

Mr Lee Hsien Yang



Mr Timothy Chia Chee Ming

Mr Lee Hsien Yang, 54 Chairman

Non-executive and non-independent Director

Date of first appointment as a director	: 06 Sep 2007
Date of last re-election as a director	: 27 Jan 2011
Length of service as a director (as at 30 Sep 2011)	: 4 years 01 month

Board committee(s) served on:

- Board Executive Committee (Chairman)
- Food & Beverage Board Committee (Chairman)

Academic & Professional Qualification(s):

- Bachelor of Arts (Double First), Cambridge University, UK
- Master of Science Management, Stanford University, USA

Present Directorships (as at 30 Sep 2011) Listed companies

- Australia and New Zealand Banking Group Ltd
- Singapore Exchange Limited

Others

preceding three years (from 01 Oct 2008 to 30 Sep 2011) Nil

- **Telecommunications Limited**

Mr Timothy Chia Chee Ming, 61 Non-executive and independent Director

Date of first appointment as a director : 26 Jan 2006 Date of last re-election as a director : 28 Jan 2010 Length of service as a director (as at 30 Sep 2011) : 5 years 08 months

Board committee(s) served on:

- Audit Committee
- Nominating Committee
- Remuneration & Staff Establishment Committee (Chairman)

Academic & Professional Qualification(s):

 Bachelor of Science cum laude in Management, Fairleigh Dickinson University, USA

Present Directorships (as at 30 Sep 2011)

Listed companies

- Banyan Tree Holdings Limited
- Hup Soon Global Corporation Limited (Chairman)

Others

- SP PowerGrid Limited
- SPI (Australia) Assets Pty Ltd
- Guan-Leng Holdings Pte Ltd
- Parkesville Pte Ltd
- Gracefield Holdings Limited
- United Motor Works (Siam) Public Co., Ltd
- United Motor Works (Mauritius) Limited

Major Appointments (other than Directorships)

- Trustee of the Singapore Management University
- EQT Funds Management Ltd (Senior adviser)

Past Directorships in listed companies held over the preceding three years (from 01 Oct 2008 to 30 Sep 2011) • FJ Benjamin Holdings Ltd

- Singapore Post Limited

- Asia Pacific Investment Pte Ltd (Chairman)
- Civil Aviation Authority of Singapore (Chairman)
- Governing Board of Lee Kuan Yew School of Public Policy

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- Kwa Geok Choo Pte Ltd
- The Islamic Bank of Asia Limited

Major Appointments (other than Directorships) Nil

Past Directorships in listed companies held over the

Others

- Previously Chief Executive Officer of Singapore
- President's Scholar
- SAF Scholar



Ms Maria Mercedes Corrales



Mr Ho Tian Yee



Mr Hirotake Kobayashi

Ms Maria Mercedes Corrales, 62

Non-executive and independent Director

Date of first appointment as a director
Date of last re-election as a director
Length of service as a director (as at 30 Sep 2011)

Board committee(s) served on: Nil

Academic & Professional Qualification(s):

- Master of Business Administration, Duke University, USA
- Bachelor of Science in Business Management,
- Mapua Institute of Technology, Philippines
- General Management Program Stanford/NUS

Present Directorships (as at 30 Sep 2011)

Listed companies Nil

Others

Nil

Nil Past Directorships in listed companies held over the :08 Sep 2010

- preceding three years (from 01 Oct 2008 to 30 Sep 2011)
- Representative Director, Starbucks Coffee Japan

Major Appointments (other than Directorships)

Others

: 27 Jan 2011

: 1 year 01 month

- Was President Starbucks Coffee-Asia Pacific; Corporate Senior Vice President Starbucks Corporation
- Previously Representative Director, CEO/COO of Starbucks Coffee Japan KK
- Previously Representative Director and President Levi Strauss Japan KK and Regional Vice President for North Asia (Japan, Greater China and South Korea)
- Held various senior leadership positions in Asia and Latin America for Levi Strauss and Co.

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Mr Ho Tian Yee, 59

Non-executive and independent Director

Date of first appointment as a director	: 01 Dec 1997
Date of last re-election as a director	: 27 Jan 2011
Length of service as a director (as at 30 Sep 2011)	: 13 years 10 months

Board committee(s) served on:

- Board Executive Committee
- Nominating Committee (Chairman)
- Remuneration & Staff Establishment Committee

Academic & Professional Qualification(s):

- Bachelor of Arts (Honours) Economics (CNAA),
- Portsmouth University, UK • Executive Program, Carnegie-Mellon University, USA
- Present Directorships (as at 30 Sep 2011)

Listed companies

- DBS Group Holdings Ltd
- DBS Bank Ltd
- SP AusNet*

Mr Hirotake Kobayashi, 56

Non-executive and non-independent Director

Date of first appointment as a director	: 13 Dec 2010
Date of last re-election as a director	: 27 Jan 2011
Length of service as a director (as at 30 Sep 2011)	: 09 months

Board committee(s) served on: Nil

Academic & Professional Qualification(s):

- Bachelor's Degree in Economics, Keio University, Japan
- Program for Management Development, Harvard Business School

Present Directorships (as at 30 Sep 2011) Listed companies

- Kirin Holdings Company, Limited

Others Nil

- Major Appointments (other than Directorships)
- Kirin Holdings Company, Limited (Managing Director)

Past Directorships in listed companies held over the preceding three years (from 01 Oct 2008 to 30 Sep 2011)

- Lion Nathan Limited
- San Miguel Corporation
- National Foods Limited

Others

- Previously President and Chief Executive Officer of Kirin Business Expert Company, Limited
- Previously Managing Executive Officer and General Manager of Strategic Planning Department, Kirin Holdings Company Limited
- Previously General Manager of the Finance & Accounting Department, Kirin Business Expert Company, Limited

Others

- Fullerton Fund Management Co. Ltd
- Hexa-Team Planners Pte Ltd
- Pacific Asset Management (S) Pte Ltd
- Singapore Power Limited
- Times Publishing Ltd

Major Appointments (other than Directorships)

Past Directorships in listed companies held over the preceding three years (from 01 Oct 2008 to 30 Sep 2011) • Singapore Exchange Limited

Others

- Served on the Risk Committee of the Government of Singapore Investment Corporation
- * SP AusNet, a stapled security, comprises SP Australia Networks (Distribution) Ltd. SP Australia Networks (RE) Ltd and SP Australia Networks (Transmission) Ltd



Mr Koh Beng Seng



Dr Seek Ngee Huat



Mr Soon Tit Koon

Mr Koh Beng Seng, 61 Non-executive and independent Director		Others Japan Wealth Management Securities Inc 		
		 Sing-Han International Financial Services Limited 		
Date of first appointment as a director Date of last re-election as a director Length of service as a director (as at 30 Sep 2011)	: 26 Jan 2006 : 22 Jan 2009 : 5 years 08 months	 Major Appointments (other than Directorships) Octagon Advisors Pte Ltd (Chief Executive Officer) 		
 Board committee(s) served on: Audit Committee (Chairman) Academic & Professional Qualification(s): Bachelor of Commerce (First Class Honours), Nanyang University, Singapore Master of Business Administration, Columbia University, USA Present Directorships (as at 30 Sep 2011) Listed companies Singapore Technologies Engineering Ltd BOC Hong Kong (Holdings) Limited 		Past Directorships in listed companies held over the preceding three years (from 01 Oct 2008 to 30 Sep 2011) Nil		
		 Others Previously Deputy Managing Director, Banking and Financial Institution Group of Monetary Authority of Singapore Previously an advisor to International Monetary Fund to reform Thailand's financial sector Previously Deputy President of Singapore's United Overseas Bank Limited 		
 Bank of China (Hong Kong) Limited Great Eastern Holdings Limited 				
Dr Sook Naco Hust 61	>>>>>>>>>>>>>>>>>>>>>>>>>>>>>>>>>>>>>>>	Major Appointments (other than Directorships)		
Dr Seek Ngee Huat, 61 Non-executive and independent Director		 Advisor, Group Executive Committee, Government of Singapore Investment Corporation 		
Date of first appointment as a director Date of last re-election as a director	: 26 Sep 2011 : -	 Chairman, Latin America Business Group, Government of Singapore Investment Corporation 		
Length of service as a director (as at 30 Sep 2011)	: 0 month	Chairman, Management Board, NUS Institute of Real Estate		
 Board committee(s) served on: Nil Academic & Professional Qualification(s): PhD in Urban Research, Australian National University Master of Science (Business Administration), University of British Columbia Bachelor of Science (Estate Management), 		 Studies Member, International Advisory Council, Guanghua School of Management, Peking University 		
		 Member, Real Estate Advisory Board, Cambridge University Member, International Advisory Council, Fundacao Dom Cabra Brazil Past Directorships in listed companies held over the preceding three years (from 01 Oct 2008 to 30 Sep 2011) 		
National University of Singapore		Nil		
Present Directorships (as at 30 Sep 2011) Listed companies • Global Logistic Properties Limited		Others Previously Director of: Government of Singapore Investment Corporation Pte Ltd 		
• GIC Real Estate Pte Ltd		 Government of Singapore Investment Corporation (Realty) Pte L Recosia Pte Ltd Europe Realty Holdings Pte Ltd Canadian Realty Holdings Pte Ltd Previously President of GIC Real Estate Pte Ltd Previously Senior Partner of Jones Lang Wootton (currently Jone Lang Lasalle) and Managing Director of JLW Advisory Pty Ltd 		
Mr Soon Tit Koon, 60	××××××××××××××××××××××××××××××××××××××	Present Directorships (as at 30 Sep 2011)		
Non-executive and non-independent Director		 Bank of Ningbo Co., Ltd 		
Date of first appointment as a director Date of last re-election as a director	: 31 Jan 2008 : 27 Jan 2011	Others		
ength of service as a director (as at 30 Sep 2011)	: 3 years 08 months	Nil		
Board committee(s) served on: • Board Executive Committee • Food & Beverage Board Committee • Remuneration & Staff Establishment Committee		 Major Appointments (other than Directorships) Oversea-Chinese Banking Corporation Limited (Chief Financial Officer) (Up to 05 Dec 2011) 		
		Past Directorships in listed companies held over the preceding three years (from 01 Oct 2008 to 30 Sep 2011)		
 Academic & Professional Qualification(s): Master of Business Administration, University of Chicago, USA Bachelor of Science (Honours), University of Singapore Advance Management Program, Harvard Business School 		Nil		
		Others Previously Chief Financial Officer of Wilmar Holdings 		



Mr Tan Chong Meng



Mr Nicky Tan Ng Kuang

Mr Tan Chong Meng, 51 Non-executive and independent Director

Date of first appointment as a director Date of last re-election as a director Length of service as a director (as at 30 Sep 2011)

Board committee(s) served on:

Audit Committee

Academic & Professional Qualification(s):

- Master of Arts, Industrial Engineering, National University of Singapore
- Bachelor of Arts, Mechanical Engineering, National University of Singapore

Present Directorships (as at 30 Sep 2011) Listed companies

Nil

Mr Nicky Tan Ng Kuang, 53

Non-executive and independent Director

Date of first appointment as a director Date of last re-election as a director Length of service as a director (as at 30 Sep 2011)

Board committee(s) served on:

- Audit Committee
- Board Executive Committee
- Food & Beverage Board Committee
- Nominating Committee

Academic & Professional Qualification(s):

- Member, The Institute of Chartered Accountants in England and Wales
- Certified Public Accountant, Institute of Certified Public Accountants in Singapore

Present Directorships (as at 30 Sep 2011)

Listed companies

Nil

Others

- National University Health System Pte Ltd
- PSA International Pte Ltd

Major Appointments (other than Directorships)PSA International Pte Ltd (Group Chief Executive Officer)

Past Directorships in listed companies held over the preceding three years (from 01 Oct 2008 to 30 Sep 2011)

- Showa Shell Sekiyu, Japan
- Others

- nTan Corporate Advisory Pte Ltd
- Singtel Innov8 Pte Ltd
- Singtel Innov8 Holdings Pte Ltd
- National University Health System Pte Ltd

Major Appointments (other than Directorships)

• nTan Corporate Advisory Pte Ltd (Chief Executive Officer)

Past Directorships in listed companies held over the preceding three years (from 01 Oct 2008 to 30 Sep 2011)

Singapore Telecommunications Limited

Others

- Previously Partner, Head of Global Corporate Finance of Arthur Andersen Singapore and ASEAN region
- Previously Partner, Head of Financial Advisory Services of Price Waterhouse Singapore
- Previously Chairman of Financial Advisory Services
 of PricewaterhouseCoopers Asia Pacific region

: 18 Jun 2008

: 22 Jan 2009

: 21 Oct 2003

: 28 Jan 2010

: 7 years 11 months

: 3 years 03 months

Nil