

| ASEAN Corporate Governance Scorecard: Singapore Rankings* | | |
|--|--|---------------------------|
| 2017 Ranking | Company Name | 2015 Ranking** |
| 1 | Singapore Telecommunications Ltd | 1 |
| 2 | CapitaLand Ltd | 4 |
| 3 | DBS Group Holdings Ltd | 2 |
| 4 | Singapore Exchange Ltd | 3 |
| 5 | United Overseas Bank Ltd | 27 |
| 6 | City Developments Ltd | 19 |
| 7 | Singapore Press Holdings Ltd | 5 |
| 8 | Oversea-Chinese Banking Corp Ltd | 18 |
| 9 | Sembcorp Industries Ltd | 15 |
| 10 | Olam International Ltd | 45 |
| 11 | SATS Ltd | 6 |
| 12 | Global Logistic Properties Ltd | 16 |
| 13 | StarHub Ltd | 12 |
| 14 | Singapore Technologies Engineering Ltd | 13 |
| 15 | Sembcorp Marine Ltd | 23 |
| 16 | Singapore Airlines Ltd | 11 |
| 17 | Keppel Telecommunications & Transportation Ltd | 10 |
| 18 | ComfortDelGro Corp Ltd | 25 |
| 19 | SIA Engineering Co Ltd | 21 |
| 20 | Frasers Centrepoint Ltd | NA |
| 21 | Perennial Real Estate Holdings Ltd | 43 |
| 22 | M1 Ltd | 30 |
| 23 | Del Monte Pacific Ltd | 28 |
| 24 | China Aviation Oil Singapore Corp Ltd | 61 |
| 25 | Great Eastern Holdings Ltd | 41 |
| 26 | Yoma Strategic Holdings Ltd | 17 |
| 27 | Wheelock Properties Singapore Ltd | 72 |
| 28 | Fraser and Neave Ltd | 20 |
| 29 | SBS Transit Ltd | NA |
| 30 | Thai Beverage PCL | 55 |
| 31 | Wilmar International Ltd | 56 |
| 32 | Vicom Ltd | NA |
| 33 | UOL Group Ltd | 29 |
| 34 | Singapore Post Ltd | 8 |
| 35 | Golden Agri-Resources Ltd | 64 |
| 36 | Jardine Cycle & Carriage Ltd | 80 |
| 37 | Hong Leong Finance Ltd | 39 |
| 38 | Venture Corp Ltd | 34 |
| 39 | United Engineers Ltd | 48 |
| 40 | Indofood Agri Resources Ltd | 35 |
| 41 | OUE Ltd | 38 |
| 42 | Yeo Hiap Seng Ltd | 58 |

| 2017 Ranking | Company Name | 2015 Ranking** |
|--------------|---------------------------------------|----------------|
| 43 | United Industrial Corp Ltd | 37 |
| 44 | Haw Par Corp Ltd | 59 |
| 45 | Yangzijiang Shipbuilding Holdings Ltd | 32 |
| 46 | ARA Asset Management Ltd | 40 |
| 47 | Sheng Siong Group Ltd | 50 |
| 48 | QAF Ltd | 99 |
| 49 | Roxy-Pacific Holdings Ltd | 36 |
| 50 | GuocoLand Ltd | 76 |
| 51 | First Resources Ltd | 42 |
| 52 | Talkmed Group Ltd | NA |
| 53 | Halcyon Agri Corp Ltd | NA |
| 54 | Bumitama Agri Ltd | 46 |
| 55 | Raffles Medical Group Ltd | 79 |
| 56 | Metro Holdings Ltd | 74 |
| 57 | Yanlord Land Group Ltd | 52 |
| 58 | CITIC Envirotech Ltd | 92 |
| 59 | The Straits Trading Co Ltd | 77 |
| 60 | Delfi Ltd | 66 |
| 61 | Mewah International Inc | NA |
| 62 | Japfa Ltd | NA |
| 63 | Hi-P International Ltd | NA |
| 64 | Ho Bee Land Ltd | 49 |
| 65 | Health Management International Ltd | NA |
| 66 | Bukit Sembawang Estates Ltd | 65 |
| 67 | Q&M Dental Group Singapore Ltd | NA |
| 68 | Far East Orchard Ltd | 63 |
| 69 | Sarine Technologies Ltd | 47 |
| 70 | China Everbright Water Ltd | 82 |
| 71 | Riverstone Holdings Ltd | NA |
| 72 | Genting Singapore PLC | 53 |
| 73 | Golden Energy & Resources Ltd | NA |
| 74 | Best World International Ltd | NA |
| 75 | CEFC International Ltd | NA |
| 76 | GL Ltd | 89 |
| 77 | Ezion Holdings Ltd | 88 |
| 78 | Pacc Offshore Services Holdings Ltd | NA |
| 79 | Sinarmas Land Ltd | 83 |
| 80 | Bonvests Holdings Ltd | NA |
| 81 | UOB-Kay Hian Holdings Ltd | 93 |
| 82 | Hong Fok Corp Ltd | 96 |
| 83 | GSH Corp Ltd | 81 |
| 84 | Silverlake Axis Ltd | 78 |
| 85 | Hotel Grand Central Ltd | 100 |
| 86 | NSL Ltd | NA |

| 2017 Ranking | Company Name | 2015 Ranking** |
|--------------|---|----------------|
| 87 | Oxley Holdings Ltd | 84 |
| 88 | China Jinjiang Environment Holding Co Ltd | NA |
| 89 | SIIC Environment Holdings Ltd | 75 |
| 90 | Pacific Century Regional Developments Ltd | 73 |
| 91 | Wing Tai Holdings Ltd | 90 |
| 92 | First Sponsor Group Ltd | NA |
| 93 | Gallant Venture Ltd | 44 |
| 94 | Fragrance Group Ltd | 91 |
| 95 | Hotel Properties Ltd | 98 |
| 96 | Straco Corp Ltd | 95 |
| 97 | Sunpower Group Ltd | NA |
| 98 | Aspial Corp Ltd | 85 |
| 99 | CWT Ltd | 97 |
| 100 | Bund Center Investment Ltd | NA |

* Only the 100 largest companies by market capitalisation are ranked

** 2016 was a gap year for revision and no assessment was conducted

Source: Singapore Institute of Directors and Centre for Governance, Institutions and Organisations, NUS Business School