

BOARD OF DIRECTORS

BENJAMIN KESWICK CHAIRMAN



Mr Keswick was appointed Chairman on 1st April 2012. He was last re-elected as a director on 28th April 2017. He is a member of the Nominating Committee and Remuneration Committee. He was Group Managing Director from 1st April 2007 to 31st March 2012.

He has been with the Jardine Matheson Group since 1998, undertaking a variety of roles before being appointed as Finance Director and then Chief Executive Officer of Jardine Pacific between 2003 and 2007. Mr Keswick is Executive Chairman and Managing Director of Jardine Matheson Holdings and Jardine Strategic Holdings, and a commissioner of Astra. He is also Chairman and Managing Director of Dairy Farm, Hongkong Land and Mandarin Oriental. In December 2018, he was appointed as Chairman of Yonghui Superstores.

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.

Past directorships in other listed companies over the preceding three years:

- Nil

BOON YOON CHIANG DEPUTY CHAIRMAN



Mr Boon was appointed Deputy Chairman on 7th May 1996. He has been on the Board since 19th May 1993 and was last re-elected as a director on 26th April 2018. He is also a member of the Audit Committee.

He is Country Chairman of Jardine Matheson Group in Singapore.

He is a director of Food Empire Holdings. He serves on the Board of the Singapore International Chamber of Commerce and is a member of the Competition Appeal Board. He sits on the South East Asia Council of INSEAD, a leading international graduate business school, and also on the Board of Governors of Asian Institute of Management based in Manila.

He is a diploma holder from the Singapore Institute of Management majoring in Personnel Management. He completed the Senior Executive Programme at London Business School.

Past directorships in other listed companies over the preceding three years:

- Nil

ALEXANDER NEWBIGGING GROUP MANAGING DIRECTOR

Mr Newbigging was appointed Group Managing Director on 1st April 2012 and was last re-elected as a director on 26th April 2018.

He has been employed by Jardine Matheson since 1995 in a variety of roles and industries, and over this period was based in the Philippines, Australia, Malaysia, Hong Kong and now Singapore. Prior to his current appointment, he was Chief Executive of The Jardine Engineering Corporation.

Mr Newbigging is a director of Jardine Matheson Holdings, a commissioner of Astra and Chairman of its Executive Committee, a director of Siam City Cement, and Vice Chairman of Refrigeration Electrical Engineering Corporation. He is also the Chairman of MINDSET, a registered charity of Jardine Matheson in Singapore.

He graduated from the University of Edinburgh with a Master of Arts (Honours) degree in mental philosophy, and has completed the General Management Programme at Harvard Business School and the Stanford Executive Programme at Stanford Graduate School of Business.

Past directorships in other listed companies over the preceding three years:

- Cycle & Carriage Bintang
- United Tractors

Committee Membership



BOARD OF DIRECTORS

ADRIAN TENG GROUP FINANCE DIRECTOR

Mr Teng is Group Finance Director from 1st April 2016 to 31st March 2019. He was last re-elected as a director on 28th April 2016.

He joined Jardine Matheson in 2010 as Group Treasurer. He was previously from Alvarez & Marsal, where he had been a senior director in the Financial Industry Advisory Services division in London. Prior to that, he worked with ABN AMRO and Citibank in London, Shanghai, Tokyo and New York.

He is a commissioner of Astra, a director of Siam City Cement and Refrigeration Electrical Engineering Corporation and an alternate director of Cycle & Carriage Bintang.

Mr Teng holds a Master of Science in Public Policy and Management from the School of Oriental and African Studies, University of London, UK, a Master of Business Administration from University of Illinois at Urbana-Champaign, USA, and a Bachelor of Science, summa cum laude, from Creighton University, USA. He is a member of the Association of Corporate Treasurers, UK and the Association for Financial Professionals, USA.

Past directorships in other listed companies over the preceding three years:

- Nil

STEPHEN GORE GROUP FINANCE DIRECTOR

Mr Gore will become Group Finance Director on 1st April 2019.

Mr Gore is currently the Chief Financial Officer of Jardine Pacific and Jardine Motors Group. He joined the Jardine Matheson Group in 2017, and was previously Managing Director, Head of Mergers & Acquisitions Asia Pacific at Bank of America Merrill Lynch from 2012 to 2017. Prior to that, he spent 19 years at UBS AG's investment banking division and was ultimately Managing Director, Head of Mergers & Acquisitions, Asia.

Mr Gore holds a Bachelor of Arts (Honours) in Philosophy, Politics and Economics from Oxford University.

Past directorships in other listed companies over the preceding three years:

- Nil

CHANG SEE HIANG NON-EXECUTIVE AND INDEPENDENT DIRECTOR



Mr Chang joined the Board on 16th July 1997 and was last re-elected as a director on 28th April 2016. He is also the Chairman of the Nominating Committee, and a member of the Remuneration Committee and Audit Committee.

He is Senior Partner of Chang See Hiang & Partners, a firm of advocates and solicitors. Mr Chang is a director of IHH Healthcare, STT Communications and Valencia Club de Fútbol.

Mr Chang graduated from the National University of Singapore with a Bachelor of Law (Honours) degree.

Past directorships in other listed companies over the preceding three years:

- Nil

MARK GREENBERG NON-EXECUTIVE DIRECTOR

AC

Mr Greenberg joined the Board on 7th June 2006 as a non-executive director and was last re-elected as a director on 28th April 2017. He is also a member of the Audit Committee.

He was appointed Group Strategy Director of Jardine Matheson Holdings in 2008 having first joined the Jardine Matheson Group in 2006. He is a director of Jardine Matheson Limited, Dairy Farm, Hongkong Land and Mandarin Oriental. He is also a commissioner of Astra and Permata Bank.

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.

Past directorships in other listed companies over the preceding three years:

- Nil

HASSAN ABAS NON-EXECUTIVE AND LEAD INDEPENDENT DIRECTOR

RC AC NC

Mr Hassan joined the Board on 18th December 1992 and was last re-elected as a director on 28th April 2016. He is the Lead Independent Director, Chairman of the Remuneration Committee, and a member of the Audit Committee and Nominating Committee.

Mr Hassan is the Deputy Chairman of Peremba (Malaysia) Sdn Bhd. He also has over 25 years experience as a director of several public listed companies in Singapore and Malaysia. 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.

Past directorships in other listed companies over the preceding three years:

- Nil

MICHAEL KOK NON-EXECUTIVE AND INDEPENDENT DIRECTOR

RC

Mr Kok joined the Board on 1st April 2013 and was last re-elected as a director on 26th April 2018. He is also a member of the Remuneration Committee.

He was Group Chief Executive of Dairy Farm from 2007 until he retired from executive office in December 2012. He remains a non-executive director of Dairy Farm and is a director of SATS Ltd. He joined Dairy Farm in 1987 and has extensive experience in the retail industry in Asia. As a director of Dairy Farm Management Services from 1997 to 2012, he had prime responsibility for its retail businesses in South and East Asia.

He is also a director of Mapletree North Asia Commercial Trust Management.

Mr Kok has completed the Senior Management Programme at London Business School and the Advanced Management Programme at Harvard Business School.

Past directorships in other listed companies over the preceding three years:

- Nil

OVERVIEW

PERFORMANCE

GOVERNANCE & SUSTAINABILITY

Committee Membership

AC Audit Committee NC Nominating Committee RC Remuneration Committee Chairman/Chairperson Member

BOARD OF DIRECTORS

MRS LIM HWEE HUA NON-EXECUTIVE AND INDEPENDENT DIRECTOR



Mrs Lim joined the Board on 29th July 2011 and was last re-elected as a director on 26th April 2018. She is a member of the Audit Committee and Nominating Committee.

She is an Executive Director of Tembusu Partners and a director of United Overseas Bank, BW Group, Summit Power International and Chairman of Asia-Pacific Exchange. Mrs Lim is also a senior advisor to Kohlberg Kravis Roberts & Co, a Distinguished Visiting Fellow of National University of Singapore Business School and the Lee Kuan Yew School of Public Policy, and a board member of UCLA Anderson School of Management's Center for Global Management. She was first elected to the Singapore Parliament in December 1996 and served till May 2011, as Minister in the Prime Minister's Office and concurrently as Second Minister for Finance and Transport. Prior to that, she had a varied career in financial services, including with Temasek Holdings and Jardine Fleming.

Mrs Lim has a Master/Bachelor of Arts (Honours) in Mathematics/Engineering from Cambridge University and a Master of Business Administration from the University of California at Los Angeles.

Past directorships in other listed companies over the preceding three years:

- Nil

VIMALA MENON NON-EXECUTIVE AND INDEPENDENT DIRECTOR



Ms Menon joined the Board on 23rd April 2017 and was last re-elected as a director on 28th April 2017. She is also the Chairperson of the Audit Committee.

Ms Menon is a director of Petronas Chemicals Group, Petronas Dagangan and DiGi.Com.

She was previously Executive Director of Finance and Corporate Services at Edaran Otomobil Nasional Berhad (EON Berhad) until she retired from that role in 2007. Ms Menon was also a Board member of EON Berhad from 1990 to 2006. Following her retirement from EON Berhad, she was the Director of Finance and Corporate Affairs at Proton Holdings Berhad until 2009. She has also previously served on the Boards of EON Bank, Jardine Cycle & Carriage and Astra.

She is a Fellow of the Institute of Chartered Accountants in England & Wales, and a Member of the Malaysian Institute of Accountants.

Past directorships in other listed companies over the preceding three years:

- Cycle & Carriage Bintang

DR MARTY NATALEGAWA NON-EXECUTIVE AND INDEPENDENT DIRECTOR

Dr Natalegawa joined the Board on 24th February 2015 and was last re-elected as a director on 28th April 2017.

He is an Independent Commissioner of Prudential Life Assurance (Prudential Indonesia). He is also a Distinguished Fellow of Asia Society Policy Institute (New York) and sits on advisory boards of the Oxford Centre for Islamic Studies, the Center for Strategic & International Studies (Washington DC) and the United Nations Secretary-General's High-Level Advisory Board on Mediation. He is also on the Board of Trustees of the International Crisis Group. He is the author of a book titled "Does ASEAN Matter? A view from Within" and recently served as a Prominent Research Scholar of the Bank of Indonesia Institute of the Indonesian Central Bank.

He was previously Indonesia's Foreign Minister from 2009 to 2014.

Dr Natalegawa obtained a Doctor of Philosophy from the Australian National University, a Master of Philosophy from Cambridge University, and a Bachelor of Science (Honours) from the London School of Economics and Political Science.

Past directorships in other listed companies over the preceding three years:

- Nil

ANTHONY NIGHTINGALE NON-EXECUTIVE AND INDEPENDENT DIRECTOR

Mr Nightingale joined the Board on 2nd February 1993 and was Chairman from 27th November 2002 to 31st March 2012. He was last re-elected as a director on 26th April 2018.

Mr Nightingale was Managing Director of Jardine Matheson Holdings, Dairy Farm, Hongkong Land, Jardine Strategic Holdings and Mandarin Oriental until he retired from executive office in March 2012. He remains a non-executive director of these companies. He is also a commissioner of Astra.

He is also a director of Prudential plc, Schindler Holding, Vitasoy International Holdings and Shui On Land. Mr Nightingale is a member of the HKSAR Chief Executive's Council of Advisers on Innovation and Strategic Development, and a Hong Kong representative to the APEC Vision Group. He is the Chairperson of The Sailors Home and Missions to Seafarers in Hong Kong and a past chairman of the Hong Kong General Chamber of Commerce.

He holds a degree in Classics from Cambridge University.

Past directorships in other listed companies over the preceding three years:

- Nil

STEVEN PHAN NON-EXECUTIVE AND INDEPENDENT DIRECTOR

AC

Mr Phan will join the Board on 25th April 2019. He will also become a member of the Audit Committee on 1st July 2019.

Mr Phan has over 37 years of auditing and advisory experience with firms Ernst & Young and Arthur Andersen, of which close to a decade was spent overseas. Prior to his retirement in June 2018, Mr Phan was the Area Managing Partner for Ernst & Young Asia-Pacific and had overall responsibility for the organisation in the area. He was also a member of Ernst & Young's global leadership team, the Global Executive.

Mr Phan is a fellow member of the Institute of Singapore Chartered Accountants, and was a member of the Institute of Chartered Accountants in England and Wales. He graduated from the University of Aston, United Kingdom, with a Bachelor of Science in Managerial and Administrative Studies.

Past directorships in other listed companies over the preceding three years:

- Nil

Notes:

1. Information as at 25th March 2019
2. At the 50th Annual General Meeting to be held on 26th April 2019, Mr Hassan Abas, Mr Benjamin Keswick and Dr Marty Natalegawa shall retire by rotation and be eligible for re-election pursuant to article 94 of the Company's Constitution
3. Mr Chang See Hiang retires by rotation at the 50th Annual General Meeting pursuant to article 94 of the Company's Constitution and is not seeking re-election

Committee Membership

AC Audit Committee NC Nominating Committee RC Remuneration Committee ● Chairman/Chairperson ● Member