

BOARD OF DIRECTORS



KUOK KHOON HONG
Chairman and Chief Executive Officer

Mr Kuok Khoon Hong, 69, is the Chairman and Chief Executive Officer of the Group. He is overall in charge of the management of the Group with a particular focus on new business developments. He has extensive experience in the industry and has been involved in the grains, edible oils and oilseeds businesses since 1973. Mr Kuok has completed many projects

involving the establishment of oil palm plantations in Asia and Africa, as well as the processing of grains, edible oils and oilseeds. Mr Kuok graduated from the then University of Singapore with a Bachelor of Business Administration degree. Mr Kuok was appointed to the Board on 24 March 2006 and was last re-elected on 26 April 2017.

PUA SECK GUAN
Chief Operating Officer and Executive Director

Mr Pua Seck Guan, 55, oversees and manages the business divisions of the Group and assists CEO Mr Kuok Khoon Hong in the development of new businesses. Concurrently, he is the CEO and Executive Director of Perennial Real Estate Holdings Limited, an integrated real estate and healthcare company listed on the Singapore Stock Exchange. In addition, he is a Non-Independent Non-Executive Director of United Engineers Limited. Mr Pua has over 30 years of real estate experience in property investment, development and management across various asset classes, as well as in the creation and management of both private and listed real estate funds. Widely

regarded as a Real Estate Investment Trust ("REIT") pioneer in Singapore, Mr Pua was instrumental in establishing REITs listed on the Singapore Stock Exchange such as CapitaMall Trust and CapitaRetail China Trust. Earlier, Mr Pua held concurrent positions as the CEO of CapitaLand Retail Limited, CapitaMall Trust Management Pte. Ltd., and CapitaLand Financial Limited. He holds a Master of Science degree in Civil Engineering from the Massachusetts Institute of Technology, USA and a Bachelor of Science degree in Building (First Class Honours) from the National University of Singapore. Mr Pua was appointed to the Board on 1 January 2016 and was re-elected on 28 April 2016.



TEO LA-MEI**Executive Director, Group Legal Counsel and Company Secretary**

Ms Teo La-Mei, 59, is responsible for overseeing the Group's legal and corporate secretarial functions. She has been the Group Legal Counsel and Company Secretary of the Company since August 2009. Ms Teo was the Company Secretary and Legal Counsel for the Shangri-La Hotel Limited Group of companies from August 1988 to December 2018. Ms Teo is a director of

Shangri-La Hotel Limited, a position she has held since June 2001. She holds a Bachelor of Laws (Honours) degree from the National University of Singapore and is a member of the Corporate Governance & Regulatory Committee of the Singapore International Chamber of Commerce. Ms Teo was appointed to the Board on 21 February 2019.



KUOK KHOON EAN**Non-Executive Director**

Mr Kuok Khoon Ean, 63, is the Chairman of Kuok (Singapore) Limited and a Director of Kerry Group Limited and Kerry Holdings Limited. He is the Chairman and Non-Executive Director of PACC Offshore Services Holdings Ltd,

a company listed on the Singapore Stock Exchange. Mr Kuok holds a Bachelor of Economics degree from Nottingham University, UK. Mr Kuok was appointed to the Board on 2 July 2007 and was last re-elected on 25 April 2018.

KUOK KHOON HUA**Non-Executive Director**

Mr Kuok Khoon Hua, 40, is the Chairman of Kerry Holdings Limited, the main investment holding company of the Kuok Group in Hong Kong. He is also a director of Kerry Group Limited and Kuok (Singapore) Limited; an executive director of Kerry Logistics Network Limited and a non-executive director of Kerry Properties Limited (both of which

are companies listed on the Hong Kong Stock Exchange) and an independent director of Sea Limited (a company listed on the New York Stock Exchange). Mr Kuok holds a Bachelor's degree in Economics from Harvard University. Mr Kuok was appointed to the Board on 1 July 2016 and was re-elected on 26 April 2017.



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RAYMOND GUY YOUNG

Non-Executive Director

Mr Raymond Guy Young, 57, is Executive Vice President and CFO of Archer Daniels Midland Company (ADM), and a member of ADM's Executive Council. He joined ADM in November 2010 following a 24-year tenure with General Motors where he last served in Shanghai as Vice President of GM International Operations. In 2008 and 2009, he was CFO of General Motors. Between 2004 and 2007, he was the President and Managing Director of GM do Brasil and Mercosur Operations, based in São Paulo. Mr Young holds a Bachelor's degree in Business Administration from The Ivey School of Business, University of Western

Ontario, in London, Canada, as well as an MBA from the University of Chicago. Mr Young serves on the Boards of Directors of International Paper Company and the U.S.-China Business Council. He is a member of the board of directors of the American Cancer Society Illinois Division and the CFO Advisory Board of the University of Chicago Booth School of Business. Mr Young was previously Alternate Director to Mr Juan Ricardo Luciano on the Wilmar Board from 3 November 2017 to 28 December 2018. He was appointed as a Non-Executive Director on the Wilmar Board on 28 December 2018.

YEO TENG YANG

Lead Independent Director

Mr Yeo Teng Yang, 77, is the Lead Independent Director. He has a varied international career spanning senior positions in the Ministry of Finance and the Monetary Authority of Singapore, Ambassador to the European Community in Brussels as well as Executive Board Director of the Asian Development Bank, Manila and Advisor at the International Monetary Fund, Washington D.C. besides his extensive banking experience. From 1995 to 2000, he was the Senior Executive Vice President of United Overseas Bank Ltd, Singapore, with management responsibilities in treasury, international banking business, fund

management, stockbroking and risk management. While in banking, he was a founding Board Member and served as the Board Chairman during 1990-1992 of the Singapore International Monetary Exchange which has since merged into the current Stock Exchange of Singapore. He also served as a Board Member of Korea First Bank, South Korea, from 2000 to 2005. Mr Yeo holds a Bachelor of Social Science Honours degree from the then University of Singapore and a Master's degree in Economics from Yale University, USA. Mr Yeo was appointed to the Board on 14 July 2006 and was last re-elected on 28 April 2016.



TAY KAH CHYE

Independent Director



Mr Tay Kah Chye, 72, is currently the Executive Chairman of CLMV Consult Net Private Limited, a regional consulting company headquartered in Singapore and the Chief Executive Officer of the PATA Group (comprising PATA Consultancy Private Limited and PATA International Enterprise Private Limited). He has served as the Honorary Advisor of ASEAN Bankers Association, a regional banking industry group from 2008 to 2010. Prior to his retirement on 31 December 2007, Mr Tay was the President and Chief Executive Officer of ASEAN Finance Corporation Limited, a regional merchant bank based in Singapore and owned by various leading banks and financial institutions in ASEAN since 1991. Mr Tay has vast experience in banking and finance. Mr Tay was with Citibank N.A. Singapore

Branch, where he started his banking career in 1973. His last held position in Citibank was Vice President and Head of its Corporate Marketing Group. During his 18 years with Citibank, he held various positions in banking operations, credit management and marketing. Mr Tay was a director of Cambodia Mekong Bank Public Limited from 2003 to 2012 and his last held position was Chairman of the Board of Directors. He is the Independent Non-Executive Chairman of Asiatic Group (Holdings) Limited, the Lead Independent Director of Chemical Industries (Far East) Ltd and Asia Travel Limited. Mr Tay holds a Bachelor of Social Sciences degree in Economics from the then University of Singapore. Mr Tay was appointed to the Board on 14 July 2006 and was last re-elected on 26 April 2017.

KWAH THIAM HOCK

Independent Director

Mr Kwah Thiam Hock, 72, sits on the boards of various companies including IFS Capital Limited, Excelpoint Technology Ltd and Teho International Inc Ltd. He started his career in 1964 with the Port of Singapore Authority. From 1969 to 1970, he was an Assistant Accountant with the Singapore Textile Industries Limited. Subsequently, he served as the Secretary and Assistant Accountant in Singapore Spinners Private Limited from 1970 to 1973 and later in 1974, he moved on to become the Regional Accountant and Deputy Manager of its related company, IMC (Singapore). Mr Kwah left to join ECICS Holdings Ltd in 1976 and rose

to become its President and Chief Executive Officer. He stepped down from ECICS Holdings Ltd in 2003 to assume the position of Principal Officer and Chief Executive Officer of ECICS Limited, a wholly-owned subsidiary of listed IFS Capital Limited. Mr Kwah retired from ECICS Limited in December 2006 but he remains as advisor of ECICS Limited. He is a Fellow, Certified Public Accountant of Australia, ISCA and ACCA. He graduated from the then University of Singapore in 1973 with a Bachelor of Accountancy degree. Mr Kwah was appointed to the Board on 14 July 2006 and was last re-elected on 26 April 2017.



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KISHORE MAHBUBANI
Independent Director

Professor Kishore Mahbubani, 70, has had a long career in government while at the same time, writing extensively on public issues. He was with the Singapore Foreign Service for 33 years (1971-2004) where he had postings in Cambodia (1973-74), Malaysia, Washington D.C. and New York, where he served two postings as Singapore's Ambassador to the UN and as President of the UN Security Council in January 2001 and May 2002. He was Permanent Secretary at the Foreign Ministry from 1993 to 1998. He was the Founding Dean of the Lee Kuan Yew School of Public Policy of the National University of Singapore (NUS) from 2004

to 2017. Currently, he is a Professor in the Practice of Public Policy and a Senior Advisor at the University Global Relations Office of NUS. In the world of ideas, he has spoken and published globally. Professor Mahbubani is also a member of the Boards of Zurich Insurance Group Ltd and of Zurich Insurance Company Ltd since April 2015. He has also taken the role of Non-Executive Chairman and Non-Executive Director of Aggregate Asset Management since September 2017. Professor Mahbubani was appointed to the Board on 1 January 2016 and was re-elected on 28 April 2016.

LIM SIONG GUAN
Independent Director

Mr Lim Siong Guan, 71, is a professor at the Lee Kuan Yew School of Public Policy at the National University of Singapore and a Senior Fellow of the Singapore Civil Service College. He is a member of the Board of Trustees of the Singapore University of Technology and Design. He is also Chairman of Swiss Re Asia Pte Ltd, the Asian subsidiary of Swiss Reinsurance, and a Member of the International Board of the stars Foundation, a Swiss foundation that promotes leadership development for leaders of the next generation. Mr Lim is the Founder Chairman of Honour (Singapore), a charity that seeks to promote a culture of honour and honouring for the well-being of the nation. In September 2017, Mr Lim was named the Institute of Policy Studies' fourth SR Nathan Fellow for the Study of Singapore. Mr Lim was the Group President of GIC,

Singapore's sovereign wealth fund, from 2007 to 2016, and the Head of the Singapore Civil Service from 1999 to 2005. He was the first Principal Private Secretary to Singapore's founding Prime Minister, Mr Lee Kuan Yew, and was Permanent Secretary in the Ministries of Defence, Education, Finance, and the Prime Minister's Office. Mr Lim has chaired the Singapore Economic Development Board, the Inland Revenue Authority of Singapore, the Accounting and Corporate Regulatory Authority and, the Central Provident Fund Board. He graduated with First Class Honours in Mechanical Engineering from the University of Adelaide and has a Postgraduate Diploma in Business Administration from the National University of Singapore. Mr Lim was appointed to the Board on 1 January 2018 and was re-elected on 25 April 2018.





WEIJIAN SHAN
Independent Director

Mr Weijian Shan, 65, is Chairman and CEO of PAG Group, a private equity firm with about US\$30 billion in capital under management. He was Co-Managing Partner of Newbridge Capital, and, after Newbridge's integration with TPG, Co-Managing Partner of TPG Asia. Prior to TPG, Mr Shan was a Managing Director of JP Morgan. He previously was an Assistant Professor at the Wharton School of the University of Pennsylvania. His other former employers include

the World Bank and Graham & James Law Firm. Mr Shan graduated from Beijing Institute of Foreign Trade (now known as Beijing University of International Business and Economics) and received his PhD and Master of Arts from University of California, Berkeley and an MBA from the University of San Francisco. Mr Shan was appointed to the Board on 1 January 2018 and was re-elected on 25 April 2018.

JUAN RICARDO LUCIANO

Alternate Director to
Mr Raymond Guy Young

Mr Juan R. Luciano, 57, is the Chairman of the Board of Directors, President and CEO of Archer Daniels Midland Company (ADM). ADM is one of the world's leading agricultural processors and food ingredient providers. Mr Luciano joined ADM in 2011 as Executive Vice President and COO. He was named President of ADM in February 2014, and was appointed CEO in January 2015. He became Chairman of the Board in January 2016. Mr Luciano previously spent 25 years at The Dow Chemical Company, where he last served as Executive Vice President and President of the Performance division. Mr Luciano serves on the Boards of Directors of Eli Lilly and Company,

where he chairs the Finance Committee and Intersect Illinois, a non-profit economic development organisation created by former Illinois Governor Bruce Rauner. He is a member of the Economic Club of Chicago and the Commercial Club of Chicago. He also serves on the Global Advisory Board of the Kellogg School of Management at Northwestern University. He holds an industrial engineering degree from the Buenos Aires Institute of Technology. Mr Luciano served as a Non-Executive Director on the Wilmar Board from 20 June 2012 to 28 December 2018. He was appointed Alternate Director to Mr Raymond Guy Young on the Wilmar Board on 28 December 2018.



BOARD OF DIRECTORS

The directorships in listed companies, past and present, and principal commitments of the directors are set out below:

NAME OF DIRECTOR	PRESENT DIRECTORSHIPS IN LISTED COMPANIES	PAST DIRECTORSHIPS IN LISTED COMPANIES HELD OVER THE PRECEDING THREE YEARS	PRINCIPAL COMMITMENTS
Executive Directors			
KUOK Khoon Hong	1. Wilmar International Limited <i>Chairman & Chief Executive Officer</i> 2. Perennial Real Estate Holdings Limited <i>Chairman & Non-Independent Non-Executive Director</i>	–	Wilmar International Limited and its group of companies
PUA Seck Guan	1. Wilmar International Limited <i>Chief Operating Officer & Executive Director</i> 2. Perennial Real Estate Holdings Limited <i>Chief Executive Officer & Executive Director</i> 3. United Engineers Limited <i>Non-Independent Non-Executive Director</i>	–	1. Perennial Real Estate Holdings Limited and its group of companies 2. Wilmar International Limited and its group of companies 3. Member of Consultative Committee of National University of Singapore Department of Real Estate 4. Member of Singapore-China Business Council of Singapore Business Federation 5. Member of Singapore-Sichuan Trade and Investment Committee
TEO La-Mei	Wilmar International Limited	–	Wilmar International Limited and its group of companies
Non-Executive Directors			
KUOK Khoon Ean	1. PACC Offshore Services Holdings Ltd ("POSH") <i>Chairman & Non-Executive Director</i> 2. Wilmar International Limited	1. The Bank of East Asia, Limited 2. IHH Healthcare Bhd	1. Kerry Group Limited 2. Kerry Holdings Limited 3. Kuok (Singapore) Limited <i>Chairman</i> 4. POSH <i>Chairman & Non-Executive Director</i>
KUOK Khoon Hua	1. Kerry Logistics Network Limited 2. Kerry Properties Limited <i>(Both listed on Hong Kong Stock Exchange)</i> 3. Sea Limited <i>(Listed on New York Stock Exchange)</i> 4. Wilmar International Limited	–	1. Kerry Group Limited 2. Kerry Holdings Limited <i>Chairman</i> 3. Kerry Logistics Network Limited <i>Executive Director</i> 4. Kuok (Singapore) Limited
Raymond Guy YOUNG	1. Wilmar International Limited 2. International Paper Company <i>(Listed on New York Stock Exchange)</i>	–	Archer Daniels Midland Company <i>Executive Vice President and Chief Financial Officer</i>

NAME OF DIRECTOR	PRESENT DIRECTORSHIPS IN LISTED COMPANIES	PAST DIRECTORSHIPS IN LISTED COMPANIES HELD OVER THE PRECEDING THREE YEARS	PRINCIPAL COMMITMENTS
Lead Independent Director			
YEO Teng Yang	Wilmar International Limited	United International Securities Limited (dissolved on 4 December 2015)	–
Independent Directors			
TAY Kah Chye	1. Asiatic Group (Holdings) Limited <i>Independent Non-Executive Chairman</i> 2. Chemical Industries (Far East) Ltd <i>Lead Independent Director</i> 3. Asia Travel Limited <i>Lead Independent Director</i> 4. Wilmar International Limited	–	1. CLMV Consult Net Private Limited <i>Executive Chairman</i> 2. PATA Consultancy Private Limited <i>Chief Executive Officer</i> 3. PATA International Enterprise Private Limited <i>Chief Executive Officer</i>
KWAH Thiam Hock	1. Excelpoint Technology Ltd 2. IFS Capital Limited 3. Teho International Inc Ltd 4. Wilmar International Limited	Select Group Limited	1. ECICS Limited 2. PM Shipping Pte Ltd
Kishore MAHBUBANI	1. Wilmar International Limited 2. Zurich Insurance Group Ltd (Listed on SIX Swiss Exchange)	–	Professor in the Practice of Public Policy and a Senior Advisor at the University Global Relations Office of National University of Singapore
LIM Siong Guan	Wilmar International Limited	–	Professor in the Practice of Public Policy - Lee Kuan Yew School of Public Policy, National University of Singapore
Weijian SHAN	Wilmar International Limited	1. TCC International Holdings Limited (Delisted from Hong Kong Stock Exchange) 2. Bank of China (Hong Kong) Limited	Chairman and CEO of PAG and its group of companies
Alternate Director to Mr Raymond Guy Young			
Juan Ricardo LUCIANO	1. Archer Daniels Midland Company 2. Eli Lilly and Company (Both listed on New York Stock Exchange) 3. Wilmar International Limited	–	Archer Daniels Midland Company <i>Chairman & Chief Executive Officer</i>

Notes:

- In accordance to the Code of Corporate Governance 2012, the term “principal commitments” shall include all commitments which involve significant time commitment such as full-time occupation, consultancy work, committee work, non-listed company board representations and directorships and involvement in non-profit organisations. Where a director sits on the boards of non-active related corporations, those appointments should not normally be considered principal commitments.
- Information as at 28 February 2019.