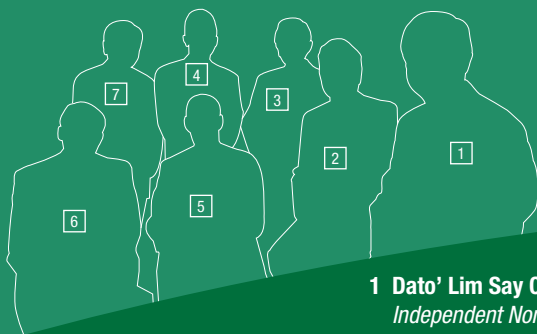


board of directors



1 Dato' Lim Say Chong
*Independent Non-Executive
Chairman*

2 Chan Hua Eng
*Independent Non-Executive
Director*

**3 Gen. (R) Tan Sri Dato'
Mohd. Ghazali bin Dato' Mohd. Seth**
Independent Non-Executive Director

4 Tan Sri Datuk Asmat bin Kamaludin
Independent Non-Executive Director

5 Jesper Bjoern Madsen
Non-Executive Director

6 Mogens Joenck
Managing Director

7 Chin Voon Loong
Executive Director

8 Soren Ask Nielsen
*Non-Executive Director
(not in picture)*

Dato' Lim Say Chong

J.S.M., D.M.P.N.

Independent Non-Executive Chairman

Member of Audit Committee

Member of Remuneration Committee

Member of Nomination Committee

Dato' Lim Say Chong, aged 65, a Malaysian, was appointed to the Board on 21 May 2003.

Dato' Lim obtained a Bachelor of Arts with honours in Economics from the University of Malaya and a Masters in Business Administration from the University of British Columbia, Canada. He also attended an Advanced Management Programme at the Harvard Business School, Boston. Dato' Lim worked with the Imperial Chemical Industries (ICI) Plc's Group of Companies in Malaysia and abroad for 30 years, during which time he sat on the Boards of several companies within the Group. He later became the Managing Director of the ICI (Malaysia) Group for 5 years. Dato' Lim was the Group Managing Director of Chemical Company of Malaysia Bhd from 1989 to 2004.

Presently, Dato' Lim is a Director of Standard Chartered Bank Malaysia Berhad, Opus International Group PLC (formerly known as Kinta Kellas Public Limited Company) and Rohas Euco Industries Berhad. Dato' Lim also served in various associations, including as President of Malaysian International Chamber of Commerce & Industry (MICCI), Vice President of the National Chamber of Commerce & Industry of Malaysia (NICCIM) and Vice Chairman of the British Malaysian Industry & Trade Association. He was also a member of the National Human Resource Development Council, Board of Directors of the Malaysian Industrial Development Authority (MIDA), Board of Trustees of the Aged European Fund, council member of the Federation of Malaysian Manufacturers (FMM) and Board of ASEAN Chamber of Commerce & Industry (ACCI). Dato' Lim is currently a trustee of the Ti-Ratana Welfare Society.



Chan Hua Eng

R OBE

Independent Non-Executive Director

Chairman of Audit Committee

Chairman of Remuneration Committee

Member of Nomination Committee

Mr Chan Hua Eng, aged 77, a Malaysian, was appointed to the Board on 6 December 1971.

Mr Chan is a law graduate with Honours from the University of Bristol, a Barrister-at-Law of Middle Temple and an Associate Member of the Institute of Taxation, United Kingdom. He was previously a Senior Partner at Shearn Delamore & Co., Chairman of the Malaysian Bar Council, part-time Judicial Commissioner and Chairman of the Sabah Inquiry Commission.

Mr Chan presently serves on the Boards of Lafarge Malayan Cement Berhad, Lingui Development Berhad, Rohas-Euco Industrial Berhad, Pacific & Orient Berhad and Glenealy Plantations (Malaya) Berhad. He is also a Board Member of the Malaysian Danish Business Council.



Chan Hua Eng

Gen. (R) Tan Sri Dato' Mohd. Ghazali bin Dato' Mohd Seth
P.G.A.T., P.M.N., P.S.M., S.P.M.J., S.I.M.P., D.H.M.S., P.N.B.S., J.M.N., P.P.C., jssc, psc
Independent Non-Executive Director
Member of Audit Committee

Gen. (R) Tan Sri Dato' Mohd. Ghazali bin Dato' Mohd Seth, aged 77, a Malaysian, was appointed to the Board on 11 July 1997.

Gen (R) Tan Sri possesses numerous military qualifications from the United Kingdom, namely, Military Officer from the Royal Military College, Sandhurst, Military Command & Staff from the Staff College Camberly, Military Intelligence from the Staff Intelligence Ashford and Joint Services from Staff College Latimar. He retired as the Chief of Armed Forces after 35 years of service with the Malaysian Armed Forces. He also served as a Senator in the Malaysian Parliament and as a Vice-President with the Ex-Servicemen Association.

Currently, Gen (R) Tan Sri holds directorships in Nestle (Malaysia) Berhad, ABN Amro Bank Berhad and Pacific & Orient Insurance Co. Berhad. He also holds positions in various organisations, namely, Distinguished Fellow with the Institute of Strategic and International Studies (ISIS), Chairman of the Board of Trustees of Yayasan Amanah Pembinaan Insan, Chairman of the Board of Trustees of the Neuro Surgical Foundation, Chairman of the Retired Armed Forces Officers Club, Member of the Board of Trustees of the Johore Malay Chamber of Commerce of Malaysia and Chairman of the Investment Panel, Armed Forces Provident Fund (LTAT).

Tan Sri Datuk Asmat bin Kamaludin
P.S.M., P.J.N., J.S.M., S.M.J., K.M.N.
Independent Non-Executive Director
Chairman of Nomination Committee
Member of Remuneration Committee

Tan Sri Datuk Asmat bin Kamaludin, aged 62, a Malaysian, was appointed to the Board on 1 February 2001.

Tan Sri obtained a Bachelor of Economics (Honours) degree from the University of Malaya and later attended a special programme on the European Economic Community in Amsterdam. Tan Sri served in the Ministry of International Trade and Industry (MITI) for 35 years, and retired as its Secretary General, a position he held for 9 years. Dealing with both domestic and international trade sectors at MITI, he also worked with several international bodies such as ASEAN, WTO and APEC, representing Malaysia in relevant negotiations and agreements. He was also actively involved in several national organisations such as Johor Corporation, the Small and Medium Scale Industries and MATRADE.

Currently, Tan Sri is a Board Member of Malaysian Pacific Industries Bhd, UMW Holdings Berhad, Lion Industries Corporation Berhad, YTL Cement Berhad, Commerce-Asset Holdings Berhad, Panasonic Manufacturing Malaysia Berhad (formerly known as Matsushita Electric Company (Malaysia) Berhad), Symphony House Berhad, SCOMI Group Berhad, Compugates Holdings Berhad, Permodalan Nasional Berhad, Salwan Corporation Berhad and Trans-Asia Shipping Corporation Berhad.



Gen. (R) Tan Sri Dato' Mohd. Ghazali bin Dato' Mohd Seth

Tan Sri Datuk Asmat bin Kamaludin

Jesper Bjoern Madsen

Non-Executive Director

Member of Nomination Committee

Mr Jesper B. Madsen, aged 51, a Dane, was appointed to the Board on 21 May 2003.

Mr Madsen obtained a Masters of Law from Copenhagen University, Denmark and later studied Scottish/English law at the University of Edinburgh, Scotland. Mr Madsen worked in the legal field for 4 years. He has since been working with the Carlsberg A/S Group for 22 years, beginning his career within the Group as a Personal Assistant to the CEO of Carlsberg International. Mr Madsen subsequently held positions as the Vice President responsible for overseas investments/markets, General Manager and Managing Director of Carlsberg Brewery Hong Kong Ltd and Chief Operating Officer of Carlsberg Asia Pte Ltd. In August 2003, Mr Madsen was appointed as Senior Vice President of Carlsberg Breweries A/S with responsibility for Asia, among other markets.

Presently, Mr Madsen is the Chairman of Carlsberg Brewery (Guangdong) Ltd (China), Hue Brewery Ltd (Vietnam) and South East Asia Brewery Ltd (Vietnam), International Beverage Distributors Ltd (Vietnam), Dali Dapi Beverage Limited Company (China), Dali Hen Xin Yuan Draught Limited Company (China), Yunnan Dali Beer Joint Stock Co. (China) Dali Beer (Group) Limited Co. (China) and Carlsberg Brewery Hong Kong Ltd (Hong Kong). He is also the Vice Chairman of Kunming Huashi Brewery Company Ltd (China), Gansu Tianshui Benma Brewery Company Limited (China), Jiuquan West Brewery Company Limited (China), Tibet Lhasa Brewery Company Ltd (China), Tsingtao Beer Shanghai Songjiang Co. Ltd (China), Xinjiang Lanjian Jianiang Investment Co. Ltd (China), Qinghai Huanghe Jianiang Brewery Company Limited (China) and is a Board member of Carlsberg Hong Kong Ltd (Hong Kong), Lao Brewery Co. Ltd (Laos), Carlsberg Malawi Brewery Ltd. (Malawi), The Bottling and Brewing Group Limited (Malawi), Southern Bottlers Ltd (Malawi), Xin Jiang Wusu Beer Co. Ltd (China), Lanzhou Huanghe Jianiang Brewery Company Limited (China), Caretech Limited (Cambodia) and Mr Madsen also sits on the Boards of several private companies within the Carlsberg Breweries A/S Group.



Jesper Bjoern Madsen



Mogens Joenck

Mogens Joenck
Managing Director

Mr Mogens Joenck, aged 52, a Dane, was appointed as the Managing Director of Carlsberg Malaysia on 1 January 2005.

Mr Joenck holds a MSc in Marketing and Economics from the Copenhagen Business School and attended executive management courses at Stanford University. Prior to his appointment to CBMB, since 1999, he was the Group Chief Executive Officer of Kilroy Travels International A/S, one of Northern Europe's leading leisure travel operators. Mr Joenck was with the Carlsberg Denmark Group from 1980 to 1999 and held various managerial positions within the sales and marketing divisions of Carlsberg A/S (Denmark) and Tuborg Breweries A/S (Denmark). In 1987, he was the personal assistant to the Managing Director of CBMB for 1 year, with operational responsibility for one of the subsidiary companies of CBMB. Mr Joenck's last position in the Carlsberg A/S Group was Senior Vice President as well as a member of the top management of Carlsberg Division Denmark, where he was responsible for sales, marketing, product development and logistics, and for the merger of the sales organisations of Carlsberg and Tuborg in Denmark.

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

Chin Voon Loong
Executive Director
Member of Audit Committee

Mr Chin Voon Loong, aged 49, a Malaysian, was appointed to the Board on 1 April 2003.

Mr Chin obtained a Bachelor of Science (Honours) degree in Systems and Management from The City of London University and is a Fellow Member of the Institute of Chartered Accountants in England and Wales. He is also a Chartered Accountant with the Malaysian Institute of Accountants, an Associate Member of the Malaysian Institute of Taxation and an Affiliate of The Malaysian Institute of Chartered Secretaries and Administrators (MAICSA). He was employed by Messrs Ernst & Whinney in London and subsequently, by the same firm in Kuala Lumpur. Mr Chin has worked with Carlsberg Malaysia for 19 years. After holding the position of Chief Financial Officer and subsequently, as Commercial Director with Carlsberg Malaysia, he currently holds the position of Executive Director-Corporate Affairs/Company Secretary of CBMB.

Currently, the directorships held by Mr Chin in public companies are The Lion Brewery Ceylon Limited (Sri Lanka), South East Asia Brewery Ltd (Vietnam), International Beverage Distributors Ltd (Vietnam) and Gorkha Brewery Ltd (Nepal). Mr Chin is a Member of the Governing Council of the Confederation of Malaysian Brewers Berhad and also serves on the Boards of several private companies within the Carlsberg Asia Pte Ltd Group.

Chin Voon Loong

Soren Ask Nielsen
Non Executive Director

Mr Soren Ask Nielsen, aged 40, a Dane, was appointed to the Board on 14 March 2006.

Mr Nielsen obtained a Masters of Economics and Business from Copenhagen Business School, Denmark. Mr Nielsen worked as a Consultant with Andersen Consulting prior to joining Carlsberg International A/S in 1992 as an Economist. He has since worked as Vice President Business Development in Carlsberg Breweries A/S, Logistics Director and subsequently as acting Chief Executive Officer and Chief Financial Officer for Carlsberg Sweden, Managing Director of House of Beer, Vice President Sales & Marketing of Coca-Cola Denmark and Vice President Sales & Business Development in Carlsberg Breweries A/S.

Currently, Mr Nielsen is the Commercial Vice President, Asia and holds directorships in Dansk Retur System A/S (Denmark), Dansk Retur System Holdings A/S (Denmark) and House of Beer A/S (Denmark).

Other information on Directors

None of the Directors have any family relationship with any director/substantial shareholder of the Group and the Company, nor any interest in any business arrangement involving the Group and the Company. None of them have had any convictions for any offences within the past 10 years.

management team

Front row from right to left

Mogens Joenck
Managing Director

Chin Voon Loong
Executive Director / Company Secretary

Bo Ranta
General Manager, Supply Chain

Tom Sand-Kristensen
Chief Financial Officer

Back row from right to left

Chan Chee Seng
General Manager, Corporate Services

Dato' Cheah Teng Lim
*General Manager,
Sales / Distribution & Marketing*

