

▶ BOARD OF DIRECTORS



Mr Lee Hsien Yang, 55

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 2012) : 5 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 2012)

Listed companies

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

Others

- Asia Pacific Investment Pte Ltd (Chairman)
- Civil Aviation Authority of Singapore (Chairman)
- Frasers Centrepoint Limited (Chairman)
- Governing Board of Lee Kuan Yew School of Public Policy
- Kwa Geok Choo Pte Ltd
- The Islamic Bank of Asia Limited (Chairman)

Major Appointments (other than Directorships)

Nil

Past Directorships in listed companies held over the preceding three years (from 01 Oct 2009 to 30 Sep 2012)

Nil

Others

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



Mr Timothy Chia Chee Ming, 62

Non-executive and independent Director

Date of first appointment as a director	: 26 Jan 2006
Date of last re-election as a director	: 27 Jan 2012
Length of service as a director (as at 30 Sep 2012)	: 6 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 2012)*Listed companies*

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

Others

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

Major Appointments (other than Directorships)

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

Past Directorships in listed companies held over the preceding three years (from 01 Oct 2009 to 30 Sep 2012)

- Singapore Post Limited

Ms Maria Mercedes Corrales, 63

Non-executive and independent Director

Date of first appointment as a director	: 08 Sep 2010
Date of last re-election as a director	: 27 Jan 2011
Length of service as a director (as at 30 Sep 2012)	: 2 years 01 month

Board committee(s) served on:

- Food & Beverage Board Committee

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 2012)*Listed companies*

- Huhtamaki Oyj, Finland
- D.E.Master Blenders, Amsterdam (member, Remuneration committee)

Major Appointments (other than Directorships)

Nil

Past Directorships in listed companies held over the preceding three years (from 01 Oct 2009 to 30 Sep 2012)

- Representative Director, Starbucks Coffee Japan

Others

- 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.



Mr Ho Tian Yee, 60

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 2012) : 14 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 (CNAAB), Portsmouth University, UK
- Executive Program, Carnegie-Mellon University, USA

Present Directorships (as at 30 Sep 2012)

Listed companies

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

Others

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

Major Appointments (other than Directorships)

Nil

Past Directorships in listed companies held over the preceding three years (from 01 Oct 2009 to 30 Sep 2012)

- Singapore Exchange Limited

Others

Nil

* SP AusNet, a stapled security, comprises SP Australia Networks (Distribution) Ltd, SP Australia Networks (RE) Ltd and SP Australia Networks (Transmission) Ltd



Mr Hirotake Kobayashi, 57

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 2012) : 1 year 09 months

Board committee(s) served on:

- Food & Beverage Board Committee

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 2012)

Listed companies

- Kirin Holdings Company, Limited

Others

- Schincariol Participações e Representações S.A.

Major Appointments (other than Directorships)

- Kirin Holdings Company, Limited
(Representative Managing Director)

Past Directorships in listed companies held over the preceding three years (from 01 Oct 2009 to 30 Sep 2012)

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

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

Mr Koh Beng Seng, 62

Non-executive and independent Director

Date of first appointment as a director : 26 Jan 2006
Date of last re-election as a director : 27 Jan 2012
Length of service as a director (as at 30 Sep 2012) : 6 years 08 months

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 2012)

Listed companies

- Bank of China (Hong Kong) Limited
- BOC Hong Kong (Holdings) Limited
- Great Eastern Holdings Limited
- Singapore Technologies Engineering Ltd

Others

- Sing-Han International Financial Services Limited

Major Appointments (other than Directorships)

- Octagon Advisors Pte Ltd (Chief Executive Officer)

Past Directorships in listed companies held over the preceding three years (from 01 Oct 2009 to 30 Sep 2012)

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
- Previously Director of Japan Wealth Management Securities Inc



Dr Seek Ngee Huat, 62

Non-executive and independent Director

Date of first appointment as a director : 26 Sep 2011
 Date of last re-election as a director : 27 Jan 2012
 Length of service as a director (as at 30 Sep 2012) : 1 year 0 month

Board committee(s) served on:

- Risk Management Committee

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), National University of Singapore

Present Directorships (as at 30 Sep 2012)

Listed companies

- Global Logistic Properties Limited

Others

- GIC Real Estate Pte Ltd

Major Appointments (other than Directorships)

- Advisor, Group Executive Committee, Government of Singapore Investment Corporation
- Chairman, Latin America Business Group, Government of Singapore Investment Corporation
- Chairman, Management Board, NUS Institute of Real Estate Studies
- Member, International Advisory Council, Guanghua School of Management, Peking University
- Member, International Advisory Council, Fundacao Dom Cabral, Brazil
- Senior Advisor, Pontiac Land Pte Ltd

Past Directorships in listed companies held over the preceding three years (from 01 Oct 2009 to 30 Sep 2012)

- Banco BTG Pactual S.A., Brazil
- BTG Pactual Participations Ltd, Brazil

Others

- Previously Director of :
 - Government of Singapore Investment Corporate Pte Ltd
 - Government of Singapore Investment Corporation (Realty) Pte Ltd
 - 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 Jones Lang Lasalle) and Managing Director of JLW Advisory Pty Ltd
- Previously Member of Real Estate Advisory Board, Cambridge University



Mr Tan Chong Meng, 52

Non-executive and independent Director

Date of first appointment as a director	: 18 Jun 2008
Date of last re-election as a director	: 27 Jan 2012
Length of service as a director (as at 30 Sep 2012)	: 4 years 03 months

Board committee(s) served on:

- Risk Management Committee (Chairman)

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 2012)

Listed companies

Nil

Others

- PSA International Pte Ltd
- National University Health System Pte Ltd
- Times Publishing Limited (Chairman)

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 2009 to 30 Sep 2012)

- Showa Shell Sekiyu, Japan

Others

Nil

Mr Nicky Tan Ng Kuang, 54

Non-executive and independent Director

Date of first appointment as a director	: 21 Oct 2003
Date of last re-election as a director	: 28 Jan 2010
Length of service as a director (as at 30 Sep 2012)	: 8 years 11 months

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 2012)

Listed companies

Nil

Others

- Director of:
 - 9 Resources Pte Ltd
 - Aspen Crest Holdings Ltd
 - Aristos Asset Management Pte Ltd
 - nTan Capital Fund Ltd
 - nTan Corporate Advisory Pte Ltd
 - nTan-ZMG Executive Solutions Pte Ltd
 - National Cancer Research Fund
 - National University Health System Pte Ltd
 - Purple Ray Offshore Limited
 - Singtel Innov8 Holdings Pte Ltd
 - Singtel Innov8 Pte Ltd
 - Tan-Ho Tee Min Foundation Ltd
- Board of Trustee of Community Cancer Fund
- Member of the School of Management Committee of Pei Chun Public School

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 2009 to 30 Sep 2012)

- 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