



Coal mining
Indonesia

Partners with the Community

The Jardine Cycle & Carriage (“JC&C”) Group believes in fulfilling its role as a corporate citizen and being socially responsible in the communities in which it operates. We are committed to making a difference in these communities and have over the years been involved in a diverse range of charity programmes. In 2007, our Group companies supported initiatives across the spectrum of community development, environmental conservation, religion and education.

Charity and Community

JC&C group companies made donations to various charitable activities throughout the year in the areas of mental health, the disabled and elderly, the arts and others.

The Care for the Community Programme by Cycle & Carriage saw donations of specially modified passenger vans to voluntary welfare organisations in Singapore such as Care Corner Family Service Centre, Life Community Services Society and Sunlove Abode for Intellectually-Infirmed. Since 1997, Cycle & Carriage has donated vehicles

to more than 30 charities to help ease their transportation burden.

In 2007, Cycle & Carriage Bintang sponsored a community service television programme that encouraged road safety across Malaysia and also ran a campaign within the company to promote the importance of waste recycling.

Through its group companies and foundations, Astra invested in a range of programmes during the year to help raise standards in the areas of the environment, health and social welfare of its surrounding communities. Its corporate social responsibility groups, Astra Green Company and Astra Friendly Company, supported a series of environmental and social initiatives such as the publication and distribution of manuals, health and safety training programmes, conservation programmes and award presentations.

Astra continued to provide humanitarian assistance to victims of natural disasters.

Since 1997, Cycle & Carriage has donated vehicles to more than 30 charities to help ease their transportation burden.

It provided assistance to flood victims in and around Jakarta in the form of support packages for students and donated survival kits to victims of the earthquake in West Sumatra. Astra also donated medicine, food and clothes to the victims of the floods in Central and East Java.

Education and Training

Jardine Cycle & Carriage is committed to a S\$1 million (US\$630,000) contribution as a founding donor of the Lee Kuan Yew School of Public Policy in support of the school's academic study and research programmes on public policy and public management.

At the Singapore Management University, three JC&C scholarships were awarded to outstanding Business Management undergraduates during the year. The scholarship programme, which began in 2000, provides financial aid to students with excellent academic ability, strong community involvement and leadership skills.

Astra, through its Toyota and Astra Foundation, granted more than 3,600 scholarships to students and funded scientific research, teaching aids and training programmes. The Astra Bina Ilmu Foundation, another education development group, also supported education in the less-developed regions of Indonesia, providing education materials and teaching aids to schools.

Astra provided financing support to more than 2,500 small and medium enterprises ("SME") around Indonesia. Its SME supervisory programme has helped build relationships between the SMEs in the Greater Jakarta area with various government institutions, state-owned enterprises and private companies.

Board of Directors

Anthony Nightingale

Mr Nightingale was appointed Chairman in 2002, having served on the Board since 1993. He was last re-elected as a director on 28 April 2005. He is Managing Director of Dairy Farm, Hongkong Land, Jardine Matheson, Jardine Strategic and Mandarin Oriental; a commissioner of Astra; and Chairman of Jardine Matheson Limited, Jardine Motors Group and Jardine Pacific. Mr Nightingale is chairman of the Business Facilitation Advisory Committee established by the Financial Secretary in Hong Kong, a council member of the Hong Kong Trade Development Council, a Hong Kong representative to the APEC Business Advisory Council and a member of the Greater Pearl River Delta Business Council. Mr Nightingale holds a Bachelor's degree (Honours) in Classics from Peterhouse, Cambridge.

Boon Yoon Chiang

Mr Boon was appointed Deputy Chairman of the Group in May 1996. He has been on the Board since 19 May 1993 and was last re-elected as a director on 30 April 2007. He is Country Chairman of Jardine Matheson Group in Singapore and a director of MCL Land. He serves on the Board of the Singapore International Chamber of Commerce and is Honorary Secretary of the Singapore National Employers' Federation. He is also a council member of the ASEAN Chambers of Commerce and Industry. He sits on the Governing Council of the Singapore Institute of Directors and is a member of the Competition Appeal Board. He is a diploma holder from the Singapore Institute of Management majoring in Personnel Management. He completed the Senior Executive Programme at the London Business School.

Benjamin Keswick

Mr Keswick was appointed Group Managing Director on 1 April 2007 and was last elected as a director on 30 April 2007. He has been with Jardine Matheson Holdings since 1998, most recently as Chief Executive Officer and before that, Finance Director of Jardine Pacific, which represents a number of Jardine Matheson Holding's non-listed interests in a range of industry sectors. He is a director of Jardine Matheson Holdings, Jardine Matheson Limited, Cycle & Carriage Bintang and MCL Land, and is a commissioner of Astra and Vice President Commissioner of United Tractors. Mr Keswick graduated from Newcastle University with a Bachelor of Science degree in Agricultural Economics and Food Marketing and obtained a Master of Business Administration degree from INSEAD.

Chiew Sin Cheok

Mr Chiew was appointed Group Finance Director on 1 November 2006 and was last elected as a director on 30 April 2007. He has worked for Jardine Matheson since 1993 where he has held various senior finance positions, prior to which he worked for Schroders and Pricewaterhouse, both in London. He is a commissioner of Astra, Astra Otoparts and Astra Sedaya Finance, Vice President Commissioner of Astra Agro Lestari, a member of the audit committee of Tunas Ridean and a director of Cycle & Carriage Bintang. Mr Chiew graduated from the London School of Economics and Political Science with a Bachelor of Science (Economics) degree, obtained a Master of Management Science degree from the Imperial College of Science and Technology, London, and is a member of the Institute of Chartered Accountants in England & Wales. He is on the Board of Governors of the Keswick Foundation, a charitable body in Hong Kong.

Datuk Azlan Zainol

Datuk Azlan Zainol joined the Board as a non-executive director on 30 April 2004 and was last elected as a director on 30 April 2007. He is Chief Executive Officer of the Employees Provident Fund in Malaysia and Chairman of Malaysian Resources Corp and RHB Bank. He is also a director of several Malaysian public companies and institutions, including Rashid Hussein, RHB Capital, RHB Investment Bank, Commonwealth African Investments and ASIA Limited. He is a member of the Securities Market Consultative Panel of Bursa Malaysia and a member of the International Social Security Association. Datuk Azlan is a fellow of the Institute of Chartered Accountants in England & Wales and a member of the Malaysian Institute of Certified Public Accountants and the Malaysian Institute of Accountants.

Chang See Hiang

Mr Chang joined the Board on 16 July 1997 and was last re-elected as a director on 6 June 2006. He is Senior Partner of Chang See Hiang & Partners, a firm of advocates and solicitors. He is a director of MCL Land, Parkway Holdings, Yeo Hiap Seng and STT Communications, and Honorary Secretary of the Singapore Turf Club. Mr Chang graduated from the University of Singapore with a Bachelor of Law (Honours) degree.

Cheah Kim Teck

Mr Cheah joined the Board on 1 March 2005 and was last elected as a director on 30 April 2007. He is Chief Executive Officer of the Group's motor operations, excluding those held by Astra. In this capacity, he oversees the Group's motor operations in Singapore, Malaysia and Thailand. He is also a commissioner of Tunas Ridean. He sits on the boards of Singapore Totalisator, Trek 2000, Mapletree Logistics Trust Management and is a management committee member of the Singapore Turf Club. Prior to joining the Group, he held several senior marketing positions in multinational companies, namely, McDonald's Restaurant, Kentucky Fried Chicken and Coca-Cola. He holds a Master of Marketing degree from the University of Lancaster, United Kingdom.

Hassan Abas

Mr Hassan has served as a director on the Board since 18 December 1992 and was last re-elected as a director on 6 June 2006. He is Deputy Chairman of Peremba (Malaysia) and a director of Cycle & Carriage Bintang and MCL Land. He graduated from the University of Lancaster with a degree in Accounting and Finance and is a member of the Institute of Chartered Accountants in England & Wales.

Lim Ho Kee

Mr Lim was appointed to the Board on 6 May 1997 and was last re-elected as a director on 6 June 2006. He is Non-Executive Chairman of Singapore Post and a director of MCL Land, Keppel Land, CWT and HerbalScience Singapore. He was previously Chairman of UBS (East Asia) and a member of its Group Executive Board in Zurich. Mr Lim studied at the London School of Economics and Political Science where he obtained his Bachelor of Science (Economics) degree in 1968.

James Watkins

Mr Watkins joined the Board on 20 October 2003 and was last re-elected as a director on 30 April 2007. He was Group General Counsel of Jardine Matheson Holdings from 1997 to 2003. Mr Watkins qualified as a solicitor in 1969 and was formerly a partner of the English law firm, Linklaters & Paines. He is also a director of Mandarin Oriental, MCL Land, Global Sources, Advanced Semiconductor Manufacturing Corporation and Asia Satellite Telecommunications Holdings. He graduated from Leeds University with a first-class (Honours) degree in Law.

Mark Spencer Greenberg

Mr Greenberg joined the Board on 7 June 2006 as a non-executive director and was last re-elected as a director on 30 April 2007. He has been Group Strategy Director of Jardine Matheson Limited since 2006. He is also a director of Dairy Farm, Hongkong Land and Mandarin Oriental, and a commissioner of Astra and Bank Permata. He had previously spent 16 years in investment banking with Dresdner Kleinwort Wasserstein in London. Mr Greenberg graduated from Hertford College, Oxford University, with a Master of Arts degree in Modern History.

Alan Yeo

Mr Yeo has been on the Board since 1 October 1977 and was last re-elected as a director on 30 April 2007. He is a non-executive director of MCL Land and Prudential Assurance Company of Singapore and the non-executive chairman of New Lakeside Holdings. He graduated as a chemist from Loughborough College of Science & Technology, United Kingdom, with an honours diploma in 1953 and is a member of the Royal Society of Chemistry. He also obtained a postgraduate Diploma from Imperial College of Science & Technology, London, in the Chemistry of Foods and Drugs in 1955.

Notes:

- (1) Benjamin Keswick, Chiew Sin Cheok and Cheah Kim Teck are executive directors while Chang See Hiang, Hassan Abas, Lim Ho Kee, James Watkins and Alan Yeo are considered by the Nominating Committee to be independent directors.
- (2) At the 39th Annual General Meeting to be held on 29 April 2008:
 - a. Anthony Nightingale, Hassan Abas, Chang See Hiang and Lim Ho Kee shall retire and be eligible for re-election pursuant to Article 94 of the Articles of Association of the Company;
 - b. Boon Yoon Chiang shall retire and be eligible to be re-appointed to act as a director pursuant to Section 153(6) of the Companies Act, Cap. 50.