

**THE HONGKONG AND SHANGHAI HOTELS, LIMITED**  
**(the “Company”)**

The names of directors who have served on the boards of the subsidiaries of the Company during the year 2015 and up to 16 March 2016, being the date of the Directors’ Report of 2015 Annual Report, are set out below and those marked with an asterisk \* are directors as at 16 March 2016:

Nicolas Beliard

\* Anne Boelkow

\* Peter Camille Borer

\* Andrew Clifford Winawer Brandler

\* Teresa Chan-Sola

Lilian Sui Fook Chiang

\* Rosanna Santos Chomi

\* Mark Choon

Alan Philip Clark

Arnulfo L. Co

\* Curaçao Corporation Company N.V.

Johannes Laurens de Zwart

\* Noor Hasna d/o Jani

Oliver Dudler

\* Peter Pailian Go

Ivo Hemelraad

\* The Hon. Sir Michael Kadoorie

\* Clement King Man Kwok

Thomas Kwong

\* Giovanni La Forgia

\* Suan Beng Lee

\* Christobelle Liao

\* David E.T. Lim

\* Xian Min Liu

\* Yee Man Lui

\* Siriluck Maithai

\* Noel Malaya

\* Josefina P. Malpas

- \* Massimo Mattanza
- \* Nadine Maurellet
- \* William Elkin Mocatta  
Naomi Niggli
- \* Van Nam Pham
- \* Nongluck Phataraprasit
- \* Prasong Phataraprasit
- \* Praphan Phatraprasit
- \* Cyrus Chi Yam Pun
- \* Serge Pun @ Theim Wai
- \* Maria Razumich-Zec  
Tanya Rydeard
- \* Martyn Sawyer
- \* Allan B. Sison
- \* Andres Soriano III
- \* Jana Strischek  
Jun Li Su
- \* Ernest Tang
- \* Yves Christopher Thoma  
Malcolm Thompson
- \* Trust International Management (T.I.M.) B.V.
- \* Sonja Vodusek
- \* Chien Thang Vu
- \* Jian Guo Yan
- \* Felipe U. Yap
- \* Fernando Zobel de Ayala