

Board of Directors

TAN SRI SAW HUAT LYE

Bachelor of Arts (Hons) Economics (University of Malaya)
Advanced Management Programme (Harvard Business School)

Independent Non-Executive Director and Chairman of the Board of Directors, Executive Committee, Audit Committee, Remuneration Committee and Nomination Committee

Tan Sri Saw Huat Lye, Malaysian, aged 70, was appointed to the Board on 24 February 1987 and was elected Chairman of the Company on 8 September 1997.

Tan Sri Saw joined the Malaysian Home and Foreign Service in 1958 and served in various capacities including as Chairman of the Town Council, Taiping, Perak, Assistant Federal Commissioner of Lands, and Deputy Secretary-General of the Ministry of Transport.

In 1971, Tan Sri Saw retired from the Civil Service to head a team to set up Malaysian Airline System following the break-up of MSA. Tan Sri Saw served as the Airline's first Chief Executive until his retirement in 1982. Tan Sri Saw is currently the Executive Director of Naluri Corporation Berhad. He also sits on the Board of a number of companies amongst which are Shell Refining Company (Federation of Malaya) Berhad and Edaran Otomobil Nasional Berhad.



board of directors

**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 de Rond, Dutch, aged 51, 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.

He is a Member of the Governing Council of Confederation of Malaysian Brewers Berhad.

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TAN SRI DATO' ALWI JANTAN

Bachelor of Arts (Hons) (University of Malaya)

Advanced Management Programme (Harvard Business School)

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

Tan Sri Dato' Alwi Jantan, Malaysian, aged 70, was appointed to the Board on 24 November 1994.

Tan Sri Alwi commenced employment as a Malayan Civil Service Officer attached to the Federal Establishment Office in 1958. In a career spanning 32 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); Deputy Secretary General, Prime Minister's 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 Alwi is currently the Executive Vice-President of Resorts World Berhad. He is also on the Boards of Hiap Teck Venture Berhad, Genting Golf Course Bhd, Awana Vacation Resorts Development Berhad, Genting Highlands Berhad and FAL Berhad.



board of directors

**CHIN YOONG CHONG**

Barrister-At-Law (Middle Temple)

Independent Non-Executive Director and Member of the Audit Committee

Chin Yoong Chong, Malaysian, aged 72, 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 Boards of Rating Agency Malaysia Berhad and Malaysia Land Development Company Berhad.

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DATO' JAFFAR BIN AHMAD INDOT

International Senior Managers' Programme (Harvard)

Independent Non-Executive Director and Member of the Audit Committee, Remuneration Committee and Nomination Committee

Dato' Jaffar bin Ahmad Indot, Malaysian, aged 71, has been a Director of the Company since 2 January 1999.

Dato' Jaffar began his career with the Rural Industrial 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 for Shell in various capacities locally and overseas in Japan and the United Kingdom in marketing, public affairs, international oil trading and business development. On his return to Malaysia in 1980, he was appointed an Executive Director for Public Affairs. In 1983, he assumed the position of Managing Director Shell Downstream Companies in addition to being an Executive Director for Shell Companies in Malaysia until his retirement in August 1989.

Dato' Jaffar is also a Director of Shell Refining Company (Federation of Malaya) Berhad (Shell Refining), FSBM Holdings Berhad (FSBM), Cygal Berhad, Pan Pacific Asia Berhad, Melewar Industrial Group Berhad and M3nergy Berhad. He is the Chairman of the Audit Committee of Shell Refining and FSBM and a member of the Audit, Nomination, Remuneration, Risk Management Committees in the other public listed companies.



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**KHOO GAIK BEE**

Bachelor of Arts (Hons) Public Administration (University of De Monfort)

Executive Director

Khoo Gaik Bee, Malaysian, aged 48, was appointed to the Board on 13 August 1998.

She started her career in 1981 by serving the Singapore Housing Development Board for four years before returning to Malaysia. On her return in 1985 she joined Ernst & Young as a Human Resource Consultant specialising in Organisational Development. She subsequently joined the Sungei Way Group as Assistant Manager in the Group Human Resource Department before moving over to ICI Paints Malaysia as Human Resource Manager in 1989. She was the Human Resource Director with Digital Equipment Malaysia before taking up her current position with Guinness Anchor Berhad.

She has been appointed as Member to the Malaysian Employers Federation (MEF) Council. She is also a Member of the Accreditation Board of the Women's Institute of Management (WIM) Professional Managers' Certification Programme.

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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 51, 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.

He is a Member of the Governing Council of Confederation of Malaysian Brewers Berhad.



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**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 Executive Committee, Remuneration Committee and Nomination Committee

Quek Peck Leng, Singaporean, aged 50, was appointed to the Board on 15 November 2002.

He began his career with Asia Pacific Breweries (S) Pte Ltd in 1990 as Human Resource Manager and was promoted to Group Human Resource Manager a year later. He was appointed General Manager (Group Human Resource) in 1994 and subsequently as Director (Group Human Resource) in 1998. He was promoted to Regional Director/Director (Group Corporate Services) in 2002 and was appointed to his current position as Regional Director (SEA/Oceania) in April 2005.

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JOHN IRVING

Diploma in Marketing (Open University)

Diploma in Finance (Open University)

Non-Independent Non-Executive Director and Member of the Executive Committee, Audit Committee, Remuneration Committee and Nomination Committee

John Irving, British, aged 54, 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 Field Services 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 to 1992, Managing Director of Riche Monde China from 1992 to 1995, Managing Director - Indonesia from 1995 to 1998 and Project Director - Asia Pacific from 1998 to 1999. He then served as the President of Desnoes and Geddes/Red Stripe Jamaica in 1999 before moving back to Asia. Following the recent integration of Asia, John is currently Managing Director, Asia Beer.



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TANG SWEE SENG

(Alternate Director to Quek Peck Leng)

Bachelor of Accountancy (National University of Singapore)

Alternate Non-Independent and Non-Executive Director

Tang Swee Seng, Singaporean, aged 45, was appointed as the Alternate Director to Quek Peck Leng on 11 May 2004. His career thus far, spanning 21 years, has included stints in corporations such as Arthur Young & Company (Singapore), Price Waterhouse (Singapore), Booz, Allen & Hamilton (Singapore), Becton Dickinson Asia Pacific (Singapore) and Baxter Healthcare Asia (Singapore). He joined Asia Pacific Breweries Limited in May 2003 as Assistant General Manager (Projects) and was promoted to his current position as Director (Group Finance) in November 2003.

DAVID HEGINBOTTOM

(Alternate Director to John Irving)

Master of Arts (Oxford University)

Chartered Accountant (Institute of Chartered Accountants in England and Wales)

Alternate Non-Independent and Non-Executive Director

David Heginbottom, British, aged 34, was appointed as the Alternate Director to John Irving on 10 May 2005.

He began his career with KPMG in the UK and later joined Diageo Plc in 1996. He spent four years working in Financial Controller roles in the European Burger King division, before moving through a number of senior Finance roles in Diageo Corporate Headquarters and subsequently Diageo Ireland. He was appointed as Finance Director for Diageo Australasia in 2004 and promoted to Finance Director for Diageo Asia in 2005.