

BOARD OF DIRECTORS

BENJAMIN KESWICK

Non-Executive Director

Mr Keswick was appointed Chairman on 1st April 2012. He was the Group Managing Director from 1st April 2007 to 31st March 2012. He was last re-elected as a director on 29th April 2015. Mr Keswick is Chairman and Managing Director of Dairy Farm, Hongkong Land and Mandarin Oriental. He is also Managing Director of Jardine Matheson Holdings and Jardine Strategic. 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 is Chairman of Jardine Matheson Limited and a director of Jardine Pacific and Jardine Motors. He is also a commissioner of Astra. 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:

- United Tractors

BOON YOON CHIANG, PBM

Non-Executive Director

Mr Boon was appointed Deputy Chairman of the Group in May 1996. He has been on the Board since 19th May 1993 and was last re-elected as a director on 29th April 2015. He is Country Chairman of Jardine Matheson Group in Singapore and a director of Food Empire Holdings. He serves on the Board of the Singapore International Chamber of Commerce and is a council member of the ASEAN Chambers of Commerce and Industry. He is a member of the Competition Appeal Board and 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

Executive Director

Mr Newbigging was appointed Group Managing Director on 1st April 2012 and was last re-elected as a director on 29th April 2015. He has been employed by Jardine Matheson since 1995 in a variety of roles, spanning the fields of business process outsourcing, aviation services, retailing and engineering, 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 Jardine Engineering Corporation and before that, General Manager of IKEA Hong Kong. Mr Newbigging is a commissioner of Astra, Vice President Commissioner of United Tractors, Chairman of Cycle & Carriage Bintang, a director of Siam City Cement and Vice Chairman of Refrigeration Electrical Engineering. 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.

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

- Nil

CHIEW SIN CHEOK

Non-Executive Director

Mr Chiew was Group Finance Director from 1st November 2006 to 31st March 2016. He was last re-elected as a director on 29th April 2015. He has worked for Jardine Matheson since 1993 where he has held various senior finance positions, prior to which he worked for Schroders and Pricewaterhouse, both in London. Mr Chiew is a commissioner of Astra and Astra Otoparts, Vice President Commissioner of Astra Agro Lestari, a member of the advisory committee of Tunas Ridean and an alternate director of Cycle & Carriage Bintang. Mr Chiew graduated from the London School of Economics and Political Science with a Bachelor of Science (Economics) degree and obtained a Master of Management Science degree from the Imperial College of Science and Technology, London. He is a fellow of the Institute of Chartered Accountants in England & Wales and the Institute of Singapore Chartered Accountants. He has completed the Advanced Management Programme at Harvard Business School. Mr Chiew is on the Board of Governors of the Keswick Foundation, a charitable body in Hong Kong.

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

- Nil

ADRIAN TENG

Executive Director

Mr Teng was appointed Group Finance Director on 1st April 2016. He joined Jardine Matheson in 2010 in Hong Kong 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 Citigroup in London, Shanghai, Tokyo and New York. Mr Teng holds a Master of Science in Public Policy and Management from SOAS, University of London, UK, a Master of Business Administration (Major in Corporate Strategy) from University of Illinois at Urbana-Champaign, USA, and a Bachelor of Science, summa cum laude (Major in Finance) from Creighton University, USA. He is a member of the Association of Corporate Treasurers, UK and Association for Financial Professionals, USA.

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

- Nil

TAN SRI AZLAN ZAINOL

Non-Executive and Independent Director

Tan Sri Azlan Zainol joined the Board on 30th April 2004 and was last re-elected as a director on 30th April 2014. He is Chairman of Malaysian Resources Corp and RHB Bank. He is also a director of RHB Capital and Kuala Lumpur Kepong. He was Chief Executive Officer of the Employees Provident Fund in Malaysia until his retirement in April 2013. Tan Sri Azlan Zainol is a fellow of the Institute of Chartered Accountants in England & Wales, a fellow and council member of the Asian Institute of Chartered Bankers, as well as a member of the Malaysian Institute of Certified Public Accountants and the Malaysian Institute of Accountants. He is also the Chairman of the Financial Reporting Foundation in Malaysia.

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 26th April 2013. He is Senior Partner of Chang See Hiang & Partners, a firm of advocates and solicitors. Mr Chang is a director of Parkway Pantai, STT Communications, IHH Healthcare and Valencia Club de Fútbol. He is also a board member of the Casino Regulatory Authority of Singapore and a member of the Securities Industry Council. Mr Chang graduated from the University of Singapore with a Bachelor of Law (Honours) degree.

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

- Yeo Hiap Seng

MARK GREENBERG

Non-Executive Director

Mr Greenberg joined the Board on 7th June 2006 as a non-executive director and was last re-elected as a director on 30th April 2014. He was appointed Group Strategy Director of Jardine Matheson Holdings in 2008 having first joined the 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 Bank Permata. 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

Mr Hassan has served as a director on the Board since 18th December 1992 and was last re-elected as a director on 26th April 2013. He is Deputy Chairman of Peremba (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 Director

Mr Kok joined the Board on 1st April 2013 and was last re-elected as a director on 26th April 2013. 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. Mr Kok is a diploma holder from the Food Marketing Institute majoring in Marketing & Sales Management. He 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

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 29th April 2015. She is an Executive Director of Tembusu Partners and a director of United Overseas Bank, BW Group and ISCA Cares.

Mrs Lim is also Honorary Chairman of the Securities Investors Association (Singapore), a senior advisor to Kohlberg Kravis Roberts & Co, a member of Westpac Institution Bank's Asia Advisory Board and a Distinguished Visiting Fellow of National University of Singapore Business School. She was first elected to Parliament in December 1996 and served till May 2011. She last served as Minister in the Prime Minister's Office, Singapore, and concurrently as Second Minister for Finance and Transport. Prior to joining the government, she has had a varied career in financial services, including with Temasek Holdings as Managing Director (2000-2004), and Jardine Fleming (1992-2000). Mrs Lim graduated with a Master/Bachelor of Arts (Honours) in Mathematics/Engineering from the University of Cambridge and obtained a Master of Business Administration from the University of California at Los Angeles.

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

- Stamford Land Corporation

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 29th April 2015. He is a commissioner of PT Prudential Life Assurance. He was Indonesia's Foreign Minister from 2009 to 2014, its Permanent Representative to the United Nations from 2007 to 2009 and its Ambassador to the Court of St. James' and Ireland from 2005 to 2007. Prior to that, he served as Director-General for ASEAN Cooperation in the Department of Foreign Affairs. He began his career with the Department of Foreign Affairs of the Republic of Indonesia in 1986. Dr Natalegawa was awarded the Satyalancana Wira Karya medal by the Indonesian Government in 2011 and the Bintang Mahaputra Adipradana medal by the Indonesian President in 2014, a medal awarded to individuals who have contributed greatly to the nation. He was also made Honorary Knight Commander of the Order of St. Michael and St. George (KCMG) by Her Majesty Queen Elizabeth II of the United Kingdom of Great Britain and Northern Ireland in 2012. Dr Natalegawa obtained a Doctor of Philosophy from the Australian National University, a Master of Philosophy

from the University of Cambridge 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 has served on the Board since 1993 and was Chairman from 27th November 2002 to 31st March 2012. He was last re-elected as a director on 26th April 2013. Mr Nightingale was Managing Director of Jardine Matheson Holdings, Dairy Farm, Hongkong Land, Jardine Strategic and Mandarin Oriental until he retired from executive office in March 2012 and remains a non-executive director of these companies. He is also a director of Prudential, Schindler Holding, Vitasoy International Holdings and Shui On Land, and a commissioner of Astra. Mr Nightingale is a non-official member of the Commission on Strategic Development and a Hong Kong representative to the Asia Pacific Economic Cooperation (APEC) Business Advisory Council. He is a council member of the Employers' Federation of Hong Kong, and a director of the UK ASEAN Business Council. He is also a Justice of Peace and Chairman of The Sailors Home and Missions to Seamen in Hong Kong. Mr Nightingale holds a Bachelor's degree (Honours) in Classics from Peterhouse, Cambridge University.

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

- Nil

JAMES WATKINS

Non-Executive and Independent Director

Mr Watkins joined the Board on 20th October 2003 and was last re-elected as a director on 30th April 2014. He was Group General Counsel of Jardine Matheson Holdings from 1997 to 2003. Mr Watkins qualified as a solicitor in 1969 and was formerly a partner of English law firm, Linklaters & Paines. He is also a director of Hongkong Land, Mandarin Oriental, Global Sources and Asia Satellite Telecommunications Holdings. He graduated from Leeds University with a first-class (Honours) degree in Law.

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

- Advanced Semiconductor Manufacturing Corporation

Notes:

At the 47th Annual General Meeting to be held on 28th April 2016:

- Anthony Nightingale, Chang See Hiang, Hassan Abas and Michael Kok shall retire and be eligible for re-election pursuant to Article 94 of the Company's Constitution;
- Adrian Teng shall retire and be eligible for re-election pursuant to Article 99 of the Company's Constitution; and
- Boon Yoon Chiang, who retires under the resolution passed at last year's Annual General Meeting pursuant to Section 153(6) of the Companies Act, Cap.50 (which was then in force), shall be eligible for re-appointment.