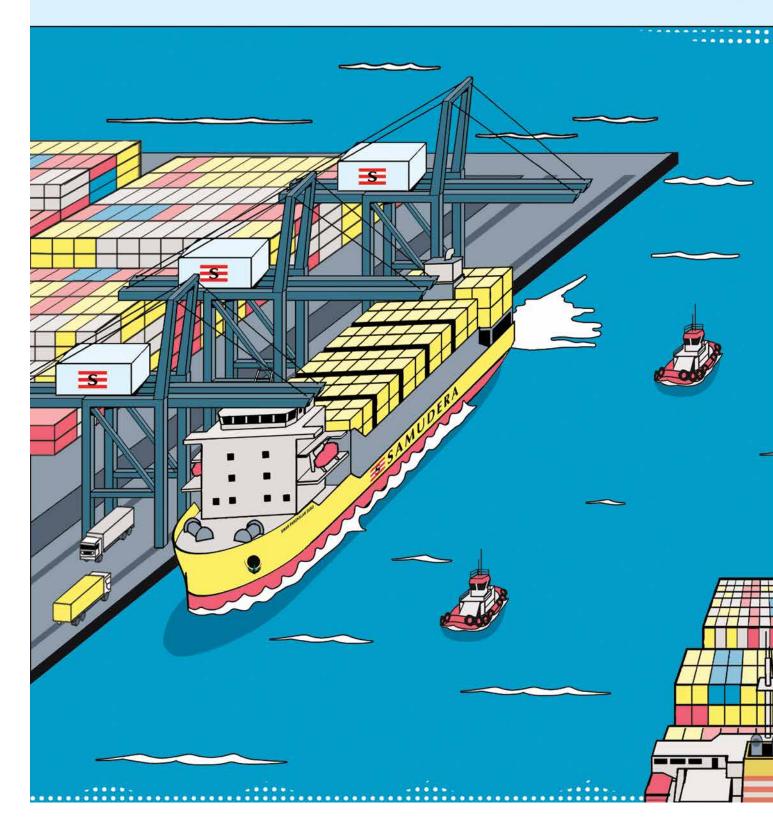
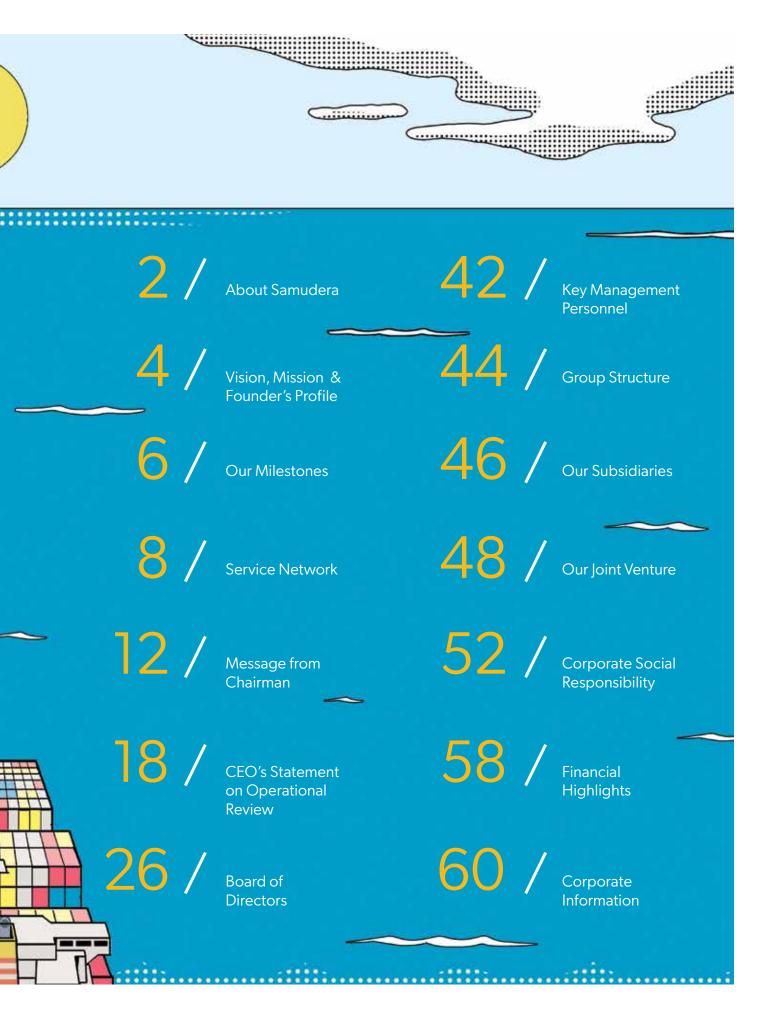
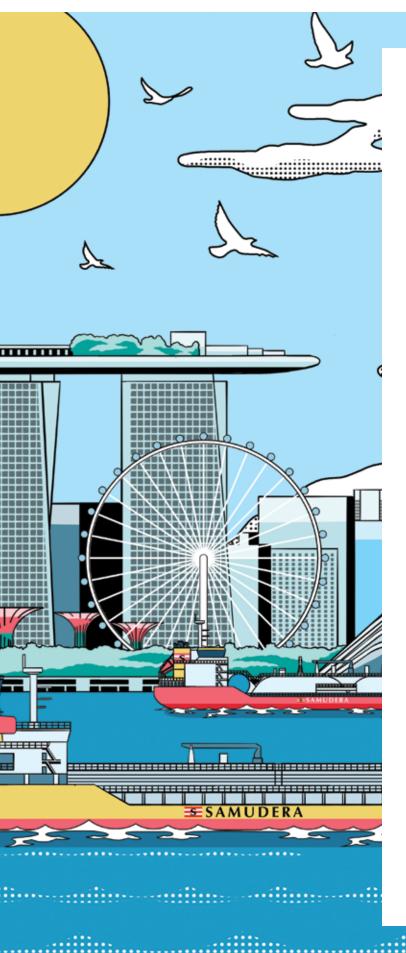


# Table of CONTENTS











ver the years, Samudera Shipping Line Ltd has been serving its customers in transporting and managing their cargo across various ports in Asia. The Group has progressively established a good track record of professionalism and competency in its field and, through prudent management and a well-managed expansion strategy, has successfully built up its position as a credible and well-respected industry player today.

Leveraging its extensive network, Samudera's Container Shipping business segment offers reliable feeder services between its "hub" port in Singapore and other "spoke" ports in Asia, as well as inter-regional container shipping services to manufacturers, exporters and importers. Its vessels currently ply trade routes connecting various ports in Southeast Asia, the Indian Subcontinent, the Far East and the Middle East. The Group serves a wide spectrum of shippers from its headquarters in Singapore and via representative and agency offices in various cities in Asia.

In the Bulk and Tanker business segment, Samudera provides shipping services for oil, chemical, gas, liquefied products, as well as dry bulk across the region. Through its subsidiary, Samudera also offers such services within the Indonesian domestic market.

Samudera's operating fleet, which comprises vessels owned and leased by the Group, currently stands at 36. This comprises 28 container vessels, 4 chemical tankers and 4 gas tankers. The Group continues to renew its fleet by acquiring, disposing and leasing vessels, where appropriate.

The Group continues to expand its participation along the logistics value chain as part of its effort to enhance its value to customers. The off-shore logistics services offered by the Group include warehousing, freight forwarding and cargo handling in Asia.

Samudera is listed on the Mainboard of the Singapore Exchange Securities Trading Limited.

# VISION

# Connecting Indonesia and Beyond

# MISSION

- Providing transportation services to meet the demand of distribution activities
- Positively contribute to the economic growth by providing efficient logistics solutions
- To ensure sustainable business growth and deliver additional value to shareholders
- Actively participating in creating employment and developing human capital

# VALUES

Integrity and

Professionalism



# SOEDARPO SASTROSATOMO

Our founder was born in Pangkalan Susu, North Sumatera, Indonesia, on 30 June 1920.

In October 1952, Soedarpo Sastrosatomo established NVPD Soedarpo Corporation, his first business line that engaged in trading, import and distribution.

On 1 March 1953, Soedarpo took over NV ISTA (Internationale Scheepvaart Transport Agenturen) and became the Managing Director. In November later that year, Soedarpo created Indonesia

Stevedoring Ltd (INSTEL). In 1956, INSTEL acquired Stroohoeden Veem (which then became PT Sinar Harapan Veem Indonesia - SHVI), the biggest stevedoring and warehousing company in Surabaya at that time.

On 13 November 1964, through ISTA, INSTEL, Soedarpo started PT Perusahaan Pelayaran Samudera "Samudera Indonesia", which he held the position as President Director until the year 2000 and as President Commissioner until his passing on 22 October 2007.

Throughout his career, Soedarpo was active in various professional and social organisations, among others as the General Chairman of INSA (Indonesian National Shipowners' Association). Soedarpo was also known as one of the District Governors of Rotary International in Indonesia, and founder as well as the Chairman of the Rotary Indonesian Foundation. In 1985, Soedarpo received the "Orde Van Oranje-Nassau" award from the Kingdom of Holland for his services for the community.

In 1995, he received "Bintang Mahaputra Pratama" from the President of Indonesia. On 28 September 2000, Soedarpo was honored to be in the "Asia Maritime Hall of Fame" as an award for his career in building Samudera Indonesia as one of the well-respected players in the Asian maritime industry.



# Our MILESTONES

# 1993-2003

1993

Incorporated in Singapore as a provider of container shipping services.

1994

Began feeder routes to Jakarta and Bangkok, which were subsequently extended to India, Sri Lanka, Malaysia and other ports in Indonesia.

1996

Expanded into dry bulk carrier and tanker business.

1997

Listed on the Singapore Stock Exchange (Sesdaq). Subsequently, upgraded to the Main Board listing, Singapore Exchange Securities Trading Limited.

2002

To anticipate business growth and manage our extensive service network, the Group incorporated subsidiaries in Malaysia and India. These subsidiaries represent and act as agents for Samudera and other shipping companies in Malaysia and India.

2004-2013

2004

Samudera Traffic Co Ltd, was incorporated together with a local Thai company to strengthen our container shipping presence in Thailand.

2006

Entered LNG shipping by investing in a joint venture company, LNG East-West Shipping Company (Singapore) Pte Ltd.

Took delivery of two additional units of chemical tankers with capacity of 11,244 DWT and 10,600 DWT each. These tankers currently operate in Indonesia waters.

2007

Launched Chittagong Express service, linking Singapore and Chittagong, which extends the network coverage of the Indian Subcontinent.

2008

Commenced Yangon Express service, linking Myanmar directly with markets in the Southeast Asia region.

2011

As part of the effort to manage cost and capacity more efficiently, the Group acquired three container vessels with capacities ranging from 1,054 TEUs to 1,060 TEUs.





na and Alexandria in Eygpt, Iskenderun and Mersin in Turkey, with frequencies of up to 4 sailings per week.

## **FAR EAST**

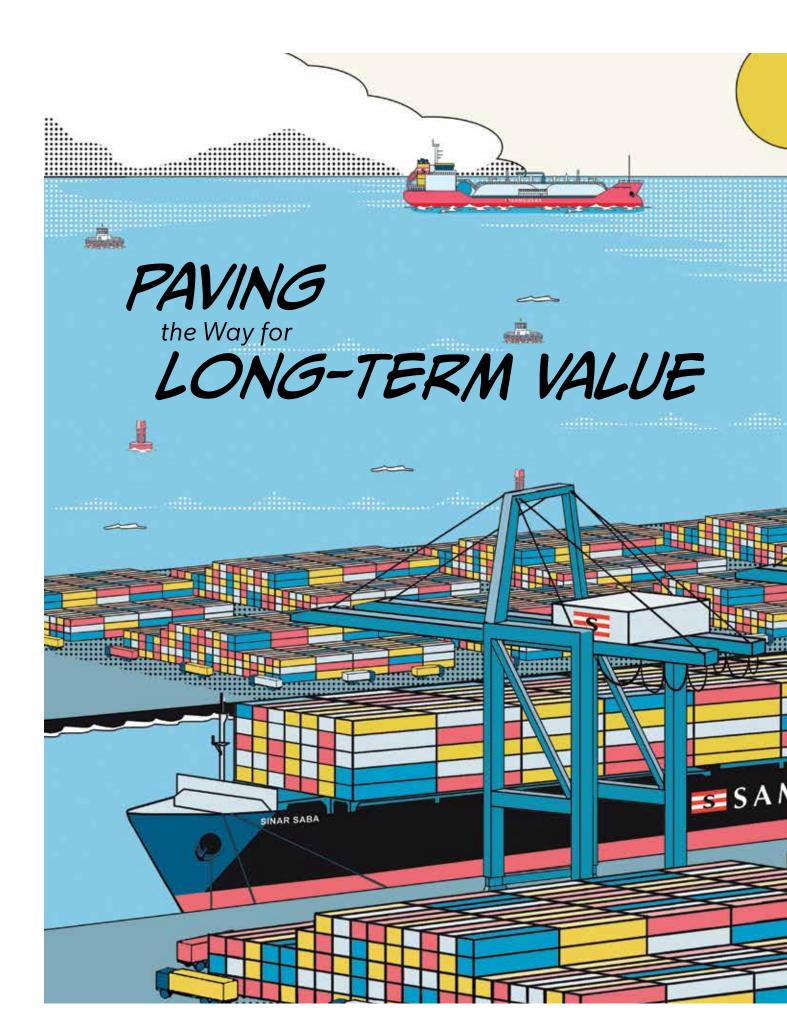
We have a weekly service to China ports and weekly direct calls from Shanghai to Singapore, Malaysia, India and Sri Lanka.

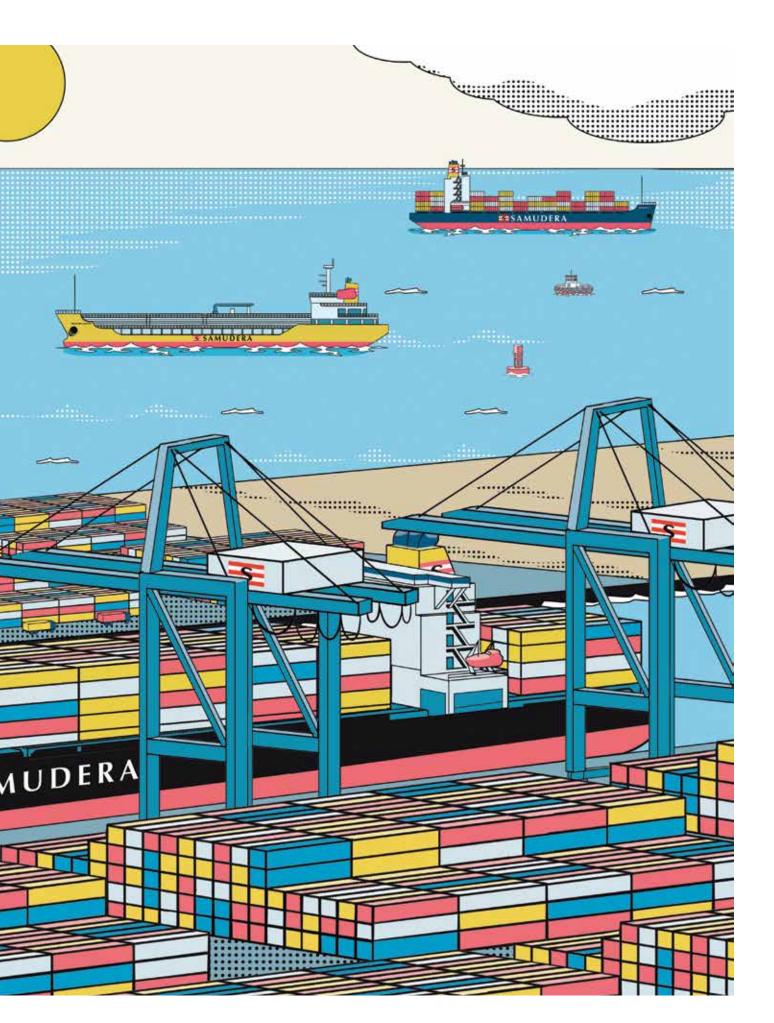
Malaysia, Bangkok, Laem Chabang and Songkhla in Thailand, North, Central and South Vietnam, Yangon in Myanmar, and Sihanoukville in Cambodia, with up to 4 sailings per week.



# DELIVERING a CONNECTING

Fast and Wide





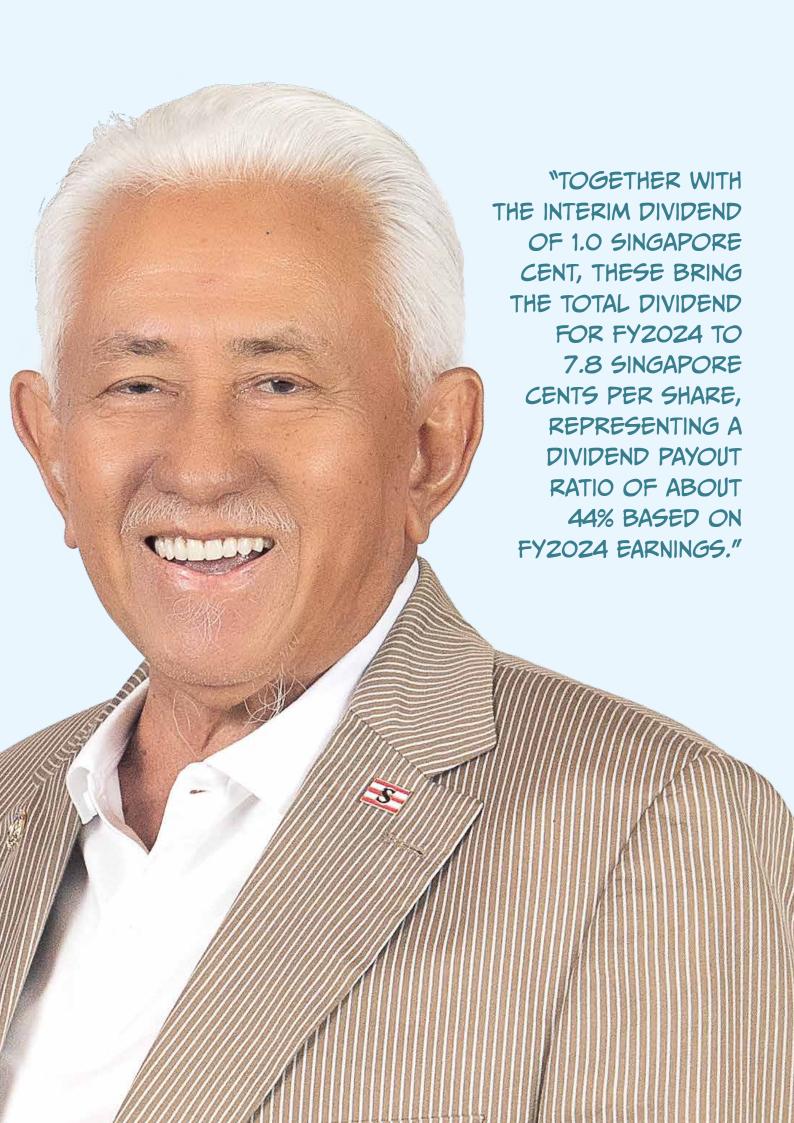


### DEAR SHAREHOLDERS,

vents in the past year underscored the cyclical nature of container shipping, requiring agility and nimbleness as we navigated a softer first half amid normalising freight rates, before seizing opportunities from geopolitical disruptions later on. Despite external challenges, we delivered a solid performance in the financial year ended 31 December 2024 ("FY2024"), with net profit after tax of USD71.2 million, on revenue of USD532.0 million. This is in comparison to a net profit after tax of USD101.0 million, on revenue of USD582.9 million, in the preceding financial year ("FY2023"). While FY2024 earnings are lower year-on-year, costs were robustly managed. This disciplined approach towards fleet and operations management reflects our ability to navigate shifting industry dynamics and identify niche opportunities for growth.

As such, the Board of Directors has proposed a special one-tier tax-exempt cash dividend of 5.8 Singapore cents per share, and a final one-tier tax-exempt cash dividend of 1.0 Singapore cent per share, for your approval at the forthcoming Annual General Meeting (AGM) on 29 April 2025. The proposed dividends will be paid out on 20 May 2025, if approved. Together with the interim dividend of 1.0 Singapore cent, these bring the total dividend for FY2024 to 7.8 Singapore cents per share, representing a dividend payout ratio of about 44% based on FY2024 earnings.

# MASLI MULIA



# Message from CHAIRMAN

### YEAR IN REVIEW

Freight rates and demand trended towards pre-pandemic levels in the first half of FY2024, as the initial gains from the Red Sea crisis were concentrated among mainline operators and larger carriers. The effects of the disruptions eventually cascaded down to regional operators like Samudera by the second half of FY2024 in the form of demand for our services in order to meet delivery schedules in the region. As the situation evolved favourably for us, alongside frontloading by importers to avoid the possibility of tariffs by the United States, we were able to secure steady rates through the end of the year.

We also refreshed our fleet, with all planned vessel deliveries completed, whether through long-term charter or acquisition. The vessels have been fully deployed to enhance our network and services. At the same time, with the strong relationships we have built with our business partners over the years, we were able to secure vessel slots to expand our reach on key trade routes to meet the requirements of our customers, including those through India and the Middle East, such as the United Arab Emirates and Saudi Arabia.

Our expanded tanker fleet of four chemical tankers and four gas carriers remained employed. We were impacted by asset value adjustments made to our LNG tanker, held through a joint venture, given the weaker sector conditions. Thankfully, the tanker remains employed under a long-term contract.

We explored opportunities to re-enter the bulk carrier market in Indonesia in FY2024 but elected to refrain from rushing into acquisitions, amid inflated bulk asset prices. Instead, we continued to seek the right vessel that would fit our customers' requirements and deliver good returns for us.

Our logistics business had grown too - our 50%-owned logistics subsidiary in Jakarta made good headway, with seven warehouse sites currently in operation, from three in FY2023. We also secured more contracts for us to provide third-party and fourth-party logistics solutions to existing and new customers. We have gained customer trust and strengthened our competitive position in Indonesia, especially in the consumer goods sector, where demand for high-quality logistics solutions remained strong. Our asset-light approach has enabled us to leverage technology, as well as our expertise, resources and strong client relationships, to manage our clients' logistics operations, and for us to scale our business.





### THE YEAR AHEAD

2025 is set to be a dynamic year shaped by both challenges and opportunities, with geopolitics playing a pivotal role in global trade and supply chains. Ongoing conflicts in the Middle East, rising trade tensions between the East and West, and evolving shipping alliances will contribute to market uncertainty. At the same time, the influx of newbuildings is expected to add capacity, exerting pressure on freight rates. Nevertheless, shifting trade patterns also present opportunities, particularly as manufacturing activity continues to move towards Southeast Asia and India, driving demand for regional container shipping services.

Our ability to remain responsive and agile will be key to navigating these changes. Our strong business relationships and deep understanding of regional markets position us well to adapt to shifting transshipment and shipping routes. Our newly launched services to the Middle East demonstrate our commitment to capturing emerging opportunities and we will continue to look out for viable opportunities. The recent expansion of our fleet, with two container newbuilds delivered in the second half of FY2024, has strengthened our operational flexibility for such ventures.





For the bulk & tanker seament, we will continue to target niche opportunities in Indonesia that require Indonesia-flagged vessels, while exploring ways to grow our chemical tanker operations across Asia. Tanker rates are expected to stay firm and our vessels are fully employed under time charter.

The bulk market in Indonesia continues to present opportunities. However, with asset prices still at an inflated level, we believe it is prudent to take a measured approach, prioritising securing the right projects and partnerships before committing capital.

We expect the logistics segment to continue growing steadily, as we continue to expand our warehousing and distribution capabilities. We have built trust among our customers in Indonesia, and will continue to reinforce our presence and operations in the country, ensuring that our systems and processes are optimised for growth and efficiency. We will continue to seek opportunities to enhance our landside offerings, including expansion in Indonesia and beyond.

#### APPRECIATION

My fellow Board members and I sincerely appreciate our management and staff for their dedication throughout FY2024. Your hard work has upheld our reputation and competitive position while driving progress in reinforcing our operations and partnerships. We are also grateful to all our customers, associates, business partners and our shareholders, for your longstanding faith and support.

My fellow directors and I would like to record our deepest gratitude to Mr Quah Ban Huat, Mr Nicholas Peter Ballas and Mr Ng Chee Keong, who had retired as independent directors at the conclusion of the previous AGM held on 29 April 2024. Mr Quah, Mr Ballas and Mr Ng have devoted selfless effort and provided invaluable guidance to the Company.

In turn, we would like to welcome Mr Goh Teik Poh, Mr Tay Beng Chai and Mr Max Loh Khum Whai, who have been appointed to the Board as independent directors with your approval at the previous AGM. Mr Goh currently

serves as Chairman of the Remuneration Committee and a member of the Audit and Nominating Committees. Mr Tay serves as a member of the Audit, Nominating and Remuneration Committees. Mr Loh serves as Chairman of the Audit Committee and a member of the Nominating and Remuneration Committees.

I am grateful to my fellow directors for their unstinting counsel and insights.

In the year ahead, we will remain focused on sustainable growth, continuous improvement and delivering greater value to all our stakeholders.

## MASLI MULIA Non-Executive Chairman



# "SAMUDERA'S FOCUS ON CONTINUOUS IMPROVEMENT STRENGTHENS OUR ABILITY TO NAVIGATE INDUSTRY SHIFTS AND SEIZE OPPORTUNITIES."

### DEAR SHAREHOLDERS,

e saw freight rates and demand tracking at expected levels in the first half of FY2024 as the industry adjusted to prepandemic trade flows. From the middle of FY2024 onwards, we saw renewed volatility, with geopolitical disruptions arising from the Red Sea crisis and an early peak-season surge, driven by businesses front-loading shipments ahead of potential U.S. tariffs, leading to a temporary uplift in freight rates.

Group revenue thus amounted to USD532.0 million in FY2024, 8.7% lower compared to USD582.9 million in FY2023, taking into account higher revenue contribution from the tanker and logistics businesses, offset by lower revenue from the container segment year-on-year.

The container segment generated revenue of USD489.7 million, 11.0% lower compared to USD550.1 million in FY2023, amid lower average freight rates and container volume handled, which was about 1,911,000 TEUs in FY2024, versus 1,956,000 TEUs in FY2023.

The bulk & tanker segment delivered a 42.8% increase in revenue to USD26.1 million, from USD18.3 million in FY2023, in view of the addition and employment of a liquefied petroleum gas tanker and two ethylene gas tankers to the Group's fleet.

Revenue from the logistics segment grew 12.6% to USD16.4 million, from USD14.5 million a year ago. The higher revenue was mainly due to increased third-party and fourth-party logistics activities from existing and new clients in Indonesia.

# BANI M. MULIA



Cost of sales fell 9.3% to USD429.7 million in FY2024, compared to USD474.0 million in FY2023, taking into account lower charter-hire costs and fewer third-party slot purchases. These were partially offset by increased business activity in the bulk & tanker and logistics segment. Gross profit for FY2024 thus amounted to USD102.3 million, compared to USD108.9 million in FY2023.

Marketing & administrative expenses rose 16.7% to USD23.0 million, from USD19.7 million in FY2023, in view of a larger workforce across our Group and correspondingly higher staff costs. The increase also factored in a doubtful debt allowance of USD0.7 million, versus reversal of doubtful debt allowance of USD0.6 million recorded in FY2023.

Other operating income fell 56.5% to USD3.5 million, from USD8.0 million in FY2023, this takes into consideration the lower foreign exchange gain recorded in FY2024 and the absence of a USD3.2 million gain on consolidation recorded in FY2023, which followed the Group's acquisition of a 50% stake in the third-party logistics subsidiary in Indonesia.

Other operating expenses of USD0.4 million included an impairment of right-of-use assets relating to leased ISO tanks, compared to USD0.2 million in FY2023.

Finance income rose 17.1% to USD15.3 million in FY2024, compared to USD13.1 million in the previous financial year from more placements of fixed deposits. Finance expenses rose

36.4% to USD14.9 million, from USD10.9 million a year ago, mainly due to bank borrowings obtained to finance our acquisition of vessels, comprising two container vessels, an LPG carrier and two ethylene gas carriers.

We recorded a share of loss of USD7.8 million from our joint venture company, mainly due to impairment losses of USD10.6 million recorded in relation to the LNG vessel that it holds and higher amortisation of vessel docking costs.

In view of the above, the Group registered a net profit of USD71.2 million in FY2024, compared to USD101.0 million in FY2023.

We maintained a robust financial position, with total assets of USD958.4 million as at 31 December 2024, versus USD910.2 million as at 31 December 2023. Cash and bank balances amounted to USD374.5 million as at 31 December 2024, compared to USD358.7 million as at 31 December 2023.

We held USD275.7 million in property, plant and equipment as at the end of FY2024, compared to USD217.0 million as at the end of FY2023, following the addition of two ethylene gas carriers and two container vessels in FY2024. Right-of-use assets decreased to USD145.2 million as at 31 December 2024, compared to USD173.5 million as at 31 December 2023, as a result of depreciation. Trade receivables amounted to USD85.0 million as at the end of FY2024, compared to USD77.1 million at the close of FY2023, taking into account increased business activity in the second half of FY2024.



The increase in current and non-current term loans as at end-FY2024 was mainly due to financing for the abovementioned newly acquired vessels. Lease liabilities decreased from USD183.8 million to USD154.0 million as a result of scheduled repayment. We closed FY2024 with gearing of 0.47 times, compared to 0.45 times as at the end of FY2023.

#### OPERATIONS REVIEW

In FY2024, we leveraged our extensive regional network, robust track record, as well as the strong business relationships built over the years, to strengthen our presence in key trade lanes. Following the launch of our Straits India Gulf service in FY2023, which connects Southeast Asia, India and the Middle East, we

cooperated with partners to offer two new services in the Middle Eastern region, including a service that connects through India towards the Mediterranean Sea, to strengthen our support of our customers. These new services enhance our network connectivity beyond Asia and strengthen our customer offerings.

While freight rates continued their normalisation towards pre-pandemic levels in the first half of FY2024, we saw stronger performance in the latter part of the year, driven by a combination of factors. The disruptions in the Red Sea caused shifts in global trade routes, benefitting our network from the third quarter onwards. Additionally, an early surge in pre-holiday shipments – as markets and shippers reacted to political changes in the United

States and the possibility of more tariffs – helped sustain demand. Meanwhile, higher consumer demand and robust manufacturing activity within Asia also strengthened freight rates. We were able to secure rates that remained stable through the end of the year.

We took delivery of two new container vessels in August and December 2024, bringing our operated container fleet to 28 vessels – comprising a well-balanced mix of owned and leased tonnage across both short-term and long-term charters, all of which are well utilised. This fleet strategy has ensured that we maintain the flexibility to respond to market changes while optimising cost and operational efficiencies.



Our tanker business faced both growth opportunities and operational headwinds. While our tanker fleet remained fully employed, with stable rate renewals, the performance of the chemical tankers was impacted by extended docking for essential technical maintenance. We have increased our investment in the tanker segment in recent years to capture niche opportunities. Our acquisition of the two ethylene gas carriers was aimed at filling the growing demand from Indonesia's domestic trade, where such Indonesia-flagged vessels are scarce.

We continued to explore opportunities to re-enter the Indonesia bulk market with a disciplined approach, especially in light of the surge in prices of bulk carriers over the past year. We have opted to wait for market conditions to stabilise and also for viable opportunities with committed charterers for the long term.

Our logistics operations saw steady growth, anchored by our warehouse and distribution centre in Indonesia, as we continued to work with customers to build solutions that optimised their supply chain operations. Our subsidiary, PT Samudera Logistics Services has expanded its presence from three to seven sites in FY2024, while we also secured two new fourth-party logistics (4PL) contracts. This asset-light model has enabled us to scale efficiently while maintaining flexibility. Our team's growing expertise in managing complex logistics operations has positioned us well for opportunities in Indonesia, particularly within the consumer goods sector, which seeks highquality logistics services.

# IN PURSUIT OF GROWTH OPPORTUNITIES

We anticipate continued volatility in 2025, with freight rates driven by geopolitical disruptions, supply chain shifts and evolving trade patterns. The gravitating of manufacturing activity towards Southeast Asia and India could support the demand for container shipping services between trade areas in Southeast Asia and India. Additionally, the realignment of global shipping alliances is expected to result in shifts in transhipment and regional shipping routes, which could lead to both competitive pressures and opportunities for regional operators like us. Challenges in managing vessel availability and high charter-hire costs could still remain, although the market is expected to see a slew of new vessel deliveries from 2025 onwards, which may ease some pressure.

For our container shipping business, Asia, especially Indonesia, remains our primary growth market. We will look into tapping strategic collaborations with shipping partners to actively explore new service offerings, while also seeking new frontiers beyond our current network. Nevertheless, we will undertake any expansion prudently, while ensuring operational resilience.

To support our growth, we will continue to refresh our fleet with newer, more efficient vessels that comply with stringent environmental & technical regulations implemented by the International Maritime Organisation (IMO).

For the bulk and tanker segment, we will continue to reinforce our

presence in Indonesia's tanker sector, given the niche demand there that we are well-placed to meet. In this regard, we continue to strengthen our dedicated tanker team with the experience and expertise to optimise tanker operations.

On the logistics front, we will focus on reinforcing our footprint in Indonesia in 2025 by enhancing our 4PL offerings and warehousing capacity to grow the business. These efforts will position us well to leverage this asset-light logistics model to capture opportunities in Southeast Asia.

### **ACKNOWLEDGEMENTS**

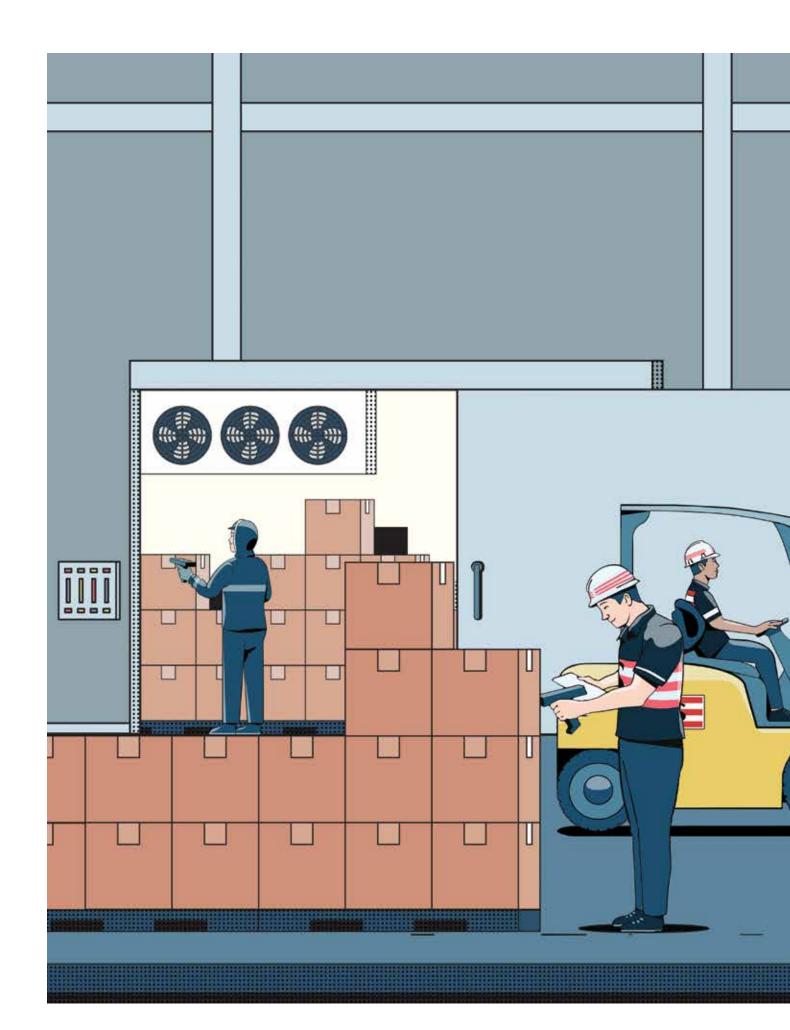
Samudera's focus on continuous improvement strengthens our ability to navigate industry shifts and seize opportunities. I am grateful to have a team of staff and crew members who have maintained the nimbleness of thought and the relentless drive to do better for our customers.

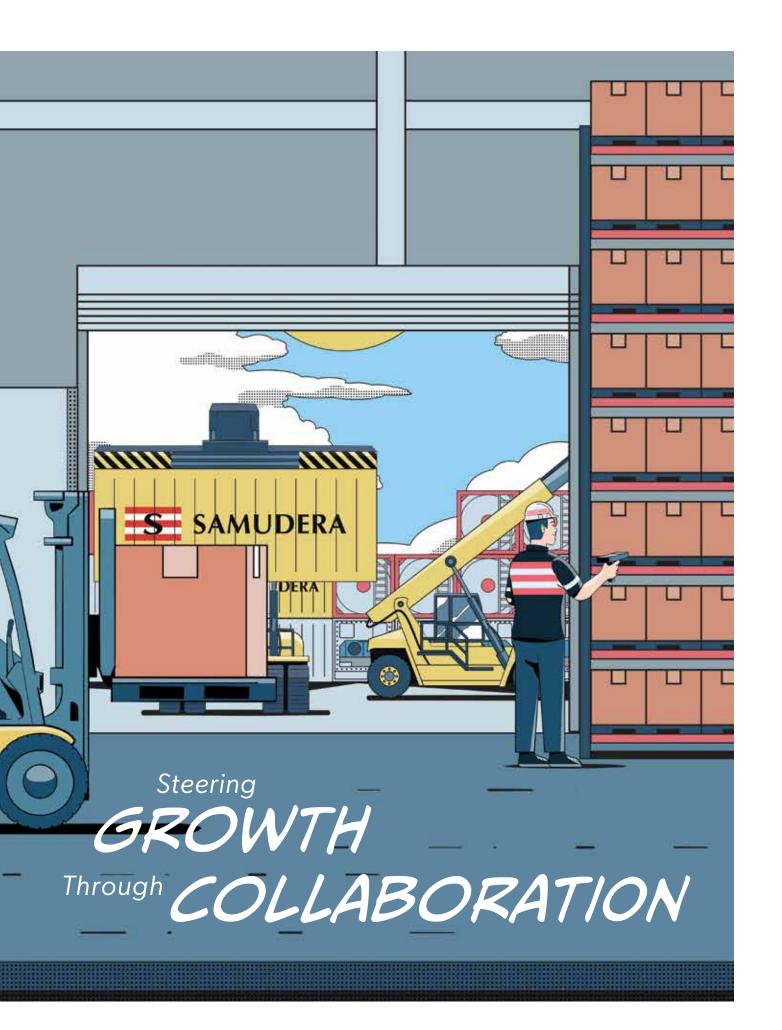
The support and trust given to us by our customers, business partners, bankers and shareholders are instrumental to our success. My thanks, too, to our Directors for their advice and guidance.

Stay with us on this fruitful journey.

# BANI M. MULIA

Group CEO





# Board of DIREC



# TORS

### left to right:

Tay Beng Chai ♦ Bani Maulana Mulia ♦ Max Loh Khum Whai ♦ Masli Mulia ♦ Goh Teik Poh ♦ Tan Meng Toon



# Board of DIRECTORS

## MASLI MULIA

Non-Executive Chairman (Age 78)

Mr Masli is the Non-Executive Chairman of the Company and a member of the Nominating Committee. As Chairman, he provides overall leadership to the Board and is committed to promoting a high standard of corporate governance within the Company. He is also a member of the Board of Commissioners of PT Samudera Indonesia Tbk ("Samudera Indonesia"), a majority shareholder of the Company.

Mr Masli brings a wealth of experience in maritime industry. He joined Samudera Indonesia in 1971 and has held various leadership roles, including President Director prior to his appointment as Commissioner. He was previously the Chairman of the ASEAN Federation of Forwarders Association and the Indonesian Logistics and Freight Forwarders Association. Mr Masli formerly served as a member of the Advisory Board in the Indonesian National Shipowners' Association (INSA).

Mr Masli graduated from the Merchant Marine Academy, Jakarta, Indonesia in 1970.

# BANI MAULANA MULIA

Executive Director and Group Chief Executive Officer (Age 45)

Mr Bani was appointed as Group CEO of the Company on 1 September 2020 and is responsible for driving the Group's strategic direction, business growth and day-to-day operations. He is also the President Director of Samudera Indonesia.

With over two decades of experience in the shipping, port, and logistics industries, Mr Bani began his career in 2001 as a finance officer in Samudera Indonesia. Over the years, he has taken on various roles and responsibilities within the organisation before being appointed as a board member in Samudera Indonesia in 2009, and then as its President Director in June 2020, leading sustained growth and transformation. His extensive industry knowledge, leadership experience, and strategic vision play a key role in driving the Group's long-term success.

Mr Bani majored in Management in the Economics Faculty of University of Indonesia, and furthered his education in Deakin University, Australia, majoring in Finance.

## RIDWAN HAMID

Executive Director, Group Business Support (Age 62)

Mr Ridwan is the Executive Director, Group Business Support who is responsible for the overall finance & administrative, human capital, business process & IT functions of the Group. Concurrently, Mr Ridwan also serves as Finance Director of Samudera Indonesia.

Mr Ridwan began his career in Arthur Andersen (previously named SGV Utomo). He then spent more than a decade with Coca-Cola Amatil Indonesia, before moving on to Hutchison Port Indonesia as CFO and, later on, as its President Director. Mr Ridwan subsequently took on the role of an Executive Committee member of the International Association of Ports and Harbors, followed by CEO and President Director of Anglo Eastern Plantations Group, before joining Samudera Indonesia

Mr Ridwan holds a Bachelor of Economics in Finance and Accounting, from Padjadjaran University, Bandung, Indonesia

## TAN MENG TOON

Executive Director, Group Business Operations (Age 66)

Mr Tan is the Executive Director, Group Business Operations who is responsible for its overall commercial, trade, operation as well as strategies & business development functions.

Over the years, Mr Tan has held various roles within the Group. Prior to his appointment as Executive Director, he was the Deputy Director, Trade in charge of the Group's trade functions. Previously, he served as General Manager, responsible for the Company's feeder business and its development. His earlier roles included Assistant General Manager for Operations overseeing operation activities and fleet management and General Manager for Liner, responsible for liner business development and container fleet management.

Mr Tan started his career as a deck officer in several shipping companies giving him on-board vessel experience. He later moved into ship management, serving as a technical superintendent before joining the Group. His extensive background in both onboard operations and management gives him a comprehensive understanding of the shipping industry.

Mr Tan holds a Foreign Ocean Going Master (Class I) Certificate.

## GOH TEIK POH

Independent and Non-Executive Director (Age 66)

Mr Goh was appointed as an Independent and Non-Executive Director on 29 April 2024 and serves as the Chairman of the Remuneration Committee and also a member of the Audit and Nominating Committees.

With extensive experience in the maritime, shipping, and talent development sectors, he has held multiple leadership and advisory roles in the industry. Mr Goh serves as Managing Director of Global Maritime Talent Pte Ltd and Chairman of International PTC Pte Ltd. He is also actively involved in education and industry development, holding key positions at Nanyang Technological University as Chairman of

the NTU BSc Maritime Studies Programme Advisory Committee and member of the NTU Civil & Environmental Engineering School Advisory Committee. Additionally, he serves as a Board Member at Singapore Polytechnic International Pte Ltd.

Mr Goh holds a BSc (Hons) in Maritime Commerce, University of Wales, UK and an MSc Transportation, Northwestern University, USA.

# TAY BENG CHAI

Independent and Non-Executive Director (Age 64)

Mr Tay was appointed as an Independent and Non-Executive Director on 29 April 2024 and serves as a member of the Audit, Nominating and Remuneration Committees. He is also an Independent Director of Amcorp Global Limited and a director of TTSH Community Fund. Mr Tay was an Independent Director of Sungei Bagan Rubber Company (Malaya) Berhad, Kluang Rubber Company (Malaya) Berhad, Malaysian Bulk Carrier Berhad and Kuchai Development Berhad.

With over 30 years of corporate and commercial experience in Singapore and Malaysia, Mr Tay has a strong background in corporate law, specialising in mergers and acquisitions, equity capital markets, private equity, and competition law.

Mr Tay graduated with a Bachelor of Laws (LL.B (Hons)) (Second Upper) from the National University of Singapore in 1985. He was admitted as an Advocate and Solicitor to the Singapore Bar in 1986 and later as an Advocate and Solicitor of the High Court of Malaya in 1989. He founded Tay & Partners in 1989, establishing offices in Johor Bahru and Kuala Lumpur, and co-founded Bird & Bird ATMD LLP in Singapore.

Mr Tay served as Bird & Bird's head of corporate practice for its offices in Asia Pacific whilst heading up Tay & Partners' Malaysian offices. He is also a Fellow of the Singapore Institute of Arbitrators, which adds to his wealth of experience in dispute resolution and corporate advisory.

## LEE LAY ENG JULIANA

Lead Independent and Non-Executive Director (Age 69)

Ms Lee was appointed as Independent and Non-Executive Director of the Board in August 2018 and serves as the Lead Independent Director and member of the Audit, Nominating and Remuneration Committees. She is currently the Director of Caridian Consulting Pte Ltd and a specialist in tax advisory. Ms Lee was formerly a tax partner with Arthur Andersen and Ernst & Young and has worked with multinational and local companies on mergers, acquisitions, business reorganisation, cross-border and domestic transactions and restructuring.

Ms Lee holds a Bachelor of Law (Honours) from the then University of Singapore. She is a Registered Trust and Estate Practitioner with the Society of Trust and Estate Practitioners (STEP)(Retired). Ms Lee was formerly an Accredited Tax Advisor (Income Tax) under the Singapore Chartered Tax Professionals Limited.

## MAX LOH KHUM WHAI

Independent and Non-Executive Director (Age 63)

Mr Loh was appointed as an Independent and Non-Executive Director on 29 April 2024 and serves as the Chairman of the Audit Committee and also a member of the Nominating and Remuneration Committees. With over 35 years of experience in audit and business advisory services, he has worked across diverse industries, including technology, construction, manufacturing, hospitality, financial institutions, and government entities. He is also experienced in strategic planning, re-organisation, and operations improvement projects for various local companies as part of their globalisation and listing efforts.

Prior to his retirement in July 2022, he was the EY Managing Partner for ASEAN, Singapore, and Brunei. He also serves in the capacity of Non-Executive Chairman of both the Competition & Consumer Commission of Singapore and ISCA Cares (IPC). He is also a board member of Building & Construction Authority, CapitaLand Ascott Trust Management Limited and CapitaLand Ascott Business Trust Management Pte. Ltd (Managers of CapitaLand Ascott REIR and Business Trust), SPH Media Holdings, Asia Pacific Exchange Pte. Ltd., Asia Pacific Clear Pte. Ltd. and Stroke Support Station Ltd (IPC).

Mr Loh graduated from the National University of Singapore with Honours and is a Fellow Chartered Accountant of the Institute of Singapore Chartered Accountants. He is also a Fellow CPA of CPA Australia and a Fellow Member of the Singapore Institute of Directors.

## LOW CHEE WAH

Independent and Non-Executive Director (Age 60)

Mr Low was appointed as an Independent and Non-Executive Director in August 2023 and serves as the Chairman of the Nominating Committee and a member of the Remuneration Committee. He previously held the position of Chief Executive Officer at Frasers Property Retail and served as a Non-Executive and Non-Independent Director on the Board of Frasers Centrepoint Asset Management Ltd, manager of Frasers Centrepoint Trust. He has more than 30 years of experience in the real estate and banking industries and has held senior key roles in various reputable companies.

Beyond corporate leadership, Mr Low is also actively involved in community service and charity organisations. He serves as a Council Member at Dover Park Hospice and a Board Member at New Life Community Services, contributing his expertise towards meaningful social impact.

Mr Low holds a Bachelor of Economics and a Bachelor of Laws from Monash University, Australia. He is also a Fellow of CPA Australia and a Fellow of the Institute of Singapore Chartered Accountants.

# Board of DIRECTORS



# MASLI MULIA

**Date of first appointment as a Director:** 

**Date of last re-election as a Director:** 

**Academic and Professional Qualification(s):** 

Merchant Marine Academy (Jakarta, Indonesia)

**Present Directorship:** 

OTHER LISTED COMPANIES

PT Samudera Indonesia Tbk

Commissioner

OTHER PRINCIPAL COMMITMENTS

PT Ngrumat Bondo Utomo

**President Commissioner** 

PT NBU Indonesia Utama

**President Commissioner** 

PT Samudera Indonesia Tangguh

Commissioner

PT Samudera Wadah Mitra

Commissioner

Past Directorships in listed companies held over the preceding three years:

None



# BANI MAULANA MULIA

Date of first appointment as a Director:

1 September 2020

Date of last re-election as a Director:

28 April 2023

Academic and Professional Qualification(s):

Management in the Economics Faculty of University of

Deakin University, Australia, majoring in Finance

**Present Directorship:** 

OTHER LISTED COMPANIES

PT Samudera Indonesia Tbk

**President Director** 

OTHER PRINCIPAL COMMITMENTS

PT Samudera Indonesia Tangguh

President Director

PT Ngrumat Bondo Utomo

Director

PT NBU Indonesia Utama

Director

PT Samudera Agencies Indonesia

President Commissioner

PT Samudera Energi Tangguh

President Commissioner

PT Samudera Perkapalan Indonesia Commissioner

PT Samudera Pelabuhan Indonesia

President Commissioner

PT Samudera Sarana Logistik

Past Directorships in listed companies held over the preceding three years:

None



# RIDWAN HAMID

#### **Date of first appointment as a Director:**

1 November 2020

#### **Date of last re-election as a Director:**

28 April 2023

#### **Academic and Professional Qualification(s):**

Bachelor of Economics in Finance and Accounting, Padjadjaran University, Bandung, Indonesia

#### **Present Directorship:**

OTHER LISTED COMPANIES

PT Samudera Indonesia Tbk

**Finance Director** 

#### OTHER PRINCIPAL COMMITMENTS

PT Samudera Indonesia Tangguh

Finance Director

PT Samudera Pelabuhan Indonesia

PT Samudera Sarana Logistik

Commissioner

#### Past Directorships in listed companies held over the preceding three years:



# TAN MENG TOON

#### Date of first appointment as a Director:

1 August 2018

#### Date of last re-election as a Director:

29 April 2024

#### Academic and Professional Qualification(s):

Certificate of Competency Foreign Ocean Going (Class 1) Certificate

#### **Present Directorship:**

OTHER LISTED COMPANIES

None

#### OTHER PRINCIPAL COMMITMENTS

PT Samudera Shipping Indonesia

**President Commissioner** 

Samudera Ships Investment Pte Ltd

Director

Samudera Shipping Line (India) Pvt Ltd

#### Past Directorships in listed companies held over the preceding three years:

None

# Board of DIRECTORS



# LEE LAY ENG JULIANA

Date of first appointment as a **Director:** 

1 August 2018

Date of last re-election as a **Director:** 

29 April 2024

#### **Academic and Professional** Qualification(s):

Bachelor of Law (Honours) from National University of Singapore

Registered Trust and Estate Practitioner with the Society of Trust and Estate Practitioners (STEP)

#### **Present Directorship:**

OTHER LISTED COMPANIES

None

OTHER PRINCIPAL COMMITMENTS

Caridian Consulting Pte Ltd Director

**Past Directorships in listed** companies held over the preceding three years:



# LOW CHEE

Date of first appointment as a **Director:** 

1 August 2023

Date of last re-election as a **Director:** 

29 April 2024

#### **Academic and Professional** Qualification(s):

Bachelor of Economics from Monash University, Australia

Bachelor of Laws from Monash University, Australia

Institute of Singapore Chartered Accountants (Fellow Member)

CPA Australia (Fellow Member)

### **Present Directorship:**

OTHER LISTED COMPANIES

None

OTHER PRINCIPAL COMMITMENTS **Dover Park Hospice** 

Council Member

**New Life Community Services Board Member** 

#### **Past Directorships in listed** companies held over the preceding three years:

Frasers Centrepoint Asset Management Ltd, manager of Frasers Centrepoint Trust



# GOH TEIK

Date of first appointment as a **Director:** 

29 April 2024

Date of last re-election as a **Director:** 

#### **Academic and Professional** Qualification(s):

BSc (Hons) Maritime Commerce, University of Wales, UK

MSc Transportation, Northwestern University, USA

## **Present Directorship:**

OTHER LISTED COMPANIES

OTHER PRINCIPAL COMMITMENTS Global Maritime Talent Pte Ltd

Founder & Managing Director

Singapore Polytechnic International Pte Ltd

#### **Board Member**

**BSc Maritime Studies Programme** Advisory Committee, NTU

International PTC Pte Ltd Chairman

NTU-Civil & Environmental **Engineering School Advisory** Committee

Member

**Past Directorships in listed** companies held over the preceding three years:



# TAY BENG CHAI

Date of first appointment as a Director:

29 April 2024

Date of last re-election as a Director:

**Academic and Professional** Qualification(s):

National University of Singapore, LL.B (Hons)

**Present Directorship:** 

OTHER LISTED COMPANIES Amcorp Global Limited Independent Director

OTHER PRINCIPAL COMMITMENTS TTSH Community Fund Director

#### **Past Directorships in listed** companies held over the preceding three years:

Malaysian Bulk Carrier Berhad Kluang Rubber Company (Malaya) Berhad

Sungei Bagan Rubber Company (Malaya) Berhad

Kuchai Development Berhad



# MAX LOH KHUM WHAI

Date of first appointment as a **Director:** 29 April 2024

Date of last re-election as a **Director:** 

**Academic and Professional** Qualification(s):

Bachelor of Accountancy (Honours), National University of Singapore

Fellow Chartered Accountant, Institute of Singapore Chartered Accountants

Fellow member CPA, CPA Australia

Fellow member, Singapore Institute of Directors

**Present Directorship:** OTHER LISTED COMPANIES

CapitaLand Ascott Trust Management Limited and CapitaLand Ascott Business Trust Management Pte. Ltd (Managers of CapitaLand Ascott REIT and Business Trust)

**Non-Executive Director** 

OTHER PRINCIPAL COMMITMENTS

Competition & Consumer Commission of Singapore

Chairman

**Building & Construction** Authority

Deputy Chairman

SPH Media Holdings Limited

Non-Executive Director

ISCA Cares Ltd (IPC)

Chairman

Stroke Support Station Ltd (IPC) Treasurer/Director

Singapore Institute of Directors

Treasurer

Tanjong Pagar-Tiong Bahru Citizens Consultative Committee

Chairman

Asia Pacific Exchange Pte Ltd Non-Executive Director

Asia Pacific Clear Pte Ltd

Non-Executive Director **Past Directorships in listed** 

companies held over the preceding three years:



# ADDITIONAL INFORMATION ON DIRECTORS SEEKING RE-APPOINTMENT AT THE ANNUAL GENERAL MEETING ON 29 APRIL 2025

Pursuant to Rule 720(6) of the Listing Manual of the Singapore Exchange Securities Trading Limited ("SGX-ST"), the information as set out in the Appendix 7.4.1 of the Listing Manual of the SGX-ST on Messrs Bani Maulana Mulia, Ridwan Hamid, Max Loh Khum Whai, Goh Teik Poh, and Tay Beng Chai, who are seeking re-appointment as Directors at the Company's forthcoming Annual General Meeting on 29 April 2025, are set out below:

	Retiring pursuant to Rule 720(5) of the SGX-ST Listing Manual and Article 91 of the Constitution of the Company		Article 97 of the Constitution of the Company		
Information as required in Appendix 7.4.1	MR BANI MAULANA MULIA ("Mr Bani")	MR RIDWAN HAMID ("Mr Ridwan")	MR MAX LOH KHUM WHAI ("Mr Loh")	MR GOH TEIK POH ("Mr Goh")	MR TAY BENG CHAI ("Mr Tay")
	Executive Director and Group Chief Executive Officer	Executive Director, Group Business Support	Independent and Non-Executive Director	Independent and Non-Executive Director	Independent and Non-Executive Director
Date of Appointment	1 September 2020	1 November 2020	29 April 2024	29 April 2024	29 April 2024
Date of last re-appointment (if applicable)	28 April 2023	28 April 2023	N.A.	N.A.	N.A.
Age	45	62	63	66	64
Country of principal residence	Indonesia	Indonesia	Singapore	Singapore	Singapore
The Board's comments on this re-appointment	The NC had recommended to the Board the reappointment of Mr Bani as a Director and took into account his attendance and participation at the meetings, expertise, contributions and commitment in the discharge of his duties as an Executive Director and Group Chief Executive Officer in its assessment and recommendation. The Board, having considered the NC's recommendation, is satisfied that Mr Bani will continue to contribute meaningfully to the Board.	The NC had recommended to the Board the reappointment of Mr Ridwan as a Director and took into account his attendance and participation at meetings, expertise, contributions and commitment in the discharge of his duties as an Executive Director, Group Business Support, in its assessment and recommendation. The Board, having considered the NC's recommendation, is satisfied that Mr Ridwan will continue to contribute meaningfully to the Board.	Pursuant to Article 97 of the Company's Constitution, the NC had recommended to the Board the re-appointment of Mr Loh, who was newly appointed as an Independent and Non-Executive Director of the Company on 29 April 2024. The Board, having considered the NC's recommendation, is satisfied that Mr Loh will contribute meaningfully to the Board.	Pursuant to Article 97 of the Company's Constitution, the NC had recommended to the Board the re-appointment of Mr Goh, who was newly appointed as an Independent and Non-Executive Director of the Company on 29 April 2024. The Board, having considered the NC's recommendation, is satisfied that Mr Goh will contribute meaningfully to the Board.	Pursuant to Article 97 of the Company's Constitution, the NC had recommended to the Board the re-appointment of Mr Tay, who was newly appointed as an Independent and Non-Executive Director of the Company on 29 April 2024. The Board, having considered the NC's recommendation, is satisfied that Mr Tay will contribute meaningfully to the Board.
Whether reappointment is executive, and if so, the area of responsibility	Yes responsible for the overall strategic direction, growth and day-to-day operations of the Group	Yes responsible for the overall finance and administrative functions as well as people and technology of the Group	N.A.	N.A.	N.A.
Job Title	Executive Director and Group Chief Executive Officer	Executive Director, Group Business Support	Independent and Non-Executive Director, Chairman of the Audit Committee, and member of the Nominating and Remuneration Committees	Independent and Non-Executive Director, Chairman of the Remuneration Committee, and member of the Audit and Nominating Committees	Independent and Non- Executive Director, and member of the Audit, Nominating and Remuneration Committees

	Retiring pursuant to Rule 720(5) of the SGX-ST Listing Manual and Article 91 of the Constitution of the Company		Article 97 of the Constitution of the Company		
Information as required in Appendix 7.4.1	MR BANI MAULANA MULIA ("Mr Bani")	MR RIDWAN HAMID ("Mr Ridwan")	MR MAX LOH KHUM WHAI ("Mr Loh")	MR GOH TEIK POH ("Mr Goh")	MR TAY BENG CHAI ("Mr Tay")
	Executive Director and Group Chief Executive Officer	Executive Director, Group Business Support	Independent and Non-Executive Director	Independent and Non-Executive Director	Independent and Non-Executive Director
Professional qualifications	Please refer to page 30 of the FY2024 Annual Report.	Please refer to page 31 of the FY2024 Annual Report.	Please refer to page 33 of the FY2024 Annual Report.	Please refer to page 32 of the FY2024 Annual Report.	Please refer to page 33 of the FY2024 Annual Report.
Working experience and occupation(s) during the past 10 years	President Director of PT Samudera Indonesia Tbk  President Director of PT Samudera Indonesia Tangguh  2008 - Present: Director of PT Ngrumat Bondo Utomo  2014 - Present: Director of PT NBU Indonesia Utama  Director or commissioner in other Samudera Indonesia group of companies	Finance Director of PT Samudera Indonesia Tbk  2019 – Present: Finance Director of PT Samudera Indonesia Tangguh  Commissioner in other Samudera Indonesia group of companies  2011 – 2014: CEO and President Director of Anglo Eastern Plantations Group	2011 – 2022: Managing Partner of Ernst & Young LLP (Asean & Singapore)  2021 – Present: Chairman of Competition & Consumer Commission of Singapore  2021 – Present: Deputy Chairman of Building & Construction Authority  2022 – Present: Non-Executive Director of SPH Media Holdings Limited  2015 – Present: Chairman of ISCA Cares Ltd (IPC)  2022 – Present: Treasurer/Director of Stroke Support Station Ltd (IPC)  2019 – Present: Treasurer of Singapore Institute of Directors  2022 – Present: Chairman of Tanjong Pagar-Tiong Bahru Citizens Consultative Committee  2024 – Present: Non-Executive Director of Asia Pacific Exchange Pte Ltd  Non-Executive Director of Asia Pacific Clear Pte Ltd	Present: Founder and Managing Director of Global Maritime Talent Pte Ltd  2023 – Present: Board Member of Singapore Polytechnic International Pte Ltd  2017 – Present: Chairman of BSc Maritime Studies Programme Advisory Committee, NTU  2023 – Present: Chairman of International PTC Pte Ltd  2022 – Present: Member of NTU-Civil & Environmental Engineering School Advisory Committee	1989 – 2021: Managing Partner of Tay & Partners, Malaysia  2009 – 2021: Partner of Bird & Bird ATMD LLP, Singapore  2021 – Present: Independent Director of Amcorp Global Limited  2023 – Present: Director of TTSH Community Fund
Shareholding interest in the Company and its subsidiaries	Yes  Please refer to the "Directors' Statements" section on page 34 to 36 of the 2024 Annual Report (Financial).	Nil	Nil	Yes.  Please refer to the "Directors' Statements" section on page 34 to 36 of the 2024 Annual Report (Financial).	Nil

	Retiring pursuant to Rule 720(5) of the SGX-ST Listing Manual and Article 91 of the Company		Article 97 of the Constitution of the Company		
Information as required in Appendix 7.4.1	MR BANI MAULANA MULIA ("Mr Bani")	MR RIDWAN HAMID ("Mr Ridwan")	MR MAX LOH KHUM WHAI ("Mr Loh")	MR GOH TEIK POH ("Mr Goh")	MR TAY BENG CHAI ("Mr Tay")
	Executive Director and Group Chief Executive Officer	Executive Director, Group Business Support	Independent and Non-Executive Director	Independent and Non-Executive Director	Independent and Non-Executive Director
Any relationship (including immediate family relationships) with any existing director, existing executive officer, the Company and/or substantial shareholder of the Company or of any of its principal subsidiaries	Mr Bani's relationships, including immediate family relationships with the Company's existing directors, the Company, its substantial shareholders and principal subsidiaries are set out below:  Relationship with Existing Directors of the Company: Mr Bani is the son of Mr Masli Mulia, the Non-Independent and Non-Executive Director and Board Chairman of the Company: Mr Bani is the brother of Mr Trisnadi Sukur Muslim Mulia, the Managing Director, Head of Strategy & Business Development of the Company.  Relationship with the Company's substantial shareholders: Mr Bani is the President Director of (i) PT Samudera Indonesia Tbk ("PTSI"), being the controlling shareholder of the Company, and (ii) PT Samudera Indonesia Tangguh ("PTSI"), being the controlling shareholder of PTSI. He is also a Director of (i) PT Ngrumat Bondo Utomo ("NBU"), being the ultimate holding company of the Company and (ii) PT NBU Indonesia Utama, which is a shareholder of PTSIT. He is the son of Ms Chandraleika Mulia, being a Commissioner and a substantial shareholder of NBU.  Relationship with the Company's principal subsidiaries: Mr Bani Maulana Mulia is a President Commissioner of the Company's principal subsidiaries:	Mr Ridwan does not have any relationship or immediate family relationship with the Company's existing directors, the Company and its principal subsidiaries.  Relationship with the Company's substantial shareholders: Mr Ridwan is the Finance Director of PTSI and PTSIT.	Mr Loh does not have any relationship or immediate family relationship with the Company's existing directors, the Company, its substantial shareholders and principal subsidiaries.	Mr Goh does not have any relationship or immediate family relationship with the Company's existing directors, the Company, its substantial shareholders and principal subsidiaries.	Mr Tay does not have any relationship or immediate family relationship with the Company's existing directors, the Company, its substantial shareholders and principal subsidiaries.

	Retiring pursuant to Rule 720(5) of the SGX-ST Listing Manual and Article 91 of the Constitution of the Company		Article 97 of the Constitution of the Company		
Information as required in Appendix 7.4.1	MR BANI MAULANA MULIA ("Mr Bani")	MR RIDWAN HAMID ("Mr Ridwan")	MR MAX LOH KHUM WHAI ("Mr Loh")	MR GOH TEIK POH ("Mr Goh")	MR TAY BENG CHAI ("Mr Tay")
	Executive Director and Group Chief Executive Officer	Executive Director, Group Business Support	Independent and Non-Executive Director	Independent and Non-Executive Director	Independent and Non-Executive Director
Conflict of interest (including any competing business)	The Group has existing transactions with its controlling shareholders and their associates.	The Group has existing transactions with its controlling shareholders and their associates.	Nil	Nil	Nil
	The Group may enter into new transactions or renew existing engagement in which Mr Bani is a director/commissioner of these contracting parties, any potential conflict of interest will be mitigated as follows:  1. Mr Bani is answerable to the Board of Directors of the Company. All the major decision involving the Group will be determined by the Board of Directors of the Company. The Board of Directors will review instances of conflict of interest	The Group may enter into new transactions or renew existing engagement in which Mr Ridwan is a director/commissioner of these contracting parties, any potential conflict of interest will be mitigated as follows:  1. Mr Ridwan is answerable to the Board of Directors of the Company. All the major decision involving the Group will be determined by the Board of Directors of the Company. The Board of Directors will review instances of conflict of interest			
	involving Mr Bani.  2. In instances where conflict of interest exists, Mr Bani will abstain from voting and/or making recommendations on the matter.	involving Mr Ridwan.  2. In instances where conflict of interest exists, Mr Ridwan will abstain from voting and/or making recommendations on the matter.			
	3. The Company has internal procedure mechanism to assess and ensure that transactions involving conflict of interest shall be on arm's length basis and not prejudicial to the interest of the Group and shareholders of the Company.	3. The Company has internal procedure mechanism to assess and ensure that transactions involving conflict of interest shall be on arm's length basis and not prejudicial to the interest of the Group and shareholders of the Company.			
	4. The Audit Committee will review any actual or potential conflicts of interest. The review involves examination of the nature of the conflict. The Audit Committee has put in place measures for the Company to mitigate the impact of any potential conflict of interest.	4. The Audit Committee will review any actual or potential conflicts of interest. The review involves examination of the nature of the conflict. The Audit Committee has put in place measures for the Company to mitigate the impact of any potential conflict of interest.			
	<ol> <li>As Group Chief Executive Officer of the Company, Mr Bani owes a duty of fidelity and good faith to the Company.</li> </ol>	5. As Executive Director, Group Business Support of the Company, Mr Ridwan owes a duty of fidelity and good faith to the Company			

	Retiring pursuant to Rule 720(5) of the SGX-ST Listing Manual and Article 91 of the Constitution of the Company		Article 97 of the Constitution of the Company		
Information as required in Appendix 7.4.1	MR BANI MAULANA MULIA ("Mr Bani")	MR RIDWAN HAMID ("Mr Ridwan")	MR MAX LOH KHUM WHAI ("Mr Loh")	MR GOH TEIK POH ("Mr Goh")	MR TAY BENG CHAI ("Mr Tay")
	Executive Director and Group Chief Executive Officer	Executive Director, Group Business Support	Independent and Non-Executive Director	Independent and Non-Executive Director	Independent and Non-Executive Director
Undertaking (in the format set out in Appendix 7.7) under Rule 720(1) of the Listing Manual of the SGX- ST has been submitted to the Company	Yes	Yes	Yes	Yes	Yes
Other Principal Commitments <sup>1</sup> including Directorships <sup>2</sup>	Past Directorships (for the last 5 years), Present / Existing Directorships, and Other Principal Commitments: Please refer to page 30 of the FY2024 Annual Report.	Past Directorships (for the last 5 years), Present / Existing Directorships, and Other Principal Commitments: Please refer to page 31 of the FY2024 Annual Report.	Past Directorships (for the last 5 years), Present / Existing Directorships, and Other Principal Commitments: Please refer to page 33 of the FY2024 Annual Report.	Past Directorships (for the last 5 years), Present / Existing Directorships, and Other Principal Commitments: Please refer to page 32 of the FY2024 Annual Report.	Past Directorships (for the last 5 years), Present / Existing Directorships, and Other Principal Commitments: Please refer to page 33 of the FY2024 Annual Report.
Disclosures as set out in paragraphs (a) to (k) of the Appendix 7.4.1	Mr Bani provided a negative confirmation to each of the items (a) to (k).	Mr Ridwan has provided a negative confirmation to each of the items (a) to (k).	Mr Loh has provided a negative confirmation to each of the items (a) to (k).	Mr Goh has provided a negative confirmation to each of the items (a) to (k).	Mr Tay has provided a negative confirmation to each of the items (a) to (k).

<sup>1 &</sup>quot;Principal Commitments" has the same meaning as defined in the 2018 Code of Corporate Governance (i.e. includes all commitments which involve significant time commitment such as full-time occupation, consultancy work, committee work, non-listed company board representations and directorships and involvement in non-profit organisations. Where a director sits on the boards of non-active related corporations, those appointments should not normally be considered principal commitments).

<sup>2</sup> Not applicable for announcements of appointment pursuant to Rule 704(9) of the Listing Manual of the SGX-ST (i.e. appointment of a person who is a relative of a director or chief executive officer or substantial shareholder of the Company to a managerial position in the Company or any of its principal subsidiaries).











#### top to bottom:

- Bani Maulana Mulia
- ◆ Ridwan Hamid
- ◆ Tan Meng Toon
- ◆ Trisnadi Sukur Muslim Mulia
- ◆ Thomas Lee Thuan Aun
- ◆ Agnes Wong Pui Yee
- ◆ I Kadek Didik Wijaya

### BANI MAULANA MULIA

Executive Director and Group Chief Executive Officer

Profile of Bani Maulana Mulia can be found on page 28, Board Profile.

### RIDWAN HAMID

Executive Director, Group Business Support

Profile of Ridwan Hamid can be found on page 28, Board Profile.

### TAN MENG TOON

Executive Director, Group Business Operations

Profile of Tan Meng Toon can be found on page 28, Board Profile.

### TRISNADI SUKUR MUSLIM MULIA

Managing Director, Head of Strategy and Business Development

Trisnadi Sukur Muslim Mulia is the Managing Director, Head of Strategy and Business Development and is responsible for strategic planning, including business development and expansion.

Prior to his current appointment, Trisnadi was the Deputy Director of Finance and was responsible for the finance, accounting and administrative functions of the Group. He previously held various operational, business development and directorship positions within Samudera Indonesia. Trisnadi started his career in shipping with ANL Container Line in Melbourne. He later joined PT Samudera Logistics Services (formerly known as PT GAG Samudera Logistics) before moving to PT Panurjwan, an Indonesian domestic container shipping operation in Samudera Indonesia.

Trisnadi currently serves as one of the Vice-Chairmen of the Indonesian National Shipowners' Association (INSA) and a member of the International Committee under the Singapore Shipping Association (SSA). He graduated with a Bachelor of Planning & Design, majoring in Construction Management and a Master of Applied Commerce, majoring in Business Analysis and Systems, from the University of Melbourne, Australia.

## THOMAS LEE THUAN AUN

Managing Director, Head of Commercial

Thomas Lee Thuan Aun is the Managing Director, Head of Commercial and is responsible for the overall commercial activities of the Group.

Thomas Lee has been with the Group since 1997, when he joined as a Management Trainee before being deployed to the Group's SOC department as a Sales Executive. He was promoted to Assistant Manager, Trade and Development and subsequently rose through the ranks to reach the position of General Manager, Trade Management. He was promoted to Deputy Director, Trade and Commercial in 2018.

Thomas Lee has extensive experience in trade management and holds a Bachelor of Science from the National University of Singapore.

### AGNES WONG PUI YEE

Managing Director, Head of Finance

Agnes Wong Pui Yee is the Managing Director, Head of Finance and is responsible for the overall finance, accounting and legal functions of the Group. Prior to her current appointment, Agnes Wong has taken on various roles and responsibilities in areas such as accounting, taxation and corporate financing within the Group. She also serves as a director of various companies within the Group.

Agnes Wong has over 20 years of experience in the finance and accounting sectors as well as the shipping industry. She is a member of the Institute of Singapore Chartered Accountants (ISCA) and a fellow member of the Association of Chartered Certified Accountants (ACCA).

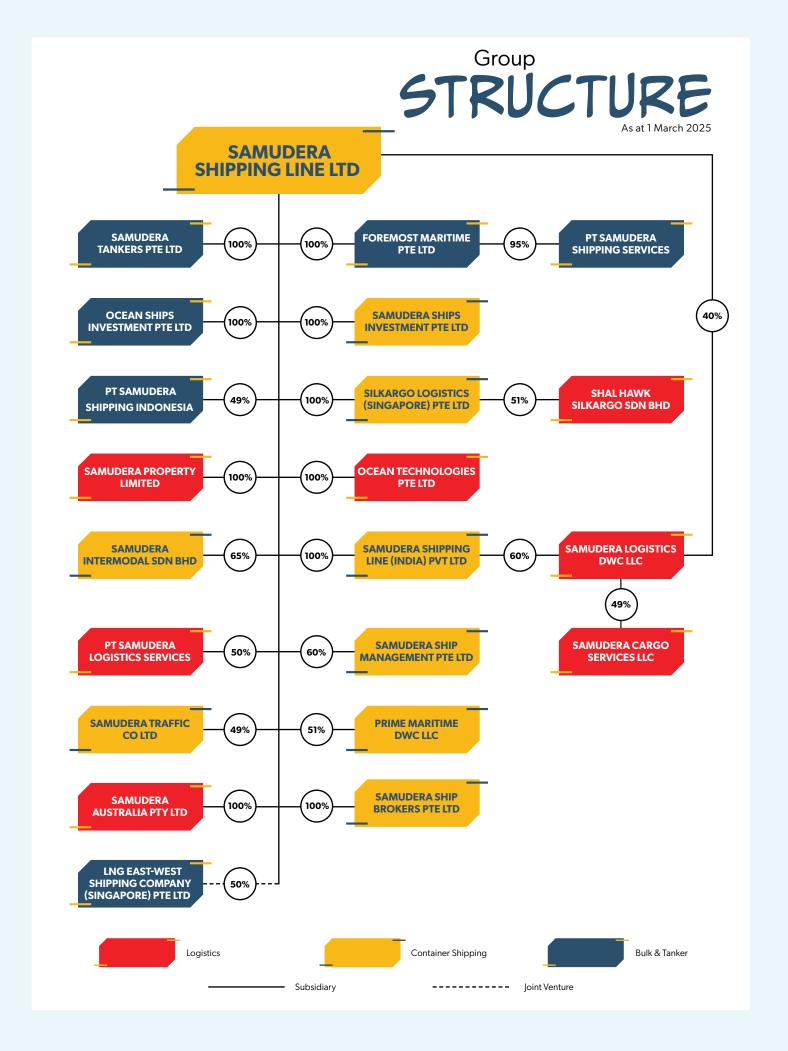
### I KADEK DIDIK WIJAYA

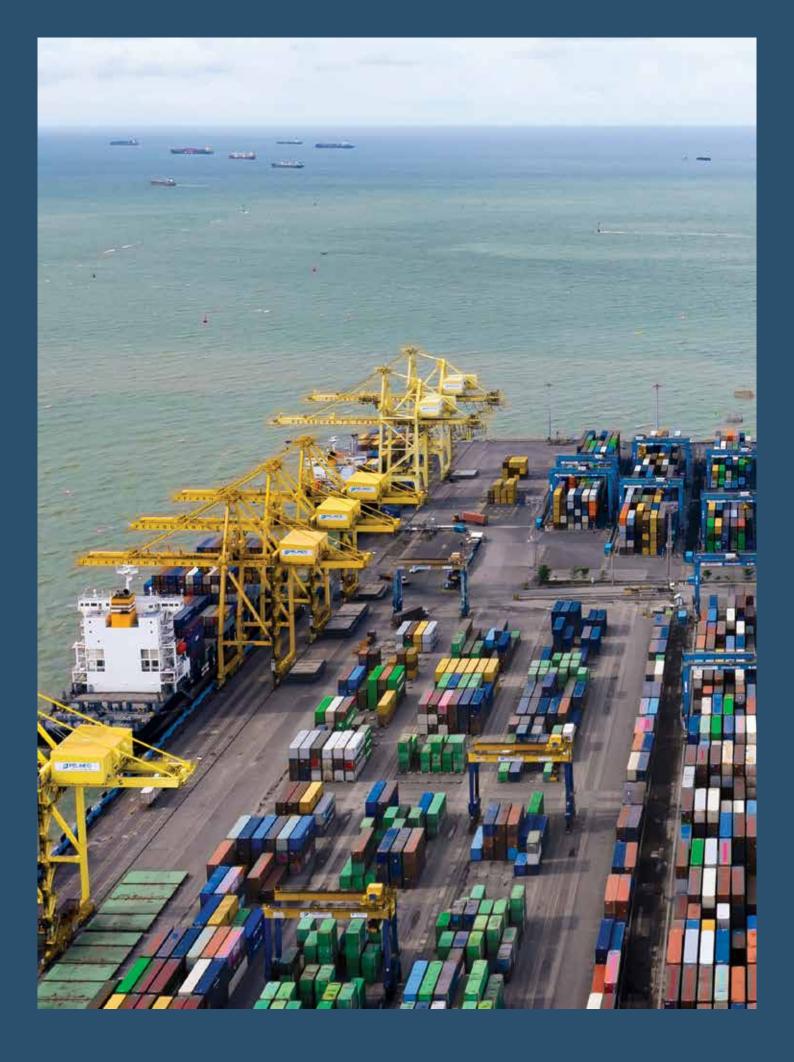
Managing Director, Head of People and Technology

I Kadek Didik Wijaya is the Managing Director, Head of People and Technology and is responsible for the Group's human capital and information technology.

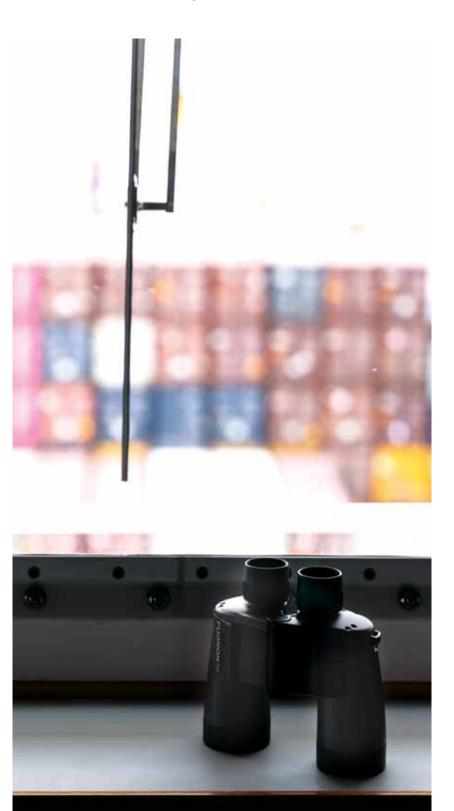
Prior to his current appointment, Kadek held various positions within the Group. Starting as a management trainee, he transitioned from system development to finance roles, eventually becoming Assistant General Manager for Finance in 2020. Subsequently, Kadek advanced through roles such as Head of Internal Audit and General Manager of Information Technology and Business Process before being promoted to Executive Vice President of People and Technology in 2022. Concurrently, he has been overseeing the Corporate Information Technology Division of PT Samudera Indonesia Tbk and PT Samudera Indonesia Tangguh since 2023.

Kadek also serves as the President Director at PT Praweda Sarana Informatika. He graduated with a Bachelor of Economics from Universitas Indonesia and a Master of Business Administration from Murdoch University.





# SUBSIDIARIES



### SILKARGO LOGISTICS (SINGAPORE) PTE LTD

Singapore

Silkargo Logistics (Singapore) Pte Ltd ("Silkargo") was established in Singapore in 1997 to provide end-to-end logistics services. The range of services offered by Silkargo includes sea transportation, customs processing, shipping, warehousing and inland transportation.

Silkargo also specialises in ISO tank operations for the safe transportation of food grade, liquid chemicals and dangerous goods.

### FOREMOST MARITIME PTE LTD

Singapore

Established in 1995, Foremost Maritime Pte Ltd ("Foremost") was set up as part of the Group's strategy to venture into tanker and dry bulk activities.

### SAMUDERA TANKERS PTE LTD

Singapore

Samudera Tankers Pte Ltd ("ST") was established in 2021 to provide tanker shipping services to the regional market. The principal activities of ST include owning, chartering and operating tanker vessels. Vessels owned by ST are mainly employed on a time charter basis. ST currently owns two (2) units of J-19 tankers.

### SAMUDERA SHIP MANAGEMENT PTE LTD

Singapore

Established in Singapore in 2022, Samudera Ship Management ("SSM") is a joint venture with PT Samudera Indonesia Ship Management, a ship management company providing a wide range of ship management services. SSM offers technical and crew management, marine services and other related services, such as vessel condition assessment and prepurchase inspection services, to ship owners worldwide.

### SAMUDERA SHIPS INVESTMENT PTE LTD

Singapore

Samudera Ships Investment Pte Ltd ("SSIPL") was incorporated in 2023 as the ship-owning arm of the Group to own container vessels. SSIPL owns a fleet of four (4) container vessels.

### SAMUDERA SHIP BROKERS PTE LTD

Singapore

Samudera Ship Brokers Pte Ltd ("SSB") was incorporated in 2024 to provide ship brokering services.

### OCEAN SHIPS INVESTMENT PTE LTD

Singapore

Ocean Ships Investment Pte Ltd ("OSI") was incorporated in 2021 as the investment arm of the Group to own tankers. The tankers are employed on a time charter basis.
OSI currently owns a LPG vessel.

### OCEAN TECHNOLOGIES PTE LTD

Singapore

Ocean Technologies Pte Ltd ("OT") was incorporated in 2021 to engage in shipping and logistics technology-related project investments. The activities of OT include but are not limited to research and development, particularly big data analytics and prediction for the shipping and logistics sectors.

### PT SAMUDERA SHIPPING SERVICES

Indonesia

Through Foremost, the incorporation of PT Samudera

Shipping Services ("SSS") in Indonesia provides specialised services, which include owning and chartering oil tankers and chemical tankers.

## PT SAMUDERA SHIPPING INDONESIA

Indonesia

The establishment of PT Samudera Shipping Indonesia ("SSI") allows the Group to maintain its presence in Indonesian domestic shipping services. SSI provides sea transportation for bulk shipping, oil, chemical products and other maritime projects. SSI currently owns a fleet of four (4) tankers.

### PT SAMUDERA LOGISTICS SERVICES

Indonesia

PT Samudera Logistics Services ("SLS"), a subsidiary of the Group since April 2022, provides warehouse and distribution services for various industries, including fast-moving consumer goods, pharmaceuticals, retail trade, domestic appliances, industrial and automotive spare parts and industrial lubricants. Leveraging its capabilities, SLS also offers 4PL services, successfully attracting and serving several leading brands.

### SAMUDERA INTERMODAL SDN BHD

Malaysia

Samudera Intermodal Sdn Bhd ("SISB"), a joint venture company between the Group and its business partner, QEL Shipping Service Sdn Bhd, was established in 2012. The primary activity of SISB is the provision of shipping agency services. SISB operates several offices in Malaysia, namely Port Klang, Penang and Kuantan.

### SHAL HAWK SILKARGO SDN BHD

Malaysia

Shal Hawk Silkargo Sdn Bhd ("SHS") was incorporated in 2017 as a joint venture company between the Group and its business partner, Shal Hawk Sdn Bhd. SHS's primary engagement is in the management of warehouses for general cargo, mining and oil and gas industry in the Port Klang Free Trade Zone, Malaysia. Currently, SHS owns and manages a bonded warehouse and a bonded open yard in the Port Klang Free Trade Zone.

### SAMUDERA TRAFFIC CO LTD

Thailand

Samudera Traffic Co Ltd ("STC") was incorporated in Thailand in 2004 to provide shipping agency services to the Group. As the Group's general shipping agent, STC handles all vessel and cargo operations at various main ports in Thailand, such as Bangkok, Laem Chabang and Songkhla. STC enables the Group to capitalise on local expertise and broaden its local customer network, marketing capabilities and experience in Thailand.

### SAMUDERA SHIPPING LINE (INDIA) PVT LTD

India

Samudera Shipping Line (India)
Pvt Ltd ("SSL India") primarily
engages in the shipping agency
business in India and provides a
support function for the Group's
container shipping services
connecting Singapore to the Indian
Subcontinent and the Middle East.
To date, it has a presence in five
major cities in India, namely Mumbai,
Kolkata, Chennai, Mundra and
Pipavav. SSL India is also appointed
as a local agent for other principals.

# SUBSIDIARIES

### SAMUDERA LOGISTICS DWC LLC

**United Arab Emirates** 

Samudera Logistics DWC LLC ("Samudera Dubai") is a free zone entity set up in 2015 in Dubai, United Arab Emirates, as an extension of the Group's network to tap into the trade growth surrounding India, the Middle East and Africa markets. Samudera Dubai provides reliable end-to-end multi-modal logistics services to diverse end-users in the region, such as manufacturing, construction, pharmaceuticals, agriculture and other industries.

### SAMUDERA CARGO SERVICES LLC

**United Arab Emirates** 

Samudera Cargo Services LLC ("SCS") is a Dubai mainland entity set up in 2015 as a local entity of the Group in Dubai, United Arab Emirates. SCS provides shipping agency services, customs clearance and formalities, warehousing, packing, relocation, local distribution and door delivery service from/to/within the United Arab Emirates.

### SAMUDERA PROPERTY LIMITED

United Arab Emirates

Samudera Property Limited ("SPL") was established in 2018 in Dubai, United Arab Emirates, to manage property assets in the Middle East region.

#### SAMUDERA AUSTRALIA PTY LTD

Australia

Samudera Australia Pty Ltd ("SAPL") is an Australian entity set up in 2024 as the investment holding company of the Group in Australia.

### PRIME MARITIME DWC LLC

United Arab Emirates

Prime Maritime DWC LLC ("PM") is a joint venture company between the Group and a business partner, the JM Baxi Group in India, registered in Dubai in 2017, in which the Company holds a majority stake. PM is the Group's vehicle to foray into the Arabian Gulf region. This is in line with the Group's goal of developing markets and expanding trade activities into new geographical areas. PM provides non-vessel operating common carriers and liners in South and West Asia.



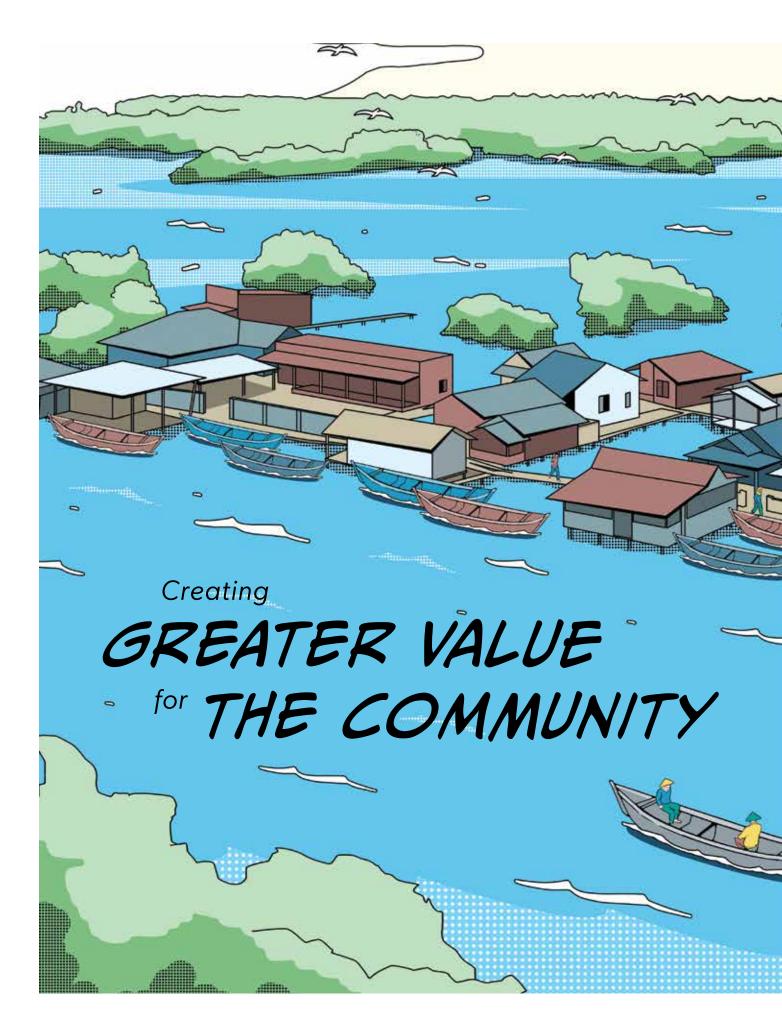
# Our JOINT VENTURE

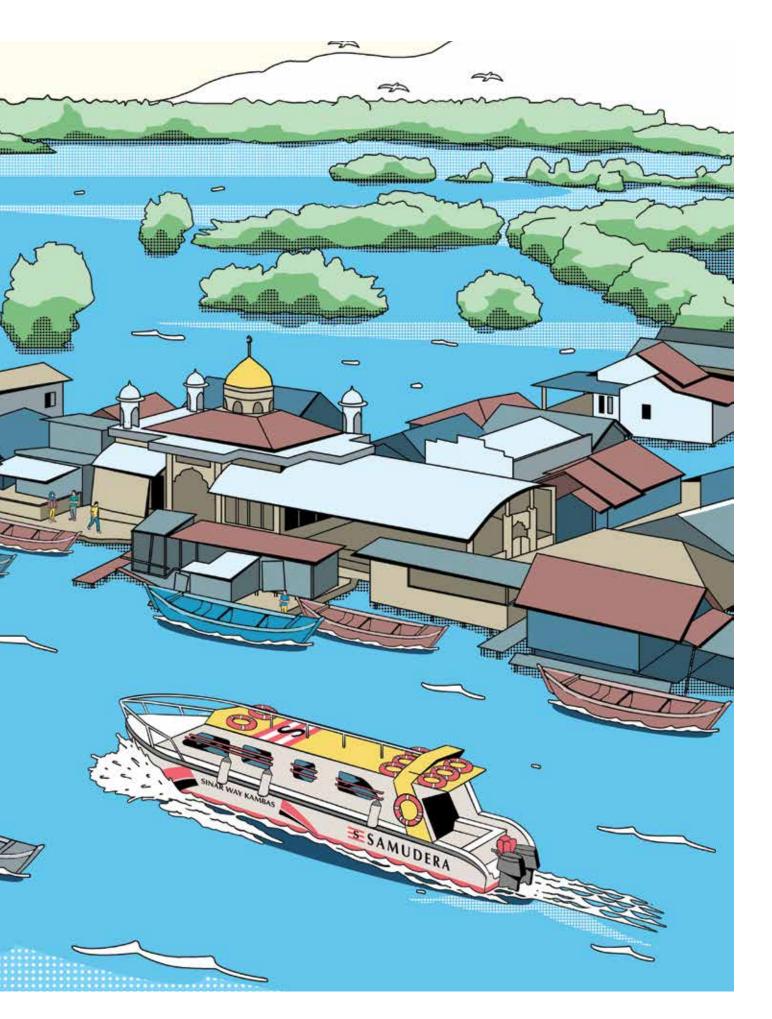
## LNG EAST-WEST SHIPPING COMPANY (SINGAPORE) PTE LTD

Singapore

LNG East-West Shipping Company (Singapore) Pte Ltd ("LNG-EW") is a joint venture company between the Group and Nippon Yusen Kabushiki Kaisha, with each having a direct interest of 50%. It primarily focuses on the transportation of liquefied natural gas and owns Tangguh Towuti, an LNG carrier with a capacity of 145,700 CBM. This vessel is currently employed under a long-term time charter contract.







# Corporate SOCIAL RESPONSIBILITY

t Samudera, we believe that our success is not only measured by how far we have grown but also by the positive impact we make in the communities we operate in. We constantly ask ourselves, "What are we doing for others?" and challenge our country teams to actively give back in meaningful ways. As we deepened our commitment to social responsibility, we empowered our employees to create lasting change where it matters most, from social support and education to healthcare and the environment.

### SINGAPORE

We deepened our partnerships with organisations whose work supports vulnerable groups through education, rehabilitation and assistance programmes, helping them integrate into society with dignity and independence.

APSN empowers individuals with mild intellectual disabilities to lead independent and fulfilling lives through special education, vocational training and employment support services. We marked our second year of partnership with the organisation by spending a memorable day with APSN students at the S.E.A. Aquarium. Our staff volunteers guided and engaged with the lively young students, ensuring





their safety as they explored the immersive and sensory-rich underwater environment and learnt about marine life. We are grateful to share this joyful moment with them, alongside covering the admission tickets and transportation for the aquarium excursion. We also contributed equipment that facilitates the students' holistic development. including educational toys that foster critical skills such as creative thinking, problem-solving, emotional regulation and gross motor development.

We once again joined hands with the Rainbow Centre, a social service organisation that empowers children and young people with disabilities to thrive in society. In July 2024, our staff members attended the 'Introduction to Disability and Inclusion' workshop conducted by Rainbow Centre, where they gained valuable insights into the key issues surrounding disabilities and inclusion, and learnt appropriate ways to interact with those with special needs. The session concluded with a tour of Rainbow Centre's Margaret Drive campus, where our staff members engaged with teachers, therapists and students, and found out more about the various programmes supporting those with disabilities.

In November 2024, Rainbow Centre hosted its Awards Day Celebration to recognise students with good attendance, positive behaviour and outstanding values. The event brought educators, families and peers together to celebrate the students' milestones and encourage them to continue developing positive habits. Our staff members volunteered their

time to assist with event setup, booth operations, ushering and post-event tear-down. We also made a donation to help fund this special celebration.

We are pleased to expand our partnership with Mawar Community Services, an organisation committed to helping ex-offenders rebuild their lives. Formerly known as Muslim Counselling Service, the name change reflects the organisation's more inclusive approach, welcoming ex-offenders from all races and religions. We supported the setup of Mawar Community Services' new facilities at Onan Road, intended for counselling, preventive education, public engagements and class-based learning activities. Additionally, we contributed financially to help with the classroom renovations and funded office and audio equipment. We also collaborated with Mawar Community Services to host a dialogue session, through which our employees heard first-hand stories of resilience and personal growth, while having the opportunity to ask questions and gain deeper insight. These meaningful exchanges help build a more inclusive and accepting society, helping to bridge the gap and challenge stigmas about ex-offenders.

We are also committed to supporting organisations that improve lives. We contributed to Tsao Foundation's initiative, the Hua Mei Centre for Successful Ageing, to support the seniors under its care. We provided financial assistance to the People's Association Yuhua Community Club Building Fund Committee to help create a conducive place

# Corporate SOCIAL RESPONSIBILITY

to better promote multi-racial harmony and social cohesion. During the festive Hari Raya season, we wanted to make a positive impact and contributed to New Life Stories' Family Strengthening Programme to help children of incarcerated parents build essential reading and pro-social skills. We also sponsored a table at Lembaga Biasiswa Kenangan Maulud's 60th Anniversary Charity Dinner, with the proceeds going to its future initiatives, particularly its bursary and scholarship programmes.

A project close to our hearts was our support of the Seafarers Connectivity Project by The Mission to Seafarers, a welfare charity dedicated to helping ship crew. This project involved providing funds for routers, including the replacement of worn-out units on ships berthed or at anchorage in Singapore's port. We helped over 800 ships' crew stay connected with their loved ones at home and access important news while at sea.

#### INDONESIA

For another year running, we enhanced our initiatives aimed at helping the underprivileged in Indonesia.

We have expanded the School Boat Programme and are proud to share a progress update. Operating since January 2022 with the Sinar Way Kambas vessel between Loa Kumbar Village in Samarinda City and the nearby school, the School Boat Programme helps improve transport conditions for children living in

remote areas by enhancing safety and comfort. Vessels under the programme are also operated by local residents whom we have trained in basic safety and vessel operations, including roles such as engineer, skipper and field coordinator. By hiring locals, we have created additional livelihood opportunities, empowering local communities.

Beyond Loa Kumbar Village, we have extended the School Boat Programme to other remote areas facing similar challenges: the Gara, Lingka and Bertam Islands in Batam, Kampung Laut Village and Bondan Village in Cilacap Regency, as well as Gili Gede Island in Lombok.

Notably, in Kampung Laut Village, the Sinar Wonosobo's passenger figures have increased by 135 per cent. The vessel now carries an average of 75 children per trip to and from school, up from 32 children when it first began operations. Most recently, the Sinar Waecicu vessel, serving Gili Gede Island, was completed and launched in February 2025.

The School Boat Programme benefits indigenous sea nomads in remote areas with limited transport options, enhancing their access to essential infrastructure and fostering long-term economic and social development in these communities.

Marking the fourth year of our Seafarer Scholarship Programme, we awarded scholarships to 30 cadets from three marine polytechnic institutions, which help fund their education and provide them with



opportunity to gain practical working experience on board our vessels. The initiative helps youths from lowincome families in Indonesia access quality education and build a career in the maritime industry.

We also focused on supporting vulnerable children through our Orphans' Donation Programme, providing financial assistance to orphans living in our operational areas to improve their welfare and access to education. As part of this support, we contributed to festive occasions to spread joy, helping create memorable moments for them. Additionally, we provided relief on fostering costs to the orphanage foundation that oversees these children.

To promote literacy and reading interest among school-age children, we constructed a dedicated reading facility called Taman Baca Samudera.



Located in Muaragembong and Lombok, remote areas with limited access to reading facilities, Taman Baca Samudera is already being actively used by the community. The Muaragembong space houses a collection of a thousand books, donated by the National Library of Indonesia and hosts classes on reading, drawing, storytelling and English. We also initiated the Building Construction Programme of Pesantren Tahfidz Samudera, providing building and facilities support for the boarding school located in Cimaung, Bandung Regency, West Java Province.



Under our Public School Renovation Programme, we are working to renovate schools in remote areas to improve the building infrastructure and provide a more conducive learning environment for students.

On the environmental front, we continued to support nature rehabilitation and restoration as well as engage in waste management activities through the Samudera Green Campaign and Green Movement Programmes. Our waste management initiative, part of the Samudera Green Campaign Programme, focused on promoting recycling and plastic sorting through 46 recycle box units and waste banks across 34 locations in Jakarta, Semarang and Surabaya, encouraging environmentally friendly behaviours within the community. The initiative proved successful, with over 9,000 kilogrammes of accumulated waste being recycled as a result.

Our Samudera Green Movement Programme focused on ocean and river rehabilitation and restoration, demonstrating our commitment to improving the environment in coastal communities. In August 2024, we partnered with Yayasan Karang Lestari Indonesia to plant 3,120 coral pieces across a 1,700-square-metre area near Ayer Island, at the Seribu Archipelago, to restore coral reefs destroyed by fishery activities. These coral pieces will be monitored for 12 months to ensure optimal growth. Together with the coral pieces planted in 2023 and 2022, we have now rehabilitated a total area of 1,830 square metres. Fifty

# Corporate SOCIAL RESPONSIBILITY

employees and members of the local community came together to plant 10,000 mangrove trees in Muaragembong, West Java. We are also pleased to know that the 9,000 mangrove saplings that we planted there in 2023 are estimated to have successfully absorbed 109 tonnes of carbon dioxide. We also collaborated with Pandawara Group, a local environmental group, to organise a beach clean-up at Tanjung Kait Beach, Tangerang, Banten. The 450 volunteers worked hard to collect a massive 2.9 tonnes of waste, which was later recycled by Tanjung Burung Waste Bank.

An Eco Festival was also organised at the beach, featuring eco talk shows, workshops and music performances.

Additionally, we rolled out a Clean Water Programme to improve access to clean and potable water for the communities in Cupang Village and Karangwuni Village in West Java. Due to Cupang Village's rocky terrain, it is difficult for water to seep into the ground to meet the community's subsistence needs. This initiative includes the installation of a clean water system to ensure that the local communities have a reliable and

> sustainable water supply. Separately, we also

> > donated to Yayasan FEUI-84, a nonprofit organisation, to support the construction of building infrastructure providing clean water to the residents of Klaten, Central lava.



In 2024, Indonesian communities were unfortunately impacted by natural disasters, including floods in Demak, North Luwu, Gorontalo, Regency, the eruption of Mount Ruang in the Sitaro Islands and a cold lava flood in Agam, West Sumatra. In response, we collaborated with Salam Aid Nusantara to provide emergency and disaster relief, such as logistical supplies and assistance in repairing public facilities, to help affected communities rebuild and recover during these challenging times.

In terms of healthcare support, we collaborated with Smile Train Indonesia, a cleft lip charity, to provide cleft lip surgeries to patients from low-income backgrounds in Jabodetabek and the East Area. We also partnered with Yayasan Darmawan Mangunkusumo to provide cataract surgeries to patients in Jabodetabek. By providing free medical treatments, we aim to improve the quality of life for patients and promote equal access to medical services, ensuring that healthcare is more accessible to those in need.

### OTHER COUNTRY OFFICES

Across Malaysia, Thailand, India and the United Arab Emirates (UAE), our local teams have continued to actively engage local communities, enhancing their efforts to support those in need and protect the environment.

In Malaysia, we undertook a twomonth improvement programme at Sekolah Kebangsaan Sungai Pergam in Kemaman, to help improve school facilities for 49 students, 19 teachers and two student helpers. To



upgrade the school kitchen, we extensively surveyed the area for improvement works and engaged an external vendor for wet kitchen installations. Our team also purchased sundries and sanitation products and supported the transportation of goods. We continued to fund food supplies for the beneficiaries for the six months post-renovation to ensure that they are comfortably settled in.

In Thailand, we organised activities to expand green areas at the Bang Khun Tien coast in Bangkok by planting mangrove trees, an essential environmental action for restoring vital ecosystems. Our management and staff from both Bangkok and Laem Chabang cycled about ten kilometres to and from the coastal area, where they planted over 500 mangrove trees and collected nearly one tonne of rubbish. Coordinated by the Value team, these efforts not only contribute to protecting the coastal environment but also aim to improve staff happiness, health and engagement.

In addition to environmental initiatives, we donated ten used computers to the non-profit organisation Baan Nokkamin Foundation and provided essential equipment and facilities to Wat Ka Long school, including a coldwater dispenser, a refrigerator, educational toys and pop-up fans. Our team also participated in the 'Box of Love' initiative, donating voluntarily and organising a lunch for teachers, students and their families, to foster stronger connections and make memorable moments.

In Mumbai, India, we worked with the non-governmental organisation Community Outreach Programme supporting underprivileged women, children and their communities. We equipped a computer laboratory with computers and chairs to enable access by these children to digital education, in hopes that this initiative will offer the children better opportunities to further their education through technology, foster independent learning and improve their

well-being. More than 100 children stand to benefit from this newly equipped computer laboratory, and we are proud to make a lasting impact on their future. In Kolkata, we supported Howrah Sri Ramkrishna Sangha, a philanthropic organisation dedicated to the social welfare of the underprivileged in West Bengal, by providing storage equipment for the students and installing CCTV cameras to enhance school premises security.

In the UAE, we collaborated with Companies for Good, a service that organises team-building activities with a positive social impact. Our UAE team members participated in a volunteer cleanup at Wadi Mountain, Ras Al Khaimah. As we move forward, we remain committed to giving back in the best way we can to the communities we serve.







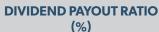


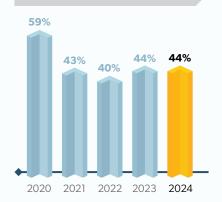
2021 2022 2023 2024

2020

### **NET ASSET VALUE PER SHARE** (US CENTS)

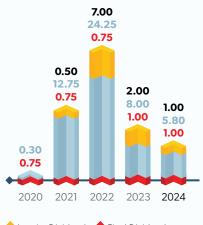






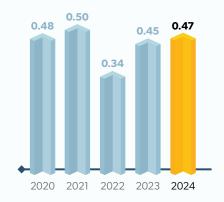
## (%)

### **DIVIDEND PER SHARE** (SGD CENTS)



♦ Interim Dividend ♦ Final Dividend Special Dividend

### **GEARING RATIO\*** (TIMES)



Gearing ratio is calculated as debts (bank term loans and lease liabilities) divided by total equity excluding non-controlling interests.

# Corporate INFORMATION

### BOARD OF DIRECTORS

#### **Executive**

Bani Maulana Mulia (Group Chief Executive Officer) Ridwan Hamid (Group Business Support) Tan Meng Toon (Group Business Operations)

## Non-Independent & Non-Executive

Masli Mulia (Chairman)

## Independent & Non-Executive

Lee Lay Eng Juliana (Lead Independent) Goh Teik Poh Low Chee Wah Max Loh Khum Whai Tay Beng Chai

### AUDIT COMMITTEE

Max Loh Khum Whai (Chairman) Goh Teik Poh Lee Lay Eng Juliana Tay Beng Chai

### NOMINATING COMMITTEE

Low Chee Wah (Chairman) Goh Teik Poh Lee Lay Eng Juliana Masli Mulia Max Loh Khum Whai Tay Beng Chai

# REMUNERATION COMMITTEE

Goh Teik Poh (Chairman) Lee Lay Eng Juliana Low Chee Wah Max Loh Khum Whai Tay Beng Chai

### SECRETARY

Eunice Hooi Lai Fann

### REGISTERED OFFICE

6 Raffles Quay #25-01 Singapore 048580 Tel: (65) 6403 1687 Fax: (65) 6403 1879

#### SHARE REGISTRAR

Boardroom Corporate & Advisory Services Pte Ltd 1 Harbourfront Avenue, Keppel Bay Tower #14-07 Singapore 098632 Tel: (65) 6536 5355 Fax: (65) 6438 8710

### AUDITORS

Ernst & Young LLP Certified Public Accountants One Raffles Quay North Tower, Level 18 Singapore 048583

### PARTNER-IN-CHARGE

Philip Ling Soon Hwa (Appointed with effect from Financial Year 2024)

#### PRINCIPAL BANKERS

Bank of China (Hong Kong) Limited 14th Floor, Bank of China Tower No.1 Garden Road, Hong Kong

BNP Paribas 10 Collyer Quay #33-01 Ocean Financial Centre Singapore 049315

Citibank N.A. Singapore 8 Marine View #21-00 Asia Square Tower 1 Singapore 018960

Maybank 2 Battery Road #21-00 Maybank Tower Singapore 049907

Standard Chartered Bank
Marina Bay Financial Centre (Tower 1)
8 Marina Boulevard, Level 23
Singapore 018981





