

## BOARD OF DIRECTORS

### Alexander Newbigging

Chairman

Mr. Newbigging, aged 43, a British citizen, joined the Board on 1 April 2012 as a Non-Independent Non-Executive Director and Chairman of the Board. He is also Chairman of the Remuneration Committee and a member of the Nomination Committee. He is the Group Managing Director of Jardine Cycle & Carriage Limited, a commissioner of PT Astra International Tbk, Vice President Commissioner of PT United Tractors Tbk, a Director of Siam City Cement Public Company Limited and Vice Chairman of Refrigeration Electrical Engineering Corporation. 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 Philippines, Australia, Malaysia, Hong Kong and now in Singapore. Prior to his current appointment, he was the Chief Executive of Jardine Engineering Corporation and before that, General Manager of IKEA Hong Kong. Mr. Newbigging 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.

Mr. Newbigging will cease to act as the Company Chairman, Chairman of the Remuneration Committee and a member of the Nomination Committee with effect from 19 April 2016 (after the conclusion of the 48th Annual General Meeting). He will be succeeded by Mr. Preston on the same date.

### Datuk Syed Tamim Ansari bin Syed Mohamed

Deputy Chairman

Datuk Syed Tamim, aged 68, a Malaysian, joined the Board on 1 January 2010 as a Non-Independent Non-Executive Director. He was appointed as Deputy Chairman on the same date. He is currently the Group Country Chairman of Jardine Matheson Group of Companies in Malaysia, a Director of Felda Global Ventures Plantations Sdn Bhd and Principal Consultant of ST&H Consultancy Services Sdn Bhd, a private company he established soon after his retirement in 2007. He was a Board member of Maybank Berhad until September 2009, Minetech Resources Berhad until July 2010 and Integrax Berhad until January 2011. He has worked for more than 39 years in both public and private sectors. After obtaining his Economics Honours degree from the University of Malaya in 1972, he served the Administrative and Diplomatic Service until 1981. During his tenure with the government, he was sponsored to do his MBA which he obtained from the University of Oregon. He left the government to join PERNAS Group of Companies for 5 years. In 1986, he joined Sime Darby Berhad ("Sime"). In the 20 years stint with Sime, he headed various Divisions; Trading, Manufacturing, Oil and Gas, Engineering, Automotive, Tyres, Healthcare and Plantations. Before he retired in July 2007, he headed the team that wrote and completed the Northern Corridor Economic Blueprint for the Government of Malaysia. He was trained in Japan, Australia and Harvard Business School which were all sponsored by Sime.

Datuk Syed Tamim, who is subject to retire pursuant to Article 98 of the Company's Articles of Association, had indicated to the Company that he does not wish to seek re-election at the forthcoming Annual General Meeting.

### Haslam Preston

Mr. Preston, aged 39, an Australian, joined the Board on 21 February 2014 as a Non-Independent Non-Executive Director and was appointed as a member of the Audit Committee on the same date. He is the Regional Managing Director of Jardine Cycle & Carriage Limited, and is responsible for overseeing the Group's motor operations, excluding those held by Astra. Following an early career in the British army, he joined Jardine Matheson in 2001, where he has undertaken various roles in Jardine Wines & Spirits, Jardine Motors, Jardine Matheson Limited and Hongkong Land, in which time he was based in China, Macau, Hong Kong and Indonesia. Mr. Preston has a Bachelor of Arts (War Studies) from King's College London, University of London and a Master of Arts (Chinese Studies) from the School of Oriental and African Studies, University of London. He also has a Post Graduate Diploma in Surveying from the College of Estate Management, Reading University and has completed the General Management Programme at the Harvard Business School.

Mr. Preston has been appointed by the Board on 22 February 2016 as Non-Independent Non-Executive Chairman of the Board, Chairman of the Remuneration Committee and a member of the Nomination Committee, and will step down as a member of the Audit Committee, with effect from 19 April 2016 (after the conclusion of the 48th Annual General Meeting).

### Tan Sri Dato' Sulaiman bin Sujak

Tan Sri Dato' Sulaiman, aged 82, a Malaysian, joined the Board as an Independent Non-Executive Director on 24 February 2003 and was appointed Chairman of the Nomination Committee and a member of the Audit Committee and Remuneration Committee on 26 April 2008. He has been with HSBC Bank Malaysia Berhad since 1989 and was an Executive Director and Advisor from January 1994 to March 2004. He was a Non-Executive and Independent Director of HSBC Bank Malaysia Berhad until April 2014. A graduate of Royal Air Force College, Cranwell, England, Tan Sri Dato' Sulaiman served both the Royal Air Force and the Royal Malaysian Air Force and was the first Malaysian Air Force Chief. He was an Advisor (now known as Assistant Governor) of Bank Negara Malaysia and was the Commercial Director of Kumpulan Guthrie Berhad. He was also the Deputy Chairman of Malaysian Airline System Berhad for 24 years. He also sits on the board of Nationwide Express Courier Services Berhad.

### **Vimala Menon**

Ms. Menon, aged 61, a Malaysian, joined the Board on 26 April 2008 as an Independent Non-Executive Director and was appointed as the Senior Independent Non-Executive Director on 31 October 2008. She is the Chairperson of the Audit Committee and a member of the Nomination Committee and the Remuneration Committee. Ms. Menon, a Chartered Accountant, is a Fellow of Institute of Chartered Accountants in England and Wales and a member of the Malaysian Institute of Accountants. She joined Edaran Otomobil Nasional Berhad (“EON Berhad”) as Manager in the Finance Division in 1984 and retired in 2007 as an Executive Director of Finance and Corporate Services. She was the Director – Finance & Corporate Affairs of Proton Holdings Berhad from 2008 to 2009. She served on the boards of EON Berhad from 1990 to 2006 and EON Bank Berhad from 1994 to 2004. She also served on the boards of Jardine Cycle & Carriage Limited from 1994 to 2003 and PT Astra International Tbk from 2000 to 2003. Ms. Menon was appointed to the board of Digi.Com Berhad on 1 July 2015. She is currently a Director of Petronas Chemicals Group Berhad, Petronas Dagangan Berhad, Prince Court Medical Centre Sdn Bhd and a member of the Board of Trustees of Pemandu Corporation.

### **Chiew Sin Cheok**

Mr. Chiew, aged 54, a Malaysian, is an alternate Director to Mr. Newbigging since 1 April 2012. He joined Jardine Cycle & Carriage Limited as Group Finance Director on 1 November 2006. He has worked for Jardine Matheson Group 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 PT Astra International Tbk and PT Astra Otoparts Tbk, Vice President Commissioner of PT Astra Agro Lestari Tbk and a member of the Advisory Committee of PT Tunas Ridean Tbk. 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 and Wales and the Institute of Singapore Chartered Accountants. He 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.

On Mr. Newbigging’s resignation as Non-Independent Non-Executive Chairman with effect from 19 April 2016 (after the conclusion of the 48th Annual General Meeting), Mr. Chiew shall *ipso facto* cease as Alternate Director to Mr. Newbigging on the same date.

### **Chan Tze Choong Eric**

Mr. Chan, aged 46, a Singaporean, is an alternate Director to Mr. Preston since 24 July 2014. He is Managing Director – Singapore Motor Operations of Jardine Cycle & Carriage Limited, and is responsible for the Group’s motor operations in Singapore. He has been with Cycle & Carriage Industries since 1995 and has held various positions. Prior to his current appointment, he was the Chief Operating Officer of Cycle & Carriage Industries, which is engaged in the retail and after-sales service of Mercedes-Benz vehicles. He has spent the last 20 years in the field of sales and marketing. He graduated from the National University of Singapore with a Bachelor degree in Arts and Social Science, majoring in Economics and Sociology and has completed the Accelerated Development Programme at the London Business School.

### **Teng Wei Ann Adrian**

Mr. Adrian Teng, aged 44, a Singaporean, will be appointed with effect from 19 April 2016 to the Board as a Non-Independent Non-Executive Director and a member of the Audit Committee. Mr. Teng will be appointed Group Finance Director of Jardine Cycle & Carriage Limited on 1 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.

## **CHIEF EXECUTIVE OFFICER**

### **Dato’ Wong Kin Foo**

Dato’ Wong, aged 49, a Malaysian, is the Chief Executive Officer (“CEO”) of Cycle & Carriage Bintang Berhad (“CCB”), and is responsible for the CCB Group’s motor operations in Malaysia. He has been with CCB Group since 1996 and last held the position of Chief Operating Officer. Dato’ Wong is an Associate Chartered Management Accountant, United Kingdom and is also a member of the Malaysian Institute of Accountants. Dato’ Wong held 3,000 ordinary shares of RM1.00 each in CCB as at 29 February 2016.

None of the Directors and CEO have any family relationships with any Directors and/or substantial shareholders; any conflict of interest with the Company and any convictions for offences within the past 10 years other than traffic offences.