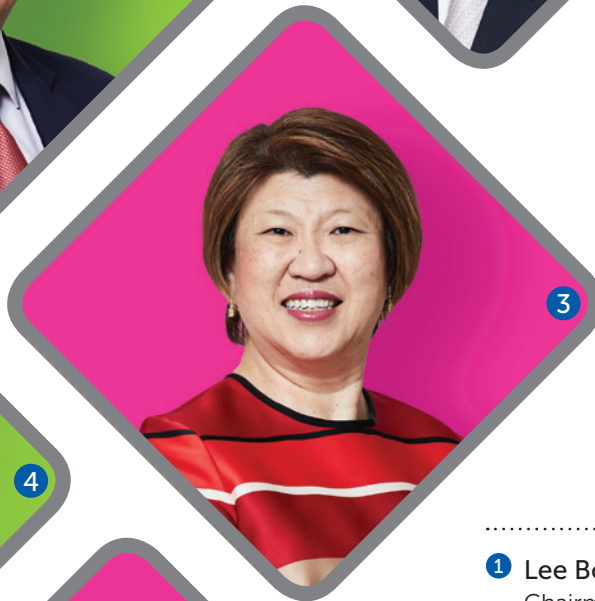


●● BOARD OF DIRECTORS

OUR BOARD OF DIRECTORS COME FROM A WIDE RANGE OF BACKGROUNDS TO ENABLE US TO ACCESS A BROAD KNOWLEDGE BASE. THEY DEFINE SPH'S STRATEGY AND OVERSEE ITS PERFORMANCE.



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- ① **Lee Boon Yang**
Chairman
Non-Executive and
Independent Director
 - ② **Ng Yat Chung**
Chief Executive Officer
Executive and
Non-Independent Director
 - ③ **Janet Ang Guat Har**
Non-Executive and
Independent Director
 - ④ **Bahren Shaari**
Non-Executive and
Independent Director
 - ⑤ **Chong Siak Ching**
Non-Executive and
Independent Director

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- ⑥ **Andrew Lim Ming-Hui**
Non-Executive and Independent Director
 - ⑦ **Lim Ming Yan**
Non-Executive and Independent Director
 - ⑧ **Quek See Tiat**
Non-Executive and Independent Director
 - ⑨ **Tan Chin Hwee**
Non-Executive and Independent Director
 - ⑩ **Tan Yen Yen**
Non-Executive and Independent Director





BOARD OF DIRECTORS

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LEE BOON YANG

Boon Yang was appointed a Director of SPH on 1 October 2011.

He is the Non-Executive Chairman of Keppel Corporation Limited. He is also Chairman of Singapore Press Holdings Foundation Limited, Keppel Care Foundation Limited, Jilin Food Zone Pte Ltd and Jilin Food Zone Investment Holdings Pte Ltd.

He has extensive experience in public service. He served as Member of Parliament for Jalan Besar and Jalan Besar Group Representation Constituency (GRC) from December 1984 to April 2011. He was the Minister for Information, Communications and the Arts before retiring from political office in March 2009.

From 1991 to 2003, he served as Minister in the Prime Minister's Office, Minister for Defence, Minister for Labour and later Minister for Manpower. Prior to that, he held several public appointments including Senior Minister of State for Defence, National Development and Home Affairs, and Parliamentary Secretary to the Ministers for Environment, Finance, Home Affairs, and Communications and Information.

Before entry into politics, he worked as a veterinarian and R&D Officer in the Primary Production Department. He also worked as the Assistant Regional Director for the US Feed Grains Council, and as Senior Project Manager for the Primary Industries Enterprise Pte Ltd.

Boon Yang holds a B.V.Sc Hon (2A) from the University of Queensland.

2

NG YAT CHUNG

Yat Chung joined SPH as a Director on 1 August 2016 and was appointed Chief Executive Officer on 1 September 2017.

He is the Chairman of the Singapore Institute of Technology Board of Trustees.

Prior to joining SPH, he was the Executive Director and CEO of Neptune Orient Lines Ltd (2011-2016) and Senior Managing Director at Temasek Holdings (Private) Limited (2007-2011). Before joining Temasek Holdings, he was the Chief of Defence Force in the Singapore Armed Forces. He also served as a Director of Fraser & Neave Limited and Singapore Technologies Engineering Ltd.

Yat Chung holds a Bachelor of Arts (Engineering Tripos) and a Master of Arts from Cambridge University, a Master of Military Art and Science (General Studies) from the US Army Command & General Staff College, USA, and a MBA from Stanford University.

3 JANET ANG GUAT HAR

Janet was appointed Director of SPH on 17 October 2014.

She has more than 37 years of experience in the Info-Comm Technology Industry. Her most recent role was IBM Vice President, Asia Pacific where she was responsible for leading IBM's industry value creation for Asia Pacific clients across key industries by bringing together IBM's portfolio of Cognitive, AI, Blockchain and Cloud technologies and industry platforms. She also led the charge for helping cities in Asia become smarter, cognitive cities. Janet has been an IBM Executive since 1997 and a member of the IBM Industry Academy. She has assumed different management roles including as Managing Director of IBM Singapore. Janet has been on international assignments in Tokyo and Beijing including four years with the Lenovo Group.

Janet is the Chairman of the NUS' Institute of Systems Science, Chairman of Caritas Board of Trustees, Chairman of SISTIC.com Pte Ltd, Board Member of The Esplanade Company Ltd, Board Member of SBF Foundation and Council Member of the Singapore Business Federation chairing SBF's Digitalisation Committee. She also serves on the NUS Alumni Advisory Board, the Council of Board Diversity, the Advisory Board of Honour (Singapore) and the Advisory Board of mobilityX.com Pte Ltd. She was most recently, a board member of PUB having served from 2013 to 2019 during which she chaired PUB's Audit Committee. She has also previously served on the InfoComm Media and Development Authority (iMDA) and the then InfoComm Development Authority as well as the Medishield Life Review Committee.

In 2014, Janet was awarded the NUS Business School Eminent Alumni Award and in 2015, she received the NUS Distinguished Alumni Service Award. In March 2018 Janet was conferred the Singapore Computer Society IT Leaders Award 2018 – Hall of Fame award and on National Day 2019, Janet was recognized for her leadership and contributions with the Public Service Medal.

Janet graduated with a Business Administration (Honors) degree from the National University of Singapore.

4 BAHREN SHAARI

Bahren was appointed to the Board on 1 April 2012. He is Chief Executive Officer of Bank of Singapore.

Bahren was appointed Chief Executive Officer of Bank of Singapore on 1 February 2015. He was previously the Senior Managing Director and Global Market Head of South East Asia. He has more than 30 years of banking experience and is an executive committee member of Singapore's Private Banking Industry Group. In 2016, he was conferred the Singapore Institute of Banking and Finance Distinguished Fellow award, in recognition of his significant contribution to the financial industry and outstanding leadership capabilities.

He has been an alternate member of the Council of Presidential Advisers since 2017. In 2019, he was appointed by the Monetary Authority of Singapore to serve on the Corporate Governance Advisory Committee. The Committee is an industry-led body established to advocate good corporate governance practices among entities listed on the Singapore Exchange.

Bahren was conferred the Public Service Star Medal in 2018. He was awarded the Public Service Medal in 2008.

He graduated with an accountancy degree from the National University of Singapore.



BOARD OF DIRECTORS

5 CHONG SIAK CHING

Siak Ching was appointed a Director of SPH on 22 October 2010.

She is the Chief Executive Officer and a Board Director of the National Gallery Singapore. She was recognised as the 'Outstanding CEO of the Year' in the Singapore Business Awards 2009.

Siak Ching is the Chairperson of the Singapore Note and Coin Advisory Committee (SNCAC). She is also a Director of Mandai Park Holdings Pte. Ltd., the Singapore Tyler Print Institute, the Singapore Art Museum and Yale-NUS College Governing Board. She is Singapore's Non-Resident Ambassador to Chile.

She was the President and Chief Executive Officer of Ascendas Pte Ltd and served in the Ascendas group of companies from 2000 to 2013. Prior to this, she was the Deputy Chief Executive Officer of JTC Corporation from 2000 to 2001.

Siak Ching graduated from the National University of Singapore (NUS) with an Honours Degree in Estate Management. She also has a Masters in Business Administration from NUS and has completed the Advance Management Program at Harvard Business School. She was conferred a Distinguished Alumni Award by NUS in the Faculty of Architecture and Building Management in 1999. In 2009, she was again conferred a NUS Distinguished Alumni Service Award in recognition of her unwavering commitment and service to her alma mater.

6 ANDREW LIM MING-HUI

Andrew was appointed a Director of SPH on 1 January 2017.

He is a Partner of Allen & Gledhill LLP and is currently Co-Head of its Corporate Mergers & Acquisitions Department. He is consistently recognised as a leading lawyer in his areas of expertise.

Andrew serves as a Trustee on the Board of Trustees of the National University of Singapore and as a member of the board of Sentosa Development Corporation. He is a Director of Jurong Engineering Limited and Singex Holdings Pte Ltd. He is also a member of the NUS Law Advisory Council.

He was a member of the Monetary Authority of Singapore Financial Centre Advisory Panel, and also served on the Committee for Private Education, a committee of the SkillsFuture Singapore Board.

Andrew holds Bachelor of Law (Honours) and Masters of Law degrees from the National University of Singapore and was called to the Singapore Bar in 1986. He is a Fellow of the Singapore Institute of Directors.

7 LIM MING YAN

Ming Yan was appointed a Director of SPH on 3 June 2019.

He spent 22 years with CapitaLand Limited, and was its President and Group CEO from 2013 to 2018 and prior to that, its COO from 2011 to 2012. He was the CEO of The Ascot Limited from 2009 to 2012 and CEO of CapitaLand China from 2000 to 2009.

He built "One CapitaLand" through the sale of AustraLand and the privatisation of CapitaMall Asia. As the CEO of CapitaLand China, he grew the company into the largest and most successful foreign real estate player in China. Under his leadership and guidance, the Ascott Group grew four times from a portfolio of about 25,000 serviced residence units to one of more than 100,000 units. Ming Yan also spearheaded rapid adoption of new technology within the Group.

Ming Yan Lim serves on various committees in the community. He is the Chairman of Workforce Singapore, a member of Singapore's Future Economy Council and Co-Chairman of its Built Environment Sub-Committee. He is also a board director of Business China and of the Singapore Tourism Board, Governor of Singapore-China Foundation Ltd and a member of the Board of Trustees of the Chinese Development Assistance Council.

Ming Yan obtained a First Class Honours degree in Mechanical Engineering and Economics from the University of Birmingham, United Kingdom and has completed the Advanced Management Program at Harvard Business School.

8 QUEK SEE TIAT

See Tiat joined the SPH Board on 1 September 2013.

From 1 July 1987 to 30 June 2012, See Tiat was a Partner and subsequently Deputy Chairman of PricewaterhouseCoopers LLP. He has extensive audit and business advisory experience, and has been involved in planning, executing and managing audits of large public listed companies in Singapore.

See Tiat serves on the boards of Singapore Technologies Engineering Ltd, Pavillion Energy Pte Ltd, the Monetary Authority of Singapore and Temasek Foundation Connects CLG Limited. He is also the President of the Council of Estate Agencies. He was the Chairman of the Building and Construction Authority and a Director of Neptune Orient Lines Ltd and a board member of the Energy Market Authority.

See Tiat graduated with Honours (Second Class Upper) in Economics from the London School of Economics & Political Science. He is also a Fellow with the Institute of Chartered Accountants in England and Wales. He was conferred the Public Service Medal in 2009 and the Public Service Star in 2014.



BOARD OF DIRECTORS

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TAN CHIN HWEE

Chin Hwee was appointed a Director on 1 March 2014.

He is a Director of Trafigura Holdings Pte Ltd and Trafigura Pte Ltd. He is also a Director of Nayara Energy Ltd, India, where he chairs its Banking and Finance Board Committee and was previously its Audit Committee Chairman. He serves on the Board of Trustees of the Nanyang Technological University and the Advisory Board of Grab Inc. Chin Hwee is an Adjunct Professor in a number of universities, and is an advisory board member for the Shanghai Advance Institute of Finance. He also serves on the Finance Centre Advisory Panel of the Monetary Authority of Singapore. He sits on the Maritime and Port Authority of Singapore's International Maritime Centre (IMC) 2030 Advisory as a Committee Member as well as the International Olympic Council in a Independent Advisor role.

Chin Hwee was the founding partner and Director of Apollo Management Singapore Pte Ltd., Managing Director of Amaranth Advisors, as well as President and Director of CFA Singapore. He was a Director of Keppel REIT Management Limited (as manager of Keppel REIT) and Lien Aid Limited (Singapore).

Chin Hwee holds a Bachelor of Accountancy (Second Class Upper Honours) from Nanyang Technological University, and a MBA from Yale University. He completed a postgraduate course at Harvard Kennedy School. He is a Chartered Financial Analyst (CFA) and is both an Australian and Singapore registered Certified Public Accountant (CPA).

Chin Hwee was honoured as a World Economic Forum Young Global Leader 2010 and is the winner of the Singapore 2013 Distinguished Financial Industry Certified Professional (FICP) Award. He was also voted by the Hedge Fund Journal as among the emerging top 40 absolute return investors globally and was also named as Best Asia Credit Hedge Fund Manager by Hong Kong-based publication, The Asset.

10

TAN YEN YEN

Yen Yen joined the Board on 1 April 2012.

She is currently President, Asia Pacific, Vodafone Global Enterprise Singapore Pte Ltd.

She is the Chairman of the Singapore Science Centre and Director of ams AG. Additionally, she sits on the Board of Advisors of the National University of Singapore's School of Computing.

She was the Regional Vice-President and Managing Director of SAS South Asia Pacific, SAS Institute Inc. Prior to that, she was Senior Vice President, Applications, Oracle Corporation Asia Pacific, and Vice President and Managing Director for Hewlett-Packard Singapore.

Yen Yen has played an active role in Singapore's infocomm industry, having served as Chairman of the Singapore Infocomm Technology Federation and Deputy Chairperson on the Ministry of Information, Communications and the Arts (MICA) Internet and Media Advisory Committee. She was also a member of the Government Parliamentary Council of MICA and the Economic Strategies Committee's IT Working Group subcommittee and the Singapore Institute of Management's International Academic Panel. She was in the Ministry of Culture, Community and Youth's High Performance Sports Performance & Selection Sub-Committee that steers the development of High Performance Sports in Singapore. She was also a member of the ASEAN Para Games Organising Steering Committee and the sub-committee for Corporate Capabilities and Innovation for the Singapore Government's Committee on the Future Economy.

Yen Yen has a degree in Computer Science from the National University of Singapore and an Executive MBA degree with Helsinki School of Economics Executive Education.