

LIST OF DIRECTORSHIPS OF NG BEE BEE AS AT 15 JULY 2024**CURRENT DIRECTORSHIPS**

COMPANY	POSITION
Canary Ventures Limited	Director
Chancery Gate Holdings Pte. Ltd.	Director
Clarus Corporation Pte. Ltd.	Director
Ellamount Investments Pte. Ltd.	Director
Fifty-Eight Capital Pte. Ltd.	Director
Lancefield Investments Pte. Ltd.	Director
NKC Holdings Pte Ltd	Director
Oriole Opportunities Pte. Ltd.	Director
Pan-United Shipping Pte Ltd	Director
Sarafield Investments Pte. Ltd.	Director
Sedgefield Corporation Pte. Ltd.	Director
NTUC Enterprise Co-operative Limited	Director
Singapore Technologies Engineering Ltd	Independent Non-Executive Director
Blue Marble Sustainability Technologies Pte. Ltd.	Director
Cresco Development Pte. Ltd.	Director
GoTruck Pte. Ltd.	Director
GoTruck Holdings Pte. Ltd.	Director
PanU Harmony Pte. Ltd.	Director
Pan-United Asphalt Pte Ltd	Director
Pan-United Bulk Trade (2010) Pte. Ltd.	Director
Pan-United Concrete Pte Ltd	Director
Pan-United Corporation Ltd.	Director
Pan-United Industries Pte Ltd	Director
Pan-United International Pte. Ltd.	Director
Pan-United Investments Pte. Ltd.	Director
Pan-United Resources Pte. Ltd.	Director
Pan-United Technologies Pte. Ltd.	Director
Raffles Cement Pte. Ltd.	Director
Raffles Concrete Pte. Ltd.	Director
Resources Development (2010) Pte. Ltd.	Director
Salvus Development Pte. Ltd.	Director
United Bulk Shipping Pte Ltd	Director
United Cement Pte Ltd	Director

CURRENT DIRECTORSHIPS (continued)

COMPANY	POSITION
Fortis Star Sdn. Bhd.	Director
Meridian Maplestar Sdn. Bhd.	Director
PT. Lanna Harita Indonesia	Commissioner
PT. Pan-United Concrete	Commissioner
FICO Pan-United Concrete Joint Stock Company	Member of Board of Management

PAST FIVE (5) YEARS' DIRECTORSHIPS

COMPANY	POSITION
Mercatus Co-operative Limited	Independent Non-Executive Chairman
PT Pacific Granitama	Commissioner