



Benjamin Keswick
Non-Executive Chairman



Benjamin Birks
Group Managing Director



Stephen Gore
Group Finance Director



Mr Keswick, 49, was appointed Chairman on 1st April 2012. He was last re-elected as a director on 27th April 2021. He is a member of the Nominating Committee and Remuneration Committee. He was Group Managing Director from 1st April 2007 to 31st March 2012.

Mr Keswick is the Executive Chairman of Jardine Matheson Holdings and Chairman of Dairy Farm, Hongkong Land and Mandarin Oriental. He is also a commissioner of Astra and a director of Yonghui Superstores.

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. He was the Managing Director of Jardine Matheson Holdings, Jardine Strategic Holdings, Dairy Farm, Hongkong Land and Mandarin Oriental from 2012 to 2020. He was also formerly the Executive Chairman of Jardine Strategic Holdings.

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 listed companies in the last three years:

- Jardine Strategic Holdings

Mr Birks, 48, was appointed Group Managing Director on 1st October 2019. He was last re-elected as a Director on 22nd May 2020.

He joined Jardine Matheson in 2000 and has held senior positions within the retail, automotive, business outsourcing and IT 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 to 2019.

Mr Birks is a commissioner of Astra and United Tractors. He is also the Chairman of MINDSET, a registered charity of Jardine Matheson in Singapore. He was previously a director of Siam City Cement and Refrigeration Electrical Engineering Corporation.

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 listed companies in the last three years:

- Siam City Cement
- Refrigeration Electrical Engineering Corporation

Mr Gore, 50, was appointed Group Finance Director on 1st April 2019 and was last re-elected as a director on 27th April 2021.

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, Asia Pacific 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 at UBS AG's Investment Bank Division.

Mr Gore is a commissioner of Astra and a director of Truong Hai Group Corporation, 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 listed companies in the last three years:

- Nil

Board of Directors



Michael Kok

Non-Executive and Independent Director



Mr Kok, 70, joined the Board on 1st April 2013 and was last re-elected as a director on 22nd May 2020. He is the Chairman 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 Asia.

He is also a director of SATS and Mapletree North Asia Commercial Trust Management. He was formerly a director of Dairy Farm International Holdings.

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

Past directorships in listed companies in the last three years:

- Dairy Farm International Holdings



Mrs Lim Hwee Hua

Non-Executive and Lead Independent Director



Mrs Lim, 63, joined the Board on 29th July 2011 and was last re-elected as a director on 27th April 2021. She is the Lead Independent Director, Chairperson of the Nominating Committee and a member of the Audit Committee and Remuneration Committee.

She is Co-Chairman of Tembusu Partners and Chairman of Asia-Pacific Exchange, as well as a director of Summit Power International and Ramky Enviro Engineers. 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 Vice Chairman of the Board of Trustees of International Valuation Standards Council.

She was first elected to the Singapore Parliament in December 1996 and served till May 2011, the last appointment 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 listed companies in the last three years:

- United Overseas Bank



Dr Marty Natalegawa

Non-Executive and Independent Director



Dr Natalegawa, 58, 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) and a member of the Honorary Board of the Bank of Indonesia Institute of the Indonesian Central Bank. He is also a member of the United Nations Secretary-General's High-Level Advisory Board on Mediation and the Advisory Board on Disarmament Matters. He was previously Indonesia's Foreign Minister from 2009 to 2014.

He is also on the Board of Directors of the Global Centre for Pluralism, Ottawa, and is a Distinguished Fellow of Asia Society Policy Institute (New York). He previously served as a Prominent Research Scholar of the Bank of Indonesia Institute.

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 listed companies in the last three years:

- Nil

Committee Membership: Audit Committee Nominating Committee Remuneration Committee Chairman Member



Anthony Nightingale

Non-Executive Director

Mr Nightingale, 74, 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 22nd May 2020.

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

He is also a director of Prudential plc, 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. He was a past chairman of the Hong Kong General Chamber of Commerce.

He holds a degree in Classics from Cambridge University.

Past directorships in listed companies in the last three years:

- Jardine Strategic Holdings
- Mandarin Oriental International
- Schindler Holding



Steven Phan

Non-Executive and Independent Director



Mr Phan, 63, joined the Board on 25th April 2019 and was last re-elected as a director on 26th April 2019. He is the Chairman 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, Advanced MedTech Holdings and the Singapore Accountancy Commission. 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 listed companies in the last three years:

- Nil

Board of Directors



Tan Yen Yen

Non-Executive and Independent Director



Ms Tan, 56, joined the Board on 1st January 2021 and was last re-elected as a director on 27th April 2021. She is a member of the Remuneration Committee.

Ms Tan was the President (Asia Pacific) of Vodafone Singapore until her retirement in 2020. Prior to that, she held senior executive positions at SAS Institute, Oracle Corporation and Hewlett-Packard. She has played an active role in Singapore's infocomm industry, having served as Chairman of the Singapore Infocomm Technology Federation and board member of Infocomm Development Authority of Singapore.

Ms Tan is a director of Singapore Press Holdings, Oversea-Chinese Banking Corporation, InCorp Global, ams OSRAM AG (SIX Swiss) and Barry Callebaut AG (SIX Swiss). She is also the Chairman of the Singapore Science Centre and the High Performance Sports SpexBusiness Network Advisory Board for Sports SG, and Advisory Board Member of the National University of Singapore's School of Computing.

She holds an Executive MBA from Helsinki School of Economics Executive Education and a Bachelor of Science (Computer Science) from the National University of Singapore.

Past directorships in listed companies in the last three years:

- Gemalto NV



Samuel Tsien

Non-Executive and Independent Director



Mr Tsien, 67, joined the Board on 1st October 2021. He is a member of the Audit Committee.

Mr Tsien is the Adviser to the Board of Oversea-Chinese Banking Corporation ("OCBC Bank") and a director of Mapletree Investments and OCBC Wing Hang Bank. He was Group Chief Executive Officer and director of OCBC Bank until his retirement in April 2021. Before joining OCBC Bank in 2007, Mr Tsien was President and CEO of China Construction Bank (Asia) and Bank of America (Asia) respectively from 1995 to 2007.

Prior to his retirement, Mr Tsien was concurrently Chairman of the Association of Banks in Singapore and Vice Chairman of the Council of the Institute of Banking and Finance. He also held several financial services industry leadership roles by appointment of the Monetary Authority of Singapore and was a member of the National Jobs Council.

He graduated from the University of California at Los Angeles with a Bachelor of Arts (Honours) degree in Economics and is a Distinguished Fellow of the Institute of Banking and Finance, Singapore.

Past directorships in listed companies in the last three years:

- Oversea-Chinese Banking Corporation
- Great Eastern Holdings
- Bank OCBC NISP

Notes:

1. Information as at 18th March 2022.
2. At the 53rd Annual General Meeting to be held in 2022, Dr Marty Natalegawa, Mr Steven Phan and Mr Benjamin Birks shall retire and be eligible for re-election pursuant to article 94 of JC&C's Constitution, and Mr Samuel Tsien shall retire and be eligible for re-election pursuant to article 100 of JC&C's Constitution. They are submitting themselves for re-election.

Committee Membership: Audit Committee Nominating Committee Remuneration Committee Chairman Member



Benjamin Birks
Group Managing Director

Please refer to information on the Board of Directors on page 27.



Stephen Gore
Group Finance Director

Please refer to information on the Board of Directors on page 27.



Cheah Kim Teck
Director,
Business Development

Mr Cheah, 70, is Director, Business Development since January 2014. He is responsible for overseeing the Group's investment in Truong Hai Group Corporation and developing new lines of business for the Group in the region.

Prior to that, he was Chief Executive Officer of the Group's motor operations excluding those held by Astra, until he stepped down from his position in December 2013. Mr Cheah also served on the Board of Jardine Cycle & Carriage from 2005 until he retired as director in 2014. He is a director of Truong Hai Group Corporation and Mapletree Investments.

Prior to joining the Group, he held several senior marketing positions in multinational companies, namely, McDonald's Restaurant, Kentucky Fried Chicken and Coca-Cola.

Mr Cheah was conferred The Public Service Star and The Public Service Medal by the President of Singapore in 2016 and 2012 respectively, for his distinguished achievements and valuable public service.

He holds a Master of Marketing degree from Lancaster University, United Kingdom.

Key Management



Jeffery Tan

Group General Counsel;
Chief Sustainability Officer;
Director of Legal & Corporate
Affairs; and Company Secretary

Mr Tan, 60, is Group General Counsel; Chief Sustainability Officer; Director of Legal & Corporate Affairs; and Company Secretary since April 2016. He is responsible for legal, compliance, company secretarial, sustainability matters, communications and public affairs at the Group level. He is also the Chief Executive Officer and Company Secretary of MINDSET, a registered charity of Jardine Matheson in Singapore.

He was previously Group General Counsel, Chief Compliance Officer and Board Secretary for UTAC Holdings Ltd. Prior to that, he has over 20 years of legal experience with Allen & Gledhill, DLA Piper, Siemens and Motorola. He was also President of Motorola Singapore for five years.

He is a Board Member of the Singapore International Chamber of Commerce, City Mental Health Alliance Singapore and One Mind Global Guiding Council.

Mr Tan has an LLB (Honours) from the National University of Singapore. He is a senior Advocate & Solicitor of the Supreme Court of Singapore, and a senior Solicitor of England & Wales. He also completed the Senior Executive Management Program at Northwestern University – Kellogg School of Management and the Driving Strategic Innovation Program by MIT's Sloan School of Management and IMD.

Key Management – Subsidiaries & Associates

ASTRA
Djony Bunarto Tjondro
(President Director)

CYCLE & CARRIAGE SINGAPORE
Wilfrid Foo (Managing Director)

CYCLE & CARRIAGE BINTANG
Thomas Tok (Chief Executive Officer)

CYCLE & CARRIAGE MYANMAR
Adrian Short (General Manager)

TUNAS RIDEAN
Rico Setiawan (President Director)

TRUONG HAI GROUP CORPORATION
Tran Ba Duong (Chairman)

REFRIGERATION ELECTRICAL
ENGINEERING CORPORATION
Nguyen Thi Mai Thanh
(Chairwoman)

SIAM CITY CEMENT
Aidan John Lynam
(Group Chief Executive Officer)