

JOHN WITT – CHAIRMAN

Mr Witt was appointed Chairman on 2nd August 2024. He is a member of the Nominating Committee and Remuneration Committee.

Mr Witt is the Group Managing Director of Jardine Matheson Holdings. He is also the Chairman and Managing Director of DFI Retail, Managing Director of Hongkong Land and a commissioner of Astra.

Mr Witt joined the board of Jardine Matheson Holdings in 2016 and was its Group Finance Director prior to becoming its Group Managing Director in 2020. He has been with Jardines since 1993 and has held a number of senior positions, including as chief financial officer of Hongkong Land and Mandarin Oriental Hotel Group.

He is a Chartered Accountant and has an MBA from INSEAD. He graduated from the University of Toronto (Trinity College) with a Bachelor of Commerce.

BENJAMIN BIRKS – GROUP MANAGING DIRECTOR

Mr Birks was appointed Group Managing Director on 1st October 2019. He was last re-elected as a Director on 27th April 2022.

As Group Managing Director, Mr Birks leads the long-term portfolio strategy of the Group, including having direct oversight over the sustainability strategy.

He joined Jardine Matheson in 2000 and has held senior positions within the retail, automotive, business outsourcing and IT businesses of Jardines. Prior to his current appointment, he was the Chief Executive of Jardine International Motors, Zung Fu Group and Jardine Pacific between 2012 to 2019.

Mr Birks is a commissioner of Astra and United Tractors, and a director of THACO. He is also the Chairman of MINDSET, a registered charity of Jardine Matheson in Singapore.

He graduated from the University of St Andrews in Scotland with a Master of Arts (Honours) and has completed the General Management Programme at Harvard Business School.

AMY HSU – GROUP FINANCE DIRECTOR

Ms Hsu was appointed Group Finance Director on 1st August 2022. She was last re-elected as a director on 28th April 2023.

Ms Hsu oversees the Group's portfolio investments and leads financial strategy and planning, treasury, tax, risk management and investor relations. She is a commissioner of Astra and a director of REE.

Ms Hsu joined Jardines in 2012 and has held various responsibilities including as Head of Finance at IKEA Taiwan and Regional Finance Director of DFI IKEA. She was most recently Chief Financial Officer of Jardine International Motors, which previously had strategic oversight of Zung Fu and JC&C's Direct Motor Interests businesses. Prior to joining Jardines, Ms Hsu was at Samsung Securities and PricewaterhouseCoopers handling mergers & acquisitions, initial public offerings, corporate finance advisory and audit.

Ms Hsu is a Certified Public Accountant from the American Institute of Certified Public Accountants. She graduated from the New York University Stern School of Business in Finance & CPA Accounting, and has completed the Stanford Executive Program at Stanford Graduate School of Business.

STEPHEN GORE – GROUP DIRECTOR, BUSINESS DEVELOPMENT

Mr Gore joined the Board on 1st April 2019 and was Group Finance Director from 1st April 2019 to 31st July 2022. He is currently Group Director, Business Development of JC&C and is responsible for the Group's investment strategy and optimising the portfolio businesses to accelerate growth. He was last re-elected as a director on 28th April 2023.

Mr Gore joined Jardines in 2017 as Chief Financial Officer, Jardine Pacific and Jardine Motors Group. He was previously Managing Director, Head of Mergers & Acquisitions and Financial Sponsors Group, Asia Pacific at Bank of America Merrill Lynch from 2012 to 2017. Prior to that, he was Managing Director, Head of Mergers & Acquisitions and Corporate Finance, Asia at UBS AG.

Mr Gore is a director of Jardine Matheson Limited and a commissioner of Astra. He was formerly a director of Siam City Cement. He graduated from the University of Oxford with a Bachelor of Arts (Honours) in Politics, Philosophy and Economics.

SAMUEL TSIEN – NON-EXECUTIVE LEAD INDEPENDENT DIRECTOR

Mr Tsien joined the Board on 1st October 2021 and was last reelected as a director on 27th April 2022. He is the Lead Independent Director, Chairman of the Nominating Committee and member of the Audit & Risk Committee and Remuneration Committee.

Mr Tsien is a director of Singapore Exchange (“SGX”) and Mapletree Investments. He is the Chairman of MPACT Management, the manager of SGX-listed Mapletree Pan Asia Commercial Trust. He joined Oversea-Chinese Banking Corporation (“OCBC”) in 2007 and was Group CEO and executive director until his retirement in 2021, and was Adviser to the OCBC Board until 2022. Prior to that, Mr Tsien was President and CEO of China Construction Bank (Asia) and Bank of America (Asia).

Prior to his retirement, Mr Tsien was concurrently Chairman of the Association of Banks in Singapore and Vice Chairman of the Institute of Banking and Finance Council. He also held financial services industry leadership roles by appointment of the Monetary Authority of Singapore and was a member of the National Jobs Council.

He graduated from the University of California at Los Angeles with a Bachelor of Arts (Honours) in Economics. He is a Distinguished Fellow of the Institute of Banking and Finance, Singapore and was awarded the Public Service Star by the Singapore Government.

STEVEN PHAN – NON-EXECUTIVE INDEPENDENT DIRECTOR

Mr Phan joined the Board on 25th April 2019 and was last reelected as a director on 29th April 2024. He is the Chairman of the Audit & Risk Committee.

Mr Phan has over 37 years of auditing and advisory experience with firms Ernst & Young and Arthur Andersen, of which close to a decade was spent overseas. Prior to his retirement in June 2018, Mr Phan was the Area Managing Partner for Ernst & Young Asia Pacific and had overall responsibility for the organisation in the area. He was also a member of Ernst & Young’s global leadership team, the Global Executive.

Mr Phan is a director of United Overseas Bank and Advanced MedTech Holdings. He is also a fellow member of the Institute of Singapore Chartered Accountants and was a member of the Institute of Chartered Accountants in England and Wales.

He graduated from the University of Aston, United Kingdom, with a Bachelor of Science in Managerial and Administrative Studies.

TAN YEN YEN – NON-EXECUTIVE INDEPENDENT DIRECTOR

Ms Tan joined the Board on 1st January 2021 and was last reelected as a director on 28th April 2023. She is the Chairperson of the Remuneration Committee and a member of the Nominating Committee.

Ms Tan was the President (Asia Pacific) of Vodafone Singapore until her retirement in 2020. Prior to that, she held senior executive positions at SAS Institute, Oracle Corporation and Hewlett-Packard. She was also Chairman of the Singapore Infocomm Technology Federation and board member of Infocomm Development Authority of Singapore.

Ms Tan is a director of Oversea-Chinese Banking Corporation, InCorp Global, EdgeConnex Inc, ams OSRAM AG (SIX Swiss) and Barry Callebaut AG (SIX Swiss). She is the Chairman of the High Performance Sports SpexBusiness Network Advisory Board for Sports SG.

She holds an Executive MBA from Helsinki School of Economics Executive Education and a Bachelor of Science (Computer Science) from the National University of Singapore.

MIKKEL LARSEN – NON-EXECUTIVE INDEPENDENT DIRECTOR

Mr Larsen joined the Board on 1st January 2024. and was last re-elected as a director on 29th April 2024. He is a member of the Audit & Risk Committee.

Mr Larsen is an Executive Director of Climate Impact X (“CIX”), a global marketplace, auctions house and exchange for trusted carbon credits based in Singapore. He was the CEO of CIX from 2021-2024. Prior to joining CIX, he was previously the Group Chief Sustainability Officer, chair of the Sustainability Council and Group Head of Tax and Accounting Policies at DBS Bank. He has also held management positions at UBS, Citigroup and KPMG in Europe.

Mr Larsen has been involved in numerous international sustainability-related councils and committees, including the Integrity Council for the Voluntary Carbon Market, World Business Council for Sustainable Development, Natural Climate Solutions Alliance and World Wildlife Fund Advisory Council (Singapore). He is also an adjunct professor at the Copenhagen Business School.

He holds a Master in Sustainability Leadership from the University of Cambridge, an MBA from London Business School and master’s and bachelor’s degrees from Copenhagen Business School. He has also completed executive education at Harvard University. He is a Danish Certified Public Accountant and a Certified Financial Risk Manager.

JEAN-PIERRE FELENBOK – NON-EXECUTIVE INDEPENDENT DIRECTOR

Mr Felenbok joined the Board after the close of the Annual General Meeting on 29th April 2024.

Mr Felenbok is an advisory partner of Bain & Company (“Bain”).

His career spans more than 40 years in the management consulting profession with Bain in the U.K., France and for the last decade, Southeast Asia. He was formerly the Managing Partner of Bain Southeast Asia until 2022. Prior to that, he was the managing partner of Bain Indonesia, which he founded in 2013. His industry focus areas include energy and utilities, environmental services, heavy capital goods, construction materials and retail.

He holds an MBA from Harvard Business School as well as Masters of Science in Civil Engineering from Massachusetts Institute of Technology and Ecole des Ponts et Chaussées (Paris).