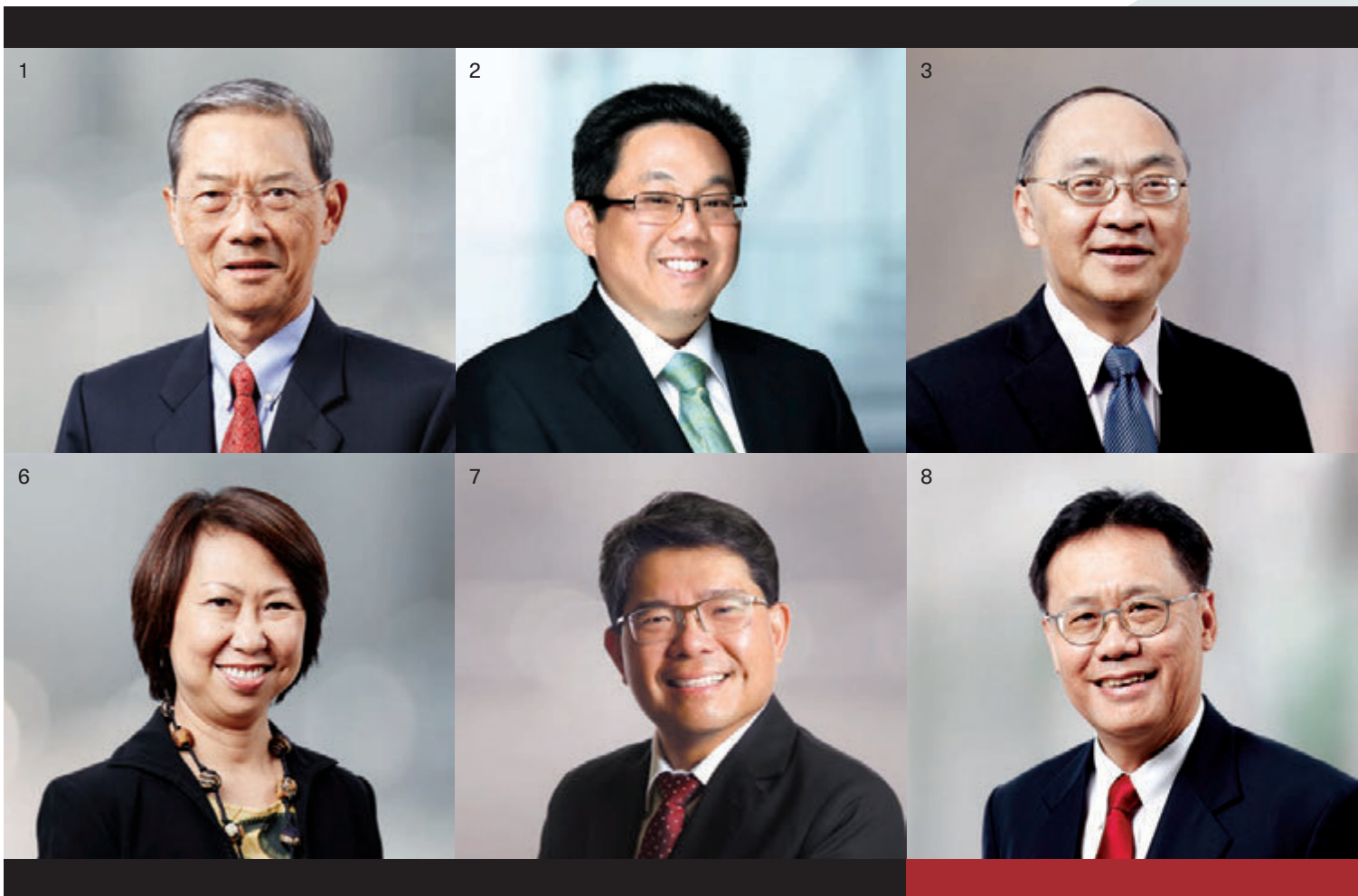


BOARD OF DIRECTORS

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.





1. Lee Boon Yang
 Chairman
 Non-Executive and
 Independent Director

2. Ng Yat Chung
 Chief Executive Officer[@]
 Executive and
 Non-Independent Director[^]

3. Alan Chan Heng Loon
 Chief Executive Officer[#]
 Executive and
 Non-Independent Director[#]

4. Janet Ang Guat Har
 Non-Executive and
 Independent Director

5. Bahren Shaari
 Non-Executive and
 Independent Director

6. Chong Siak Ching
 Non-Executive and
 Independent Director

7. Andrew Lim Ming-Hui
 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

[@] appointed as CEO-designate on 1 July 2017, and as CEO on 1 September 2017

[^] with effect from 1 July 2017

[#] stepped down on 1 September 2017

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BOARD OF DIRECTORS

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 has 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.

Ng Yat Chung

Yat Chung was appointed a Director on 1 August 2016 and CEO-designate on 1 July 2017. He became the CEO on 1 September 2017.

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

He was the Executive Director of Neptune Orient Lines Ltd, having served as its Group President and CEO. He was Senior Managing Director at Temasek Holdings (Private) Limited. Before joining Temasek Holdings, he was the Chief of Defence Force in the Singapore Armed Forces. He has 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. He has been conferred several awards, including the Meritorious Service Medal (Military) and the Public Administration Medal (Gold) (Military).

Alan Chan Heng Loon

Alan joined SPH as its Group President on 1 July 2002, and was appointed Chief Executive Officer on 1 January 2003.

He was responsible for managing the group's portfolio of businesses for the past 15 years, and resigned as Director and CEO of SPH with effect from 1 September 2017.

He served on the boards of several SPH subsidiaries including SPH REIT Management Pte Ltd. He was also a Director of Singapore Press Holdings Foundation Limited, MediaCorp TV Holdings Pte Ltd and MediaCorp Press Ltd.

Alan is a Director of Lan Ting Holdings Pte Ltd, Pavilion Energy Pte Ltd and Pavilion Gas Pte Ltd. He is the Chairman of the Land Transport Authority of Singapore and the Singapore-China Foundation. He is also a member of the Public Service Commission (PSC) and the Singapore Symphony Orchestra Council. He chaired the Council that revised the Code of Corporate Governance in 2012.

Before joining SPH, Alan was an Administrative Officer in the Civil Service. He has worked in the Government for 25 years and some of his previous appointments included Permanent Secretary of the Ministry of Transport, Deputy Secretary of the Ministry of Foreign Affairs, Principal Private Secretary to Senior Minister Lee Kuan Yew and Director of Manpower, Ministry of Defence.

Alan holds a Diplome d'Ingenieur from the Ecole Nationale de l'Aviation Civile, France and MBA (with Distinction) from INSEAD, France. He is a President's Scholar and was conferred the Public Administration Medal (Gold and Silver) and Meritorious Service Medal for his contributions to public service. In 2009, he was selected by INSEAD as "one of 50 Alumni who changed the world".

Janet Ang Guat Har

Janet was appointed a Director on 17 October 2014.

She is Vice-President, IBM Asia Pacific. In her current role, Janet is responsible for leading IBM's industry value creation for Asia Pacific clients across key industries by bringing together IBM's portfolio of Cognitive Solutions and Cloud Platform Infra-structure. She also leads the charge for helping cities in Asia become smarter, cognitive cities. She assumed different management roles including as Managing Director of IBM Singapore and has been on four international assignments in Tokyo and Beijing including four years with the Lenovo Group.

Janet is a board member of the Public Utilities Board (PUB), the InfoCommunications Media Development Authority (IMDA), and is Chair of Caritas Singapore, Chair of the NUS Institute of Systems Science (ISS), and a Council Member of the Singapore Business Federation (SBF). Janet represents Singapore on the B20 Digitalization Task Force, is a member of Singapore Diversity Action Committee, and is the Immediate Past President of the International Women's Forum (Singapore).

Janet graduated with a Business Administration (Honors) degree from the National University of Singapore. In 2014, Janet was awarded the NUS Business School Eminent Alumni Award and in 2015, she received the NUS Distinguished Alumni Service Award.

Bahren Shaari

Bahren Shaari 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 which shapes the private banking competency standards of the wealth management sector. In 2016, he was conferred the Singapore Institute of Banking and Finance Distinguished Fellow award, in recognition of his significant contributions to the financial industry and outstanding leadership capabilities.

Prior to joining Bank of Singapore, Bahren served as Managing Director at UBS Wealth Management, responsible for the South East Asian and Australian Markets.

Bahren is an alternate member of the Council of Presidential Advisers. From 2000 to 2012, Bahren served on the board of the Maritime and Port Authority of Singapore. He was conferred the Public Service Medal in 2008 by the President of Singapore.

Bahren graduated with an accountancy degree from the National University of Singapore and has completed the Advanced Management Program at Wharton Business School and Columbia University.

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 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 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.

BOARD OF DIRECTORS

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 Co-Head of its Corporate Mergers & Acquisitions Department. He has extensive experience in domestic and cross-border mergers and is recognized as a leading lawyer in his area of expertise.

Andrew serves as a Trustee on the Board of Trustees of the National University of Singapore and is a member of the Committee for Private Education, which is a committee of the SkillsFuture Singapore Board. He is also a Member of the Monetary Authority of Singapore Financial Centre Advisory Panel, and is also currently a Director of Jurong Engineering Limited and Singex Holdings Pte Ltd. He is a Fellow of the Singapore Institute of Directors.

Andrew holds a Bachelor of Law (Honours) degree from the National University of Singapore and was called to the Singapore Bar in 1986.

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, the Monetary Authority of Singapore, Energy Market Authority 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.

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.

Tan Chin Hwee

Chin Hwee was appointed a Director on 1 March 2014.

He is a Director of Trafigura Holdings Pte Ltd. He serves on the Board of Trustees of the Nanyang Technological University. 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. 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 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 Financial Advisor role.

He was a Director of Keppel REIT Management Limited (as manager of Keppel REIT), Trafigura Pte Ltd. and Lien Aid Limited.

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.

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, a member of the Defence Science & Technology Agency (DSTA) Board, and Director of Cap Vista Pte Ltd and Gemalto NV. Additionally, she sits on the Board of Advisors of the Singapore Institute of Directors. She is a member of the National University of Singapore's School of Computing.

She was 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 is 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 is a member of 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.