

SENIOR MANAGEMENT



Top to bottom, left to right:

Lee Hsien Yang, Lucas Chow Wing Keung, Chua Sock Koong,
William Hope, Lee Kwok Cheong, Allen Lew Yoong Keong,
Lim Chuan Poh, Lim Eng, Lim Toon,
Jeann Low, Pat O'Sullivan, Paul O'Sullivan, Dr Stephen Rotheram.

LEE HSIEN YANG

*President and Chief Executive Officer
SingTel*

Mr Lee's profile can be found on page 14 of this Annual Report.

The following are in alphabetical order:

LUCAS CHOW WING KEUNG

*Executive Vice President (Corporate Business)
SingTel*

Mr Chow, 52, joined SingTel in May 1998 as Group Director of Total Quality. He was appointed Executive Vice President of Corporate Business in April 2004 and is responsible for the delivery of a full range of communications products, services and solutions to the corporate market segments in and outside Singapore. Mr Chow was Executive Vice President of SingTel's Consumer Business as well as CEO of Singapore Telecom Mobile Pte Ltd ("SingTel Mobile") before his current appointment. Prior to joining SingTel, he held several senior positions in Hewlett-Packard where he worked for almost 20 years. Mr Chow holds a Bachelor of Science (Honours) from Aston University, Birmingham, UK.

CHUA SOCK KOONG

*Chief Financial Officer
SingTel*

Ms Chua, 48, joined SingTel in June 1989 as Treasurer. She has served as Chief Financial Officer since April 1999 and has overall responsibility for the financial functions at SingTel, including treasury and risk management. She also manages a diverse range of portfolios – from corporate development, company secretarial and legal, and regulatory and interconnect strategy to corporate communications and investor relations. 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 Chartered Financial Analyst.

WILLIAM HOPE

*Executive Vice President (Networks)
SingTel*

Mr Hope, 56, joined SingTel in October 2000. He was appointed Executive Vice President of Networks in August 2003. Mr Hope leads and oversees the development and maintenance of an integrated and centrally-managed communications network infrastructure that leverages on the SingTel Group's scale and scope to improve its strategic cost position and shape an enhanced experience for the customer. Before joining SingTel, Mr Hope was Chief Technical Officer with Cable & Wireless Optus in Australia where he was responsible for its local, long distance, mobile, Internet and satellite networks. He holds a Bachelor of Science (First Class Honours) from The University of Western Australia.

LEE KWOK CHEONG

*Chief Executive Officer
NCS*

Mr Lee, 51, has served as CEO of NCS since 1996. He currently leads the NCS team as the subsidiary pursues new initiatives for growth in Asia Pacific. Mr Lee serves on several international boards and advisory committees. He is a member of China's Suzhou Industrial Park International Advisory Council and the Singapore-India IT Task Force. He is also President of the Singapore Computer Society ("SCS"). For his contributions in shaping the development of IT in Singapore, Mr Lee was conferred 'IT Person of the Year' by SCS in 2000. In 2001, he co-authored a book 'Hi-Tech Hi-Touch Branding' with a renowned branding personality. Mr Lee holds a Bachelor of Science from the Massachusetts Institute of Technology, USA and a Master of Science from the University of California, Berkeley.

SENIOR MANAGEMENT

ALLEN LEW YOONG KEONG

Managing Director (Optus Consumer)

Optus

Mr Lew, 50, was appointed Managing Director of Optus Mobile (now known as Optus Consumer) in December 2001. He is responsible for growing Optus' consumer business in Australia, identifying and bringing cutting-edge telecommunications technology to enrich customers' lives. Mr Lew began his career with the SingTel Group in November 1980. Since then, he had held various senior assignments, including Chief Operating Officer of mobile communications operator, Advanced Info Service Public Company Limited – SingTel's associate in Thailand, and Chief Operating Officer of Singapore Telecom International Pte Ltd. Mr Lew holds a Bachelor of Electrical Engineering from The University of Western Australia and a Master of Science (Management) from the Massachusetts Institute of Technology, USA.

LIM CHUAN POH

Executive Vice President (Consumer Business)

SingTel

Mr Lim, 50, joined SingTel in October 1998 as Chief Executive of Fixed Line Services. He was appointed Executive Vice President of Consumer Business in April 2004 with responsibility for the business development and management of SingTel's consumer business in Singapore. He is also CEO of SingTel Mobile and Chairman of Bridge Mobile Pte Ltd. His portfolio includes national and international voice, mobile communications, paging, Internet and broadband services. He was previously Executive Vice President of Corporate Business. Mr Lim has extensive managerial experience in the public sector and was Deputy Secretary at the Ministry of Communications prior to joining SingTel. He is a member of the GSM Association Board. He holds a Bachelor of Engineering Science (Honours) from Balliol College, University of Oxford, UK and a Master in Public Health Engineering from Imperial College of Science and Technology, University of London.

LIM ENG

Group Director (Human Resource)

SingTel

Mr Lim, 50, joined SingTel in September 1980. He was appointed Group Director of Human Resource in September 2003 and oversees the development of human resource across the SingTel Group, including NCS and Optus. Prior to his current appointment, Mr Lim had key responsibilities for Corporate Products and the General Business Group. He was also President of New Century Infocomm Tech Co., Ltd., SingTel's associate in Taiwan. Mr Lim holds a Bachelor of Engineering (Electrical) from the University of Singapore and a Master of Science (Management) from the Massachusetts Institute of Technology, USA.

LIM TOON

Chief Operating Officer

SingTel

Mr Lim, 62, joined the Government service in October 1966 and was transferred from the Department of Civil Aviation to Telecoms Department in June 1970. He was appointed Chief Operating Officer in April 1999 and is responsible for ensuring operational synergies across the SingTel group of companies. Mr Lim has many years of diverse business experience within the SingTel Group, having held senior executive positions in engineering, human resource, information systems, international services, network, radio services and traffic operations. He has a Bachelor of Engineering (First Class Honours) from the University of Canterbury, New Zealand.

JEANN LOW

Executive Vice President (Strategic Investments)
SingTel

Ms Low, 45, joined SingTel in October 1998 as Group Financial Controller. She was appointed Executive Vice President of Strategic Investments in November 2004. Ms Low is responsible for delivering growth across SingTel by pursuing opportunities for strategic investments globally. Prior to joining SingTel, she worked for several years in an international accounting firm and a public listed company. Ms Low holds a Bachelor of Accountancy (Honours) from the National University of Singapore. She is a Certified Public Accountant with the Institute of Certified Public Accountants of Singapore.

PAT O'SULLIVAN

Chief Financial Officer
Optus

Mr O'Sullivan, 41, joined Optus as Chief Financial Officer ("CFO") in June 2002. He is responsible for the financial affairs of Optus, including corporate finance, taxation, treasury, risk management, procurement and property. Mr O'Sullivan was CFO of the New Zealand operations of Goodman Fielder Limited in Australia before he joined Optus. He had also served as Acting CFO of Goodman Fielder Limited and prior to that, had held senior financial positions at Burns, Philp & Company Limited and Price Waterhouse in Australia. Mr O'Sullivan is a member of The Institute of Chartered Accountants in Ireland and The Institute of Chartered Accountants in Australia. He is also a graduate of the Harvard Business School's Advanced Management Programme.

PAUL O'SULLIVAN

Chief Executive
Optus

Mr O'Sullivan, 45, was appointed Chief Executive of Optus in September 2004. In this role, he is responsible for all aspects of the performance and operations of Optus in Australia. Prior to his current appointment, he served as Chief Operating Officer for three years, following the acquisition of Optus by SingTel in 2001. Mr O'Sullivan joined Optus as Retail Marketplace Manager in its Business Division in 1996 and became Managing Director of its Mobile Division in 1998. Before Optus, he had spent 11 years in various management roles with the Royal Dutch Shell Group. Mr O'Sullivan holds a Bachelor of Arts (Moderatorship) in Economics (First Class) from Trinity College, The University of Dublin and is a graduate of the Harvard Business School's Advanced Management Programme.

DR STEPHEN ROTHERAM

Executive Vice President (Global Business)
SingTel

Dr Rotheram, 60, has been on secondment to SingTel since October 2002. He was appointed Executive Vice President of Global Business in November 2004. Dr Rotheram oversees SingTel's global business of offering wholesale communications services over satellite, submarine cable, microwave, global voice networks and other international networks. He was formerly Executive Vice President of Strategic Investments. Dr Rotheram joined SingTel from Optus in Australia where he was Managing Director of Network. He holds a Bachelor of Arts in Theoretical Physics and a Doctor of Philosophy from the University of Cambridge, UK.

ORGANISATION STRUCTURE

President and Chief Executive Officer

Chief Operating Officer

Consumer Business

Corporate Business

Global Business

Networks

Consumer Business

- Principal product line responsibilities are mobile, broadband and fixed-line solutions, while customer fronting units focus on residential and small businesses in Singapore
- Offers services such as national and international voice, mobile and paging communications, Internet access, equipment sales and broadband capacity to other ISPs in Singapore
- Responsible for the management of SingTel's customer service centres and retail outlets, including SingTel's *hello!* shops and its channel partners

Corporate Business

- Handles SingTel's corporate accounts within and outside Singapore
- Offers voice, data, Internet and IT solutions

Global Business

- Manages SingTel's wholesale communications services, satellite, submarine cable, microwave, global voice networks and other international networks
- Provides capacity on a wholesale level to other global communications providers and corporate buyers

Networks

- Manages the technology selection, engineering development and operations of both Singapore's and Australia's national fixed-line and mobile telecommunications networks

Chief Executive Optus

Optus Business

Optus Consumer

Optus Small and Medium Enterprise (SME)

Optus Wholesale and Satellite

Support Units

Optus Business

- Provides services to corporate and government clients

Optus Consumer

- Offers services and products to Australian consumers, including mobile, long distance and local telephony, and high-speed Internet access

Optus Small and Medium Enterprise (SME)

- Meets the telecommunications needs of small and medium businesses in Australia

Optus Wholesale and Satellite

- Provides services and capacity to other telecommunications and communications companies
- Manages Optus' satellite business

Support Units

- Support functions include Corporate Marketing, Corporate and Regulatory Affairs, Finance, Human Resources, Information Technology, Network, Organisational Renewal, and Strategy and Corporate Development

Chief Executive Officer NCS

Business Centres

China Business

Functional Support Units

Global Business

Technology Solutions Sales

- Provides IT and communications engineering solutions for customers in the Asia Pacific region

Chief Financial Officer

Corporate Communications

Corporate Development

Corporate Finance

Investor Relations

Legal and Secretariat

Regulatory and Interconnect Strategy

Tax Planning and Compliance

Treasury

- Formulates and executes the Group's overall strategy and policies, and supports high standards of corporate governance which are critical to maintaining investors' trust in the SingTel Group
- Manages corporate affairs and financial matters, including legal, corporate communications, regulatory, media and investor relations, strategy, treasury, financial structure and tax planning

Audit Committee

**Group Director
Human Resource**

**Labour Management
Relations**

**Learning and
Organisation
Development**

**Performance
Management**

Recruitment

Rewards and Benefits

- Responsible for business support, human resource policies and practices across the Group

**Group Chief
Information Officer**

Business Support Units

**Information Systems
Plans and Security**

- Supports the Group's businesses with quality IT solutions

**Executive Vice President
Strategic Investments**

**Mergers, Acquisitions
and Investments**

**Monitoring of
Investments**

- Supports the growth objectives of SingTel's business groups through strategic investments across the region

**Vice President
Audit**

- Assists the Board in promoting sound risk management and good corporate governance through assessing the adequacy and effectiveness of internal controls relating to the Group's key business and operational processes in areas set forth in the audit plan
- Reports to the Audit Committee on significant issues relating to the risk management, internal controls and governance processes and the resolution of these issues
- Provides advisory and internal consulting services to the Group's management to enhance risk management, internal controls and governance processes



PUTTING IT ALL TOGETHER

Since our beginnings in 1879, SingTel has evolved and grown from strength to strength. Today, we are Asia's leading communications group, and the largest company listed on the Singapore Exchange in terms of market capitalisation.

Our regional expansion programme since the 1990s has created a company of significant scale and scope. We are consistently recognised as the regional carrier of choice by leading regional and international publications.

We now operate out of two major markets, Singapore and Australia. We also offer communications services in India, Indonesia, the Philippines and Thailand. Our business

mix is well diversified, and we have one of the region's most extensive and advanced telecommunications infrastructure that offers global reach.

Our strong financial results also reflect our success. At the Group level, we reported a record S\$12.62 billion in operating revenue and an underlying net profit after tax of S\$3.06 billion, for the financial year ended 31 March 2005.

By putting it all together – our product breadth, our geographic scale and our financial strength – we are well positioned for a new chapter of growth that will propel us to be Asia Pacific's best communications group.