



# OUR BOARD OF DIRECTORS

*From left*  
 Helen Wong Siu Ming, Tan Sri Abdul Farid Alias, Kee Teck Koon, Belita Ong, Miguel Ko, Lee Chee Koon, David Su Tuong Sing, Judy Hsu Chung Wei, Chaly Mah Chee Kheong, Anthony Lim Weng Kin, Gabriel Lim Meng Liang

## 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 Alias**  
 Non-Executive Independent Director



**Belita Ong**  
 Non-Executive Independent Director

# OUR BOARD OF DIRECTORS

## MIGUEL KO, 71

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

25 April 2023

### Length of service as a Director (as at 31 December 2023)

4 years 4 months<sup>1</sup>

#### 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.<sup>2</sup> (Deputy Chairman)
- CapitaLand Investment Limited (Chairman)

#### Other major appointments

- CapitaLand Hope Foundation (Chairman)
- CLA Real Estate Holdings Pte. Ltd. (Deputy Chairman)

#### 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)
- Managers of Ascendas Hospitality Trust<sup>3</sup> (Chairman)
- CapitaLand Limited<sup>4</sup>

#### 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)
- Visionary Leader in 2007 (Travel Weekly Asia Industry Awards)
- Global Award in 2007 (World Travel Mart in London)

## LEE CHEE KOON, 49

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 2019<sup>5</sup>

### Date of last reelection as a Director

29 April 2022

### Length of service as a Director (as at 31 December 2023)

5 years<sup>1</sup>

#### Board committees serving on

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

#### Present principal commitment

- CapitaLand Investment Limited (Group Chief Executive Officer and Executive Director)

#### Other major appointments

- CapitaLand Group Pte. Ltd.<sup>2</sup> (Director)
- CapitaLand Hope Foundation (Director)
- National Parks Board (Board Member)
- 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 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 Trust<sup>6</sup>)
- CapitaLand Limited<sup>4</sup>
- Managers of Ascott Residence Trust<sup>7</sup>

#### Award

- Outstanding Chief Executive of the Year at the Singapore Business Awards 2022

## ANTHONY LIM WENG KIN, 65

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 2023)

6 years 4 months<sup>1</sup>

#### 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 (other than directorship in other listed company)

- CapitaLand Investment Limited (Lead Independent Director)
- Institute of International Education (Member of Scholar Rescue Fund Selection Committee)
- Non-Resident Ambassador of the Republic of Singapore to the Republic of Colombia
- Queensway Secondary School (Member of School Advisory Committee)

#### Other major appointment

- CapitaLand Hope Foundation (Director)

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

- CapitaLand Limited<sup>4</sup>

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 at [notify.secretariat@capitaland.com](mailto:notify.secretariat@capitaland.com).

<sup>1</sup> 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.

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

<sup>3</sup> 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.

<sup>4</sup> CapitaLand Limited was delisted from the Official List of the Singapore Exchange Securities Trading Limited on 21 September 2021.

<sup>5</sup> 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.).

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

<sup>7</sup> 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, 68

Non-Executive Independent Director

- Bachelor of Commerce, University of Melbourne, Australia
- Fellow, 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**  
25 April 2023

**Length of service as a Director (as at 31 December 2023)**  
6 years 11 months<sup>8</sup>

### 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 commitment (other than directorship in other listed company)

- Surbana Jurong Private Limited (Chairman)

### Other major appointments

- 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
- SG Eco Fund (Member of Board of Trustees)

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

- CapitaLand Limited<sup>9</sup>

### Awards

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

## KEE TECK KOON, 67

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 2023)**  
9 years 3 months<sup>8</sup>

### Board committees serving on

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

### Present principal commitments

- NTUC Enterprise Co-operative Limited (Deputy Chairman)
- NTUC Fairprice Co-operative Limited (Chairman)
- NTUC Fairprice Foundation Ltd (Chairman)

### Other major appointments

- Changi Airport Group (Singapore) Pte. Ltd. (Director)
- Income Insurance Limited (Board Advisor)
- Mandai Park Holdings Pte. Ltd. (Director)
- Singapore Labour Foundation (Member of Angsana Fund Investment Committee)
- Tangram Asia Capital LLP (Director)
- Trust Bank Singapore Limited (Director)

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

- CapitaLand Limited<sup>9</sup>
- 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, 48

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**  
25 April 2023

**Length of service as a Director (as at 31 December 2023)**  
6 years 4 months<sup>8</sup>

### Board committees serving on

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

### Present principal commitment

- Ministry of Trade and Industry (Permanent Secretary)

### Other major appointments

- East Asian Institute (Member of the Management Board)
- 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)
- St. Joseph's Institution International Preschool Ltd (Member of the Board of Governors)

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

- CapitaLand Limited<sup>9</sup>

## JUDY HSU CHUNG WEI, 60

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 2023)**  
2 years 7 months<sup>8</sup>

### Board committees serving on

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

### Present principal commitment

- Standard Chartered Bank (CEO of Consumer, Private and Business Banking)

### Other major appointments

- Hype Records Pte Ltd (Director)
- Trust Bank Singapore Limited (Chairman)

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

- CapitaLand Limited<sup>9</sup>

<sup>8</sup> Includes the relevant period of service as a director of CapitaLand Limited (now known as CapitaLand Group Pte. Ltd.).  
<sup>9</sup> CapitaLand Limited was delisted from the Official List of the Singapore Exchange Securities Trading Limited on 21 September 2021.

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## DAVID SU TUONG SING, 52

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 2023)

2 years

#### Board committees serving on

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

#### Present principal commitments

- Business China (Director)
- Matrix Partners China (Founding Managing Partner)
- MPC Management Pte. Ltd. (previously known as Matrix Partners Singapore Management Private Ltd.) (CEO)

#### Other major appointments

- EDBI Pte. Ltd. (Director)
- Nanyang Technological University (Member of the Board of Trustees)

## HELEN WONG SIU MING, 67

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 2023)

2 years

#### Board committees serving on

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

#### Present directorship in other listed company

- Aseana Properties Limited

#### Present principal commitment (other than directorship in other listed company)

- LAPIS Global Limited (Director and CEO)

#### Other major appointment

- Lingotto Singapore Pte. Ltd. (Director)

## TAN SRI ABDUL FARID ALIAS, 56

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
- 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

25 April 2023

### Length of service as a Director (as at 31 December 2023)

1 year

#### Board committees serving on

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

#### Present directorships in other listed companies

- Bursa Malaysia Berhad
- CelcomDigi Berhad

#### Other major appointment

- Asian Institute of Chartered Bankers (Council Member)

#### 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

## BELITA ONG, 66

Non-Executive Independent Director

- Bachelor of Arts (Honours) in Mathematics and Economics, University of Cambridge, UK
- Master of Arts in Mathematics and Economics, University of Cambridge, UK

### Date of first appointment as a Director

1 January 2024

### Date of last reelection as a Director

Not applicable

### Length of service as a Director (as at 31 December 2023)

Not applicable

#### Board committees serving on

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

#### Present principal commitment

- Dalton Investments LLC (Chairman)

#### Other major appointments

- Federal Reserve Bank of New York (Member of Investor Advisory Committee on Financial Markets)
- Elings Park Foundation (Director)

#### Award

- President's Scholarship and Overseas Merit Scholarship from the Government of Singapore