

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 25th April 2012. 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:

- OHTL Public Company
- 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 30th April 2014. 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 serves on the Board of the Employment and Employability Institute (e2i). He 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 the 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 elected as a director on 25th April 2012. 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 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 the Harvard Business School.

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

- Nil

CHIEW SIN CHEOK

Executive Director

Mr Chiew was appointed Group Finance Director on 1st November 2006 and was last re-elected as a director on 25th April 2012. 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. He 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 has completed the Advanced Management Programme at the 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

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 and a fellow of Asian Institute of Chartered Bankers, as well as a member of the Malaysian Institute of Certified Public Accountants and the Malaysian Institute of Accountants.

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, Yeo Hiap Seng, STT Communications and IHH Healthcare. He is also a board member of the Casino Regulatory Authority of Singapore, a member of the Appeal Advisory Panel (Securities and Futures Act, Financial Advisers Act and Insurance Act) 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:

- Nil

MARK GREENBERG

Non-Executive Director

Mr Greenberg joined the Board on 7th June 2006 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:

- Kentz Corporation

MICHAEL KOK

Non-Executive Director

Mr Kok joined the Board on 1st April 2013 and was last 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. 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 the London Business School and the Advanced Management Programme at the Harvard Business School.

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

- Nil

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 25th April 2012. She is an Executive Director of Tembusu Partners and a director of Stamford Land Corporation, United Overseas Bank, BW Group, and Stewardship Asia Centre. Mrs Lim is also Honorary Chairman of the Securities Investors Association (Singapore), a senior advisor to Kohlberg Kravis Roberts & Co and a non-executive member of Westpac Institutional Bank's Asia Advisory Board. 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 Temasek Holdings as a 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:

- Nil

BOARD OF DIRECTORS

DR MARTY NATALEGAWA

Non-Executive and Independent Director

Dr Natalegawa joined the Board on 24th February 2015. 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's and Ireland from 2005 to 2007. Prior to this, 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 from the Government of the Republic of Indonesia in 2011 and the Bintang Mahaputra Adipradana medal from the President of the Republic of Indonesia in 2014, a medal awarded to individuals who have contributed greatly to the nation. He was also made Honourary 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 November 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 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 plc, Schindler Holding, China Xintiandi 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 member of the UK ASEAN Business Council Advisory Panel. 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 the English law firm, Linklaters & Paines. He is also a director of Hongkong Land, Mandarin Oriental, Global Sources, Advanced Semiconductor Manufacturing Corporation 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:

- Nil

Notes:

At the 46th Annual General Meeting to be held on 29th April 2015:

- Chiew Sin Cheok, Benjamin Keswick, Mrs Lim Hwee Hua and Alex Newbigging shall retire and be eligible for re-election pursuant to Article 94 of the Articles of Association of the Company;
- Dr Marty Natalegawa shall retire and be eligible for re-election pursuant to Article 99 of the Articles of Association of the Company;
- Boon Yoon Chiang shall retire and be eligible to be re-appointed to act as a director pursuant to Section 153(6) of the Companies Act, Cap. 50 or (if then not being in force) for such other period as may be permitted.