



## Board of Directors



### SIMON ISRAEL

- Non-executive and non-independent Director
- Chairman, Singtel Board
- Chairman, Finance and Investment Committee
- Member, Corporate Governance and Nominations Committee
- Member, Executive Resource and Compensation Committee
- Member, Optus Advisory Committee
- Date of Appointment: Director on 4 Jul 2003 and Chairman on 29 Jul 2011
- Last Re-elected: 26 Jul 2013

Mr Simon Israel, 62, is a Director of CapitaLand Limited, Fonterra Co-operative Group Limited and Stewardship Asia Centre Pte. Ltd. He is also a member of the Governing Board of Lee Kuan Yew School of Public Policy and Westpac's Asia Advisory Board.

Mr Israel was an Executive Director and President of Temasek Holdings (Private) Limited before retiring on 1 July 2011. Prior to that, he was Chairman Asia Pacific of the Danone Group. Mr Israel also held various positions in Sara Lee Corporation before becoming President (Household & Personal Care), Asia Pacific.

Mr Israel was conferred Knight in the Legion of Honour by the French government in 2007 and awarded the Public Service Medal at the Singapore National Day Awards 2011. He holds a Diploma in Business Studies from The University of the South Pacific.



### CHUA SOCK KOONG

- Executive and non-independent Director
- Member, Optus Advisory Committee
- Date of Appointment: Director on 12 Oct 2006 and Group Chief Executive Officer (CEO) on 1 Apr 2007
- Last Re-elected: 27 Jul 2012

Ms Chua Sock Koong, 57, was appointed Group CEO on 1 April 2007. She has overall responsibility for the Group's businesses.

Ms Chua joined Singtel in June 1989 as Treasurer before becoming CFO in April 1999. She held the positions of Group CFO and CEO, International from February 2006 to 12 October 2006, when she was appointed Deputy Group CEO.

Ms Chua sits on the boards of Bharti Airtel Limited, Bharti Telecom Limited and key subsidiaries of the Singtel Group. She is also a member of the Singapore Management University Board of Trustees and the Public Service Commission.

Ms Chua holds a Bachelor of Accountancy (First Class Honours) from the University of Singapore. She is a Fellow Member of the Institute of Singapore Chartered Accountants and a CFA charterholder.



### BOBBY CHIN

- Non-executive and independent Director
- Chairman, Risk Committee
- Member, Audit Committee
- Date of Appointment: 1 May 2012
- Last Re-elected: 27 Jul 2012

Mr Bobby Chin, 63, is a member of the Council of Presidential Advisers and the Chairman of NTUC Fairprice Co-operative Limited and NTUC Fairprice Foundation Ltd. He serves on the boards of the Singapore Labour Foundation, NTUC Enterprise Co-operative Limited and Temasek Holdings (Private) Limited<sup>(1)</sup>. He is also a Director of several listed companies including Yeo Hiap Seng Limited, Ho Bee Land Limited, SembCorp Industries Ltd and AV Jennings Limited.

Mr Chin was the Managing Partner of KPMG Singapore from 1992 until his retirement in September 2005.

Mr Chin holds a Bachelor of Accountancy from the University of Singapore. He is an associate member of the Institute of Chartered Accountants in England and Wales.

#### Note:

<sup>(1)</sup> Mr Chin was appointed to the Board of Temasek Holdings (Private) Limited (Temasek), the major shareholder of Singtel, on 10 June 2014. After due consideration, Mr Chin continues to be regarded as independent as he does not represent Temasek on the Singtel Board and he is not accustomed or under an obligation whether formal or informal, to act in accordance with the directions, instructions or wishes of Temasek. As Mr Chin has demonstrated independence in character and judgement in the discharge of his responsibilities, the Singtel Board is satisfied that he will continue to exercise independent judgement and act in the best interests of Singtel and its security holders generally.



## Board of Directors



### FANG AI LIAN

- Non-executive and independent Director
- Chairman, Audit Committee
- Member, Executive Resource and Compensation Committee
- Date of Appointment: 7 Aug 2008
- Last Re-elected: 27 Jul 2012

Mrs Fang Ai Lian, 65, was the Chairman of Great Eastern Holdings Limited as well as Chairman of its insurance subsidiaries until her retirement in April 2014. Prior to that, she was with Ernst & Young for over 30 years, where she was appointed Managing Partner in 1996 and Chairman in 2005.

Mrs Fang is a Director of Banyan Tree Holdings Limited, MediaCorp Pte Ltd and Metro Holdings Limited and an advisor to Far East Organization.

Mrs Fang qualified as a Chartered Accountant in London in 1973 and is a Fellow of the Institute of Chartered Accountants in England and Wales.



### VENKY GANESAN

- Non-executive and independent Director
- Member, Finance and Investment Committee
- Member, Technology Advisory Panel
- Date of Appointment: 2 Feb 2015

Mr Venky Ganesan, 42, is one of the Managing Partners of Menlo Ventures, a 39-year-old top tier Silicon Valley venture capital firm. He focuses on investments in the consumer and enterprise sectors. Mr Ganesan sits on the boards of several portfolio companies of Menlo Ventures, namely, Avi Networks, Inc., BitSight, Inc., Gild, Inc., Handle, Inc., Machine Zone, Inc., Rover, Inc., Takipi, Inc. and Waterline Data Systems, Inc. He is also a Board member of the National Venture Capital Association.

Prior to joining Menlo Ventures, Mr Ganesan was a Managing Director at Globespan Capital Partners. Before Globespan, he was one of the founders of Trigo Technologies. He also worked at McKinsey & Company and Microsoft as a Program Manager.

Mr Ganesan holds a Bachelor of Arts in Economics-Mathematics from Reed College and a Bachelor of Science in Engineering and Applied Science (Honours) from the California Institute of Technology in the US.



### LOW CHECK KIAN

- Non-executive and independent Director
- Member, Corporate Governance and Nominations Committee
- Member, Finance and Investment Committee
- Date of Appointment: 9 May 2011
- Last Re-elected: 25 Jul 2014

Mr Low Check Kian, 56, is a Director of Cluny Park Capital. He was previously one of the founding partners of NewSmith Capital Partners LLP (NewSmith), an independent partnership providing corporate finance advice and investment management services with its headquarters based in London. Prior to founding NewSmith, Mr Low was a Senior Vice President and Member of the Executive Management Committee of Merrill Lynch & Co and its Chairman for the Asia Pacific Region.

Mr Low Check Kian also sits on the boards of Singtel Innov8 Pte. Ltd., Singtel Innov8 Holdings Pte. Ltd., Neptune Orient Lines Limited and the Fullerton Fund Management Company Ltd and is a trustee of the Singapore London School of Economics Trust and the Nanyang Technological University.

Mr Low Check Kian holds a B. Sc (First Class Honours) and M. SC in Economics from the London School of Economics. He was awarded the Allan Young Prize, Baxter-Edey Award and the Henry Luce Foundation Award during his time there.



### PETER MASON AM <sup>(2)</sup>

- Non-executive and independent Director
- Chairman, Optus Advisory Committee
- Member, Executive Resource and Compensation Committee
- Date of Appointment: 21 Sep 2010
- Last Re-elected: 26 Jul 2013

Mr Peter Mason, 69, is a Senior Advisor to UBS Australia. He is a Trustee of the Sydney Opera House Trust and the Chairman of the Centre for International Finance and Regulation.

Mr Mason has more than 40 years' experience in investment banking, including JP Morgan and Schroders.

Mr Mason holds a Bachelor of Commerce (First Class Honours), an MBA and an Honorary Doctorate from The University of New South Wales, Australia.

**Note:**

<sup>(2)</sup> Member of the Order of Australia.



### KAI NARGOLWALA

- Non-executive and Lead Independent Director
- Chairman, Corporate Governance and Nominations Committee
- Chairman, Executive Resource and Compensation Committee
- Member, Finance and Investment Committee
- Date of Appointment: Director on 29 Sep 2006 and Lead Independent Director on 13 May 2009
- Last Re-elected: 27 Jul 2012

Mr Kai Nargolwala, 65, is an independent non-executive Director of the UK-based Prudential plc., Credit Suisse Group AG and PSA International Pte Ltd. He is the Chairman of Clifford Capital Pte. Ltd. and the Chairman of the Governing Board of the Duke-NUS Graduate Medical School of Singapore. He also serves on the board of the Casino Regulatory Authority of Singapore and is a member of the Singapore Capital Markets Committee of the Monetary Authority of Singapore.

Mr Nargolwala was the non-executive Chairman of Credit Suisse Asia Pacific from October 2010 to December 2011 and the CEO of Credit Suisse Asia Pacific and a member of the Executive Board of Credit Suisse AG from January 2008 to September 2010. He was a Group Executive Director of Standard Chartered PLC before joining Credit Suisse Asia Pacific. Prior to that, he was the Group Executive Vice President and Head of Asia Wholesale Banking Group for Bank of America, headquartered in Hong Kong.

Mr Nargolwala holds a Bachelor degree in Economics (First Class Honours) from the University of Delhi, India. He is a Fellow of the Institute of Chartered Accountants in England and Wales as well as the Singapore Institute of Directors.



### CHRISTINA ONG

- Non-executive and independent Director
- Member, Audit Committee
- Member, Corporate Governance and Nominations Committee
- Date of Appointment: 7 Apr 2014
- Last Re-elected: 25 Jul 2014

Mrs Christina Ong, 64, is a Partner of Allen & Gledhill LLP as well as the Head of its Financial Services Department. She is a Director of SIA Engineering Company Limited, Singapore Tourism Board and Trailblazer Foundation Ltd. She also sits on the boards of companies and entities which are owned by Allen & Gledhill LLP.

Mrs Ong is a lawyer and she provides corporate and corporate regulatory and compliance advice, particularly to listed companies. Her areas of practice include banking and securities.

Mrs Ong holds a Bachelor of Laws (Second Upper Class Honours) from the University of Singapore. She is a member of the Law Society of Singapore and the International Bar Association.



## Board of Directors



### PETER ONG

- Non-executive and non-independent Director
- Member, Audit Committee
- Member, Risk Committee
- Date of Appointment: 1 Sep 2010
- Last Re-elected: 25 Jul 2014

Mr Peter Ong, 53, is the Head of Singapore's Civil Service, Permanent Secretary of the Ministry of Finance and Permanent Secretary (Special Duties) in the Prime Minister's Office. He previously held the positions of Permanent Secretary (National Security and Intelligence Co-ordination), Permanent Secretary (Ministry of Trade and Industry), Permanent Secretary (Ministry of Transport) and 2<sup>nd</sup> Permanent Secretary (Ministry of Defence). Prior to that, he was an Executive Vice President of Temasek Holdings (Private) Limited.

Mr Ong currently sits on the boards of the Monetary Authority of Singapore, the National Research Foundation, the ASEAN+3 Macroeconomic Research Office and Calvary Community Care. He is also the Chairman of the Inland Revenue Authority of Singapore.

Mr Ong was conferred the Meritorious Service Medal (Pingat Jasa Gemilang) at the Singapore National Day Awards 2010. He was also conferred the (Honorary) Knight of the Most Distinguished Order of the Crown by the Yang di-Pertuan Agong Malaysia XIV in June 2012 (with the title of "Tan Sri").

Mr Ong holds a Bachelor of Economics (Honours) from the University of Adelaide, Australia and an MBA from Stanford University, US.



### TEO SWEE LIAN

- Non-executive and independent Director
- Member, Audit Committee
- Member, Executive Resource and Compensation Committee
- Member, Risk Committee
- Date of Appointment: 13 Apr 2015

Ms Teo Swee Lian, 55, was Special Advisor in the Managing Director's Office at the Monetary Authority of Singapore (MAS) until she stepped down at the end of May 2015. She is a member of the Singapore Exchange Diversity Action Committee.

Ms Teo was formerly the Deputy Managing Director in charge of Financial Supervision at the MAS. She oversaw macroeconomic surveillance, regulation and supervision of the banking, insurance and capital markets industries in Singapore. During her time with MAS, Ms Teo also worked in reserves management, development, external relations and strategic planning.

Ms Teo was awarded the Public Administration Medal (Gold) (Bar) at the Singapore National Day Awards 2012. She holds a B. Sc (First Class Honours) in Mathematics from Imperial College, London University and a M. Sc in Applied Statistics from Oxford University.

#### Notes:

- Mr Dominic Ho retired from the Singtel Board following the conclusion of the Annual General Meeting held on 25 July 2014.
- Mr David Gonski stepped down from the Singtel Board on 1 April 2015. He continues to be a member of the Optus Advisory Committee.
- Please see the next page for a summary of the past chairmanships and directorships of the members of the Singtel Board.



# Past Chairmanships and Directorships

The following is a summary of the past chairmanships and directorships of the members of the Singtel Board <sup>(1)</sup>:

## SIMON ISRAEL

- Asia Pacific Breweries Limited (Chairman)
- Temasek Holdings (Private) Limited (Executive Director and President)

## CHUA SOCK KOONG

- Casino Regulatory Authority of Singapore (Board member)
- Corporate Governance Council established by the Monetary Authority of Singapore (Member)

## BOBBY CHIN

- Singapore Totalisator Board (Chairman)
- Neptune Orient Lines Limited (Director)
- Competition Commission of Singapore (Board member)
- Oversea-Chinese Banking Corporation Limited (Director)
- Singapore Power Limited (Director)

## FANG AI LIAN

- Great Eastern Holdings Limited (Chairman)
- Oversea-Chinese Banking Corporation Limited (Board member)
- Tax Academy of Singapore (Chairman)
- Charity Council (Chairman)

## VENKY GANESAN

- Kaminario, Inc (Director)
- Marketlive, Inc. (Director)
- Nominum, Inc (Director)
- oDesk-Elance, Inc (Director)
- Redfin, Inc. (Director)
- Virident, Inc. (Director)
- StrongView, Inc (Director)
- Amobee, Inc (Director)
- BitYota Inc. (Director)

## LOW CHECK KIAN

- Fibrechem Technologies Limited (Board member)

## PETER MASON AM <sup>(2)</sup>

- AMP Limited (Chairman)
- David Jones Limited (Chairman)

## KAI NARGOLWALA

Nil

## CHRISTINA ONG

- ST Asset Management Ltd (Director)

## PETER ONG

- MND Holdings Pte Ltd (Chairman)

## TEO SWEE LIAN

Nil

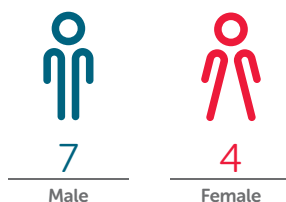
### Notes:

<sup>(1)</sup> Held over the preceding three years.

<sup>(2)</sup> Member of the Order of Australia.

## Singtel Board Diversity

### MALE/FEMALE



### EXECUTIVE/NON-EXECUTIVE

