

**JOERG AYRLE**  
**PAST DIRECTORSHIPS AND OTHER APPOINTMENTS FOR LAST 5 YEARS**

<b>No</b>	<b>Name of company</b>	<b>Nature of Appointment</b>
1	ParkwayHealth Shanghai Hospital Company Limited	Director
2	Chengdu Shenton Health Clinic Co., Ltd.	Director
3	Parkway Healthcare (Hong Kong) Limited	Director
4	Parkway HK Holdings Limited	Director
5	GHK Hospital Limited	Director
6	Parkway Medical Services (Hong Kong) Limited	Director
7	Integrated Healthcare Hastaneler Turkey Sdn. Bhd.	Director
8	Integrated Healthcare Holdings Limited	Director
9	Integrated Healthcare Turkey Yatirimlari Limited	Director
10	IHH Technology Sdn Bhd	Director
11	Gleneagles Management Services Pte Ltd	Director
12	PCH Holding Pte. Ltd.	Director & Chairman
13	Northern TK Venture Pte Ltd	Director
14	Parkway Pantai Limited	Director
15	Parkway Holdings Limited	Director
16	Parkway Group Healthcare Pte Ltd	Director
17	Parkway Hospitals Singapore Pte Ltd	Director
18	Gleneagles Medical Holdings Limited	Director
19	Parkway Healthcare Indo-China Pte Ltd	Director
20	Medical Resources International Pte Ltd	Director
21	M & P Investments Pte Ltd	Director
22	IHH Laboratories Holdings Sdn Bhd	Director
23	IHH Laboratories Pte. Ltd.	Director
24	IHH Financial Services Pte. Ltd.	Director
25	Fortis Healthcare Limited	Additional Director (Non-Executive Director)
26	ACIBADEM SAĞLIK YATIRIMLARI HOLDING A.Ş.	Director
27	ACIBADEM SAĞLIK HİZMETLERİ VE TİCARET A.Ş.	Director
28	APLUS HASTANE OTELCİLİK HİZMETLERİ A.S.	Director
29	ACIBADEM PROJE YONETİMİ A.S.	Director
30	Andaman Alliance Healthcare Limited	Director
31	IHH Healthcare Berhad, Singapore Branch	Authorised Representative
32	Thai Union Group PCL	Member of Executive Committee and Member of Risk Management Committee
33	Thai Union Ingredients Company Limited	Director
34	Thammachart Seafood Retail Co., Ltd.	Director
35	Thai Union China Co., Ltd (China)	Director and share representative
36	Thai Union Asia Investment Holding Limited	Director
37	Thai Union EU Seafood 1 SA (Luxembourg)	Class B Director

<b>No</b>	<b>Name of company</b>	<b>Nature of Appointment</b>
38	Thai Union Europe SAS (France)	Member of the Board of Directors and Chairman of the Audit Committee
39	Thai Union Germany GmbH (Germany)	Director and Managing Director
40	Rugen Fisch AG (Germany)	Chairman and member of the Supervisory Board
41	King Oscar AS (Norway)	Chairman and member of the Board of Directors
42	Seafood International One FZCO (Dubai)	Director
43	Seafood International Two FZCO (Dubai)	Director
44	Tri-Union Seafoods LLC	Director
45	Tri-Union Frozen Products Inc	Director
46	Thai Union Investments North America LLC	Manager
47	Thai Union North America Inc.	Chairman Audit Committee

**JOERG AYRLE**  
**PRESENT DIRECTORSHIPS AND OTHER APPOINTMENTS**

No	Name of company	Nature of Appointment
1	Regal Springs AG, Switzerland	Independent Director