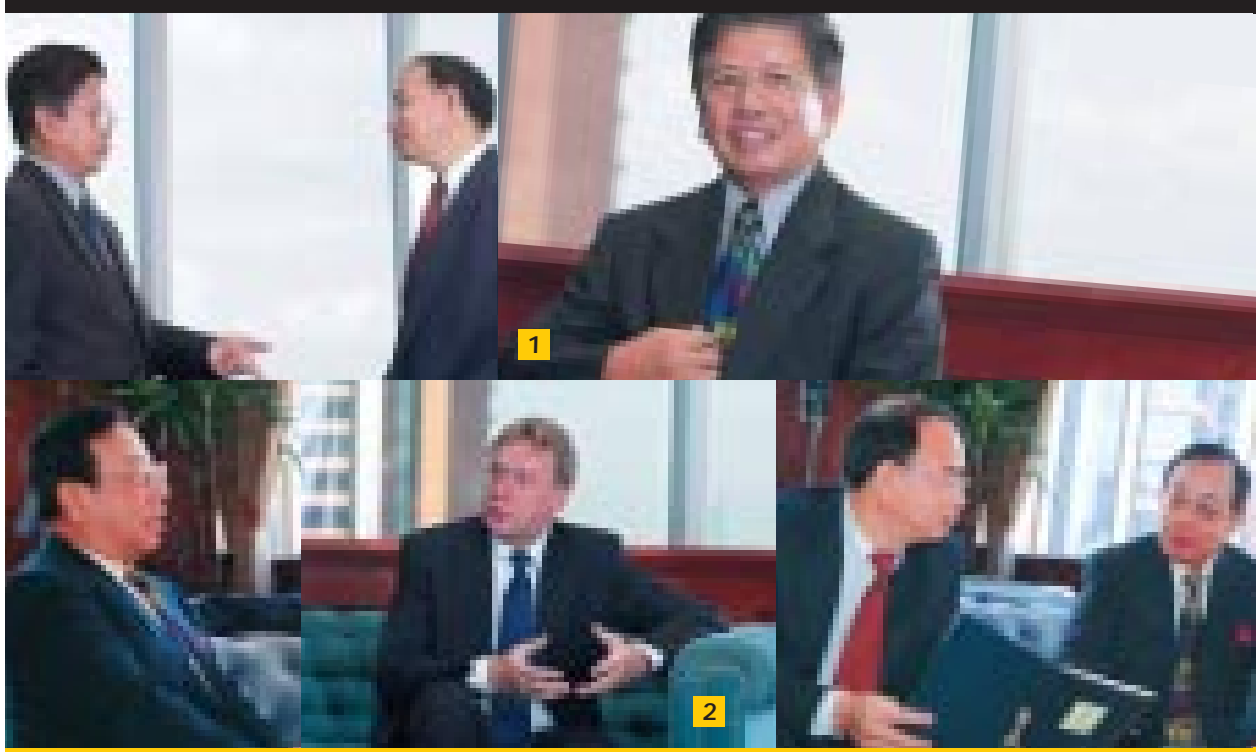


BOARD OF DIRECTORS



1. TAN SRI SAW HUAT LYE
2. THEO A F DE ROND
3. TAN SRI DATO' ALWI JANTAN
4. CHIN YOONG CHONG
5. DATO' JAFFAR BIN AHMAD INDOT
6. KHOO GAIK BEE
7. LOW TENG LUM
8. QUEK PECK LENG
9. JOHN IRVING

1. TAN SRI SAW HUAT LYE

*BACHELOR OF ARTS (HONS) ECONOMICS
(UNIVERSITI MALAYA), AMP (HARVARD)*

**Independent Non-Executive Director
and Chairman of Audit, Remuneration
and Nomination Committees**

Tan Sri Saw Huat Lye, Malaysian, aged 68, was appointed to the Board on 24 February 1987 and was elected Chairman on 8 September 1997.

He began his career by serving in the Malayan Home & Foreign Service in 1958. He was invited by the Government to set up Malaysian Airline System in 1971 and was appointed its first General Manager and Chief Executive until his retirement in 1982.

Tan Sri Saw is currently Executive Director of Naluri Berhad and is also on the Board of Shell Refining Company (FOM) Berhad and Edaran Otomobil Nasional Berhad.

BOARD OF DIRECTORS



2. THEO A F DE ROND

*COLLEGE OF RETAIL MANAGEMENT,
INTERNATIONAL MARKETING AND RETAIL
PROGRAMME (INSEAD UNIVERSITY, FRANCE),
INTERNATIONAL FINANCE PROGRAMME (INSEAD
UNIVERSITY, FRANCE), GENERAL MANAGEMENT
PROGRAMME (INSEAD UNIVERSITY, FRANCE)*

Executive Director and Member of the Remuneration Committee

Theo A F de Rond, Dutch, aged 49, was appointed to the Board on 1 June 2003.

He began his career with Vrumona BV, a member of the Heineken Group of companies, in 1978 and has worked for the Heineken Group since then, holding senior positions in marketing and sales. He was the Commercial Director of Heineken Nederland and subsequently Corporate Marketing Director of Heineken NV prior to his current appointment.

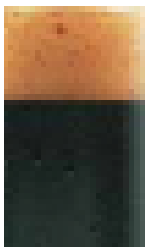
3. TAN SRI DATO' ALWI JANTAN

*BACHELOR OF ARTS (HONS)
(UNIVERSITI MALAYA), AMP (HARVARD)*

Senior Independent Non-Executive Director and Member of the Audit and Nomination Committees

Tan Sri Dato' Alwi Jantan, Malaysian, aged 68, was appointed to the Board on 24 November 1994.

Tan Sri Dato' Alwi commenced employment as a Malayan Civil Service Officer attached to the Federal Establishment Office in 1958. In a career spanning thirty two years, he held several senior positions including Director of National Archives, Malaysia (1966–1971) and Director General of National Archives and Library (1971–1972) which he helped establish; Selangor State Secretary (1972-1976); Secretary General, Ministry of Local Government and Federal Territory (1976); Secretary General, Ministry of Health (1977-1981);



BOARD OF DIRECTORS



Deputy Secretary General, Prime Ministers Department (1981-1984); Secretary General, Ministry of Agriculture (1984-1987); and Director General of Public Service, Malaysia from 1987 until his retirement in 1990. Tan Sri Dato' Alwi is currently Executive Vice-President of Resorts World Berhad. He is also on the Board of United Overseas Australia Ltd (Western Australia), Resort World Berhad and Hiap Teck Venture Berhad.

4. CHIN YOONG CHONG

BARRISTER-AT-LAW (MIDDLE TEMPLE)

Non-Independent Non-Executive Director and Member of the Audit Committee

Chin Yoong Chong, Malaysian, aged 70, was appointed to the Board on 20 February

1995. He has been practising as an Advocate and Solicitor from June 1959 and is currently a Senior Partner in Skrine. He currently serves on the Board of Rating Agency Malaysia Berhad and Malaysia Land Development Company Berhad.

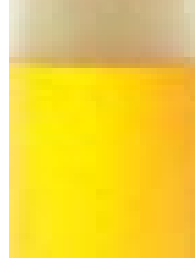
5. DATO' JAFFAR BIN AHMAD INDOT

INTERNATIONAL SENIOR MANAGERS' PROGRAMME (HARVARD)

Independent Non-Executive Director and Member of the Audit and Nomination Committees

Dato' Jaffar Bin Ahmad Indot, Malaysian, aged 69, was appointed to the Board on 2 January 1999.

He began his career with the Rural Industrial



BOARD OF DIRECTORS



Development Authority (RIDA) in 1953 before joining Shell Malaysia in 1956 and retiring in 1989 after 33 years of service. During this period, he worked in various capacities locally and overseas with Shell Companies in Japan and the United Kingdom. He was appointed an Executive Director of Shell Companies in Malaysia and Managing Director Shell Downstream Companies in 1983, a position he held until his retirement in August 1989.

Dato' Jaffar is currently an Independent Non-Executive Director in Shell Refining Company (FOM) Berhad, FSBM Holdings Berhad, Cygal Berhad and Pan Pacific Asia Berhad. He is the Chairman of the Audit Committee of Shell Refinery and FSBM Holdings Berhad and a member of the Audit Committee of the other PLCs.

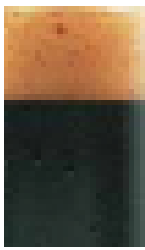
6. KHOO GAIK BEE

*BACHELOR OF ARTS (HONS)
PUBLIC ADMINISTRATION
(UNIVERSITY OF DE MONFORT)*

Executive Director

Khoo Gaik Bee, Malaysian, aged 46, who has had an illustrious 22-year career in Human Resources was appointed to the Board since 13 August 1998.

She started her career in 1981 by serving the Singapore Housing Development Board for four years before returning to Malaysia. In 1985, she joined Ernst & Young as a Human Resource Consultant specialising in Organisational Development. She subsequently joined the Sungei Way Group as an Assistant Manager in the Group Human Resource Department before moving over to ICI Paints Malaysia as



BOARD OF DIRECTORS



Human Resource Manager in 1989. Prior to her present appointment, she was the Human Resource Director at Digital Equipment Malaysia.

7. LOW TENG LUM

FCCA, ACIS, CA (M), MCT, MASTER OF PUBLIC ADMINISTRATION (HARVARD)

Executive Director and Member of the Audit Committee

Low Teng Lum, Malaysian, aged 49, was appointed to the Board on 15 August 2001.

He was an Audit Senior with Arthur Young before he joined Guthrie Malaysia as Internal Audit Manager. He subsequently held the post of Group Internal Auditor in Palmco Holdings Berhad and General Corporation Berhad before his appointment as Finance Manager of Southern Steel Berhad. During his 14-year tenure with

Southern Steel Berhad, he was successively promoted to General Manager (Commercial), Senior General Manager (Rod Division) and Chief Operating Officer (Steel Business Unit) before taking up his current position in Guinness Anchor Berhad.

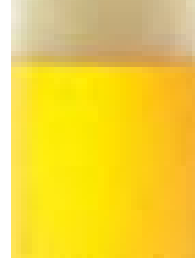
8. QUEK PECK LENG

BACHELOR OF ARTS (UNIVERSITY OF SINGAPORE), GRADUATE DIPLOMA IN PERSONNEL MANAGEMENT (SINGAPORE INSTITUTE OF MANAGEMENT)

Non-Independent Non-Executive Director and Member of the Remuneration and Nomination Committees

Quek Peck Leng, Singaporean, aged 48, was appointed to the Board on 15 November 2002.

He began his career with Asia Pacific Breweries Pte Ltd in 1990 as Human



BOARD OF DIRECTORS



Resource Manager and was promoted to Group Human Resource Manager a year later. He was redesignated as General Manager (Group Human Resource) in 1994 and subsequently, as Director (Group Human Resource) in 1998. He was promoted to his current position as Director (Group Corporate Services)/Regional Director (Group Human Resource) in 2002.

9. JOHN IRVING *(not in picture)*

*DIPLOMA IN MARKETING (OPEN UNIVERSITY),
DIPLOMA IN FINANCE (OPEN UNIVERSITY)*

**Non-Independent Non-Executive Director
and Member of the Remuneration and
Nomination Committees**

John Irving, British, aged 52, was appointed to the Board on 1 September 2003.

He has broad international perspectives having operated in both developed and

developing markets across Western and Asian cultures. He began his career in Guinness Ltd in 1983 as a Field Sales Manager - Scotland and Northern England and was promoted in 1987 to Sales Development Manager - International Division. He subsequently served as Head of Sales and Marketing - Indonesia from 1989-1992, Managing Director of Riche Monde China from 1992 - 1995, Managing Director - Indonesia from 1995-1998 and Project Director - Asia Pacific from 1998-1999. He then served as the President of Desnoes and Geddes/Red Stripe Jamaica in 1999 before assuming his current position as Managing Director, Asia Venture of Diageo in 2003.