



# Board of Directors

CHUMPOL NALAMLIENG

GRAHAM JOHN BRADLEY AM\*

CHUA SOCK KOONG



SIMON ISRAEL

JOHN POWELL MORSCHER

KAIKHUSHRU SHIYAVAX NARGOLWALA



\* Member of the Order of Australia



FANG AI LIAN

HENG SWEE KEAT

DOMINIC CHIU FAI HO



ONG PENG TSIN

DEEPAK S PAREKH

NICKY TAN NG KUANG





## BOARD OF DIRECTORS

**CHUMPOL NALAMLIENG, 63**

*Non-executive and independent Director  
Chairman, SingTel Board  
Chairman, Compensation Committee  
Member, Corporate Governance and  
Nominations Committee  
Date of Appointment: Director on 13 Jun 2002  
and Chairman on 29 Aug 2003  
Last Re-elected: 25 Jul 2008*

Mr NaLamlieng is a member of the Board of Directors of The Siam Cement Public Co., Ltd. ("Siam Cement"). He was President of Siam Cement for 13 years before stepping down in December 2005. His career with Siam Cement spans more than 30 years.

Mr NaLamlieng is also a non-executive Director of Siam Commercial Bank Public Co., Ltd. He was a non-executive Director of British Airways Plc from November 2005 to July 2009.

Mr NaLamlieng was conferred the Royal Decoration, Knight Grand Commander (Second Class, Higher Grade) of the Most Illustrious Order of Chula Chom Klao, Thailand in May 2002 and the Officier de l'Ordre National du Mérite, France in July 2004. He holds a Bachelor of Science (Mechanical Engineering) from the University of Washington, US and a Master of Business Administration from Harvard Business School, US.

**GRAHAM JOHN BRADLEY AM\* 61**

*Non-executive and independent Director  
Member, Audit Committee  
Member, Optus Advisory Committee  
Date of Appointment: 24 Mar 2004  
Last Re-elected: 25 Jul 2008*

Mr Bradley is a professional company director and is also involved in various philanthropic pursuits. He practised law for six years in Australia and US before joining McKinsey & Company in 1978. He was a Senior Partner of McKinsey & Company from 1984 to 1991, National Managing Partner of Blake Dawson from 1991 to 1995, and CEO of Perpetual Limited from 1995 to 2003.

Mr Bradley is Chairman of HSBC Bank Australia Limited, Stockland Corporation Limited, Boart Longyear Limited and Po Valley Energy Limited. He is also a Director of Brandenburg Ensemble Limited and a Director and President of the Business Council of Australia. He is the former Chairman of Film Finance Corporation Australia Limited, Garvan Research Foundation and Sydney Community Foundation and a former Director of MBF Australia Limited and Queensland Investment Corporation.

Mr Bradley holds a Bachelor of Arts and a Bachelor of Laws from The University of Sydney and a Master of Laws from Harvard Law School.

\* Member of the Order of Australia

**CHUA SOCK KOONG, 52**

*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: 24 Jul 2009*

Ms Chua joined SingTel in June 1989 as Treasurer and was promoted to Chief Financial Officer (CFO) in April 1999. She held the positions of Group CFO and CEO (International) from February 2006 until 12 October 2006, when she was appointed Deputy Group CEO. Ms Chua was appointed Group CEO on 1 April 2007.

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, the Casino Regulatory Authority, the Public Service Commission and the Corporate Governance Council of the Monetary Authority of Singapore. She is a former Board member of JTC Corporation.

Ms Chua holds a Bachelor of Accountancy (First Class Honours) from the University of Singapore. She is a Certified Public Accountant with the Institute of Certified Public Accountants of Singapore and a CFA charterholder.

**FANG AI LIAN, 60**

*Non-executive and independent Director  
Chairman, Audit Committee  
Date of Appointment: 7 Aug 2008  
Last Re-elected: 24 Jul 2009*

Mrs Fang has been the Chairman of Great Eastern Holdings Ltd since April 2008, as well as Chairman of its insurance subsidiaries in both Singapore and Malaysia. 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, Metro Holdings Limited and Oversea-Chinese Banking Corporation Limited. She is also the Chairman of the Charity Council and the Tax Academy of Singapore and President of the Home Nursing Foundation and the Breast Cancer Foundation. She was previously a Board member of the Public Utilities Board and International Enterprise Singapore.

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.

**HENG SWEE KEAT, 49**

*Non-executive and independent Director  
Member, Corporate Governance and  
Nominations Committee  
Member, Compensation Committee  
Date of Appointment: 4 Jul 2003  
Last Re-elected: 27 Jul 2007*

Mr Heng is the Managing Director of the Monetary Authority of Singapore. He is also Chairman of The Institute of Banking and Finance.



Mr Heng has served in various government departments. He joined the Singapore Administrative Service in 1997 and was appointed Principal Private Secretary to the Senior Minister from 1997 to 2000. He was appointed Deputy Secretary at the Ministry of Trade and Industry in 2000 and CEO of the Trade Development Board in 2001. He was Permanent Secretary at the Ministry of Trade and Industry from 23 October 2001 to April 2005.

Mr Heng was conferred the Public Administration Medal (Gold) at the Singapore National Day Awards 2001. He holds a Bachelor of Arts from the University of Cambridge, UK and a Master of Public Administration from Harvard University, US.

#### **DOMINIC CHIU FAI HO, 59**

*Non-executive and independent Director  
Member, Audit Committee  
Member, Corporate Governance and  
Nominations Committee  
Date of Appointment: 28 Nov 2007  
Last Re-elected: 25 Jul 2008*

Mr Ho is the founder and a partner of HOPU Investment Management Co., Ltd. and a Director of Hang Lung Properties Limited and the Hong Kong Mercantile Exchange.

Mr Ho joined KPMG US in Houston in 1975 and became a partner in 1985. He was transferred to Beijing, China to set up KPMG's practice in 1984 and resided in China until 1989 when he was assigned to Hong Kong. Mr Ho became the China firm's Senior Partner based in Beijing in 2000 and was elected Chairman of KPMG in China and Hong Kong SAR in April 2003. He retired in April 2007.

Mr Ho holds a Bachelor of Business Administration and a Master of Science in Accountancy from the University of Houston. He is a member of the American Institute of Accountants and a member of the Hong Kong Institute of Certified Public Accounts.

#### **SIMON ISRAEL, 57**

*Non-executive and non-independent Director  
Member, Finance, Investment and Risk  
Committee  
Member, Optus Advisory Committee  
Date of Appointment: 4 Jul 2003  
Last Re-elected: 27 Jul 2007*

Mr Israel is Chairman of the Singapore Tourism Board and Asia Pacific Breweries Limited, and an Executive Director of Temasek Holdings (Private) Limited. He is also a Director of Neptune Orient Lines Limited.

Mr Israel was Chairman of Asia Pacific of Danone, Asia, and a member of the Executive Committee of Group Danone before stepping down in June 2006. He held various positions in Sara Lee Corporation in the Asia Pacific region, including Country Manager/Zone Manager for Indonesia, the Philippines, the South Pacific and Thailand from 1974 to 1991, before becoming President (Household & Personal Care), Asia Pacific from 1992 to 1996.

Mr Israel is a former Director of Britannia Industries Ltd, Danone Asia Pte Ltd, Danone Food & Beverages India Pvt Ltd, Fraser and Neave Limited, Frucor Beverages Group Limited, Griffins Foods Pte Ltd, Hangzhou Wahaha Food Co. Ltd., PT Tirta Investama, Wuhan Dongda Brewery Co. Ltd, Wuhan Euro Dongxihu Brewery Co. Ltd, Wuhan Xingyingge Brewery Co. Ltd, Yakult Honsha Co., Ltd and Yeo Hiap Seng Ltd.

Mr Israel holds a Diploma in Business Studies from The University of the South Pacific.

#### **JOHN POWELL MORSCHEL, 67**

*Non-executive and independent Director  
Member, Compensation Committee  
Chairman, Optus Advisory Committee  
Date of Appointment: 14 Sep 2001  
Last Re-elected: 27 Jul 2007*

Mr Morschel is the non-executive Chairman of Australia and New Zealand Banking Group Limited and a non-executive Director of CapitalLand Limited and Tenix Group Pty. Ltd. Prior to his present appointment, he was an Executive Director and then Managing Director and Chief Executive of Lend Lease Corporation Limited.

Mr Morschel was Chairman of Rinker Group Limited, CSR Limited and Leighton Holdings Limited. He is also a former Director of Westpac Banking Corporation, Rio Tinto plc and Rio Tinto Limited.

Mr Morschel holds a Diploma in Quantity Surveying from The University of New South Wales. He is a Fellow of the Australian Institute of Company Directors and a Fellow of the Australian Institute of Management.

#### **KAIKHUSHRU SHIAVAX NARGOLWALA, 60**

*Non-executive and Lead Independent Director  
Member, Audit Committee  
Chairman, Corporate Governance and  
Nominations Committee  
Date of Appointment: Director on 29 Sep 2006  
and Lead Independent Director on  
13 May 2009  
Last Re-elected: 24 Jul 2009*

Mr Nargolwala joined Credit Suisse in January 2008 and is the Chief Executive Officer of Credit Suisse Asia Pacific and a member of the Executive Board.

Mr Nargolwala was a Group Executive Director of Standard Chartered PLC before he stepped down on 5 September 2007. Prior to that, he was the Group Executive Vice President and Head of Asia Wholesale Banking Group for





## BOARD OF DIRECTORS

Bank of America, headquartered in Hong Kong. Mr Nargolwala was a non-executive Director of Tate & Lyle PLC from December 2004 to December 2007. He was also a non-executive Director of the Asia Pacific Region Board of Visa International until October 2007.

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.

**ONG PENG TSIN, 47**

*Non-executive and independent Director  
Member, Finance, Investment and Risk  
Committee  
Date of Appointment: 1 Jun 2009  
Last Re-elected: 24 Jul 2009*

Mr Ong is Chairman of InfoComm Investments Pte Ltd and a Director of Banean Pte Ltd. He is also a member of the Board of the National Research Foundation, a member of the Board of Trustees of the Singapore University of Technology and Design and a member of COMPASS (Community and Parents in Support of Schools).

Mr Ong was the founder and Chairman of Encentuate, a company providing enterprise digital identity systems. IBM acquired Encentuate in 2008. Prior to starting Encentuate, Mr Ong was the founder and Chairman of Interwoven Inc., a leading provider of content infrastructure. Before Interwoven, Mr Ong was co-founder and chief architect of Electric Classifieds, Inc., the creators of Match.com and held various engineering and management roles at Illustra (now IBM Informix), Sybase Inc., and Gensym Corporation. He is a former Director of InfoComm Development Authority of Singapore.

Mr Ong holds a Bachelor of Science in Electrical Engineering from the University of Texas (US) and a Master of Science in Computer Science from the University of Illinois (US).

**DEEPAK S PAREKH, 65**

*Non-executive and independent Director  
Member, Compensation Committee  
Date of Appointment: 31 May 2004  
Last Re-elected: 27 Jul 2007*

Mr Parekh is the Chairman of Housing Development Finance Corporation Limited ("HDFC") in India. He joined HDFC in 1978, was its Managing Director from 1985 and Executive Chairman from 1993 until he assumed his present office in January 2010.

Besides HDFC and its subsidiaries, Mr Parekh is on the Boards of several leading corporations across various sectors. He is the non-executive Chairman of GlaxoSmithKline Pharmaceuticals Limited, Infrastructure Development Finance Company Limited, Lafarge India Ltd. and Siemens India Limited. He is also on the Boards of Castrol India Limited, Hindustan Unilever Limited, Mahindra & Mahindra Limited, Indian Hotels Company Limited and WNS Global Services Pvt. Ltd. Mr Parekh has also been nominated by the Civil Aviation Ministry to the Board of Airports Authority of India. Mr Parekh was Director of Satyam Computer Services Limited from 12 January 2009 to 17 July 2009.

Mr Parekh holds a Bachelor of Commerce from Sydenham College of Commerce & Economics, Mumbai. He is a Chartered Accountant and a member of The Institute of Chartered Accountants in England and Wales.

**NICKY TAN NG KUANG, 51**

*Non-executive and independent Director  
Chairman, Finance, Investment and  
Risk Committee  
Member, Optus Advisory Committee  
Date of Appointment: 12 Mar 2002  
Last Re-elected: 25 Jul 2008*

Mr Tan currently manages nTan Corporate Advisory Pte Ltd, a boutique firm specialising in corporate finance and corporate restructuring. He is also a Director of Fraser & Neave Limited and a member of its Audit Committee.

Mr Tan was a Partner and Head of Global Corporate Finance at Arthur Andersen, Singapore and ASEAN region, from 1999 to 2001. Prior to that, he was a Partner and Head of Financial Advisory Services at Price Waterhouse, Singapore and Chairman of Financial Advisory Services at PricewaterhouseCoopers, Asia Pacific region.

Mr Tan is a Chartered Accountant and a member of The Institute of Chartered Accountants in England and Wales. He is also a Certified Public Accountant and a member of the Institute of Certified Public Accountants of Singapore.