomura Singapore Ltd and CapitaLand China Trust Management Ltd. In addition, he holds directorships in MOH Holdings Pte Ltd, Nomura Asia Pacific Holdings, Temus Pte Ltd, Hong Leong Finance Limited and SP Telecommunications Pte Ltd. He is a senior advisor of Seraya Partners and Lumens Ltd.

In the public sector, Mr. Tan previously held various key appointments, including Principal Private Secretary to then-PM Goh Chok Tong (1997 to 2000) and founding CEO of National Healthcare Group (2000 to 2004). He was Permanent Secretary of the Ministry of National Development (2004 to 2011) and of the Ministry of Home Affairs (2011 to 2014). He was also Commissioner of Inland Revenue and concurrently CEO of IRAS (2014 to 2018).

Mr. Tan holds a Bachelor of Business Administration (Hons) degree from NUS and a Master of Public Administration degree from Harvard University. He attended the Wharton Business School Advanced Management Programme in 2002. He was awarded a Fulbright Fellowship in 1989/90.

For his significant contributions to the Singapore public service, he was awarded the Meritorious Service Medal by the President of the Republic in August 2025.