

BOARD OF DIRECTORS

BENJAMIN KESWICK

NON-EXECUTIVE
CHAIRMAN



Mr Keswick, 47, was appointed Chairman on 1st April 2012. He was last re-elected as a director on 26th April 2019. 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. He is Chairman of Jardine Matheson Limited and a director of Jardine Pacific and Jardine Motors. 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

BENJAMIN BIRKS

GROUP MANAGING DIRECTOR

Mr Birks, 46, was appointed Group Managing Director on 1st October 2019.

He joined Jardine Matheson in 2000 and has held senior positions within the retail, automotive, business outsourcing and technology businesses of the Jardine Matheson Group. Prior to his current appointment, he was the Chief Executive of Jardine International Motors, Zung Fu Group and Jardine Pacific between 2012 and 2019.

Mr Birks is a director of Siam City Cement and also the Chairman of MINDSET, a registered charity of Jardine Matheson in Singapore.

He graduated from the University of St Andrews in Scotland with a Master of Arts (Honours) and has completed the General Management Programme at Harvard Business School.

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

- Nil

STEPHEN GORE

GROUP FINANCE DIRECTOR

Mr Gore, 48, was appointed Group Finance Director on 1st April 2019 and was last re-elected as a director on 26th April 2019.

He joined the Jardine Matheson Group in 2017 as Chief Financial Officer, Jardine Pacific and Jardine Motors Group. He was previously Managing Director, Head of Mergers & Acquisitions and Financial Sponsors Group, APAC at Bank of America Merrill Lynch from 2012 to 2017. Prior to that, he was Managing Director, Head of Mergers & Acquisitions and Corporate Finance, Asia (ex-Australia, ex-Japan) at UBS AG's Investment Bank Division.

Mr Gore is a commissioner of Astra and a director of Siam City Cement and Refrigeration Electrical Engineering Corporation.

He graduated from the University of Oxford with a Bachelor of Arts (Honours) degree in Politics, Philosophy and Economics.

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

- Nil

BOARD OF DIRECTORS

MARK GREENBERG NON-EXECUTIVE DIRECTOR

AC

Mr Greenberg, 50, 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 Group in 2006 and joined the board of Jardine Matheson Holdings in 2008. 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, 66, joined the Board on 18th December 1992 and was last re-elected as a director on 26th April 2019. He is the Lead Independent Director, Chairman of the Remuneration Committee, and a member of the Audit Committee and the Nominating Committee.

Mr Hassan is the Deputy Chairman of Peremba (Malaysia). He also has over 35 years of 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, 68, 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 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 SATS and Mapletree North Asia Commercial Trust Management.

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

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

- Dairy Farm International Holdings

MRS LIM HWEE HUA

NON-EXECUTIVE AND
INDEPENDENT DIRECTOR



Mrs Lim, 61, joined the Board on 29th July 2011 and was last re-elected as a director on 26th April 2018. She is Chairperson of the Nominating Committee and a member of the Audit Committee.

She is Co-Chairman of Tembusu Partners and a director of United Overseas Bank, BW Group, Summit Power International, Ramky Enviro Engineering 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, last 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, Jardine Fleming and Swiss Bank Corporation.

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, 65, 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 and Chairperson of the Audit Committee for 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
- Petronas Chemicals Group

DR MARTY NATALEGAWA

NON-EXECUTIVE AND
INDEPENDENT DIRECTOR



Dr Natalegawa, 57, joined the Board on 24th February 2015 and was last re-elected as a director on 26th April 2019. He is a member of the Nominating Committee.

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, the Board of Directors of the Global Centre for Pluralism, Ottawa and the UN Secretary-General's Advisory Board on Disarmament Matters which also serves as the Board of Trustees of the United Nations Institute for Disarmament Research.

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

Committee Membership: Audit Committee Nominating Committee Remuneration Committee Chairman Member

BOARD OF DIRECTORS

ANTHONY NIGHTINGALE

NON-EXECUTIVE AND
INDEPENDENT DIRECTOR

Mr Nightingale, 72, 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 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



Mr Phan, 62, joined the Board on 25th April 2019 and was last re-elected as a director on 26th April 2019. He is also a member of the Audit Committee.

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 director of United Overseas Bank. He is also 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 23rd March 2020.
2. At the 51st Annual General Meeting to be held in 2020:
 - a. Mr Mark Greenberg, Ms Vimala Menon, Mr Anthony Nightingale and Mr Michael Kok shall retire and be eligible for re-election pursuant to article 94 of the Company's Constitution. They are submitting themselves for re-election.
 - b. Mr Benjamin Birks shall retire and be eligible for re-election pursuant to article 100 of the Company's Constitution. He is submitting himself for re-election.
3. Mr Hassan Abas is stepping down and retiring from the Board at the close of the 51st Annual General Meeting.

Committee Membership: Audit Committee Nominating Committee Remuneration Committee Chairman Member