

BOARD OF DIRECTORS



KUOK KHOON HONG
Chairman and
Chief Executive Officer



PUA SECK GUAN
Chief Operating Officer and
Executive Director



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

Mr Kuok Khoon Hong, 70, is the Chairman and Chief Executive Officer ("CEO") of the Group. He is overall in charge of the management of the Group with a particular focus on new business development. 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 24 April 2019.

Wilmar Board Committees served on:

Chairman:

- Executive Committee
- Share Purchase Committee

Member:

- Nominating Committee
- Risk Management Committee

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 Exchange ("SGX"). 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 SGX 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 last re-elected on 24 April 2019.

Wilmar Board Committees served on:

Member:

- Executive Committee
- Share Purchase Committee

Ms Teo La-Mei, 60, 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 Interest Group of the Singapore International Chamber of Commerce. Ms Teo was appointed to the Board on 21 February 2019 and was re-elected on 24 April 2019.



KUOK KHOON EAN
Non-Executive and
Non-Independent Director



KUOK KHOON HUA
Non-Executive and
Non-Independent Director



RAYMOND GUY YOUNG
Non-Executive and
Non-Independent Director

Mr Kuok Khoon Ean, 64, is the Chairman of Kuok (Singapore) Limited and Vice-Chairman of Kerry Group Limited and Kuok Brothers Sdn Berhad. He is also a Director of Kerry Holdings Limited as well as the Chairman and Non-Executive Director of PACC Offshore Services Holdings Ltd. 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.

Mr Kuok Khoon Hua, 41, 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; the Executive Chairman of Kerry Logistics Network Limited and the Vice Chairman and CEO of Kerry Properties Limited (the latter two 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 ("NYSE")). 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.

Mr Raymond Guy Young, 58, is Executive Vice President and Chief Financial Officer ("CFO") of Archer Daniels Midland Company ("ADM") (listed on the NYSE), 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 (listed on NYSE) and the US-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 and Non-Independent Director on the Wilmar Board on 28 December 2018 and was re-elected on 24 April 2019.

BOARD OF DIRECTORS



LIM SIONG GUAN

Non-Executive and Lead Independent Director

Mr Lim Siong Guan, 72, 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 chairs the Board of Directors of Swiss Re Asia Ltd. and is a member of the International Board of the stars Foundation, a Swiss not-for-profit organisation that promotes development of next generation leaders. He also chairs the Board of Directors of Honour (Singapore), a charity that seeks to promote a culture of honour and honouring. 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 from 2007 to 2016 and a former 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 also the 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. Mr Lim 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.

Wilmar Board Committees served on:

Chairman:

- Risk Management Committee

Member:

- Audit Committee
- Nominating Committee
- Remuneration Committee



TAY KAH CHYE

Non-Executive and Independent Director

Mr Tay Kah Chye, 73, 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 and the Lead Independent Director of Asiatravel.com Holdings Ltd (both of which are listed on the SGX). 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.

Wilmar Board Committees served on:

Chairman:

- Audit Committee

Member:

- Nominating Committee
- Remuneration Committee
- Risk Management Committee



KWAH THIAM HOCK
Non-Executive and Independent Director

Mr Kwah Thiam Hock, 73, sits on the boards of various companies including Excelpoint Technology Ltd and Teho International Inc Ltd, both of which are listed on the SGX. 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 CEO. He stepped down from ECICS Holdings Ltd in 2003 to assume the position of Principal Officer and CEO of ECICS Limited, a wholly-owned subsidiary of IFS Capital Limited (listed on the SGX). Mr Kwah retired from ECICS Limited in December 2006 but he remained as advisor of ECICS Limited until April 2019. 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.

Wilmar Board Committees served on:

Chairman:

- Nominating Committee
- Remuneration Committee

Member:

- Audit Committee



KISHORE MAHBUBANI
Non-Executive and Independent Director

Mr Kishore Mahbubani, 71, has had a long career in diplomacy and academia, and is a prolific writer and speaker on global issues and public policy. He was with the Singapore Foreign Service for 33 years (1971-2004), during which he has served in Cambodia, Malaysia, Washington D.C. and New York, where he served twice 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, National University of Singapore ("NUS"), from 2004 to 2017 and a Professor in the Practice of Public Policy from 2006 to 2019. Currently, he is a Distinguished Fellow at the Asia Research Institute at NUS. In 2019, he was elected to the American Academy of Arts and Sciences, which has honoured distinguished thinkers and leaders, including several of America's founding fathers and presidents, since 1780. Mr Mahbubani has been a member of the Boards of Zurich Insurance Group Ltd (listed on the SIX Swiss Exchange) 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. Mr Mahbubani was appointed to the Board on 1 January 2016 and was last re-elected on 24 April 2019.

BOARD OF DIRECTORS



WEIJIAN SHAN

Non-Executive and Independent Director

Mr Weijian Shan, 66, is Chairman and CEO of PAG Group. 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.



TEO SIONG SENG

Non-Executive and Independent Director

Mr Teo Siong Seng, 65, is the Executive Chairman and Managing Director of Pacific International Lines (Private) Limited ("PIL"), one of the top containership operators in the world and the largest shipowner in South East Asia. He is also the Chairman and CEO of Singamas Container Holdings Ltd, a subsidiary of PIL, listed on the Hong Kong Stock Exchange and an Independent Director of Keppel Corporation Limited, listed on the SGX. Mr Teo holds various other appointments including Chairman of the Singapore Business Federation, Honorary President of the Singapore Chinese Chamber of Commerce and Industry, Director of Business China, Honorary Consul of the United Republic of Tanzania in Singapore, Board Member of Enterprise Singapore, Member of the Singapore Future Economy Council and Pro-Chancellor of NUS. He was also a Nominated Member of Parliament from 2009 to 2014, representing the business sector and the Chinese community. Mr Teo graduated with First Class Honours in Naval Architecture and Ocean Engineering from Glasgow University in UK. Mr Teo was appointed to the Board on 1 May 2019.



SOH GIM TEIK
Non-Executive and Independent Director

Mr Soh Gim Teik, 65, is a Partner at Finix Corporate Advisory LLP, which is involved in advising organisations on Board and directorship matters in the areas of strategic management, corporate restructuring, finance and corporate governance. He is the Lead Independent Director at KS Energy Limited and an Independent Director of BBR Holdings (S) Ltd, both of which are listed on the SGX. Mr Soh holds various other appointments including Audit Committee Chairman, Governing Council of the Singapore Institute of Directors, Member of the SGX Disciplinary Committee, Independent Director of National Healthcare Group Pte Ltd, Independent Director and Executive Committee member of EDBI Pte Ltd (a government-linked global investor) and Board Deputy Chairman of the Singapore Science Centre. He is also currently a Member of the Advisory Committee on Accounting Standards for Statutory Boards with the Accountant-General's Office. Mr Soh was Executive Director and CFO of then SGX-listed Sincere Watch Limited and its group of companies from 1993 to 2008. Mr Soh holds a Bachelor of Accountancy degree from the then University of Singapore. He was appointed to the Board on 1 December 2019.



JUAN RICARDO LUCIANO
Alternate Director to Mr Raymond Guy Young

Mr Juan R. Luciano, 58, is the Chairman of the Board of Directors, President and CEO of Archer Daniels Midland Company ("ADM"), listed on the NYSE. 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 of ADM 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 as Lead Director of Eli Lilly and Company (listed on the NYSE), where he chairs the Finance Committee and a Director of 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 and Non-Independent 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 principal commitment and listed company directorships (present and past 5 years) of each director are set out below:

NAME OF DIRECTOR	PRESENT PRINCIPAL COMMITMENTS (including Listed Directorships)	PAST (FIVE YEARS) PRINCIPAL COMMITMENTS* (including Listed Directorships)
Executive Directors		
KUOK Khoon Hong	<p>Principal Commitments Wilmar International Limited and its group of companies</p> <p>Listed Directorships</p> <ol style="list-style-type: none"> 1. Wilmar International Limited <i>Chairman & Chief Executive Officer</i> 2. Perennial Real Estate Holdings Limited <i>Chairman & Non-Independent Non-Executive Director</i> 3. Shree Renuka Sugars Limited (BSE Limited and National Stock Exchange of India) 	–
PUA Seck Guan	<p>Principal Commitments</p> <ol style="list-style-type: none"> 1. Perennial Real Estate Holdings Limited and its group of companies 2. Wilmar International Limited and its group of companies 3. Member of Singapore-China Business Council of Singapore Business Federation 4. Member of Singapore-Sichuan Trade and Investment Committee 5. Member of Singapore-Guangdong Collaboration Council <p>Listed Directorships</p> <ol style="list-style-type: none"> 1. Wilmar International Limited <i>Chief Operating Officer & Executive Director</i> 2. Perennial Real Estate Holdings Limited <i>Chief Executive Officer & Executive Director</i> 	Listed Directorships United Engineers Limited
TEO La-Mei	<p>Principal Commitments Wilmar International Limited and its group of companies</p> <p>Listed Directorships Wilmar International Limited</p>	Principal Commitments Company Secretary & Legal Counsel for the Shangri-La Hotel Limited group of companies
Non-Executive and Non-Independent Directors		
KUOK Khoon Ean	<p>Principal Commitments</p> <ol style="list-style-type: none"> 1. Kuok (Singapore) Limited <i>Chairman</i> 2. Kerry Group Limited <i>Vice-Chairman</i> 3. Kuok Brothers Sdn Berhad <i>Vice-Chairman</i> 4. PACC Offshore Services Holdings Ltd <i>Chairman & Non-Executive Director</i> 5. Kerry Holdings Limited <i>Director</i> <p>Listed Directorships Wilmar International Limited</p>	Listed Directorships

NAME OF DIRECTOR	PRESENT PRINCIPAL COMMITMENTS (including Listed Directorships)	PAST (FIVE YEARS) PRINCIPAL COMMITMENTS* (including Listed Directorships)
Non-Executive and Non-Independent Directors (continued)		
KUOK Khoon Hua	Principal Commitments <ol style="list-style-type: none"> 1. Kerry Group Limited 2. Kerry Holdings Limited <i>Chairman</i> 3. Kerry Logistics Network Limited <i>Executive Chairman</i> 4. Kerry Properties Limited <i>Vice Chairman & Chief Executive Officer</i> 5. Kuok (Singapore) Limited Listed Directorships <ol style="list-style-type: none"> 1. Wilmar International Limited 2. Kerry Logistics Network Limited (HKSE) 3. Kerry Properties Limited (HKSE) 4. Sea Limited (NYSE) 	Principal Commitments Kerry Wines Limited
Raymond Guy YOUNG	Principal Commitments Archer Daniels Midland Company <i>Executive Vice President & Chief Financial Officer</i> Listed Directorships <ol style="list-style-type: none"> 1. Wilmar International Limited 2. International Paper Company (NYSE) 	–
Non-Executive and Lead Independent Director		
LIM Siong Guan	Principal Commitments <ol style="list-style-type: none"> 1. Professor in the Practice of Public Policy - Lee Kuan Yew School of Public Policy, National University of Singapore ("NUS") 2. Swiss Re Asia Pte. Ltd. <i>Chairman</i> 3. Honour (Singapore) Ltd. <i>Chairman</i> Listed Directorships Wilmar International Limited	Principal Commitments Advisor to Group Executive Committee of GIC Pte Ltd
Non-Executive and Independent Directors		
TAY Kah Chye	Principal Commitments <ol style="list-style-type: none"> 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> Listed Directorships <ol style="list-style-type: none"> 1. Wilmar International Limited 2. Asiatic Group (Holdings) Limited <i>Independent Non-Executive Chairman</i> 3. Asiatravel.com Holdings Ltd <i>Lead Independent Director</i> 	Principal Commitments Cam Box Private Limited Listed Directorships Chemical Industries (Far East) Ltd

BOARD OF DIRECTORS

NAME OF DIRECTOR	PRESENT PRINCIPAL COMMITMENTS (including Listed Directorships)	PAST (FIVE YEARS) PRINCIPAL COMMITMENTS* (including Listed Directorships)
Non-Executive and Independent Directors (continued)		
KWAH Thiam Hock	Principal Commitments <ol style="list-style-type: none"> PM Shipping Pte Ltd Phillip Ventures Enterprise Fund 6 Ltd. Listed Directorships <ol style="list-style-type: none"> Wilmar International Limited Excelpoint Technology Ltd Teho International Inc Ltd 	Principal Commitments <ol style="list-style-type: none"> Northern Star Shipping Pte Ltd ECICS Limited Listed Directorships <ol style="list-style-type: none"> IFS Capital Limited Select Group Limited
Kishore MAHBUBANI	Principal Commitments <p>Distinguished Fellow at the Asia Research Institute at NUS</p> Listed Directorships <ol style="list-style-type: none"> Wilmar International Limited Zurich Insurance Group Ltd (Six Swiss Exchange) 	Principal Commitments <ol style="list-style-type: none"> Professor in the Practice of Public Policy, Lee Kuan Yew School of Public Policy, NUS Senior Advisor at the University Global Relations Office, NUS
Weijian SHAN	Principal Commitments <p>Chairman & CEO of PAG and its group of companies</p> Listed Directorships <p>Wilmar International Limited</p>	Listed Directorships <ol style="list-style-type: none"> Bank of China (Hong Kong) Limited (HKSE) TCC International Holdings Limited (Delisted)
TEO Siong Seng	Principal Commitments <ol style="list-style-type: none"> Pacific International Lines (Private) Limited and its group of companies including Singamas Container Holdings Ltd <i>Executive Chairman & Managing Director</i> Singapore Business Federation <i>Chairman</i> Business China <i>Director</i> Enterprise Singapore <i>Board member</i> COSCO Shipping Holding Co Ltd <i>Independent Director</i> Honorary Consul of the United Republic of Tanzania Listed Directorships <ol style="list-style-type: none"> Wilmar International Limited COSCO Shipping Holding Co Ltd (HKSE) Keppel Corporation Limited Singamas Container Holdings Ltd (HKSE) 	—

NAME OF DIRECTOR	PRESENT PRINCIPAL COMMITMENTS (including Listed Directorships)	PAST (FIVE YEARS) PRINCIPAL COMMITMENTS* (including Listed Directorships)
Non-Executive and Independent Directors (continued)		
SOH Gim Teik	Principal Commitments <ol style="list-style-type: none"> 1. Finix Corporate Advisory LLP <i>Partner</i> 2. The Farrer Park Company Pte Ltd <i>Independent Director</i> 3. Farrer Park Hospital Pte Ltd <i>Independent Non-Executive Chairman</i> 4. Singapore Institute of Directors <i>AC Chairman, Governing Council</i> 5. National Healthcare Group Pte Ltd <i>Independent Director</i> 6. EDBI Pte Ltd <i>Independent Director</i> 7. Singapore Science Centre <i>Board Deputy Chairman</i> 8. Singapore Clinical Research Institute Pte Ltd <i>Independent Director & AC Chairman</i> Listed Directorships <ol style="list-style-type: none"> 1. Wilmar International Limited 2. BBR Holdings (S) Ltd 3. KS Energy Limited 	Principal Commitments <ol style="list-style-type: none"> 1. WWF-World Wide Fund for Nature (Singapore) Limited <i>Independent Director</i> 2. Focus on the Family Singapore Limited <i>Independent Director</i> Listed Directorships <ol style="list-style-type: none"> 1. Craft Print International Limited 2. QAF Limited 3. UMS Holdings Limited
Alternate Director to Mr Raymond Guy Young		
Juan Ricardo LUCIANO	Principal Commitments Archer Daniels Midland Company <i>Chairman & Chief Executive Officer</i> Listed Directorships <ol style="list-style-type: none"> 1. Wilmar International Limited 2. Archer Daniels Midland Company (NYSE) 3. Eli Lilly and Company (NYSE) <i>Lead Director</i> 	—

Notes:

1. "Principal Commitments" has the same meaning as defined in the Code of Corporate Governance 2018.

2. Information on Board of Directors as at 20 February 2020.

3. Unless otherwise stated, the listed companies mentioned in the abovementioned table are listed on the Singapore Exchange.

* Principal Commitments over the past five years (from 21/2/2015 to 20/2/2020)