

# **Summary of Committee Structure**



The seven-member board of the Company in office and their memberships in the respective Board Committees for the financial year ended 31 December 2009 is set out as follows:

Name	Board	Audit Committee	Nominating Committee	Remuneration Committee	Risk Management Committee	Executive Committee
Olivia Lum	Executive Director		Member			Chairman
Teo Kiang Kok	Non-Executive Independent Director	Member	Member		Member	Member
Lee Joo Hai	Non-Executive Independent Director	Chairman		Member	Member	Member
Gay Chee Cheong	Non-Executive Independent Director	Member	Chairman	Member		Member
Christopher Murugasu	Non-Executive Non-Independent Director			Member	Member	
Professor Tan Teck Meng	Non-Executive Independent Director	Member		Chairman		
Raj Mitta	Non-Executive Independent Director				Chairman	

The Board considers an Independent Director as one who has no relationship with the Company, its related Companies or its officers that could interfere or be reasonably perceived to interfere, with the exercise of the Director's independent business judgment.

While all the Directors have equal responsibilities for the performance of the Group, Non-Executive members of the Board exercise no management function in the Company or any of its subsidiaries. The role of Non-Executive Directors is primarily to ensure that the strategies proposed by the Management are fully discussed, vigorously examined, taking into consideration the long term interest of the shareholders, employees, customers, suppliers and the communities in which the Group conducts its business.

The Board believes the composition of the Board requires consideration of a number of factors, including the mix in skills, abilities and expertise, the mix in the length of time Directors have had on the Board, as well as experience on other boards. The general policy of the Company is to seek to have the Board comprised of at least half Independent Directors.

The Board is of the view that there is presently a good balance between the Executive and Non-Executive Directors and a strong and independent element on the Board. The present board size and number of Board Committees facilitate effective decision making and is appropriate for the nature and scope of the Group's business and operations.

The Board consists of respected business leaders and professionals whose collective core competencies and experience are extensive, diverse and relevant to the Group. The names, qualifications and relevant skills, experience and expertise of the Directors can be found on the Board of Directors section of the Hyflux corporate website. As evidenced by this information, the Directors bring to the Board a broad range of experience and expertise.