

BOARD OF DIRECTORS



BENJAMIN KESWICK

Non-Executive Chairman



Mr Keswick, 50, was appointed Non-Executive 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 and Executive Director from 1st April 2007 to 31st March 2012.

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

He has been with Jardines 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 previously the Managing Director of Jardine Matheson Holdings, Jardine Strategic Holdings, DFI Retail Group, Hongkong Land and Mandarin Oriental from 2012 to 2020. He was 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



BENJAMIN BIRKS

Group Managing Director and Executive Director

Mr Birks, 49, was appointed Group Managing Director and Executive Director on 1st October 2019. He was last re-elected as a Director on 27th April 2022.

As Group Managing Director, Mr Birks leads the long-term portfolio strategy of the Group, including having direct oversight over the sustainability strategy.

He joined Jardine Matheson in 2000 and has held senior positions within the retail, automotive, business outsourcing and IT businesses of Jardines. 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, and a director of THACO. He is also the Chairman of MINDSET, a registered charity of Jardine Matheson in Singapore. He was previously the Vice Chairman of REE and a director of SCCC.

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:

- REE
- SCCC



AMY HSU

Group Finance Director and Executive Director

Ms Hsu, 38, was appointed Group Finance Director and Executive Director on 1st August 2022.

Ms Hsu oversees the Group's portfolio investments and leads financial strategy and planning, treasury, tax, risk management, and investor relations.

Ms Hsu joined Jardines in 2012, where she assumed various responsibilities including Head of Finance at IKEA Taiwan and Regional Finance Director of DFI IKEA. She was most recently Chief Financial Officer of Jardine International Motors, which had strategic oversight of Zung Fu and JC&C's Direct Motor Interests businesses. Prior to joining Jardines, Ms Hsu was at Samsung Securities and PricewaterhouseCoopers handling mergers & acquisitions, initial public offerings, corporate finance advisory and audit.

Ms Hsu is a Certified Public Accountant from the American Institute of Certified Public Accountants. She graduated from New York University Stern School of Business in Finance & CPA Accounting, and has completed the Stanford Executive Program at Stanford Graduate School of Business.

Past directorships in listed companies in the last three years:

- Nil

**STEPHEN GORE****Group Director, Business Development and Executive Director**

Mr Gore, 51, joined the Board on 1st April 2019 as an Executive Director and was Group Finance Director from 1st April 2019 to 31st July 2022. He was appointed Group Director, Business Development on 1st August 2022. He was last re-elected as a director on 27th April 2021.

Mr Gore oversees the Group's investment strategy across Southeast Asia and focuses on optimising the Group's portfolio businesses to accelerate growth. He has also been instrumental in developing the Group's capital allocation plan.

Mr Gore joined Jardines 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 SCCC and REE.

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

**MRS LIM HWEE HUA****Non-Executive and Lead Independent Director**

Mrs Lim, 64, 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 the Remuneration Committee.

Mrs Lim is Co-Chairman of Tembusu Partners and Chairman of Asia-Pacific Exchange. She is a director of Nippon Paint Holdings Co. and Re Sustainability as well as a senior advisor to Kohlberg Kravis Roberts & Co. and Vice Chairman of the Board of Trustees of International Valuation Standards Council. She was formerly a director of United Overseas Bank.

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, 60, joined the Board on 24th February 2015 and was last re-elected as a director on 27th April 2022. 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 a director of the Global Centre for Pluralism, Ottawa, and is a Distinguished Fellow of Asia Society Policy Institute (New York). He is presently a Distinguished Visiting Fellow in the S. Rajaratnam School of International Studies.

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

BOARD OF DIRECTORS



STEVEN PHAN

Non-Executive and Independent Director

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Mr Phan, 65, joined the Board on 25th April 2019 and was last re-elected as a director on 27th April 2022. 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 and Chairman of 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 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

Notes:

1. Information as at 17th March 2023.
2. Mr Benjamin Keswick, Mr Stephen Gore, Ms Tan Yen Yen and Ms Amy Hsu will be seeking re-election at the Company's 2023 Annual General Meeting.



TAN YEN YEN

Non-Executive and Independent Director

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Ms Tan, 57, joined the Board on 1st January 2021 and was last re-elected as a director on 27th April 2021. She is the Chairperson 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 OCBC Bank, InCorp Global, ams OSRAM AG (SIX Swiss), Barry Callebaut AG (SIX Swiss) and EdgeConnex Inc. She is the Chairman of the Singapore Science Centre and the High Performance Sports SpexBusiness Network Advisory Board for Sports SG. She was formerly a director of Singapore Press Holdings.

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:

- Singapore Press Holdings



SAMUEL TSIENT

Non-Executive and Independent Director

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Mr Tsien, 68, joined the Board on 1st October 2021 and was last re-elected as a director on 27th April 2022. He is a member of the Audit Committee.

Mr Tsien is a director of Singapore Exchange, Mapletree Investments, MPACT Management and OCBC Wing Hang Bank. He was Group CEO and Executive Director of OCBC Bank until his retirement in April 2021, and subsequently became the Adviser to the Board of OCBC Bank until April 2022. 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 from OCBC Bank, 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:

- OCBC Bank
- Great Eastern Holdings
- Bank OCBC NISP