

> BOARD OF DIRECTORS



BENJAMIN KESWICK

**Non-Executive
Chairman**

N R

Mr Keswick, 51, was appointed Chairman on 1st April 2012. He was last re-elected as a director on 28th April 2023. 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 DFI Retail Group, Hongkong Land and Mandarin Oriental. He is also a commissioner of Astra.

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 the Managing Director of Jardine Matheson Holdings, Jardine Strategic Holdings, DFI Retail Group, 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 in Agricultural Economics and Food Marketing and obtained a Master of Business Administration from INSEAD.

Past directorships in listed companies in the last three years:

- Jardine Strategic Holdings
- Yonghui Superstores



BENJAMIN BIRKS

**Group Managing Director
and Executive Director**

Mr Birks, 50, was appointed Group Managing 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 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, 39, was appointed Group Finance Director on 1st August 2022. She was last re-elected as a director on 28th April 2023.

Ms Hsu oversees the Group's portfolio investments and leads financial strategy and planning, treasury, tax, risk management and investor relations. She is a director of REE.

Ms Hsu joined Jardines in 2012 and has held various responsibilities including as 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 previously 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 the 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

Committee Membership: **A** Audit & Risk Committee **N** Nominating Committee **R** Remuneration Committee **■** Chairman **■** Member



STEPHEN GORE

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

Mr Gore, 52, joined the Board on 1st April 2019 and was Group Finance Director from 1st April 2019 to 31st July 2022. He is currently Group Director, Business Development of JC&C and is responsible for the Group's investment strategy and optimising the portfolio businesses to accelerate growth. He was last re-elected as a director on 28th April 2023.

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.

Mr Gore is a director of Jardine Matheson Limited, a commissioner of Astra and a director of SCCC.

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

Past directorships in listed companies in the last three years:

- REE



MRS LIM HWEE HUA

**Non-Executive and
Lead Independent
Director**

N A R

Mrs Lim, 65, 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 & Risk Committee and Remuneration Committee.

She is Co-Chairman of Tembusu Partners and Chairman of Japfa and Asia-Pacific Exchange. She is a director of Nippon Paint Holdings Co., Ltd., JERA Co. Ltd and ReSustainability. Mrs Lim is also the 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**

N

Dr Natalegawa, 61, 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.

Dr Natalegawa 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

> BOARD OF DIRECTORS



STEVEN PHAN

Non-Executive and Independent Director

A

Mr Phan, 66, 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 & Risk 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 and Advanced MedTech Holdings. 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



TAN YEN YEN

Non-Executive and Independent Director

R

Ms Tan, 58, joined the Board on 1st January 2021 and was last re-elected as a director on 28th April 2023. 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 was also Chairman of the Singapore Infocomm Technology Federation and board member of Infocomm Development Authority of Singapore.

Ms Tan is a director of Oversea-Chinese Banking Corporation, InCorp Global, EdgeConnex Inc, ams OSRAM AG (SIX Swiss) and Barry Callebaut AG (SIX Swiss). She is the Chairman of the High Performance Sports SpexBusiness Network Advisory Board for Sports SG.

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 TSIEN

Non-Executive and Independent Director

A

Mr Tsien, 69, 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 & Risk Committee.

Mr Tsien is a director of Singapore Exchange ("**SGX**") and Mapletree Investments. He is the Chairman of MPACT Management, the manager of SGX-listed Mapletree Pan Asia Commercial Trust. He joined Oversea-Chinese Banking Corporation ("**OCBC**") in 2007 and was Group CEO and executive director until his retirement in 2021, and was Adviser to the OCBC Board until 2022. Prior to that, Mr Tsien was President and CEO of China Construction Bank (Asia) and Bank of America (Asia).

Prior to his retirement, Mr Tsien was concurrently Chairman of the Association of Banks in Singapore and Vice Chairman of the Institute of Banking and Finance Council. He also held 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) in Economics. He is a Distinguished Fellow of the Institute of Banking and Finance, Singapore and was awarded the Public Service Star by the Singapore Government.

Past directorships in listed companies in the last three years:

- OCBC
- Great Eastern Holdings
- Bank OCBC NISP



MIKKEL LARSEN

Non-Executive and Independent Director

A

Mr Larsen, 49, joined the Board on 1st January 2024. He is a member of the Audit & Risk Committee.

Mr Larsen is the CEO of Climate Impact X (“**CIX**”), a global marketplace, auctions house and exchange for trusted carbon credits based in Singapore. He was previously the Group Chief Sustainability Officer, chair of the Sustainability Council and Group Head of Tax and Accounting Policies at DBS Bank. Prior to DBS, he held management positions at UBS, Citigroup and KPMG in Europe.

Mr Larsen has been involved in numerous international sustainability-related councils and committees, including the Integrity Council for the Voluntary Carbon Market, World Business Council for Sustainable Development, Natural Climate Solutions Alliance and World Wildlife Fund Advisory Council (Singapore). He is also an adjunct professor at the Copenhagen Business School.

He holds a Master in Sustainability Leadership from the University of Cambridge, an MBA from London Business School and master’s and bachelor’s degrees from Copenhagen Business School. He has also completed executive education at Harvard University. He is a Danish Certified Public Accountant and a Certified Financial Risk Manager.

Past directorships in listed companies in the last three years:

- Nil

Notes:

1. Information as at 15th March 2024
2. Mr Steven Phan and Mr Mikkel Larsen will be seeking re-election at the Company’s 2024 Annual General Meeting.