

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
- Number of directorships in listed companies (including Singtel): 4

Mr Simon Israel, 63, is the Chairman of Singapore Post Limited and 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. Simon is a former Chairman of Asia Pacific Breweries Limited.

Simon 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. Simon also held various positions in Sara Lee Corporation before becoming President (Household & Personal Care), Asia Pacific.

Simon 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: 21 Jul 2015
- Number of directorships in listed companies (including Singtel): 2

Ms Chua Sock Koong, 58, was appointed Group CEO on 1 April 2007. She has overall responsibility for the Group's businesses.

Sock Koong 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.

Sock Koong 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.

Sock Koong 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.

VENKY GANESAN



- Non-executive and independent Director
- Member, Finance and Investment Committee
- Member, Technology Advisory Panel
- Date of Appointment: 2 Feb 2015
- Last Re-elected: 21 Jul 2015
- Number of directorships in listed companies (including Singtel): 1

Mr Venkataraman (Venky) Ganesan, 43, 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. Venky sits on the boards of several portfolio companies of Menlo Ventures, namely, Avi Networks, Inc., BitSight Technologies, Inc, Gild, Inc., Machine Zone, Inc., Rover, Inc., Takipi, Inc., Unravel Inc., UpCounsel Inc. and Waterline Data Science, Inc. He is also Chairman of the National Venture Capital Association and Board member of Amobee, Inc., a wholly-owned subsidiary of Singtel.

Prior to joining Menlo Ventures, Venky 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. He is a former Director of Handle, Inc., Palo Alto Networks Inc, Strong View, Inc and Virident Systems (acquired by Western Digital Corporation).

Venky 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 Lead Independent Director
- Chairman, Corporate Governance and Nominations Committee
- Member, Finance and Investment Committee
- Date of Appointment: Director on 9 May 2011 and Lead Independent Director on 21 Jul 2015
- Last Re-elected: 25 Jul 2014
- Number of directorships in listed companies (including Singtel): 1

Mr Low Check Kian, 57, 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, he was a Senior Vice President and Member of the Executive Management Committee of Merrill Lynch & Co and its Chairman for the Asia-Pacific region.

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

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.

Board of Directors

PETER MASON AM



- Non-executive and independent Director
- Chairman, Executive Resource and Compensation Committee
- Chairman, Optus Advisory Committee
- Date of Appointment: 21 Sep 2010
- Last Re-elected: 26 Jul 2013
- Number of directorships in listed companies (including Singtel): 2

Mr Peter Mason, 70, is the Chairman of AusNet Services Limited and a Senior Advisor to UBS Australia. He is a Trustee of the Sydney Opera House Trust and the Chairman of the Centre for Independent Studies and the Centre for International Finance and Regulation.

Peter has more than 40 years' experience in investment banking, including JP Morgan and Schroders. He was the Chairman of AMP Limited and David Jones Limited.

Peter is a Member of the Order of Australia. He holds a Bachelor of Commerce (First Class Honours), an MBA and an Honorary Doctorate from The University of New South Wales, Australia.

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
- Number of directorships in listed companies (including Singtel): 3

Mrs Christina Ong, 65, is a Partner of Allen & Gledhill LLP as well as Co-Head of its Financial Services Department. She is a Director of Oversea-Chinese Banking Corporation Limited, 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. She is a former Director of ST Asset Management Ltd.

Christina 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.

Christina 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.

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
- Number of directorships in listed companies (including Singtel): 1

Mr Peter Ong, 54, is the Head of Singapore's Civil Service and Permanent Secretary (Strategy) in the Prime Minister's Office. He previously held the positions of Permanent Secretary in the Ministry of Finance, the National Security and Intelligence Co-ordination Secretariat, Ministry of Trade and Industry, Ministry of Transport and Ministry of Defence. Prior to that, he was an Executive Vice President of Temasek Holdings (Private) Limited.

Peter 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 was the Chairman of the Inland Revenue Authority of Singapore.

Peter 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").

Peter 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
- Last Re-elected: 21 Jul 2015
- Number of directorships in listed companies (including Singtel): 2

Ms Teo Swee Lian, 56, was Special Advisor in the Managing Director's Office at the Monetary Authority of Singapore (MAS) until she stepped down in early June 2015. Swee Lian is a non-executive and independent Director of AIA Group Ltd (AIA) and a member of AIA's Nomination Committee and Risk Committee. She is also a non-executive and independent Director of Avanda Investment Management Pte Ltd (Avanda), and is Chairman of Avanda's Audit and Risk Committee. She is also a member of the Singapore Exchange Diversity Action Committee.

Swee Lian 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, she also worked in reserves management, development, external relations and strategic planning.

Swee Lian 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.

Board of Directors

BOBBY CHIN



- Non-executive and independent Director
- Chairman, Audit Committee
- Chairman, Risk Committee
- Date of Appointment: 1 May 2012
- Last Re-elected: 21 Jul 2015
- Number of directorships in listed companies (including Singtel): 5

Mr Bobby Chin, 64, is a member of the Council of Presidential Advisers and the Chairman of NTUC Fairprice Co-operative Limited and NTUC Fairprice Foundation Ltd. He is the Deputy Chairman of NTUC Enterprise Co-operative Limited and the Housing and Development Board. He serves on the boards of the Singapore Labour Foundation and Temasek Holdings (Private) Limited. He is also a Director of several listed companies, namely Yeo Hiap Seng Limited, Ho Bee Land Limited, SembCorp Industries Ltd and AV Jennings Limited.

Bobby was the Managing Partner of KPMG Singapore from 1992 until his retirement in September 2005. He was the Chairman of Singapore Totalisator Board and was a Director of Neptune Orient Lines Limited, Oversea-Chinese Banking Corporation Limited and Singapore Power Limited. He also served as a Board member of the Competition Commission of Singapore.

Bobby 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:

Bobby was appointed to the Board of Temasek Holdings (Private) Limited (Temasek), the major shareholder of Singtel, on 10 June 2014. After due consideration, Bobby 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 Bobby 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.

Note:

Mrs Fang Ai Lian and Mr Kai Nargolwala retired from the Singtel Board following the conclusion of the Annual General Meeting on 21 July 2015.