

BOARD OF DIRECTORS AND SENIOR EXECUTIVES

BOARD OF DIRECTORS

MANUEL V. PANGILINAN

Executive Chairman

Age 56, born in the Philippines. Mr. Pangilinan received a BA from Ateneo de Manila University and an MBA from University of Pennsylvania's Wharton School before working in the Philippines and Hong Kong for the PHINMA Group, Bancom International Limited and American Express Bank. He served as First Pacific's Managing Director after founding the company in 1981, and was appointed Executive Chairman in February 1999. Mr. Pangilinan also serves as President and CEO of PLDT; Chairman of Smart Communications, Inc.; President Commissioner of Indofood; Chairman, President and CEO of Metro Pacific; Chairman of Landco Pacific Inc.; and as a Director of Escotel and of Negros Navigation Inc. He is Chairman of the non-profit organization, Philippine Business for Social Progress; sits on the Board of Overseers of the Wharton School and on the Board of Trustees of Ateneo de Manila University. He was awarded an Honorary Doctorate in Humanities by San Beda College in the Philippines in January 2002. Mr. Pangilinan is based in the Philippines.

ANTHONI SALIM

Executive Director

Age 53, born in Indonesia. Mr. Salim is the son of Soedono Salim and is the President and CEO of the Salim Group. Mr. Salim is a Commissioner of Indofood; a Board member of Futuris Corporation Limited; a member of the Advisory Board for ALLIANZ Group; and has served as a Director of First Pacific since 1981.

RONALD A. BROWN

Executive Director, General Counsel and Company Secretary

Age 56, born in the United States. Mr. Brown received an AB from Dartmouth College and a JD and MPA from Harvard University. He is a member of the California State Bar and the District of Columbia Bar. He served at the Board of Governors of the Federal Reserve System's Washington, D.C., legal office before joining the Bank of America, where he ultimately became head of its Asia Division Legal Office in Hong Kong. Mr. Brown joined First Pacific in 1986 as Vice President, General Counsel and Company Secretary and was named an Executive Director in February 1999. He also serves as a Commissioner of Indofood and as a Director of Escotel.

EDWARD K.Y. CHEN, CBE, JP

Non-executive Director

Age 57, born in Hong Kong and educated at the University of Hong Kong and Oxford University. Prof. Chen serves as President of Lingnan University; a Director of Asia Satellite Telecommunications and Eaton Vance Management Funds; and a Non-executive Director of Wharf Holdings Limited. Formerly, he served as Chairman of Hong Kong's Consumer Council; as an Executive Councilor of the Hong Kong Government; and as a Legislative Councilor. Prof. Chen joined First Pacific's Board in 1993.

SUTANTO DJUHAR

Non-executive Director

Age 74, born in Indonesia. Mr. Djuhar has founded numerous Indonesian companies involved primarily in real estate development. He is a Commissioner of PT Kartika Chandra and serves as a Director of PT Bogasari Flour Mills and Pacific Industries and Development Ltd. Mr. Djuhar, who is the father of Tedy Djuhar, joined First Pacific's Board in 1981.

TEDY DJUHAR

Non-executive Director

Age 51, born in Indonesia. Mr. Djuhar is the Vice President Director of PT Indocement Tunggal Prakarsa Tbk., Director of Pacific Industries and Development Ltd., and a number of other Indonesian companies. He is the son of Sutanto Djuhar. Mr. Djuhar joined First Pacific's Board in 1981.

MICHAEL J.A. HEALY

Finance Director

Age 42, born in Scotland. Mr. Healy received a Bachelor of Arts Degree in Economics in 1980 and a Diploma in Accountancy in 1981 from the University of Stirling, Scotland. He is a member of the Institute of Chartered Accountants of Scotland and the Hong Kong Society of Accountants. Mr. Healy served as a member of the Financial Accounting Standards Committee of the Hong Kong Society of Accountants from 1996 to 2000. Mr. Healy joined First Pacific in 1994, having served in Price Waterhouse's United Kingdom and Hong Kong audit and business advisory departments. Prior to his appointment as Finance Director in February 1999, Mr. Healy held several senior finance positions and, in January 2000, he assumed the additional responsibilities of Chief Operating Officer. He also serves as a Commissioner of Indofood and as a Director of Escotel.

IBRAHIM RISJAD

Non-executive Director

Age 68, born in Indonesia. Mr. Risjad serves as a Commissioner of PT Indocement Tunggal Prakarsa Tbk. and as Vice President of the Board of Commissioners of Indofood. He joined First Pacific's Board in 1981.

BOARD OF DIRECTORS (CONT'D)

DAVID W.C. TANG, OBE

Non-executive Director

Age 48, born in Hong Kong. Mr. Tang is the founder of the Shanghai Tang stores and the China Clubs in Hong Kong, Beijing and Singapore, as well as The Pacific Cigar Company Limited. He holds Hong Kong directorships on the Boards of Lai Sun Development Limited and Free Duty Limited; London directorships include the Boards of Asprey Limited and Garrard Limited; and the International Advisory Board of The Savoy Group of London. Mr. Tang joined First Pacific's Board in 1989.

EDWARD A. TORTORICI

Executive Director

Age 63, born in the United States. Mr. Tortorici received a BS from New York University and an MS from Fairfield University. He founded EA Edwards Associates, an international management and consulting firm with offices worldwide. Mr. Tortorici joined First Pacific as an Executive Director in 1987, becoming responsible for organization and strategic planning. Mr. Tortorici also serves as a Director of Indofood, Metro Pacific, Bonifacio Land Corporation, Fort Bonifacio Development Corporation and ACeS.

ADVISORS

SOEDONO SALIM

Honorary Chairman and Advisor to the Board

Age 86, born in China. Mr. Salim served as First Pacific's Chairman from 1981 until February 1999, when he assumed his current titles. He serves as Chairman of the Salim Group, and is a Commissioner or Director of numerous other Indonesian companies.

SUDWIKATMONO

Advisor to the Board

Age 68, born in Indonesia. Mr. Sudwikatmono served as a Director of First Pacific from 1981 until February 1999, when he assumed his current title. He is a Director of PT Bogasari Flour Mills, Vice President Commissioner of PT Indocement Tunggul Prakarsa Tbk., and holds Board positions with a number of other Indonesian companies.

SENIOR EXECUTIVES

REBECCA G. BROWN

Executive Vice President, Group Corporate Communications

Age 38, born in Zimbabwe. Ms. Brown qualified in the United Kingdom and is a fellow of the Association of Chartered Certified Accountants and a member of the National Investor Relations Institute. After eight years in London with Shell International, she joined First Pacific in 1996 and served in several senior finance positions. In September 1999, Ms. Brown was named Executive Vice President, Group Corporate Communications.

MAISIE M.S. LAM

Executive Vice President, Group Human Resources

Age 48, born in Hong Kong. Ms. Lam received a Diploma from Hong Kong Polytechnic University/ Hong Kong Management Association. She joined First Pacific in 1983 from Citicorp's merchant banking arm in Hong Kong.

JOSEPH H.P. NG

Executive Vice President, Group Finance

Age 40, born in Hong Kong. Mr. Ng received an MBA and a Professional Diploma in Accountancy from the Hong Kong Polytechnic University. He is a member of the Hong Kong Society of Accountants and of the Association of Chartered Certified Accountants. Mr. Ng joined First Pacific in 1988 from Price Waterhouse's audit and business advisory department in Hong Kong. Prior to his appointment as Executive Vice President, Group Finance in May 2002, Mr. Ng was Group Treasurer of the Group and served in several senior finance positions within the First Pacific Group. Mr. Ng also serves as a Commissioner of Indofood and as a Director of Escotel.