



# 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.

# OUR BOARD OF DIRECTORS

## 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

# 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**  
Group Chief Strategy Officer (CLI), Chief Executive Officer Commercial Management, China



**Janine Gui**  
Chief M&A Officer (CLI) and Deputy CEO CLI International



**Kevin Goh**  
Chief Executive Officer Lodging



**Manohar Khiatani**  
Senior Executive Director



**Michelle Koh**  
General Counsel



**Patricia Goh**  
Chief Executive Officer Southeast Asia Investment



**Paul Tham**  
Group Chief Financial Officer



**Puah Tze Shyang**  
Chief Executive Officer China



**Quah Ley Hoon**  
Group Chief Corporate Officer



**Simon Treacy**  
Chief Executive Officer Private Equity Real Estate, Real Assets



**Tan Seng Chai**  
Senior Executive Director



**Tony Tan**  
Chief Executive Officer CapitaLand Integrated Commercial Trust Management Limited



**Vinamra Srivastava**  
Chief Sustainability and Sustainable Investments 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 global footprint, 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".

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 the Group COO at CLI, responsible for management oversight of country operations. He also oversees the Group's sustainability function.

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

Chris is the CEO of Retail and Workspace (Singapore and Malaysia) of CLI, responsible for the transformation strategy and development of new retail and workspace concepts. He also 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 the 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 and Moët Hennessy Louis Vuitton in Paris, Hong Kong, and Singapore.

Chris is a Chartered Alternative Investment Analyst 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

Group Chief Strategy Officer (CLI),  
Chief Executive Officer  
Commercial Management, China

Ervin Yeo is appointed Group Chief Strategy Officer of CLI on 1 April 2024. In this role, Ervin is responsible for developing and executing CLI's strategic initiatives on a global scale. Ervin is concurrently CEO, Commercial Management, China at CLI, a role he has assumed since 2022, overseeing 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's Managing Director for Ascott, the Group's lodging arm, and concurrently responsible for Ascott's 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 Singapore's public sector. Across his career, Ervin has been based in Tianjin and Shanghai in China, as well as New York and Washington D.C in USA.

Ervin holds a degree in Ethics, Politics, and Economics from Yale University, USA.

### JANINE GUI

Chief M&A Officer (CLI) and  
Deputy CEO, CLI International

Janine is the Chief M&A Officer at CLI, responsible for leading the identification and execution of mergers and acquisitions (M&A) 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, South Korea, the UK and the USA.

Prior to her current role, Janine was the 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 CapitaLand's milestone merger with Ascendas-Singbridge in 2019, as well as the restructuring of CapitaLand 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 the USA. Her other former roles also include overseeing corporate asset management in Ascott, lodging M&A initiatives, and fund management.

Before joining CapitaLand, Janine had worked at the Mapletree Group and KPMG. Her extensive experience in corporate finance, investment and portfolio management, and M&A-related functions across global international markets spans more than 18 years.

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

### KEVIN GOH

Chief Executive Officer  
Lodging

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

Kevin was the CEO of Lodging for CapitaLand before its restructuring. Under his leadership, 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 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 the Regional General Manager for South and 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.

### MANOHAR KHIATANI

Senior Executive Director

Manohar is the 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 the Deputy Group CEO of Ascendas-Singbridge, which merged with CapitaLand in 2019. Before joining Ascendas in 2013, he was the 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) and was its 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.

## OUR SENIOR LEADERSHIP COUNCIL

### MICHELLE KOH

General Counsel

Michelle is the 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.

Michelle joined CapitaLand in 2000 after five years in law practice, 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.

### PATRICIA GOH

Chief Executive Officer  
Southeast Asia Investment

Patricia is the CEO of Southeast Asia Investment at CLI, responsible for driving the growth and management of CLI's investments and fund management in Southeast Asia, including Singapore.

Prior to this role, Patricia was the Managing Director for CLI's Southeast Asia business. She oversaw the establishment of an Asia-focused self-storage platform as well as the launch of the CapitaLand SEA Logistics Fund and CapitaLand Wellness Fund.

Before joining CLI in 2022, Patricia was the Head of Group Investment at Frasers Property where she was instrumental in growing the industrial sector into a core asset class for the group and diversifying and transforming its business portfolio. Prior to that, Patricia was with Ascendas Fund Management as Head of Business Development and Investment and concurrently Head of Revenue Management, responsible for managing a portfolio of over S\$10 billion. Patricia has over 18 years of direct investment, mergers and acquisitions, asset management and leasing experience across multiple asset classes and geographies.

Patricia holds a Master of Science in Real Estate and a Bachelor of Arts in Political Science and Sociology from the National University of Singapore.

### PAUL THAM

Group Chief Financial Officer

Paul is the Group CFO of CLI, responsible for managing Group finance, treasury, tax, investor relations, risk, compliance and corporate planning. He also oversees the credit business and provides administrative supervision to the internal audit function.

Prior to joining CLI, Paul was the CEO of Keppel REIT, managing a listed Asia Pacific commercial asset portfolio. 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, USA.

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, capital raising, 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 and Portfolio Management for CapitaLand'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.

Prior to joining CapitaLand, Tze Shyang was the CEO of CapitaLand Township (formerly known as Surbana Land) 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

Group Chief Corporate Officer

Ley Hoon is the Group Chief Corporate Officer at CLI, overseeing matters related to talent and culture, organisational culture, administration, legal and corporate secretariat, procurement, digital and technology<sup>1</sup>, and group communications. Ley Hoon also oversees government relations across the Group.

Prior to her current appointment, Ley Hoon was the Chief People and Culture Officer at CLI.

Ley Hoon was the Chief Executive of the Maritime and Port Authority Singapore from January 2019 to September 2022, responsible for the smooth operation of Singapore as a transshipment and bunkering hub. 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. She was awarded the Public Administration Medal (Silver) by the Singapore Government in 2017 and conferred the Knight of the French Order of the Legion of Honor (Chevalier de la Legion d'Honneur) by the French government in 2022.

### SIMON TREACY

Chief Executive Officer  
Private Equity Real Estate, Real Assets

Simon is the CEO of Private Equity Real Estate (PERE) at CLI, responsible for driving the growth of 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 the co-founder, director, and global CEO of MGPA, which held real estate funds under management of over US\$14 billion across Europe and Asia. He was previously the 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

Senior Executive Director

Seng Chai is Senior Executive Director at CLI, focusing on stewardship matters in CLI, as well as supporting organisation and talent development in CLI's China business. He is also the Executive Director of CapitaLand Hope Foundation, the philanthropic arm of CapitaLand.

Prior to this role, Seng Chai was the Chief Corporate and People Officer of CapitaLand, where he oversaw the functions of Human Resource and Administration, Organisational Development, Corporate Social Responsibility, Group Communications, Group Legal and 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, 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.

<sup>1</sup> Effective from 1 April 2024.

# OUR SENIOR LEADERSHIP COUNCIL

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

## TONY TAN

Chief Executive Officer  
CapitaLand Integrated Commercial Trust Management Limited

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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, environmental, social and governance aspects of the business.

Prior to this appointment, Tony was the CEO of CapitaLand Retail China Trust Management Limited from 2010 to 2017.

Tony joined the Singapore REITs sector since 2007 and has accumulated over 12 years of leadership experience serving as CEO of two Singapore REITs consecutively. In addition, he brings with him more than 25 years of experience in international treasury, finance and risk management.

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.

## VINAMRA SRIVASTAVA

Chief Sustainability and Sustainable Investments Officer

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Vinamra is the Chief Sustainability and Sustainable Investments Officer at CLI, responsible for formulating and integrating the Group's environmental, social and governance 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. He is also responsible for leading CLI's sustainable real assets investments including renewable energy and climate-tech venture capital.

Prior to this role, Vinamra served as the CEO, India Business Parks, CLI, where he led the development and growth of 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 and Development function in Ascendas-Singbridge, which he joined in 2015.

Vinamra had worked as a management consultant at Roland Berger Strategy Consultants, Cisco Systems and Arthur D. Little, where he specialised in growth strategy, market entry and infrastructure investments advisory in projects across Asia, Europe, Middle East and Africa.

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

## WILLIAM TAY

Chief Executive Officer  
CapitaLand Ascendas REIT Management Limited

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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 (SSEA) of the Ascendas-Singbridge Group. In addition to leading Ascendas-Singbridge SSEA regional teams in Singapore, Malaysia, Indonesia and Vietnam, 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 28 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 has 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.