

Our Board of Directors



▲ **MIGUEL KO**
Chairman
Non-Executive Non-Independent Director



▲ **LEE CHEE KOON**
Group Chief Executive Officer
Executive Non-Independent Director



▲ **ANTHONY LIM WENG KIN**
Lead Independent Director
Non-Executive Independent Director



▲ **CHALY MAH CHEE KHEONG**
Non-Executive Independent Director



▲ **KEE TECK KOON**
Non-Executive Independent Director



▲ **GABRIEL LIM MENG LIANG**
Non-Executive Independent Director



▲ **JUDY HSU CHUNG WEI**
Non-Executive Independent Director



▲ **DAVID SU TUONG SING**
Non-Executive Independent Director



▲ **HELEN WONG SIU MING**
Non-Executive Independent Director



▲ **TAN SRI ABDUL FARID BIN ALIAS**
Non-Executive Independent Director

Our Board of Directors

▶ **MIGUEL KO, 70**
Chairman
Non-Executive Non-Independent Director

- Bachelor of Arts in Economics, University of Massachusetts, Boston, USA
- Master of Business Administration, Suffolk University, USA
- Certified Public Accountant by the State of New Hampshire Board of Accountancy, New Hampshire, USA

Date of first appointment as a Director

2 June 2021

Date of appointment as Chairman

2 June 2021

Date of last reelection as a Director

Not applicable

Length of service as a Director (as at 31 December 2022)

3 years 4 months¹

Board committees serving on

- Executive Committee (Chairman)
- Executive Resource and Compensation Committee (Member)
- Nominating Committee (Member)
- Strategy and Sustainability Committee (Member)

Present principal commitments

- CapitaLand Group Pte. Ltd.² (Deputy Chairman)
- CLA Real Estate Holdings Pte. Ltd. (previously known as Ascendas-Singbridge Pte. Ltd.) (Deputy Chairman)
- ClavystBio Investments L Pte. Ltd. (Director)
- ClavystBio Investments Pte. Ltd. (Director)
- ClavystBio Pte. Ltd. (Director)
- Integrated Resorts Evaluation Panel, Ministry of Trade & Industry, Singapore (Vice-Chairman)
- Temasek International Advisors Pte. Ltd. (Corporate Advisor)

Past directorships in other listed companies held over the preceding five years

- Ascendas Funds Management (S) Limited (Manager of Ascendas Real Estate Investment Trust) (Vice Chairman)
- CapitaLand Limited³
- Managers of Ascendas Hospitality Trust⁴ (Chairman)

Awards

- Lifetime Achievement Award in 2021 (Hotel Investment Conference Asia Pacific - HICAP)
- Lifetime Achievement Award in 2012 (China Hotel Investment Conference, Shanghai)
- Regional Hotel Chief of the Year in 2007 and 2008 (voted by Readers of Travel Weekly)
- Global Award in 2007 (World Travel Mart in London)
- Visionary Leader in 2007 (Travel Weekly Asia Industry Awards)

▶ **LEE CHEE KOON, 48**
Group Chief Executive Officer
Executive Non-Independent Director

- Bachelor of Science in Mechanical Engineering, National University of Singapore
- Master of Science in Advanced Mechanical Engineering, Imperial College London, UK

Date of first appointment as a Director

1 July 2019⁵

Date of last reelection as a Director

29 April 2022

Length of service as a Director (as at 31 December 2022)

4 years¹

Board committees serving on

- Executive Committee (Member)
- Strategy and Sustainability Committee (Member)

Present principal commitments

- CapitaLand Group Pte. Ltd.² (Director)
- EDBI Pte Ltd (Director) (appointment term ends on 11 May 2023)
- National Parks Board (Board Member)
- St. Joseph's Institution International Ltd (Member of the Board of Governors)

Past directorships in other listed companies held over the preceding five years

- CapitaLand China Trust Management Limited (Manager of CapitaLand China Trust)
- CapitaLand Commercial Trust Management Limited (Manager of CapitaLand Commercial Trust⁶)
- CapitaLand Limited³
- Managers of Ascott Residence Trust⁷

Awards

- Outstanding Chief Executive of the Year at the Singapore Business Awards 2022
- Business China Young Achiever Award in 2017
- National Order of Merit (Chevalier de l'Ordre National du Mérite) in 2016

▶ **ANTHONY LIM WENG KIN, 64**
Lead Independent Director
Non-Executive Independent Director

- Bachelor of Science, National University of Singapore
- Advanced Management Program, Harvard Business School, USA

Date of first appointment as a Director

3 June 2021

Date of last reelection as a Director

Not applicable

Length of service as a Director (as at 31 December 2022)

5 years 4 months¹

Board committees serving on

- Executive Resource and Compensation Committee (Member)
- Nominating Committee (Member)
- Strategy and Sustainability Committee (Chairman)

Present directorship in other listed company

- DBS Group Holdings Ltd.

Present principal commitments

- CapitaLand Hope Foundation (Director)
- Institute of International Education, Scholar Rescue Fund Selection Committee (Member)
- Non-Resident Ambassador of the Republic of Singapore to the Republic of Colombia
- Queensway Secondary School, School Advisory Committee (Member)

Past directorships in other listed companies held over the preceding five years

- CapitaLand Limited³
- Vista Oil & Gas S.A.B. de C.V.

As the Lead Independent Director, Mr Anthony Lim is available to shareholders if they have concerns relating to matters that contact through the normal channels of the Chairman or Group CEO has failed to resolve or where such contact is inappropriate. Mr Lim may be contacted via email at notify.secretariat@capitaland.com.

¹ Includes the relevant period of service as a director of CapitaLand Limited (now known as CapitaLand Group Pte. Ltd.) and, for Mr Lee Chee Koon, excludes his period of service as a Director of the Company (then known as CapitaLand Financial Limited) during the period from 1 May 2018 to 15 September 2018.

² Previously known as CapitaLand Limited, which was delisted from the Official List of the Singapore Exchange Securities Trading Limited on 21 September 2021.

³ CapitaLand Limited was delisted from the Official List of the Singapore Exchange Securities Trading Limited on 21 September 2021.

⁴ Managers of Ascendas Hospitality Trust comprising Ascendas Hospitality Fund Management Pte. Ltd. (Manager of Ascendas Hospitality Real Estate Investment Trust, or "A-HREIT") and Ascendas Hospitality Trust Management Pte. Ltd. (Trustee-Manager of Ascendas Hospitality Business Trust, or "A-HBT"). Ascendas Hospitality Trust (a stapled group comprising A-HREIT and A-HBT) was delisted from the Official List of the Singapore Exchange Securities Trading Limited on 3 January 2020.

⁵ Mr Lee Chee Koon was a Director of the Company (then known as CapitaLand Financial Limited) for a brief period from 1 May 2018 to 15 September 2018, when it was a wholly-owned subsidiary of CapitaLand Limited (now known as CapitaLand Group Pte. Ltd.).

⁶ CapitaLand Commercial Trust was delisted from the Official List of the Singapore Exchange Securities Trading Limited on 3 November 2020.

⁷ Managers of Ascott Residence Trust (now known as CapitaLand Ascott Trust) comprising Ascott Residence Trust Management Limited (now known as CapitaLand Ascott Trust Management Limited) (Manager of Ascott Real Estate Investment Trust (now known as CapitaLand Ascott Real Estate Investment Trust), or "CLAS Reit") and Ascott Business Trust Management Pte. Ltd. (now known as CapitaLand Ascott Business Trust Management Pte. Ltd.) (Trustee-Manager of Ascott Business Trust (now known as CapitaLand Ascott Business Trust), or "CLAS BT"). Ascott Residence Trust (now known as CapitaLand Ascott Trust) is a stapled group comprising CLAS Reit and CLAS BT with effect from 31 December 2019.

Our Board of Directors

▶ CHALY MAH CHEE KHEONG, 67 Non-Executive Independent Director

- Bachelor of Commerce, University of Melbourne, Australia
- Fellow, The Institute of Chartered Accountants, Australia and New Zealand
- Fellow, Certified Practising Accountants, Australia
- Fellow, Institute of Singapore Chartered Accountants
- Fellow, Association of Chartered Certified Accountants, UK

Date of first appointment as a Director

2 June 2021

Date of last reelection as a Director

Not applicable

Length of service as a Director (as at 31 December 2022)

5 years 11 months¹

Board committees serving on

- Audit Committee (Chairman)
- Executive Committee (Member)

Present directorship in other listed company

- Netlink NBN Management Pte. Ltd. (Manager of Netlink NBN Trust) (Chairman)

Present principal commitments

- Flipkart Private Limited (Director)
- Monetary Authority of Singapore (Director)
- National University of Singapore (Member of the Board of Trustees)
- Non-Resident Ambassador of the Republic of Singapore to the Republic of Costa Rica
- Singapore Accountancy Commission (Chairman)
- Singapore Tourism Board (Chairman)
- Surbana Jurong Private Limited (Chairman)

Past directorship in other listed company held over the preceding five years

- CapitaLand Limited²

Awards

- Public Service Star (BBM) Singapore National Day Award 2022
- Public Service Medal (PBM) Singapore National Day Award 2014

▶ KEE TECK KOON, 66 Non-Executive Independent Director

- Bachelor of Arts, University of Oxford, UK
- Master of Arts, University of Oxford, UK

Date of first appointment as a Director

25 June 2021

Date of last reelection as a Director

Not applicable

Length of service as a Director (as at 31 December 2022)

8 years 3 months¹

Board committees serving on

- Executive Committee (Member)
- Risk Committee (Chairman)

Present principal commitments

- Angsana Fund Investment Committee of Singapore Labour Foundation (Member)
- Changi Airport Group (Singapore) Pte. Ltd. (Director)
- Income Insurance Limited (Director)
- Mandai Park Holdings Pte. Ltd. (Director)
- NTUC Enterprise Co-operative Limited (Deputy Chairman)
- NTUC Fairprice Co-operative Limited (Chairman)
- NTUC Income Insurance Co-operative Limited (Director)
- Trust Bank Singapore Limited (Director)

Past directorships in other listed companies held over the preceding five years

- CapitaLand Limited²
- Raffles Medical Group Ltd.

Awards

- The Meritorious Service Award by the National Trade Union Congress (NTUC) in 2021
- The Public Service Star Medal (BBM) by the Singapore Government in 2021

▶ GABRIEL LIM MENG LIANG, 47 Non-Executive Independent Director

- Bachelor of Arts in Economics, University of Cambridge, UK
- Master of Science in Economics, London School of Economics, UK
- Master of Science in Management, University of Stanford, USA

Date of first appointment as a Director

2 June 2021

Date of last reelection as a Director

Not applicable

Length of service as a Director (as at 31 December 2022)

5 years 4 months¹

Board committees serving on

- Nominating Committee (Chairman)
- Risk Committee (Member)

Present principal commitments

- East Asian Institute (Member of the Management Board)
- Ministry of Trade and Industry (Permanent Secretary)
- National Research Foundation (Director)
- St. Joseph's Institution International Elementary School Ltd (Member of the Board of Governors)
- St. Joseph's Institution International Ltd (Member of the Board of Governors)

Past directorship in other listed company held over the preceding five years

- CapitaLand Limited²

▶ JUDY HSU CHUNG WEI, 59 Non-Executive Independent Director

- Bachelor of Science in Microbiology, University of British Columbia, Canada
- Master of Business Administration in Finance, University of British Columbia, Canada

Date of first appointment as a Director

1 June 2021

Date of last reelection as a Director

29 April 2022

Length of service as a Director (as at 31 December 2022)

1 year 7 months¹

Board committees serving on

- Executive Resource and Compensation Committee (Chairman)
- Risk Committee (Member)

Present principal commitments

- Hype Records Pte Ltd (Director)
- Standard Chartered Bank (CEO, Consumer, Private and Business Banking)
- Trust Bank Singapore Limited (Chairman)
- Urban Redevelopment Authority (Board Member)

Past directorship in other listed company held over the preceding five years

- CapitaLand Limited²

¹ Includes the relevant period of service as a director of CapitaLand Limited (now known as CapitaLand Group Pte. Ltd.).

² CapitaLand Limited was delisted from the Official List of the Singapore Exchange Securities Trading Limited on 21 September 2021.

Our Board of Directors

▶ **DAVID SU TUONG SING, 51**
Non-Executive Independent Director

- Bachelor of Applied Science in Computer Engineering, Nanyang Technological University, Singapore

Date of first appointment as a Director

1 January 2022

Date of last reelection as a Director

29 April 2022

Length of service as a Director (as at 31 December 2022)

1 year

Board committees serving on

- Audit Committee (Member)
- Strategy and Sustainability Committee (Member)

Present principal commitments

- Business China (Director)
- EDBI Pte. Ltd. (Director)
- Matrix Partners China (Founding Managing Partner)
- Nanyang Technological University (Member of the Board of Trustees)

▶ **HELEN WONG SIU MING, 66**
Non-Executive Independent Director

- Bachelor of Science in Biology, University of Dayton, Ohio, USA
- Master of Business Administration in Finance, Fordham University, New York, USA

Date of first appointment as a Director

1 January 2022

Date of last reelection as a Director

29 April 2022

Length of service as a Director (as at 31 December 2022)

1 year

Board committees serving on

- Audit Committee (Member)
- Risk Committee (Member)
- Strategy and Sustainability Committee (Member)

Past directorship in other listed company held over the preceding five years

- Aseana Properties Limited

Present principal commitment

- LAPIS Global Limited (Director and CEO)

▶ **TAN SRI ABDUL FARID BIN ALIAS, 55**
Non-Executive Independent Director

- Bachelor of Science in Accounting, Pennsylvania State University, University Park, USA
- Master of Business Administration (Finance), University of Denver, USA
- Advanced Management Program, Harvard Business School, USA
- Fellow Chartered Banker, Asian Institute of Chartered Bankers

Date of first appointment as a Director

1 January 2023

Date of last reelection as a Director

Not applicable

Length of service as a Director (as at 31 December 2022)

Not applicable

Board committees serving on

- Audit Committee (Member)
- Risk Committee (Member)

Present directorships in other listed companies

- Bursa Malaysia Berhad
- CelcomDigi Berhad

Past directorships in other listed companies held over the preceding five years

- Malayan Banking Berhad
- PT Bank Maybank Indonesia Tbk

Awards

- Winner of The William “Bill” Seidman Awards for Lifetime Achievement in Leadership in the Financial Services Industry at The Asian Banker Leadership Achievement Awards 2022
- Outstanding CEO & Value Creator by The Edge Billion Ringgit Club in 2021
- Best CEO for Investor Relations (Large Cap) at the Malaysia Investor Relations Awards 2019
- CEO of The Year at the ASEAN Business Awards Malaysia 2015
- CNBC Asia Business Leader Award for Corporate Social Responsibility in 2015

Our Senior Leadership Council



▲ **LEE CHEE KOON**
Group Chief Executive Officer



▲ **ANDREW LIM**
Group Chief Operating Officer



▲ **CHRIS CHONG**
Chief Executive Officer
Retail & Workspace
(Singapore and Malaysia)



▲ **ERVIN YEO**
Chief Executive Officer
Commercial Management,
China



▲ **JANINE GUI**
Chief M&A Officer (CLI) and
Deputy CEO, International
(wef 2 March 2023)



▲ **JONATHAN YAP**
Chief Executive Officer
Listed Funds



▲ **KEVIN GOH**
Chief Executive Officer
Lodging



▲ **KNG HWEETIN**
Group Chief Risk Officer



▲ **MANOHAR KHIATANI**
Senior Executive Director



▲ **MICHELLE KOH**
General Counsel



▲ **PATRICK BOOCOCK**
Chief Executive Officer
Private Equity Alternative Assets,
Real Assets



▲ **PAUL THAM**
Group Chief Financial Officer



▲ **PUAH TZE SHYANG**
Chief Executive Officer
China



▲ **QUAH LEY HOON**
Chief People & Culture Officer



▲ **SIMON TREACY**
Chief Executive Officer
Private Equity Real Estate,
Real Assets



▲ **TAN SENG CHAI**
Chief Corporate &
People Officer



▲ **TONY TAN**
Chief Executive Officer
CapitaLand Integrated
Commercial Trust
Management Limited



▲ **VINAMRA SRIVASTAVA**
Chief Sustainability Officer



▲ **WILLIAM TAY**
Chief Executive Officer
CapitaLand Ascendas REIT
Management Limited

Our Senior Leadership Council

▶ LEE CHEE KOON
Group Chief Executive Officer

Chee Koon is the Group CEO of CapitaLand Investment Limited (CLI), a position he has held since the company's listing in September 2021. Prior to that, he was the President and Group CEO of CapitaLand Group (CapitaLand) from 2018 to 2021. During his tenure as Group CEO of CapitaLand, Chee Koon led the strategic merger between the company and Ascendas-Singbridge in 2019. This merger bolstered CapitaLand's presence in the business park, industrial and logistics segments, and significantly expanded its footprint in China and India, as well as its fund management and lodging management platforms. This merger also made CapitaLand one of the largest diversified real estate companies in Asia and laid the groundwork for its subsequent corporate restructuring in 2021 that created CLI.

Chee Koon joined CapitaLand in 2007 and held several appointments within the Group, including CEO of The Ascott Limited (Ascott) and Group Chief Investment Officer of CapitaLand, before becoming CapitaLand's President and Group CEO.

Chee Koon is the winner of the Singapore Business Awards 2022's "Outstanding Chief Executive of the Year". He also received the Business China Young Achiever Award for his contributions towards strengthening Singapore-China relations through Ascott in 2017. In 2016, he was also conferred the prestigious National Order of Merit (Chevalier de l'Ordre National du Mérite) by the President of the French Republic for Ascott's contributions to France.

Chee Koon holds a Mechanical Engineering degree from the National University of Singapore. He also holds a Master of Science degree in Advanced Mechanical Engineering from Imperial College London, United Kingdom.

▶ ANDREW LIM
Group Chief Operating Officer

Andrew is Group COO at CLI, responsible for management oversight of the company's businesses and operations in China, Japan, Korea, Australia, Europe and USA. He also oversees the Group's Sustainability, Risk and Compliance functions.

Prior to this appointment, Andrew was Group CFO of CLI from September 2021 to December 2022. Before that, he was Group CFO of the CapitaLand Group from 2017 to 2021, where he oversaw the Group's finance functions and corporate-level mergers and acquisitions, including the landmark S\$11 billion merger with Ascendas-Singbridge in 2019. He was a key architect in the successful restructuring of the CapitaLand Group in 2021.

Before joining CapitaLand, Andrew was an Investment Banker at HSBC Bank for 12 years, rising to the position of Managing Director and Head of Southeast Asia Advisory Coverage, Real Estate and Hospitality.

Andrew holds a Bachelor of Commerce degree and a Master of Business Administration from the Rotman School of Business at the University of Toronto. He is also a Chartered Financial Analyst charterholder.

▶ CHRIS CHONG
Chief Executive Officer
Retail & Workspace (Singapore and Malaysia)

Chris is the CEO of Retail & Workspace (Singapore and Malaysia) of CLI since 1 September 2021. He is responsible for the transformation strategy and development of new retail and workspace concepts, and oversees asset management and operations in these two countries, including for CapitaLand Integrated Commercial Trust, CapitaLand Ascendas REIT, and CapitaLand Malaysia Trust.

Prior to his current appointment, Chris was Managing Director of CapitaLand Retail for Singapore and Malaysia. Chris was previously the CEO of Orchard Turn Developments, a joint venture company between CapitaLand and Sun Hung Kai Properties.

Before joining CapitaLand, Chris was the Head of Asset Management for Starhill Global REIT from 2013 to 2018. He previously also held senior positions in the Singapore Economic Development Board (EDB) and Moët Hennessy Louis Vuitton (LVMH) in Paris, Hong Kong, and Singapore.

Chris is a Chartered Alternative Investment Analyst (CAIA) and holds an Electrical Engineering degree from a French Grande Ecole, a Master of Information Networking from Carnegie Mellon University, USA, and a Master of Financial Management and Control from ESSEC, Paris.

▶ ERVIN YEO
Chief Executive Officer
Commercial Management, China

Ervin is CEO, Commercial Management, China at CLI, responsible for CLI's commercial and asset management business across China, including integrated development, retail, office, business park and logistics.

Prior to his current appointment, Ervin was based in Singapore as Southeast Asia Managing Director for The Ascott Limited, the Group's lodging arm, and concurrently responsible for Strategic Planning. He also served as Senior Vice President, Special Projects, supporting the Group CEO to drive and coordinate special projects across the different businesses.

Before joining CapitaLand in 2015, Ervin worked in the Singapore public sector. Across his career, Ervin has been based in Tianjin, Shanghai, New York, and Washington D.C.

Ervin holds a Bachelor of Arts in Ethics, Politics & Economics from Yale University, USA.

▶ JANINE GUI
Chief M&A Officer (CLI) and
Deputy CEO, International (wef 2 March 2023)

Janine is the Chief M&A Officer at CLI, responsible for leading the identification and execution of mergers & acquisitions opportunities globally to accelerate and scale CLI's businesses through inorganic growth. She is also concurrently the Deputy CEO, CLI International, responsible for international investment and portfolio management for CLI's businesses in Australia, Europe, Japan, Korea, and the USA.

Prior to her current role, Janine was Managing Director and Head, Group Strategic Investment, where she led and executed M&As for Singapore and international markets, including restructuring and corporate transactions. She was the deal lead for the S\$11 billion milestone merger with Ascendas-Singbridge in 2019, as well as the restructuring of the CapitaLand Group and listing of CLI in 2021. She has also served as the Head of CapitaLand

International (USA), and led the Group's maiden acquisition of the multifamily portfolio in USA. Other former roles also include overseeing corporate asset management in Ascott, lodging M&A initiatives, and fund management.

Before joining CapitaLand Group, Janine was with the Mapletree Group. She started her career with KPMG and has more than 18 years of extensive experience in corporate finance, investment and portfolio management, and M&A-related functions across global international markets.

Janine holds a Bachelor of Accountancy (Honours) from the Nanyang Technological University, Singapore. She is a member of the Institute of Singapore Chartered Accountants.

▶ JONATHAN YAP
Chief Executive Officer
Listed Funds

Jonathan is CEO, Listed Funds at CLI, responsible for driving the growth and management of CLI's listed funds platform, the asset operating platforms in Singapore and Malaysia, as well as its India business.

Prior to this role, Jonathan was President of CapitaLand Financial of CapitaLand Group, where he oversaw the Group's funds platform comprising six listed funds and over 20 private funds, as well as the Group's India business.

Before joining CapitaLand in July 2019, Jonathan was the Chief Operating Officer and Group Chief Financial Officer of Ascendas-Singbridge (ASB). He served concurrently as the Chief Investment Officer and Head of Real Estate Funds of ASB since its inception in 2015 until 2017. Before that, Jonathan was with the Ascendas Group, serving as CEO of its India Operations from 2004 to 2007, then as CEO, India Funds from 2007 to 2014, before being appointed CEO, India in 2010 and Assistant Group CEO (Funds and India) in 2012. He has more than 30 years of experience in real estate across Asia.

Jonathan holds a Bachelor of Science in Estate Management (Honours) and a Master of Science in Project Management from the National University of Singapore.

In reference to CLI's announcement dated 23 March 2023, Jonathan will relinquish his position as CEO, Listed Funds and assume the role of CEO, CapitaLand Development with effect from 5 June 2023.

Our Senior Leadership Council

▶ KEVIN GOH
Chief Executive Officer
Lodging

Kevin is CEO of Lodging at CLI, responsible for growing the fee-related earnings of CLI's lodging business. Concurrently, he also oversees the CapitaLand Group's Centre of Excellence for Digital and Technology.

Kevin was CEO of Lodging for CapitaLand before its restructuring. Under his leadership, The Ascott Limited (Ascott) grew to be one of the world's leading international lodging owner-operators with a portfolio that spans more than 200 cities across over 40 countries. In December 2019, Kevin played an instrumental role in merging the Ascott Residence Trust, now known as CapitaLand Ascott Trust, with the Ascendas Hospitality Trust, creating the largest hospitality trust in Asia Pacific.

Kevin joined Ascott in 2007 and was based in China for over 10 years, where he served as Regional General Manager for South & East China, Vice President for Asset Management and Vice President for Corporate Services, before moving to assume the role of Ascott's Managing Director for North Asia in 2013, where he spearheaded Ascott's investments and operations in China, Japan and Korea.

Kevin holds a Bachelor of Mechanical Engineering (Honours) from the National University of Singapore and is a Chartered Financial Analyst charterholder. He was awarded the prestigious Medal of Commendation at the NTUC Singapore May Day Awards 2020 for his strong advocacy for productivity improvement and upgrading of employees' capabilities to ensure a dynamic and digitally savvy workforce.

▶ KNG HWEE TIN
Group Chief Risk Officer

Hwee Tin is the Group Chief Risk Officer of CLI, responsible for Group Risk Management and Capital Markets Compliance. She also oversees the Group Shared Services function.

Prior to her current appointment, Hwee Tin was CEO, Finance & Corporate Services, CLI (China), overseeing Finance, Treasury and Tax, Legal & Secretariat, Procurement, Shared Services, Technology & Digital Innovation, Risk & Compliance and Sustainability.

She was concurrently CEO, China Capital Markets, responsible for tapping capital markets opportunities and supporting the growth of the investment management business in China.

Before joining CapitaLand in 2019, Hwee Tin worked in OCBC Bank, rising to Executive Director and CEO of OCBC Wing Hang Bank (China) Limited, where she was responsible for strategic and operational management.

Hwee Tin holds Bachelor's and Master's degrees in Business Administration from the National University of Singapore where she was awarded the Saw Gold Medal in Finance. She also completed the Advanced Management Program at Harvard Business School and an Executive Development Program at Wharton School at the University of Pennsylvania, USA.

▶ MANOHAR KHIATANI
Senior Executive Director

Manohar is Senior Executive Director at CLI, where he assists the Group CEO in strategic projects, Group-wide initiatives as well as the India business/ industrial park and data centre businesses. He also oversees the Group Centre of Excellence for Customer Solutions and Innovation.

Prior to joining CapitaLand, Manohar was Deputy Group CEO of Ascendas-Singbridge, which merged with CapitaLand in 2019. Before joining Ascendas in 2013, he was CEO of JTC Corporation, the Singapore government's lead agency for planning, promoting and developing industrial infrastructure and facilities. Prior to that, Manohar had a long career with the Singapore Economic Development Board (EDB), rising to the position of Deputy Managing Director. While at EDB, he played a key role in the development of several sectors in Singapore's economy and led EDB's operations in the Americas and Europe.

Concurrent with his CapitaLand's responsibilities, Manohar is Special Advisor to the Chairman of the EDB.

Manohar holds a Master in Naval Architecture from the University of Hamburg, Germany. He has also attended the Advanced Management Program at the Harvard Business School.

▶ MICHELLE KOH
General Counsel

Michelle is General Counsel and Company Secretary of CLI, responsible for the delivery of legal and corporate secretariat services to the businesses of the Group, working in close partnership with all business and functional leaders of the Group.

In addition to leading and managing the in-house legal department, Michelle is part of the leadership team responsible for corporate governance for CLI, and plays a key role in supporting the effectiveness of the Board and its committees, including facilitating interaction between the Board and Management in reporting the organisation's performance and key decisions.

After qualifying as a lawyer and working in law practice for five years, Michelle joined CapitaLand in 2000, and took on her current role in 2013.

Michelle holds a Bachelor of Laws (Honours) from the University of London. She was admitted to the Singapore Roll of Advocates and Solicitors in 1995 and is also a member of the State Bar of California, USA since 2006.

▶ PATRICK BOOOCK
Chief Executive Officer
Private Equity Alternative Assets, Real Assets

Patrick is CEO of Private Equity Alternative Assets at CLI, responsible for driving the growth of CLI's private equity business in alternative assets such as digital infrastructure, renewable energy, transition and sustainability investments, private credit and other investment strategies that will expand CLI's unlisted funds business.

Prior to joining CLI in 2021, Patrick was Managing Partner and Head of Asia at Brookfield Asset Management (BAM), overseeing Brookfield's investment and asset management activities in Asia across real estate, infrastructure, renewable energy and private equity. Over the course of his 12-year career with BAM, Patrick also served as Chief Financial Officer of Brookfield's global construction company and Managing Director of an Australian natural gas transmission and distribution portfolio. He also previously held senior positions in the infrastructure financing and development sector in Canada.

Patrick has over 20 years of investment and operational experience in alternative assets across North America and Asia Pacific.

Patrick holds a Bachelor of Commerce (Honours) from McMaster University in Ontario, Canada. He is a Chartered Professional Accountant (Canada) and Certified Professional Accountant (United States).

▶ PAUL THAM
Group Chief Financial Officer

Paul is Group CFO at CLI, responsible for overseeing Group finance, treasury, tax, communications, investor relations, corporate planning, and research. He also provides administrative supervision to the internal audit function.

Prior to joining CLI, Paul was CEO of Keppel REIT, managing an Asia-Pacific commercial asset portfolio. During his tenure there, he successfully drove a turnaround in the REIT's performance through a portfolio optimisation strategy and active asset management efforts. Before that, Paul was the CFO of Keppel Capital, overseeing the finance, compliance, legal and investor relations functions.

Over his career, Paul has also served as a management consultant for Bain & Company, working with leading global companies in Asia Pacific across a range of topics including financial performance management and growth strategies. Paul started his career as a structural engineer in New York.

Paul holds a Bachelor of Science degree in Civil & Environmental Engineering from Cornell University, USA and a Master of Business Administration from Singapore Management University.

▶ PUAH TZE SHYANG
Chief Executive Officer
China

Tze Shyang is CEO, CLI (China), responsible for driving the growth and management of the company's investments, fund management as well as commercial management business in China.

Prior to this role, Tze Shyang served successively as Chief Investment Officer and CEO, Investment & Portfolio Management for the CapitaLand Group's China business from 2015 to 2021, where he led a series of major investments that significantly expanded CapitaLand's interests in the country. He was concurrently Regional General Manager, West China from 2015 to 2018 and oversaw residential and integrated developments in the region.

Our Senior Leadership Council

Prior to joining CapitaLand, Tze Shyang was CEO of CapitaLand Township Pte. Ltd. (formerly known as Surbana Land Pte. Ltd.) from 2010, and took on the additional role of City General Manager for Chengdu from 2013. He has 25 years of experience in real estate across Singapore and China.

Tze Shyang holds a Master of Engineering (First Class Honours) in Electrical and Electronic Engineering from Imperial College London, United Kingdom. He obtained an Executive MBA with Honours from The University of Chicago Booth School of Business.

▶ **QUAH LEY HOON** Chief People & Culture Officer

Ley Hoon is the Chief People & Culture Officer of CLI, overseeing matters related to Human Resources and Administration as well as Organisational Culture development. Ley Hoon also oversees government relations across the Group.

Prior to her current appointment, Ley Hoon was the Chief Executive of the Maritime and Port Authority Singapore (MPA) from January 2019 to September 2022, responsible for leading MPA through its digitalisation and decarbonisation transformation.

Before that, Ley Hoon was with MediaCorp from 2013 to 2018 as Chief Editor in Channel NewsAsia, where she oversaw the current affairs team producing programmes and documentaries covering local and global affairs. Ley Hoon also has more than 15 years of work experience in the public sector, working in various ministries on economic, environmental and social policies.

Ley Hoon holds a degree in Psychology from the University of Southern Queensland, Australia, a Master of Business Administration from IMD Business School in Switzerland, and a Master of Economics from the University of Pantheon Sorbonne, France.

▶ **SIMON TREACY** Chief Executive Officer Private Equity Real Estate, Real Assets

Simon is CEO of Private Equity Real Estate (PERE) at CLI, responsible for driving the growth of real estate assets under management and funds under management (FUM) for CLI's PERE business.

Prior to joining CLI in 2021, Simon was the Managing Director, Global Chief Investment Officer, and Head

of U.S. Equity for BlackRock Real Estate, where he was responsible for the overall investment strategy and performance of global real estate portfolios, including real estate funds, investment vehicles and research worldwide.

Before joining BlackRock, Simon was co-founder, director, and global CEO of MGPA, which held real estate FUM of over US\$14 billion across Europe and Asia. He was previously President for Hawaii at The Howard Hughes Corporation based in the USA where he directed the master planning, development, construction, sales, operations, and marketing activities of the 60-acre Ward Village.

Simon has extensive global experience, and was based in Sydney, Singapore, Bangkok, Hong Kong, Tokyo, Shanghai, New York City and Honolulu over the course of his career. He has over 30 years of experience in infrastructure and real estate across North America, Asia Pacific, and Europe.

Simon holds a Bachelor of Commerce, Marketing and Human Resources at Griffith University, Australia.

▶ **TAN SENG CHAI** Chief Corporate & People Officer

Seng Chai is Chief Corporate & People Officer at CLI, responsible for human capital management and development, as well as building a leadership and talent pipeline to support the organisation and its businesses. He oversees CLI's corporate functions including Human Resources & Administration, Legal & Secretariat, and Procurement. He is also the Executive Director of CapitaLand Hope Foundation, the philanthropic arm of the CapitaLand Group.

Prior to this role, Seng Chai was the Chief Corporate & People Officer of CapitaLand Group, where he oversaw the functions of Human Resource & Administration, Organisational Development, Corporate Social Responsibility, Group Communications, Group Legal & Secretariat, Group Procurement and Global Shared Services. His previous appointments included Group Chief People Officer, Group Chief Corporate Officer and Chief Human Resource Officer.

Before joining CapitaLand in 2008, Seng Chai was with Chartered Semiconductor Manufacturing Ltd, Singapore for 12 years. He held key positions in the company, including heading its worldwide human resource organisation as well as overseeing key project implementation and strategic investment activities.

Seng Chai holds an Honours degree in Civil & Structural Engineering and a Master of Science in Industrial & System Engineering from the National University of Singapore. He was awarded the Master Professional Certification by the Institute for Human Resource Professionals (IHRP) in December 2020 in recognition of his active contributions to the HR industry.

▶ **TONY TAN** Chief Executive Officer CapitaLand Integrated Commercial Trust Management Limited

Tony is the CEO of the Manager of CapitaLand Integrated Commercial Trust (CICT). He is responsible for leading the management team in the planning and execution of CICT's value creation and growth strategy, including matters relating to operations and environmental, social and governance (ESG) aspects of the business.

Prior to this appointment, Tony was CEO of CapitaLand Retail China Trust Management Limited (CRCTML) from 2010 to 2017. He has more than 15 years of experience in the Singapore REITs industry as a CEO and Head of Finance.

Before joining CRCTML as Head of Finance in 2007, Tony was with IKEA for more than nine years, during which he held the positions of Treasurer and Finance Manager for the Asia Pacific region.

Tony holds a Bachelor of Accountancy degree from the National University of Singapore and a Master of Business Administration (Distinction) from the University of Manchester, United Kingdom.

▶ **WILLIAM TAY** Chief Executive Officer CapitaLand Ascendas REIT Management Limited

William is the CEO of the Manager of CapitaLand Ascendas REIT (CLAR). He is responsible for leading the management team in the planning and execution of CLAR's value creation and growth strategy across all aspects of its global operations.

Prior to his current appointment, William was the Deputy CEO of Singapore and Southeast Asia of the Ascendas-Singbridge Group. He was also concurrently the CEO for South Korea, overseeing the real estate private equity funds business and investments in South Korea.

William has more than 26 years of wide-ranging experience in real estate, straddling both the public and private sectors as well as Singapore and overseas. Since joining Ascendas-Singbridge in 2007, he held various leadership positions in investment, business development, asset and fund management as well as country operations.

William holds a Bachelor's Degree in Estate Management (Honours) from the National University of Singapore.

▶ **VINAMRA SRIVASTAVA** Chief Sustainability Officer

Vinamra is Chief Sustainability Officer at CLI, responsible for formulating and integrating the Group's ESG strategy, policies and best practices into its business and operations, fostering a culture of sustainability, and helping to deliver long-term economic value to stakeholders.

Prior to this role, Vinamra served as the CEO, India Business Parks, CLI, where he led strategic planning, investments, development management, operations, and asset management to grow the company's business parks portfolio in the country. Vinamra also led multiple sustainability projects across India in the areas of renewable energy and digital technologies to enhance energy and water efficiencies. Before that, he headed the Corporate Strategy & Development function in Ascendas-Singbridge.

Before joining CapitaLand in 2015, Vinamra was a management consultant at Roland Berger Strategy Consultants, Cisco Systems and Arthur D. Little, where he advised clients in the areas of growth strategy, market entry, infrastructure investments, due diligence, M&A and feasibility studies in projects across Southeast Asia, India, China, Europe, Middle East and Africa.

Vinamra holds a Bachelor of Engineering in Computer Science from University of Pune, and a Master of Business Administration from Indian Institute of Management (IIM) Ahmedabad in India.