

## BOARD OF DIRECTORS

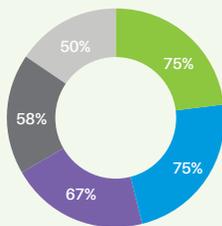
# A BALANCED AND DIVERSE BOARD

A committed and well-balanced Board with appropriate diversity will contribute positively in overseeing the Group’s strategy and performance, bringing fresh perspectives and constructive input.

### Key to Committee Membership

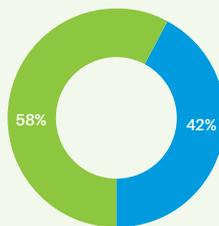
- A** Audit Committee
- S** Strategy Committee
- N** Nominating and Governance Committee
- E** Executive Resource and Compensation Committee
- R** Risk Committee
- Committee Chairman

### Skills



- Management Experience
- Financial Expertise
- Business Enterprise Relationship
- M&A/Business Development/Entrepreneurship
- Telco/Media/Technology

### Independence



- Independent Directors
- Non-independent Directors

**01**  
**Steven Terrell Clontz**  
 Chairman  
 Member: **S** **N**

**02**  
**Paul Ma Kah Woh**  
 Independent Director  
 Member: **A** **R**

**03**  
**Nihal Vijaya Devadas Kaviratne CBE**  
 Independent Director  
 Member: **N** **A** **S**



04  
**Teo Ek Tor**  
 Independent Director  
 Member: **E N**

05  
**Stephen Geoffrey Miller**  
 Non-Executive Director  
 Member: **R S E**

06  
**Michelle Lee Guthrie**  
 Independent Director  
 Member: **S E**

07  
**Nayantara Bali**  
 Independent Director  
 Member: **S R**

08  
**Ng Shin Ein**  
 Independent Director  
 Member: **A S**

09  
**Lionel Yeo Hung Tong**  
 Independent Director  
 Member: **E**

10  
**Lim Ming Seong**  
 Non-Executive Director  
 Member: **A S E**

11  
**Nasser Marafih**  
 Non-Executive Director  
 Member

12  
**Naoki Wakai**  
 Non-Executive Director  
 Member



## BOARD OF DIRECTORS

(Cont'd)

### Steven Terrell Clontz

Chairman

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#### Date of Appointment

8 December 1999 and Chairman on 15 July 2015

Last Re-elected 19 April 2018

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Terry is Senior Executive Vice-President, International, at Singapore Technologies Telemedia Pte Ltd (ST Telemedia). He is also a Director of PSA International Pte Ltd, Cloud9 Technologies, LLC, STT GDC Pte. Ltd., Armor Defense Inc., Commerce Parent, Inc, Commerce Topco, LLC and CenturyLink, Inc. He served as the CEO of StarHub for 11 years before retiring on 1 January 2010. Terry is a well-regarded veteran in the telecommunications and media industry with over 45 years of extensive experience. He brings with him invaluable knowledge of the telecoms and media industry and extensive management expertise. During his 11 years at the helm of StarHub, Terry led StarHub in a number of major milestones including the transformation of StarHub from being Singapore's third mobile player in 2000 to a fully-integrated "quad-play" service provider; merging StarHub with the then Singapore Cable Vision in 2002; bringing StarHub public in 2004 on the Main Board of the Singapore Exchange; and advancing StarHub's market position to become Singapore's second largest mobile operator in 2005. Terry began his career in the USA. From 1996 to 1998, he served as the President and CEO of IPC Information Systems Inc., based in New York. Prior to that, Terry held senior executive positions at BellSouth International, Inc. He was the President of BellSouth International (Asia-Pacific), Inc. between 1991 and 1994. Terry holds a Bachelor of Science (Physics Major) from the University of North Carolina, USA.

### Paul Ma Kah Woh

Independent Director

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Date of Appointment 23 September 2015

Last Re-elected 19 April 2016

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Paul is a Director of Mapletree Investments Pte Ltd, Mapletree North Asia Commercial Trust Management Ltd and PACC Offshore Services Holdings Ltd. He is a member of the Advisory Board of The Asian Civilisations Museum. Paul was a senior partner of KPMG Singapore, where he was in charge of the Audit & Risk Advisory Practice and Risk Management function until his retirement in September 2003. Paul is a Fellow of the Institute of Chartered Accountants in England and Wales, and a Member of the Singapore Institute of Chartered Accountants.

### Nihal Vijaya Devadas Kaviratne CBE

Independent Director

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Date of Appointment 16 August 2004

Last Re-elected 19 April 2018

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Nihal serves on the boards of DBS Bank Ltd, DBS Group Holdings Ltd and Olam International Limited in Singapore and GlaxoSmithKline Pharmaceuticals Limited in India. He is the Chairman of Caraway Pte. Ltd., a subsidiary of Olam International Limited. He was appointed to the Advisory Board of Bain & Company for SEA/Indonesia from August 2013, and was appointed a member of the Global Corporate Resilience Advisory Council of McKinsey & Company, Inc. effective January 2018. Nihal held various senior level management positions in the Unilever group across Asia, Europe and Latin America over forty years. Nihal was cited in the Queen's 2004 New Year Honours List in the UK and was awarded the CBE (Commander of the Order of British Empire) for services to UK business interests in Indonesia. He was chosen by Business Week in 2002 for the Stars of Asia Award as one of the "25 leaders at the forefront of change". Nihal holds a Bachelor of Arts (Honours) with a major in Economics from Bombay University, India and has attended various management development programmes in India, Australia, the UK and the USA, including the Advanced Executive Programme conducted by Kellogg School of Management, Northwestern University and the Advanced Management Program at the Harvard Business School, USA.

**Teo Ek Tor**

Independent Director

**Date of Appointment** 16 August 2004**Last Re-elected** 12 April 2017

Ek Tor is the Chairman of PrimePartners Group Pte Ltd, PrimePartners Corporate Finance Pte Ltd and Aris PrimePartners Asset Management Pte Ltd, a joint venture asset management company based in Singapore. Ek Tor has vast experience in investment banking, asset management and financial services in Asia, and brings with him in-depth financial and analytical expertise. He had contributed to and been instrumental in the development of two major regional investment banking groups – Morgan Grenfell Asia (1980-1993) and BNP Prime Peregrine (1997-1999). Ek Tor held senior executive positions within the Morgan Grenfell Asia group and was the Regional Managing Director of BNP Prime Peregrine (Singapore) Ltd. He holds a Bachelor of Arts (Honours), with a major in Business Administration, from the University of Western Ontario, Canada.

**Stephen Geoffrey Miller**

Non-Executive Director

**Date of Appointment** 1 January 2017**Last Re-elected** 12 April 2017

Stephen is the President & Chief Executive Officer of ST Telemedia and is also a member of ST Telemedia Board of Directors. He also serves on the Board of TeleChoice International Limited. Stephen joined ST Telemedia in 2005 and held various senior positions including President & Chief Operating Officer and Chief Financial Officer. He played a crucial role in enhancing ST Telemedia's business competitiveness and asset portfolio while simultaneously maintaining prudent financial management. Prior to joining ST Telemedia, Stephen was Financial Advisor to the company on the combination of its data centre business with Equinix and Pihana Pacific, creating one of the world's largest carrier-neutral data centre network. Stephen has more than 25 years of global investment, financial management, strategic planning and CMT industry experience. He spent over 14 years of his career in investment banking with Credit Suisse, primarily heading its telecommunications and media group throughout Asia Pacific. Stephen holds a Bachelor's Degree in Commerce, with First Class Honours in Economics and Finance, from the University of New South Wales, Australia.

**Michelle Lee Guthrie**

Independent Director

**Date of Appointment** 25 August 2017**Last Re-elected** 19 April 2018

Michelle has extensive experience and expertise in media management, content development, and a detailed knowledge of both traditional broadcasting and the new digital media landscape. Over the last 26 years, Michelle has worked for a range of broadcasting and media organisations in Australia, Europe and Asia, including the Australian Broadcasting Corporation, BSkyB, Star TV and Google. She is ideally placed to guide StarHub's strategic development, with her extensive knowledge of the Asian media market, digital technology and digital disruption. Michelle holds a Bachelor of Arts and Law (Honours) from Sydney University.

## BOARD OF DIRECTORS

(Cont'd)

### Nayantara Bali

Independent Director

**Date of Appointment** 6 August 2018

Nayantara is a Director of ANV Consulting Pte Ltd, a boutique management consultancy based in Singapore. She is a business leader with over 28 years of Asia-Pacific CEO and leadership experience at the international marketing powerhouse, Procter & Gamble ("P&G"). At P&G, Nayantara held various senior level management positions, including Vice-President of the Asia-Pacific Beauty Care, Global Skin Care and Gillette Asia business units. Nayantara has vast experience in the FMCG sector including how to build winning customer centric plans in a fast changing and digitally disrupted environment. She served on the Boards of P&G Gillette India from 2011 to 2013 and P&G Health & Hygiene India from 2003 to 2005. Nayantara was a member of P&G's Global Business Leadership Council and The Global Diversity & Inclusion Council. Nayantara holds a Bachelor of Arts in Economics from Stella Maris College, University of Madras, and a Post Graduate Diploma in Business Management from the Indian Institute of Management - (IIM) Ahmedabad.

### Ng Shin Ein

Independent Director

**Date of Appointment** 17 September 2018

Shin Ein is the Managing Director of Blue Ocean Associates Pte Ltd, a personal family office focused on asset allocation, financial and strategic investments. She leads a network of family offices and other investors in providing strategic and growth capital for companies and advise portfolio companies on strategy, innovation and business development. Shin Ein is also the Co-founder and Advisor (Non-executive) of Gryphus Capital Management Pte Ltd, a fund management firm focused on private equity and special situations investments. Shin Ein is Singapore's Non-Resident Ambassador to Hungary since 2013. From 2002 to 2006, she was Director (Listings) and a member of the Singapore Exchange ("SGX") IPO Committee at SGX. Shin Ein served on the Board of NTUC Fairprice Cooperative Limited from 2008 to 2017, and was a corporate lawyer at Lee & Lee from 1997 to 2002. She holds a Bachelor of Laws (Honours) from Queen Mary and Westfield College, University of London, and a Postgraduate Diploma in Singapore Law from the National University of Singapore.

### Lionel Yeo Hung Tong

Independent Director

**Date of Appointment** 10 January 2019

Lionel is the CEO Advisor at Grab, Southeast Asia's leading platform for ride-hailing, mobile payments, food delivery and logistics services. He was the Chief Executive of the Singapore Tourism Board from June 2012 to May 2018. Prior to that, he was the Dean & CEO of the Singapore Civil Service College and Deputy Secretary (Development) in the Public Service Division of the Prime Minister's Office. His work for the Singapore government also included securing FTAs and market access for Singapore companies (Ministry of Trade & Industry), designing tax reforms for economic competitiveness and fiscal sustainability (Ministry of Finance), and promoting culture and the arts (Ministry of Information and The Arts). Lionel served on the Boards of the Urban Redevelopment Authority, National Healthcare Group Pte Ltd, Jurong Port Pte Ltd, Sentosa Development Corporation and Wildlife Reserves Singapore Pte Ltd. He holds a Bachelor of Science (BSc) in Economics from the London School of Economics and Political Science and a Master of Business Administration (MBA) from the Massachusetts Institute of Technology - Sloan School of Management.

**Lim Ming Seong**

Non-Executive Director

**Date of Appointment** 14 December 2000**Last Re-elected** 12 April 2017

Ming Seong is the Chairman of CSE Global Limited and First Resources Limited and serves on the boards of several non-listed private companies. Ming Seong was with the Singapore Technologies ("ST") group from 1986 to 2002, where he left as Group Director. Prior to joining the ST group, Ming Seong served as the Deputy Secretary with the Ministry of Defence of Singapore. Ming Seong brings with him extensive accounting, management and technical expertise. He holds a Bachelor of Applied Science (Honours) with a major in Mechanical Engineering from the University of Toronto and a Diploma in Business Administration from the former University of Singapore. Ming Seong also participated in the Advanced Management Programs conducted by INSEAD and the Harvard Business School, USA.

**Nasser Marafih**

Non-Executive Director

**Date of Appointment** 9 July 2007**Last Re-elected** 19 April 2018

Dr Nasser is a Member of the Ooredoo Group Board and Advisor to the Ooredoo Group Board's Chairman. He was the CEO of Ooredoo Group from 2006 until November 2015. He also served as CEO of Ooredoo Qatar from 2002 to 2011, a subsidiary of Ooredoo Q.S.C. Dr Nasser began his professional career at Ooredoo Qatar (then known as Qatar Telecom) in 1992 as an expert advisor from the University of Qatar, and later joined Ooredoo Qatar as the Director of Strategic Planning and Development. He was instrumental in many strategic initiatives and landmarks in Ooredoo Qatar's history, including the introduction of the first GSM service in the Middle East in 1994 and thereafter, the Internet service in Qatar in 1996, and the privatisation of Ooredoo Qatar in 1998. Under Dr Nasser's leadership, Ooredoo Qatar has evolved from being a local telecom provider to an international player, with strategic investments in the Asia Pacific region. Dr Nasser holds a Bachelor of Science in Electrical Engineering, a Master of Science and a PhD in Communication Engineering from the George Washington University, USA.

**Naoki Wakai**

Non-Executive Director

**Date of Appointment** 30 August 2017**Last Re-elected** 19 April 2018

Wakai-san is the President and CEO of NTT Singapore Pte. Ltd., the regional headquarters of NTT Communications Corporation for the Asia Pacific region, since 1 July 2017. He joined Nippon Telegraph and Telephone Company (NTT) in 1989 and has 21 years' experience in international telecommunications and IT business. He was involved in the establishment of subsidiaries and branch offices in China, Taiwan, and Korea, and played a major role in the construction of international submarine cable systems. After serving as Senior Manager of IP Transit Business at NTT Com Asia (Hong Kong) and Director of International Business at Verio (USA), he became Head of Server Hosting Team in 2006, Head of Carrier Relations in 2008, and VP of Global IP Network in 2009. Prior to becoming the President and CEO of NTT Singapore, he served as Deputy Managing Director and COO of NTT Europe Limited for five years.