

CORPORATE GOVERNANCE

The JC&C Board of Directors (the **"Board"**) collectively holds the view that sound corporate governance is integral to JC&C's success.

JC&C has in place corporate governance policies, practices and terms of reference for the Board, audit committee, nominating committee and remuneration committee. These are in line with the requirements of the Singapore Exchange (**"SGX"**) and the Code of Corporate Governance 2018 (the **"Corporate Governance Code"**). They are continually reviewed and refined in accordance with new and changing requirements.

This report describes the corporate governance practices of JC&C for the financial year ended 31st December 2022 (**"2022"**). JC&C has complied in all material aspects with

the principles and guidelines of the Corporate Governance Code.

In 2022, JC&C was shortlisted for the Best Managed Board at the Singapore Corporate Awards (**"SCA"**). The SCA is the top award for Singapore-listed companies, and the Best Managed Board award is its highest honour category.

The nomination was a recognition of the overall quality of JC&C's corporate governance as reflected in its board leadership and composition, accountability and transparency as well as risk management.

Board Responsibilities

BOARD SIZE AND COMPOSITION

At the start of 2022, the Board comprised ten directors. Two non-

executive directors retired from the Board during the year and a new executive director was appointed.

At the end of 2022, the Board comprised nine directors, six of whom were non-executive directors and three were executive directors.

Five of the nine directors were independent, making it an independent-majority board. The Board was led by a non-executive non-independent chairman who represented the major shareholder of JC&C.

The three executive directors held the positions of Group Managing Director, Group Finance Director and Group Director, Business Development.

No alternate director has been appointed to the Board.

JC&C Board Composition as at 31st December 2022:

Director	Date of first appointment to the Board	Date of last re-election to the Board	Tenure as a JC&C Director* (years)	No. of meetings in 2022 attended/held whilst in office				
				Board	AGM	AC	NC	RC
Non-Independent Non-Executive Director								
Benjamin Keswick	1st April 2007 (formerly: Group Managing Director) 1st April 2012 (currently: Chairman)	27th April 2021	15.8	5/5 <div></div>	1/1	–	2/2 <div></div>	2/2 <div></div>
Executive Directors								
Benjamin Birks	1st October 2019 (Group Managing Director)	27th April 2022	3.3	5/5	1/1	4/4 #	1/1 #	–
Amy Hsu	1st August 2022 (Group Finance Director)	N.A.	0.4	2/2	–	1/1 #	–	–
Stephen Gore	1st April 2019 (formerly: Group Finance Director) 1st August 2022 (currently: Group Director, Business Development)	27th April 2021	3.8	5/5	1/1	3/3 #	–	–

AGM: Annual General Meeting **AC:** Audit Committee **NC:** Nominating Committee **RC:** Remuneration Committee

● Chairman ● Member

* As at 31st December 2022. The average board tenure is 8.0 years

Attended not as a member but on *ex officio* basis

Director	Date of first appointment to the Board	Date of last re-election to the Board	Tenure as a JC&C Director* (years)	No. of meetings in 2022 attended/held whilst in office				
				Board	AGM	AC	NC	RC
Independent Non-Executive Directors								
Mrs Lim Hwee Hua	29th July 2011 (Director) 1st January 2022 (Lead Independent Director)	27th April 2021	11.4	5/5	1/1	4/4	2/2	2/2
Dr Marty Natalegawa	24th February 2015	27th April 2022	7.8	5/5	1/1	–	1/1	–
Steven Phan	25th April 2019	27th April 2022	3.7	5/5	1/1	4/4	–	–
Tan Yen Yen	1st January 2021	27th April 2021	2.0	5/5	1/1	–	–	2/2
Samuel Tsien	1st October 2021	27th April 2022	1.3	5/5	1/1	4/4	–	–
Non-Independent Non-Executive Director who stepped down from the Board on 31st July 2022:								
Anthony Nightingale	2nd February 1993 (Director) 27th November 2002 (Chairman) 1st April 2012 (Director)	22nd May 2020	29.5	3/3	0/1	–	–	–
Independent Non-Executive Director who stepped down from the Board on 31st March 2022:								
Michael Kok	1st April 2013	22nd May 2020	9.0	1/1	–	–	–	1/1

SEPARATE CHAIRMAN AND GROUP MANAGING DIRECTOR (CEO)

The Chairman of the Board is a separate role from that of the Group Managing Director and both roles are held by different individuals who are not related to each other. In 2022, the Chairman of the Board was Benjamin Keswick and the Group Managing Director was Benjamin Birks.

There is a clear division of responsibilities between the two roles to ensure effective oversight, an appropriate balance of power, increased accountability and more independent decision-making.

The Chairman occupies a non-executive position, leads the Board and oversees all of its functions to ensure that the Board performs effectively. The Group Managing Director is the organisation's Chief Executive Officer who manages JC&C's

day-to-day business in accordance with the strategies, budgets and plans approved by the Board.

LEAD INDEPENDENT DIRECTOR

Since the Chairman is not an independent director, a Lead Independent Director, Mrs Lim Hwee Hua, has been appointed to provide shareholders with an independent channel for contact with JC&C, and to lead the non-executive directors in situations where the Chairman may be conflicted.

The independent directors regularly connect without the presence of the Executive Directors and management to discuss various matters concerning JC&C. Such engagements are led by the Lead Independent Director or another independent director, and feedback about the discussions is given to the Board or the Chairman as appropriate.

BOARD DIVERSITY POLICY

JC&C believes that having the appropriate balance and mix of diversity will enhance the Board's decision-making and the Group's performance. It remains committed to maintaining and continually strengthening this diversity through its Board Diversity Policy.

Under the policy, the Nominating Committee leads the annual process of board succession planning and the appointment and re-appointment of directors, making its recommendations to the Board accordingly. It continually reviews and ensures an adequate mix of competencies among the Board members in terms of skills, knowledge and experience to meet the Board's responsibilities and effectively lead the Group. Other important aspects of diversity, such as gender, age, ethnicity, geography, nationality and

CORPORATE GOVERNANCE

tenure of service on the Board, are also considered in determining the Board's optimum composition and ensuring the breadth of viewpoints. Where relevant, objectives may be set and monitored.

In line with this, the Nominating Committee will strive to consider candidates from different groups and backgrounds. All director appointments will ultimately be made based on merit, having due regard to the overall balance and effectiveness of the Board, and the benefits of board diversity for JC&C.

The Nominating Committee will monitor the implementation of the Board Diversity Policy and report yearly on the Board's composition in terms of diversity. It will also review the effectiveness of the policy and discuss and recommend any changes to the Board, as appropriate.

PROGRESS IN IMPLEMENTING BOARD DIVERSITY

The 2022 and current compositions of the Board reflect the Board Diversity Policy in action. There is a diversity

of skills and experience with Board members from the industrial conglomerate, finance, banking, automotive, consumer-related and technology sectors, all of which are industries that are relevant to JC&C's portfolio of investments. Details of each director's professional background can be found on pages 24 to 26 of this Annual Report.

The directors also possess a range of critical competencies as set out in the table of competencies matrix below.

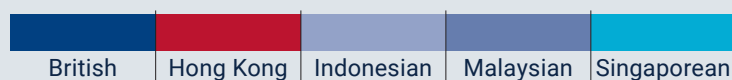
JC&C appoints well-qualified directors who are best suited for its needs based on merit, regardless of gender. It has had female representation on the Board for many years dating back to 1994. In 2022 and until today, three out of nine of its directors are women,

Directors' Competencies Matrix

Categories	No. of directors with these competencies
Executive leadership and management	9/9
Experience as director of a public-listed company	8/9
Strategic/business planning and decision	8/9
Finance/accounting	6/9
Risk management	6/9
Public policy/regulatory/legal	5/9
People and organisational change management	5/9
Innovation	3/9
ESG/Sustainability	6/9

Board Composition (as at 31st December 2022)

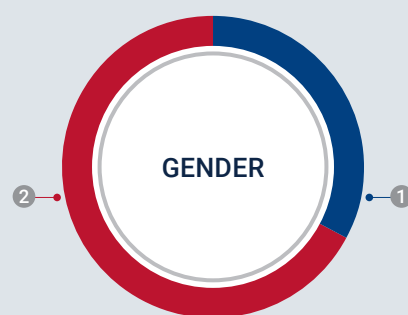
NATIONALITY



ETHNICITY



GEOGRAPHY



①	Female	33%
②	Male	67%

achieving 33% female representation in line with the practice of leading markets and the Council for Board Diversity's 2030 target. Its female directors all hold leadership roles of Lead Independent Director, Chairperson of the Nominating Committee, Chairperson of the Remuneration Committee and Group Finance Director.

To have continued female representation, the Board will ensure that there continues to be high-calibre female candidates included in the search process for new Board members.

There is a good mix of age representation on the Board ranging from late thirties to late sixties. Five nationalities are represented on the Board including three Southeast Asian countries. The directors are from three different ethnic groups and geographical backgrounds. Their tenures on the Board range from 16 years to less than a year.

Further progress on implementing the Board Diversity Policy will be shared in future corporate governance reports, as appropriate.

JC&C directors are of the view that the Board and Board committees are of an appropriate size, and that the directors, individually and collectively, have the right combination and balance of skills, knowledge, experience and diversity that facilitates constructive debate and avoids groupthink. The Board is able to effectively set strategic objectives and review, approve and monitor the execution of plans developed by management to deliver performance and value creation.

ORIENTATION PROGRAMME FOR NEW DIRECTORS

Each new director who joins the Board undergoes a comprehensive orientation programme that includes introduction and briefing sessions by the Group Managing Director and the heads of the key functions and business units, including finance and legal. Besides being briefed on the Group's businesses, the new director will also receive a formal appointment letter and information regarding his or her duties as a listed company director and how to discharge those duties.

For first-time directors, JC&C will tailor a programme that will include training under the Singapore Institute of Directors' Listed Company Director Programme, the training prescribed by SGX.

BOARD'S DUTIES AND RESPONSIBILITIES

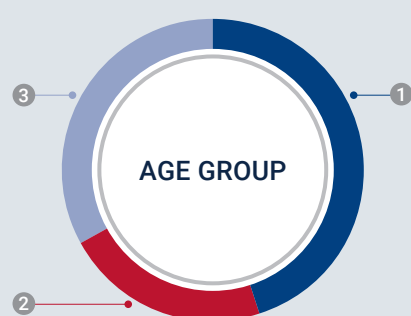
The Board has adopted a comprehensive set of Terms of Reference defining its roles and responsibilities:

1. Strategy, Planning and Sustainability

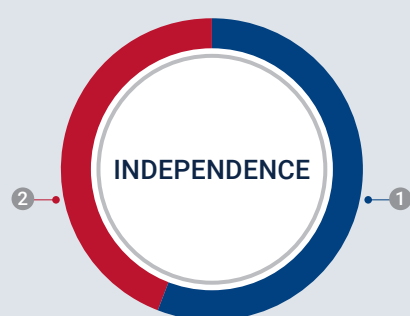
The Board provides entrepreneurial leadership and sets strategic objectives including an appropriate focus on value creation, innovation and sustainability. It ensures that the necessary resources are available to meet these objectives.

2. Risk Management and Internal Control Systems

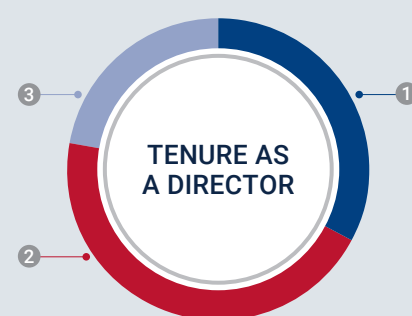
The Board works with management to oversee JC&C's business and affairs to safeguard the interests of JC&C, its shareholders and stakeholders.



①	38-50 years old	45%
②	51-60 years old	22%
③	61-68 years old	33%



①	Independent	56%
②	Non-independent	44%



①	0-3 years	33%
②	3-9 years	45%
③	Above 9 years	22%

It is responsible for the governance of risks and ensures that JC&C has adequate and effective systems of internal controls and risk management, including regularly reviewing risk management and internal audit reports. Internal controls include but are not limited to financial, operational, compliance and information technology controls, while risk management includes but is not limited to climate and tax risks.

Please refer to the *Risk Management and Internal Control Systems* section on pages 41 to 42 for further details.

3. Measuring and Monitoring Performance

The Board ensures proper financial reporting by reviewing JC&C's results announcements, including interim management statements, before their release to verify that they present a balanced and clear assessment of the Group's performance, position and prospects. The Board receives monthly management accounts and information, enabling it to make a balanced and informed assessment throughout the year.

The Board also has oversight over the Group's non-financial performance indicators. As Environmental, Social & Governance ("ESG") metrics and targets are defined and refined, the Board will continue to receive regular updates from management.

The Board constructively challenges and reviews the performance of management, who is accountable to the Board for both financial and non-financial performance indicators.

4. Remuneration of Directors and Key Management Personnel

The Board is responsible for reviewing and approving the remuneration framework for the directors and key management personnel. It ensures that remuneration levels and structures are appropriate and proportionate to sustain JC&C's performance and value creation in view of its strategic

objectives. Please refer to pages 39 to 40 for further details.

5. Transactions Requiring Approval from the Board

The Board reviews and approves important matters specifically reserved for its approval. These include acquisitions, disposals, capital expenditure, lease commitments, financial assistance, capital investment, bank facilities and derivative transactions which are material in nature as per the specified limits. The Board also approves the operating plan and budget. An analysis of the relevant ESG risks and opportunities, including climate risks, is a part of the approval process.

To safeguard JC&C's and the shareholders' interests, there are internal guidelines on financial authorisation and approval limits for various operational matters. Significant matters and material transactions exceeding the threshold limits are referred to the Board for review and approval, including major and disclosable transactions as referred to in the Listing Manual of the Singapore Exchange Securities Trading Limited (the "**SGX-ST Listing Manual**"). Matters below the threshold limits are approved by the various levels of management according to the applicable financial authority limits.

6. Succession Planning

The Board reviews the annual succession planning of directors and key management personnel, the appointment and re-appointment of directors and the progressive renewal of the Board. Please refer to the *Board Succession Planning* section on pages 36 to 37 and *Key Management Succession Planning* section on page 38 for further details.

7. Business Ethics, Code of Conduct and Conflicts of Interest

The Board instils an ethical corporate culture and sets JC&C's values and standards of doing business through its Code of Conduct and other compliance/ethics policies.

It monitors and ensures proper accountability from management through various internal controls and reporting mechanisms to deter non-compliance and reduce exposure to unethical opportunities.

Please refer to the *Risk Management and Internal Control Systems* section on pages 41 to 42 and the *Code of Conduct, Anti-Corruption and Bribery, Group Tax Governance Policy (Singapore)* and *Whistle-Blowing Policy* sections on pages 50 to 52 for further details.

The Board also ensures that directors facing conflicts of interest recuse themselves from board-level discussions and decisions. Please refer to the *Management of Conflicts of Interest* section on page 49 for further details.

8. Shareholders' Rights and Engagement

The Board ensures that JC&C regards all shareholders fairly and equitably. It facilitates the exercise of the shareholders' ownership rights, including the opportunity to communicate their views and participate during general meetings and other dialogues. An Investor Relations Policy has been established for regular engagement, and fair and effective communication with shareholders.

Please refer to the *Rights of Shareholders* section (which includes the Dividend Policy) on pages 47 to 49 and the *Investor Relations, Medium of Communication and Results Briefings* section on pages 54 to 55 for further details.

9. Engagement with Stakeholders

Focusing on the best interests of JC&C, the Board ensures that the needs and interests of JC&C's material stakeholders are taken into consideration and that arrangements are in place to manage them. Please refer to the *Engagement with Stakeholders* section on pages 50 to 53 for further details on the key focus areas.

BOARD AND COMMITTEE MEETINGS AND ATTENDANCE

In 2022, the Board and Board committees met regularly to deliberate upon and approve the matters as set out under the *Board's Duties and Responsibilities* section on pages 33 to 34.

Board and Committees	No. of meetings in 2022
Board	5
Audit Committee	4
Nominating Committee	2
Remuneration Committee	2

Please refer to the table on pages 30 to 31 for each director's attendance at the Board and committee meetings and the Annual General Meeting ("AGM") of 2022.

The dates of all Board and committee meetings and the AGM are scheduled a year in advance to allow the directors to plan ahead. JC&C's Constitution allows directors to participate in meetings via teleconferencing or video conferencing.

Due to safe distancing measures and travel restrictions during the COVID-19 pandemic which continued in 2022, some of the Board and committee meetings as well as the AGM were conducted by virtual means. The AGM was held in compliance with Singapore's prevailing COVID-19 regulations.

BOARD'S ACCESS TO COMPLETE, ADEQUATE AND TIMELY INFORMATION

To fulfil their duties, the directors have access to complete, adequate and timely information provided by management, including monthly management accounts and regular sustainability updates.

For Board and committee meetings, all directors are provided with a detailed agenda and papers that contain relevant materials, background and explanatory information on each agenda item. Where budgets are concerned, the paper will also address any material variances between the projections and actual results. Minutes of Board and committee meetings are also sent to every member of the Board or committee respectively.

The meeting agenda and papers are generally made available to the directors at least a week before the scheduled regular meetings to allow adequate preparation time. The materials are digitally available on a secured site which can be conveniently accessed at any time via handheld devices. Printed copies are also provided for those who prefer them.

Apart from the regular meetings, the Board or committees would pass decisions via circular resolutions on *ad hoc* matters as warranted by circumstances. In such cases, Board and committee papers will be circulated to the directors, giving full information regarding the matter and management will be available to answer any questions a director may have.

Management acknowledges that should the information provided in the Board and committee papers not be sufficient for the Board to decide on a particular matter, it is the Board's duty to question and challenge management as part of its oversight function.

The Group Managing Director, Group Finance Director and the Company Secretary (who is also the Group General Counsel and Chief Sustainability Officer) are present at all Board and Audit Committee meetings to provide further information and address

queries. JC&C's internal auditors attend every Audit Committee meeting to present their reports and address questions. Management makes available other senior executives at the meetings where the situation warrants.

BOARD'S ACCESS TO MANAGEMENT, COMPANY SECRETARY AND INDEPENDENT ADVISORS

Management ensures that it is separately and independently accessible to the Board to address queries and provide additional information on a timely basis.

The Board has separate and independent access to the Company Secretary, whose appointment and removal is a decision of the Board as a whole.

The Board is also empowered to seek independent professional advice as considered necessary, at JC&C's expense.

BOARD TRAINING

Besides timely access to internal information, the directors also need to maintain their knowledge and skills and develop new competencies to fulfil their roles effectively. All directors are encouraged to attend courses and seminars that suit their needs at JC&C's expense.

JC&C incorporates opportunities for Board members to update their knowledge in the course of Board and committee meetings. Briefings and training are carried out mainly through live presentations by management, the auditors, external consultants or a Board member who is knowledgeable about a particular subject matter. These are supplemented with specially written Board papers as well as externally sourced articles and reports. Separate training sessions are arranged where required.

The topics covered in 2022 included market outlook and business trends, accounting standards, risk management, listing rules, regulations, ESG and geopolitics. Some specific areas were:

- Briefings by the external auditor, PricewaterhouseCoopers LLP, on the areas of audit focus and accounting standards that affected JC&C (e.g. SSA 315 governing the auditor's identification and assessment of audit risks impairment testing)
- Updates by the internal auditors on the development of internal control practices and heightened risk areas due to global economic challenges and geopolitical developments, including the COVID-19 pandemic
- The Singapore Institute of Directors' professional development course for Board directors on ESG Essentials
- The Cambridge-Earth on Board sustainability programme for Singapore directors
- Briefing papers on listing rules and regulatory updates such as SGX's enhanced disclosures on climate reporting and board diversity and the Code of Practice on Chief Executives' and Board of Directors' Workplace Safety & Health Duties

Amy Hsu was newly appointed to the Board in 2022 and will be completing the mandatory training on the roles and responsibilities of a director of a listed issuer as prescribed by SGX.

BOARD COMMITTEES

To assist the Board in the discharge of its responsibilities, the Board has established the following committees and delegated specific authority to them whilst retaining overall oversight:

- Nominating Committee
- Remuneration Committee
- Audit Committee

From time to time, the Board also establishes *ad hoc* committees on specific matters for operational and business efficiency.

Nominating Committee

Composition of the Nominating Committee in 2022:

Director	Position	Status
Mrs Lim Hwee Hua	Chairperson	Lead Independent Director
Dr Marty Natalegawa	Member	Independent Director
Benjamin Keswick	Member	Non-independent Director

The Nominating Committee consists entirely of non-executive directors. The majority of the Committee is independent and it is chaired by an independent director. It meets the minimum size requirement of three members under the Corporate Governance Code.

The Nominating Committee met twice in 2022.

The terms of reference of the Nominating Committee include the following:

- Review and make recommendations to the Board on matters relating to the succession plans for directors and key management personnel, taking into account the Board Diversity Policy
- Develop and maintain a formal and transparent process for the selection, nomination, appointment and re-appointment of directors
- Identify the mix of skills, qualities and experience and the appropriate diversity factors that the Board requires to function competently and efficiently and apply them to the process of appointment and re-appointment of directors
- Recommend an appropriate size of the Board and Board committees
- Determine the independence of directors on an annual basis and when required by circumstances
- Develop, maintain and oversee a formal annual assessment of the Board's effectiveness as a whole, and that of each of its Board committees and individual directors, including recommending the objective performance criteria
- Decide if a director is able to and has been adequately carrying out his or her duties as a director,

taking into account the director's number of directorships and principal commitments

- Review and recommend training and professional development programmes for the directors and ensure that new directors are aware of their duties and obligations

BOARD SUCCESSION PLANNING

The Nominating Committee leads the annual Board succession planning process, including the appointment of new directors and the re-election of existing directors. It makes recommendations to the Board on these matters.

Board renewal is carried out progressively with the retirement of long-serving directors and the addition of carefully selected new members every few years to maintain an appropriate balance of skills, experience, independence and diversity within JC&C and on the Board.

Appointment of New Directors

For new director appointments, candidates are identified via the recommendation of a Board member or management or sourced through JC&C's extensive network of contacts or external search consultants.

The candidates should have the requisite skillsets and experience in one or more of the following competencies: executive leadership and management, experience as director of a public-listed company, strategic/business planning and decision, finance/accounting, risk management, legal/regulatory/public policy, people and organisational change management, innovation or ESG/sustainability, and with experience in Southeast Asia.

Additional factors such as integrity and the ability to make independent and sound decisions will be taken into account. Other diversity factors such as gender, age, nationality, ethnicity and geographical background will be considered where appropriate.

The Corporate Governance Code requires that independent directors make up a majority of the Board where the chairman is not independent. To ensure that the majority-independent Board composition is maintained, the candidates should also meet the independence criteria set by the Board if they are being considered for the role of an independent director.

Once identified, shortlisted candidates will be interviewed by the Nominating Committee. If found to be suitable, the Nominating Committee will nominate the candidate to the Board for approval.

Under JC&C's Constitution, a new director is required to stand for re-election at the first AGM that takes place after his or her appointment. At the upcoming AGM in 2023, Amy Hsu will stand for re-election pursuant to this rule.

Re-election of Directors

The Nominating Committee makes recommendations to the Board on the annual re-election of existing directors, taking into account the Board's succession plan. Other factors such as attendance, preparedness, participation and candour during meetings are also considered.

JC&C's Constitution requires one-third of the Board, including the Group Managing Director and other executive directors, to retire by rotation and submit themselves for re-election by shareholders at each AGM. Retiring directors are those who have been the longest in office since their last re-election. This rotational retirement results in a director standing for re-election every two to three years. This complies with Rule 720(4) of the SGX-ST Listing Manual which requires that all directors submit themselves for re-nomination and re-election at least once every three years. The annual

re-election of the entire Board is not a regulatory requirement in Singapore.

At the upcoming AGM in 2023, Benjamin Keswick, Stephen Gore and Tan Yen Yen will retire by rotation, and Amy Hsu will retire pursuant to the rule for new directors.

The Nominating Committee has recommended that all of them be put up for re-election at the AGM. They will each stand for re-election on an individual basis. Their names are reflected in the Notice of Annual General Meeting which is published on JC&C's website at www.jcclgroup.com and SGX's website at www.sgx.com. Key information about them can be found on pages 24 to 26 and 61 to 62 of the Annual Report.

ASSESSMENT OF DIRECTORS' INDEPENDENCE

The Nominating Committee is responsible for the assessment of the independence of the non-executive directors.

The assessment is carried out for new independent director appointments and an annual review is carried out for existing directors. The Nominating Committee submits its assessment to the Board for the Board's consideration and declaration of a director's independence.

The Board considers a director to be independent if he or she is independent in conduct, character and judgement and has no relationship with JC&C, its related corporations, its substantial shareholders (i.e. having at least a 5% interest in JC&C) or its officers that could interfere, or be reasonably perceived to interfere, with the exercise of the director's independent business judgement in the best interests of JC&C.

Under the SGX-ST Listing Manual rules applicable for 2022, a director would not be considered independent where any of the following circumstances existed:

- (i) a director being employed by JC&C or any of its related corporations for the current or any of the past three financial years, or

- (ii) a director who has an immediate family member who is, or has been in any of the past three financial years, employed by JC&C or any of its related corporations and whose remuneration is determined by the Remuneration Committee, or
- (iii) a director who has been a director of JC&C for an aggregate period of more than nine years and whose continued appointment as an independent director has not been sought and approved in separate resolutions by shareholders of JC&C under a two-tier vote.

The term 'related corporations' includes major shareholders.

The directors were asked to declare if such a relationship or circumstance existed. They were also asked to assess if there were other circumstances, relationships or salient factors by reason of which they would consider themselves to be not independent vis-à-vis JC&C.

For 2022, the Board concurred with the Nominating Committee and considered Benjamin Keswick as a non-independent director as he is the Executive Chairman of Jardine Matheson Holdings Limited, the 76% major shareholder of JC&C and a related corporation of JC&C. Mr Anthony Nightingale was also determined to be a non-independent director as he has served on the Board for an aggregate period of more than nine years. The remaining non-executive directors, namely Mrs Lim Hwee Hua, Michael Kok, Dr Marty Natalegawa, Steven Phan, Samuel Tsien and Tan Yen Yen were declared independent according to the requirements of the Corporate Governance Code and the SGX-ST Listing Manual.

In accordance with the Board succession plan, shareholders' two-tier vote was obtained in 2021 for Mrs Lim Hwee Hua to continue as an independent director and two other long-serving directors, Anthony Nightingale and Michael Kok, have stepped off the Board in 2022. No other independent director has served beyond nine years on the Board and no director is being put up for the two-tier vote at the upcoming AGM in 2023.

The majority of the Board is independent and the Board complies with Rule 210(5)(c) of the SGX-ST Listing Manual which requires the Board to be at least one-third independent and have at least two independent directors.

ASSESSMENT OF BOARD PERFORMANCE

The assessment of the effectiveness of the Board as a whole, and that of each Board committee and individual director, is carried out annually. This formal assessment process is overseen by the Nominating Committee.

The assessment is carried out through questionnaires that employ an objective set of performance criteria as recommended by the Nominating Committee and approved by the Board. The performance criteria remain unchanged from year to year unless a review is required in line with changes to corporate governance requirements and practices. In such a case, the Nominating Committee may recommend updates to the questionnaires or assessment process.

Each director is required to complete the assessment questionnaires. The responses are collated and presented to the Nominating Committee for review and discussion as well as shared with the Board. The Nominating Committee, together with the Chairman of the Board, will decide on any follow-up or action plans that may be required.

For the evaluation of the Board's performance as a whole, the questionnaire focuses on the effectiveness of board practices in relation to its oversight role. The performance criteria cover board structure, strategy and planning, performance monitoring and enhancement, board risk management and internal controls, board procedures and conduct of meetings, the information provided to the Board and the Board's interaction as a group and with management.

The individual director's evaluation covers the following assessment criteria: attendance and adequacy of preparation for Board and Board Committee meetings, maintenance of independence and disclosure of related

party transactions, contributions in board decision-making and the individual's areas of expertise, and generation of constructive debate. The assessment is designed to encourage the director to reflect on his or her performance and contribution during the year.

Each Board committee's assessment reviews its functions and processes, examining areas such as whether the committee has fulfilled its responsibilities as set out in its terms of reference, and whether it has met compliance and disclosure requirements. Other assessment criteria include whether the committee size and mix of skills are appropriate, attendance at meetings, generation of constructive debate, the rigour of decision-making and availability of information.

DIRECTOR'S TIME COMMITMENT

The Board is made up of high-calibre individuals who are leaders in their respective fields and are naturally sought after to serve on multiple boards and take on other principal commitments. Rather than being a limiting factor, the Board views it as an advantage that its members continue to gain regional and international exposure and experience in a range of industries and countries. Accordingly, the Board has decided not to set a maximum number of listed company board representations which any director may concurrently hold. The individual directors are responsible for monitoring their time commitments and ensuring that they can effectively discharge their duties as a director of JC&C.

The Nominating Committee annually assesses whether JC&C's directors who have other principal commitments and who serve on multiple boards are able to and have been diligently discharging their duties as a JC&C director. In making this determination, the Nominating Committee considers the results of the director's annual self-evaluation as well as their attendance, attentiveness, participation and contribution at Board and Board committee meetings.

The Nominating Committee is satisfied that for 2022, each of the directors gave sufficient time and

attention to the affairs of JC&C and was able to effectively discharge their duties as a director of JC&C.

The Executive Directors, Benjamin Birks, Stephen Gore and Amy Hsu, do not hold any external directorships. They sit on the boards of companies that are JC&C's subsidiaries and associated companies.

KEY MANAGEMENT SUCCESSION PLANNING

The Board works closely with the Nominating Committee, Remuneration Committee and the human resources department for the succession planning of each key management role. This also involves the identification of competencies necessary to perform the role. These plans are reviewed and updated according to business needs.

Talent development, recruitment and compensation programmes are important parts of the succession planning process.

As part of the larger Jardine Matheson Group of companies, JC&C has access to and benefits from Jardines' talent pool. Under its executive management development programmes, talent is recruited from diverse disciplines and geographical backgrounds. They are given opportunities to work in a variety of businesses across the Jardine Matheson Group and are involved in strategic and operational planning and finance roles. Talented individuals are identified and provided with exposure and training to prepare them for future senior roles, including at JC&C.

Depending on the competencies and business needs identified, external candidates for key management roles are sometimes also considered in order to find the best person for the role. Expertise in such recruitment comes from JC&C's human resources department and is supplemented by external search consultants.

The Nominating Committee will make the final recommendation to the Board regarding the candidate for a key management role and the Remuneration Committee will review the compensation package.

Remuneration Committee

Composition of the Remuneration Committee in 2022:

Director	Position	Status
Tan Yen Yen ¹	Chairperson	Independent Director
Mrs Lim Hwee Hua	Member	Lead Independent Director
Benjamin Keswick	Member	Non-independent Director
Michael Kok ²	Chairman (former)	Independent Director

¹ Became Chairperson on 1st April 2022 succeeding Michael Kok

² Was Chairman up to 31st March 2022. Stepped down from the Board on 31st March 2022

The Remuneration Committee consists entirely of non-executive directors. The majority of the Committee is independent and it is chaired by an independent director. It meets the minimum size requirement of three members under the Corporate Governance Code.

The Remuneration Committee met twice in 2022.

The terms of reference of the Remuneration Committee include the following:

- Review and recommend to the Board a framework of remuneration for non-executive directors and the specific remuneration packages for each non-executive director
- Recommend to the Board the aggregate remuneration of the non-executive directors for approval at the AGM
- Review and recommend to the Board a framework of remuneration for executive directors (including the Group Managing Director) and key management personnel and the specific remuneration packages for each of these persons to attract, retain and motivate them to provide good stewardship and management
- Ensure that the recommended remuneration framework is appropriate and proportionate to the sustained performance and value creation of JC&C, including having a significant and appropriate proportion linked to corporate and individual performance with appropriate and meaningful measures for assessing the individual's performance

- Review and recommend the eligibility of executive directors and key management personnel for benefits under any long-term incentives
- Cover all aspects of remuneration, including but not limited to director's fees, salaries, allowances, bonuses, options, share-based incentives and awards and benefits-in-kind and termination terms and payments and to ensure fairness and avoid rewarding poor performance
- Consider implementing schemes to encourage non-executive directors to hold shares in JC&C

EXECUTIVE DIRECTORS & KEY MANAGEMENT'S REMUNERATION

The Remuneration Committee is responsible for advising the Board on the remuneration framework for executive directors and senior executives. It considers all aspects of remuneration, including termination terms where applicable, to ensure that they are appropriate, proportionate and fair. The remuneration policies are designed to attract, retain and motivate the executives to align their interests with JC&C's long-term growth and success, to increase shareholder value.

Several members of the Remuneration Committee are knowledgeable in executive compensation. The Remuneration Committee will seek expert advice from consultants on executive compensation matters, if necessary.

The remuneration of executive directors and key management personnel are structured to link rewards to corporate and individual performance.

Consisting of both a fixed and variable component, the performance conditions are based on JC&C's strategy and business plans for the year and are aligned with the interests of shareholders and other stakeholders. The fixed component comprises salary, provident fund contributions and other allowances. The variable component comprises a performance-based bonus payable on the achievement of individual and corporate performance conditions which are set or refreshed annually via a balanced scorecard and covers a performance period of one year.

Since 2021, JC&C has embedded ESG into all strategic decision-making and a component of the remuneration of executive directors and key management is linked to ESG considerations, including managing climate risk.

The Remuneration Committee reviews the remuneration of executive directors and key management personnel annually. The Board approves such remuneration via the Remuneration Committee to whom the Board has delegated authority for such approval.

For 2022, the Remuneration Committee confirmed that the level and structure of remuneration were aligned with the long-term interests and risk management policies of JC&C. No executive director was involved in deciding his or her own remuneration.

INCENTIVE PLANS

Short-term incentive plans have been designed to strengthen the pay-for-performance framework and to reward participants for the success of the business units and the Group.

Performance targets to be met under the short-term incentive plans include annual earnings, which are benchmarked against the budget, and individual qualitative key performance indicators, other than earnings, that focus on short- and long-term growth, success and profitability.

Individual payments are accorded based on performance targets and objectives set in appraisals. The performance conditions under the plans were reviewed annually to ensure that they were met in respect of any payout for 2022.

CORPORATE GOVERNANCE

The Group does not use any contractual provisions to reclaim incentive components of remuneration from executive directors and key management personnel in exceptional circumstances of misstatement of financial results or misconduct resulting in financial loss of the Group.

JC&C does not currently operate any share-based incentive plan.

NON-EXECUTIVE DIRECTORS' REMUNERATION

The Remuneration Committee advises the Board on the remuneration framework for non-executive directors. The directors' fees are determined having regard to best market practice, the level of duties and responsibilities of the directors and the size and diversity

of the Group's operations. The fees are reviewed every few years to ensure that they remain appropriate.

The fee structure reflects a non-executive director's level of responsibility, effort and time commitment. The Chairperson of the Board or a Board committee receives higher fees, and separate fees are paid for committee membership.

The total amount of non-executive directors' fees is tabled for shareholders'

approval annually at the AGM. At the last AGM in 2022, the shareholders approved the non-executive directors' fees of up to S\$1,139,000 for 2022. No director is involved in deciding his or her own remuneration.

No directors' fees are paid to executive directors.

The non-executive directors' fee structure was last revised in 2022 and remains unchanged as follows:

Fees payable per director per annum	Chairman S\$	Member S\$
Board	140,000	80,000
Audit Committee	50,000	28,000
Remuneration Committee	22,000	12,000
Nominating Committee	22,000	12,000

DISCLOSURE OF REMUNERATION OF DIRECTORS AND KEY MANAGEMENT PERSONNEL

The remuneration of the directors and the top five key management personnel (who are not also directors) of JC&C for 2022, including their names, is shown in the following tables, broken down into various elements in dollar terms.

In 2022, no employees were substantial shareholders of JC&C or the immediate family members of a director, the Group Managing Director or a substantial shareholder of JC&C.

Directors	Directors' fees S\$'000	Base salary S\$'000	Variable bonus S\$'000	Defined benefits/ contribution plans S\$'000	Benefits-in-kind S\$'000	Total S\$'000
Benjamin Keswick	164	—	—	—	—	164
Benjamin Birks [#]	—	728	2,759	116	661	4,264
Stephen Gore [#]	—	721	1,155	116	588	2,580
Amy Hsu [#]	—	172	235	27	91	525
Mrs Lim Hwee Hua	142	—	—	—	—	142
Dr Marty Natalegawa	92	—	—	—	—	92
Steven Phan	130	—	—	—	—	130
Tan Yen Yen	100	—	—	—	—	100
Samuel Tsien	108	—	—	—	—	108
Directors who stepped down from the Board in the course of 2022:						
Michael Kok	25	—	—	—	—	25
Anthony Nightingale	47	—	—	—	—	47

[#] Executive Director

Key Management Personnel	Base salary S\$'000	Variable bonus S\$'000	Defined benefits/ contribution plans S\$'000	Benefits-in-kind S\$'000	Total S\$'000
Jeffery Tan	530	517	10	16	1,073
Wilfrid Foo	397	476	16	11	900
Kent Teo	334	287	17	186	824
Jason Wen	346	269	14	11	640
Collin Teo	276	284	17	14	591

Notes:

- Directors' fees for non-executive directors were approved by the shareholders as a lump sum at the AGM held in 2022.
- Benefits-in-kind refer to benefits such as car, housing and club membership made available as appropriate.
- The total remuneration of the top five key management personnel for 2022 was S\$4,028,000.
- No stock options or share-based incentives or awards were paid to directors and key management personnel in 2022.

Audit Committee

Composition of the Audit Committee in 2022:

Director	Position	Status
Steven Phan* ^ ~	Chairman	Independent Director
Mrs Lim Hwee Hua^ ~	Member	Lead Independent Director
Samuel Tsien^ ~	Member	Independent Director

* Chartered accountant

^ Expertise in financial management

~ Expertise in risk management

The Audit Committee consists entirely of non-executive directors, all of whom are independent directors. It is chaired by an independent director who is a chartered accountant. It meets the minimum size requirement of three members under the Companies Act 1967 and the Corporate Governance Code.

All the members have recent and relevant accounting or related financial management expertise or experience. They also have expertise in risk management. No one was a former member or director of JC&C's existing auditing firm.

The primary function of the Audit Committee is to help the Board fulfil its statutory and fiduciary responsibilities in relation to the Group's financial reporting. It ensures the integrity of financial statements, reviews financial and control risks and monitors the internal control systems.

The Audit Committee has access to management and has the discretion to invite any director or executive officer to attend its meetings. It has access to reasonable resources to enable it to discharge its functions properly.

The Audit Committee met four times in 2022.

The terms of reference of the Audit Committee include the following:

- Review at least annually the adequacy and effectiveness of JC&C's systems of internal controls (including financial, operational, compliance and information technology controls) and risk management systems,

and commission an independent audit on internal controls and risk management systems, if necessary

- Review the significant financial reporting issues and judgements to ensure the integrity of JC&C's financial statements and any announcements relating to its financial performance, and review with the external auditors their evaluation of the system of internal accounting controls
- Review the assurance from the Group Managing Director and the Group Finance Director on the financial records and financial statements
- Review with the external auditors their audit report and conduct a post-audit review of the statutory financial statements and audit findings, including any significant suggestions for improvements provided to management by the external auditors
- Recommend to the Board on the adoption of the annual consolidated financial statements and annual report
- Recommend to the Board on the adoption of the interim and full year announcements of financial results and interim management statements
- Review the adequacy, effectiveness, independence, scope and results of JC&C's internal audit function
- Review with the external auditors their audit plan
- Review the adequacy, effectiveness, independence, scope and results of the external audit and assistance

given by management to the external auditors

- Assess the independence and objectivity of the external auditors, including the aggregate and respective fees paid for audit and non-audit services
- Make recommendations to the Board on the proposals to the shareholders on (i) the appointment, re-appointment and removal of the external auditors, and (ii) the remuneration and terms of engagement of the external auditors
- Consider the terms of interested person transactions of JC&C, whether they are on normal commercial terms and are not prejudicial to the interests of JC&C and its minority shareholders
- Carry out its duties as set out in the annual general mandate for interested person transactions approved by JC&C shareholders
- Review the Whistle-Blowing Policy and arrangements for concerns about possible improprieties in financial reporting or other matters to be safely raised, independently investigated and appropriately followed up on

RISK MANAGEMENT AND INTERNAL CONTROL SYSTEMS

The Board believes in the importance of sound systems of internal control and risk management to sustainably safeguard shareholders' interests and JC&C's assets as well as to achieve corporate objectives.

The Board has overall responsibility for the Group's internal controls and risk management. It reviews the adequacy and effectiveness of these control and risk management systems, including financial, operational, compliance and information technology controls (which includes cybersecurity).

The Board receives periodic updates and risk management education during the regular Board meetings as well as separately arranged training sessions on specific matters as and when necessary.

CORPORATE GOVERNANCE

Management is required to ensure good corporate governance through implementing and managing policies and procedures relevant to the Group's business scope, ethical standards and environment.

Business units are required to conduct a self-assessment exercise and submit twice-yearly control and compliance declarations on issues relating to matters of serious concern and significant incidents, code of conduct compliance and adequacy of control framework, and compliance with licences, permits and regulatory requirements. Where required, action plans are developed to remedy identified control gaps.

In addition, business units submit a summary comfort checklist regarding the adequacy and effectiveness of their internal control and risk management systems. Such assurances are also sought from the Group's internal and external auditors based on their independent assessments.

For 2022, the Board reviewed the assurances from the Group Managing Director and Group Finance Director on the financial records and financial

statements of JC&C. To elaborate, the Board assessed that the financial records have been properly maintained and that the financial statements gave a true and fair view of the Group's operations and finances.

The Group Managing Director and Group Finance Director also gave assurances to the Board that the systems of risk management and internal control in place were adequate and effective in addressing the material risks of the Group in its business environment at that point in time.

The Board, with the concurrence of the Audit Committee, was satisfied that adequate and effective internal controls (including financial, operational, compliance and information technology controls) and risk management systems had been in place and met the needs of the Group in its business environment at that point in time. The conclusion was based on the internal controls established and maintained by the Group, work performed by the internal and external auditors and reviews performed by management throughout 2022, as well as assurances received from the Group Managing Director

and other key management personnel responsible for these areas.

The Board notes that the Group's internal control systems are designed to manage the Group's risks within an acceptable risk profile, rather than eliminate business risks completely. The Group's internal control and risk management systems provide reasonable but not absolute assurance that the Group will not be adversely affected materially by any event that can be reasonably foreseen and do not provide absolute assurance against material misstatements, the occurrence of material or human errors, poor judgement in decision-making, losses, fraud or other irregularities.

JC&C does not have a separate board-level risk committee but has in place a risk management programme, under the purview of the Audit Committee, to identify and report on areas of potential business risks, and to recommend counteracting measures to prevent and minimise any loss arising from the business risks identified. This programme is further elaborated upon under the *Risk Management Review* section on pages 44 to 47.

KEY AUDIT MATTERS

For 2022, the Key Audit Matters ("KAMs") of the Group and the Audit Committee's commentary on them are set out below:

KAMs	Audit Committee's Comments
Impairment of investment in an associate – Siam City Cement Public Company Limited ("SCCC")	<p>The Audit Committee reviewed and was satisfied with the reasonableness of management's judgement, assumptions and the methodology used in the impairment review of the Group's investment in SCCC.</p> <p>Following the review and discussions with management and the external auditor, the Audit Committee concurred with management that an impairment charge of US\$114 million was required in 2022 in view of the challenging operating environment and outlook.</p>
Valuation of consumer financing debtors	<p>The Audit Committee reviewed and was satisfied with the methodology used by management in calculating the allowances for impairment, ageing profiles of the consumer financing debtors and the reasonableness of management's assumptions made and data used in calculating allowance.</p> <p>Following the review and discussions with management and the external auditor, the Audit Committee concurred with the judgement made by management in making the allowance for impairment for the consumer financing debtors and was satisfied that the data used were supportable.</p>
Valuation of mining properties and related assets	<p>The Audit Committee reviewed and was satisfied with the reasonableness of management's judgement, assumptions and methodology used in the impairment review of the mining properties and related assets.</p> <p>Following the review and discussions with management and the external auditor, the Audit Committee concurred with management that the valuation of these assets was supportable.</p>

INTERNAL AUDIT

The primary reporting line of JC&C's internal audit function is to the Audit Committee.

The internal audit function reviews the effectiveness of JC&C's internal control systems and management control systems. These reviews are conducted regularly throughout the year in accordance with an agreed plan to ensure that material internal controls are in place.

The internal audit function provides independent and objective assurance on internal controls and assists the Audit Committee in reviewing how principal business risks in the Group are evaluated.

The Audit Committee approves the annual internal audit plans, regularly reviews the internal audit findings and follows up on implementation plans.

For 2022, the Audit Committee was satisfied that JC&C's internal audit function was independent of the business, effective and adequately resourced.

The internal audit function of the Group (excluding Astra) is performed by the internal audit team of its holding company, Jardine Matheson. Group Audit and Risk Management ("GARM") functions independently of the operating companies of the Group and employs qualified professionals to handle the work in accordance with the prevailing Standards for the Professional Practice of Internal Auditing set by the Institute of Internal Auditors ("IIA").

The Audit Committee receives quarterly reports from GARM which cover matters like the overall control environment, audit findings, implementation statuses and significant non-compliance and matters of serious concern.

The internal audit function of the Astra group is overseen by Astra's Group Audit and Risk

Advisory ("GANRA"), the internal audit department of Astra's parent company. GANRA audits all the automotive sales operations under Astra's parent company. It supports and participates in joint audits and regular reviews with the various internal audit units of the subsidiaries within the Astra group.

GANRA complies with the prevailing Standards for the Professional Practice of Internal Auditing set by the IIA.

The various internal audit units of Astra's subsidiaries report to the respective boards of commissioners within the Astra group, and GANRA reports to the audit committee of Astra's parent company. The Audit Committee receives quarterly reports on internal audit plans, audit findings, implementation plans and Astra group's top risks from GANRA.

EXTERNAL AUDIT

For 2022, the Audit Committee made recommendations to the Board on the re-appointment of JC&C's external auditor, PricewaterhouseCoopers, and the remuneration to be paid to them.

JC&C has complied with Rule 713 of the SGX-ST Listing Manual, which requires the rotation of the external audit partner-in-charge.

The Audit Committee also approved audit plans for the external audit and reviewed the adequacy, effectiveness, independence, scope and results of the external audit. It met with the external auditor to discuss significant accounting and auditing issues

arising from its audit, other audit findings and recommendations.

As per its yearly practice, the Audit Committee met with both internal and external auditors without the presence of management to discuss matters that the Audit Committee or auditors believe should be discussed privately.

REVIEW OF RESULTS ANNOUNCEMENTS AND INTERIM MANAGEMENT STATEMENTS

The Audit Committee serves as an independent party to review financial information prepared by management for shareholders, as well as the channel of communication between the Board and external auditors.

In 2022, before announcing the half year and full year results, the Audit Committee and JC&C's senior management reviewed the Group's financial information to ensure that it was properly presented and that appropriate accounting policies had been applied in preparing the financial information. Interim management statements for the first and third quarters were also reviewed before they were announced to ensure sufficient information was presented.

NON-AUDIT SERVICES BY EXTERNAL AUDITOR

In 2022, the Audit Committee reviewed the range and value of non-audit services provided by the external auditors of the Group. The Audit Committee was satisfied that the provision of such services had not affected the independence of the external auditors. The breakdown of the 2022 fees is as follows:

	US\$m
Total fees for audit services	10.7
Total fees for non-audit services	2.1
Total fees	12.8

JC&C has complied with Rules 712 and 715 of the SGX-ST Listing Manual with regards to the auditing firms.

CORPORATE GOVERNANCE

Risk Management Review

Management oversees the implementation of the systems of internal control within the Group's operating companies, the responsibility for which rests with each company's board and its management.

The Group has an established risk management process that is reviewed regularly and covers all business units. This includes the maintenance of risk registers that detail the emerging and existing risks to the future success of the business and the relevant key controls and mitigating factors that address those risks. These are reviewed on a regular basis.

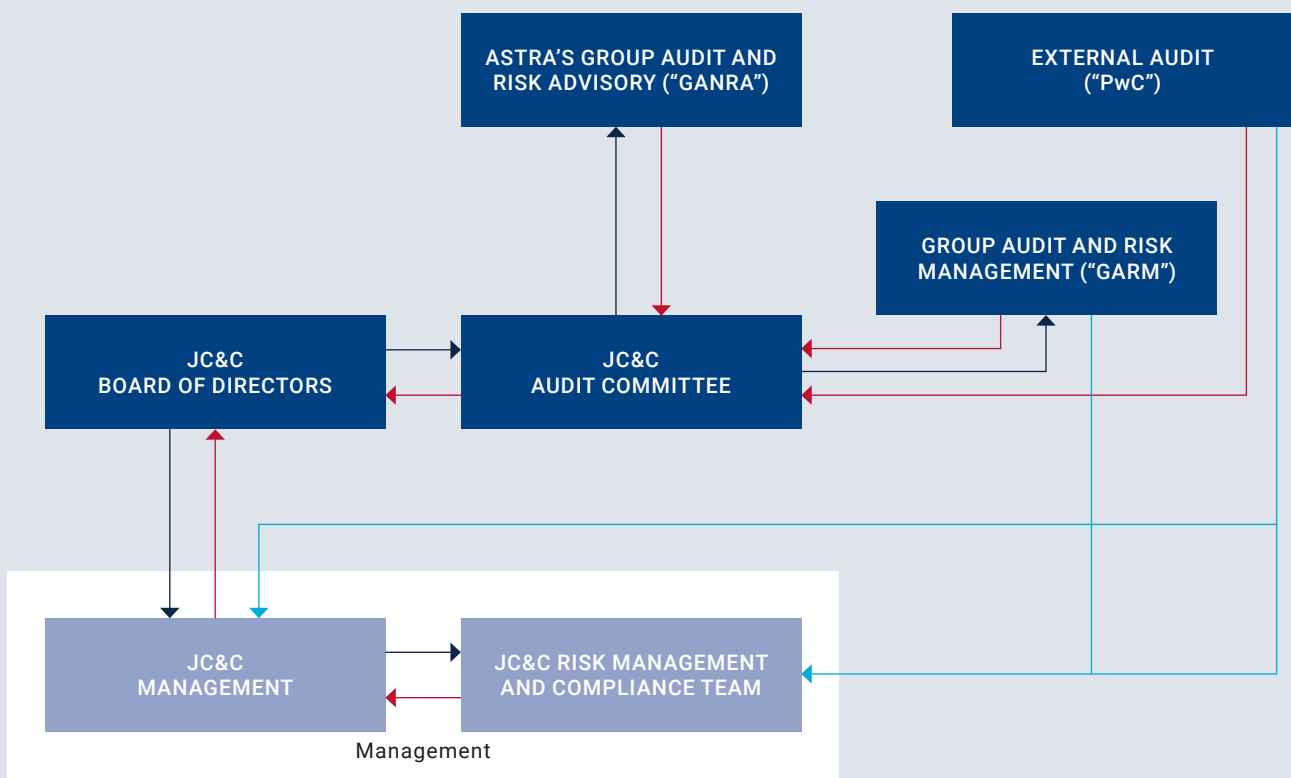
RISK GOVERNANCE STRUCTURE

Each business unit is responsible for:

- Identifying and assessing principal risks and uncertainties to which it is exposed;
- Implementing the most appropriate actions to mitigate and control those risks to an acceptable level;
- Providing adequate resources to minimise, offset or transfer the effects of any loss that may occur while managing acceptable risk/benefit relationships;
- Monitoring the effectiveness of the systems of risk management and internal control; and
- Reporting periodically to its board of directors and GARM/GANRA on the principal risks and uncertainties.

Information and guidelines for reporting principal risks and risks and uncertainties are regularly communicated to the business units. Risk management initiatives, such as training and sharing sessions are undertaken by the Group. Furthermore, Jardine Matheson has an interactive platform where employees across the Jardine Matheson group are able to share the latest trends in risk management to support an effective risk culture.

Risk identification, evaluation, review and reporting form part of management responsibility. Based on the Group's risk evaluation, management is expected to implement risk management measures (as described in its risk



→ Oversee → Report → Monitor/Review

management framework) to address the identified risk. Executives' remunerations are tied to measures that reflect the successful execution of business strategies including risk management. Line managers are expected to execute controls that reflect risk management while executing their day-to-day tasks. Their remuneration is tied to measures that reflect the successful execution of operations while keeping risk in mind via the execution of controls.

RISK MANAGEMENT FRAMEWORK

Risk management is integrated into each business unit's strategic planning, budgeting, decision-making and operations. Central to this is the continuous and systematic application of:

- Risk Identification
- Risk Assessment
- Risk Treatment
- Risk Reporting & Monitoring

Our Risk Management Framework, based on ISO 31000 and COSO principles, is an integrated multi-disciplinary company-wide process to identify, assess and define strategies to be adopted to monitor risks. The risk registers prepared by each business unit provide the basis for an aggregation process, summarising the principal risks and uncertainties facing the Group as a whole.

The key elements of the Risk Management Framework are as follows:

Risk Identification

- Identify and document the Group's exposure to uncertainty with existing strategic objectives
- Adopt structured and methodical techniques to identify critical risks

Risk Assessment

- Evaluate risks by estimating likelihood, financial and reputational damage, and the speed at which the risk materialises, based on its inherent and residual level

- Determine risk rating using the risk heatmap, with four levels of residual risk status

Risk Treatment

- **Tolerate** – accept if within the Group's risk appetite
- **Terminate** – dispose or avoid risks where there is no appetite
- **Transfer** – take up insurance or share risk through contractual arrangements with business partners
- **Treat** – redesign or monitor existing controls or introduce new controls

Risk Reporting & Monitoring

- Periodic review of principal risks and uncertainties
- Setting key risk indicators to enhance monitoring and mitigation of risks
- Regular reporting of principal risks and uncertainties from business units to the Group's Board of Directors via the Audit Committee

The risk registers are updated bi-annually and a Risk Management Report is presented to the Audit Committee on the significant residual risk exposures impacting the Group. The report includes considerations such as the likelihood of occurrence, financial impact, velocity and impact ratings.

PRINCIPAL RISKS AND UNCERTAINTIES

The following were classified as major residual risk exposures (including operational risks) for 2022:

1. Geopolitical Situation

In the past year, the impacts of the global geopolitical situation have significantly increased. External risks created from political tensions, such as the dynamic between Russia and Ukraine and its Western alliances, could affect global markets, dampen economic activity, disrupt supply chains and place more pressure on rising inflation and interest rates.

While the Group does not have direct business relationships in these countries, the consequences of these armed conflicts are unpredictable and, therefore, may pose significant uncertainty to the portfolio.

The Group monitors the situation closely to manage any operational changes collectively; for example, sourcing alternative suppliers to prepare for potential supply chain disruption.

2. Cybersecurity

The global pandemic has triggered an exponential rise in the adoption of technologies. The Group's businesses have increased their online operations and, as such, are more dependent on the network infrastructure and critical supporting systems. Given the leading positions of the Group's businesses in their industries, any security breaches resulting in the leakage of sensitive data may result in regulatory fines and/or litigations. This external risk could potentially have a long-term impact if the Group's reputation is affected.

The Group continually reviews its network infrastructure and critical supporting systems to ensure resilience. A cyber incident response plan is defined for the Group to respond to emergencies and catastrophic events. In addition, business continuity plans and insurance policies are in place.

3. Dependence on Astra

Astra is the major contributor to the Group's earnings and represents a significant proportion of the Group's total assets. Consequently, any adverse changes in Astra or Indonesia's political, social or economic situation will significantly impact the Group's earnings and total assets. Such adverse changes include changes in laws, regulations and policies by the Indonesian

or other foreign governments, any termination of or material changes to key licensing and distribution agreements between Astra and its strategic partners, supply chain disruptions or any pricing actions Astra may have to take in response to competition that have a material adverse impact on Astra's financial performance.

The Group is exposed to foreign currency fluctuations, mainly through Astra. Any significant depreciation of the rupiah will have an adverse impact on the Group's earnings and total assets.

Over the years, the Group has increased its exposure in Other Strategic Interests, which, together with the Direct Motor Interests and THACO, account for 20% of JC&C's underlying profits in 2022.

4. Climate Change

Climate change has been recognised as a key long-term risk businesses faced globally.

Physical risks such as forest fires, floods and other natural disasters may directly impact the Group's physical facilities or those of its suppliers and customers and adversely impact the Group's earnings and total assets. Such risks cannot be eliminated completely. However, the Group takes appropriate mitigating measures such as procuring appropriate insurance as part of its risk management. Additionally, the Group maintains operational resilience by regularly reviewing its Business Continuity Management ("BCM") plans.

Aside from physical risks arising from climate change, the Group is exposed to transition risks such as the shift towards electric vehicles, increased carbon taxes and investments in low-carbon technologies.

The Group manages climate change risk by conducting climate risk assessments and scenario

analyses following the TCFD framework, to identify key focus areas for its portfolio businesses and build overall climate resilience.

5. Outbreak of Contagious or Virulent Diseases

A pandemic outbreak or spread of contagious or virulent diseases such as COVID-19, severe acute respiratory syndrome and avian influenza may result in lockdowns or quarantine restrictions on the Group's employees, suppliers and customers, and limit access to the Group's facilities, products and services.

During the COVID-19 pandemic, the Group activated its BCM plans and carried out enhanced health and safety programmes to mitigate the risk impact.

The COVID-19 pandemic has also triggered an exponential growth of demand for semiconductor chips, outpacing supply capacity, resulting in a global chip shortage which affected the production of certain products offered by the Group. The Group worked closely with its suppliers to manage its logistics capacity, production planning and inventory control to mitigate such impact.

6. Competition, Economic Cycle, Commodity Prices and Government Regulations

The Group faces competition in each of its businesses, and more so with advancements in energy-efficient and low-carbon products and technology. If the Group is unable to compete successfully against its existing competitors or new entrants to the industries in which it operates, its business, financial position and results of its operations will be adversely affected.

The Group's financial performance fluctuates with the economic cycle. Market forces and their resultant movements can significantly impact the earnings and asset position of the Group.

The Group is also exposed to financial risks arising from changes in commodity prices, primarily crude palm oil and coal.

The Group regularly considers the outlook of commodity prices in considering the need for active financial risk management. The Group's policy is generally not to hedge commodity price risk, although limited hedging may be undertaken for strategic reasons.

Government regulations and policies relevant to the respective industries and territories impact the Group's businesses. Free trade agreements may also result in increased competition which may adversely affect the Group's earnings and total assets. In addition, if the Group does not transition to low-carbon products and technology in time, it will not benefit from subsidy schemes and policy support provided by the countries where it operates.

To manage the risk of competition, the Group regularly assesses whether its products and services can meet customers' expectations. For instance, the Group actively reviews its product strategy with its principals in the automotive sector and introduces electric vehicles to its product line-up.

The Group also works closely with the respective local management to leverage local expertise and knowledge to manage political and regulatory risks.

7. Exclusive Business Arrangements

The Group currently has subsidiaries, associates and joint ventures in Indonesia, Vietnam, Singapore, Malaysia and Myanmar engaged in the automotive business that enjoys exclusive rights in various forms as a manufacturer, assembler, distributor or dealer.

Management works to meet targets and improve business performance. Notwithstanding

this, any change in the principals' strategies may be beyond management's control. In certain cases, any withdrawal or dilution of the exclusive rights can potentially have a significant impact on the Group's earnings and total assets.

The Group manages the risk by maintaining good partnerships with the principals and closely monitoring changes in their policies and corporate plans. The Group also ensures strict compliance and governance to their standards and regularly updates the principals on the local market's regulatory and business environment.

8. Financial Risk

The Group's activities expose it to a variety of financial risks, including the effects of changes in debt and equity markets, foreign currency exchange rates and interest rates. It manages its exposure to financial risks by using a variety of techniques and instruments as set out in further detail under 'Financial Risk Management' of Note 2.32 to the Financial Statements, on pages 96 to 106 of this Annual Report.

The Group has an internal policy that prohibits speculative transactions. It enters into derivative financial instruments solely for hedging underlying exposures that mainly affect cash flow. The objective is to provide a degree of certainty on costs.

The Group's surplus cash is managed in a way that minimises credit risk while enhancing yield. The Group also has a system of internal controls, as described in this report.

Notwithstanding the risk management policies of the Group, any unanticipated fluctuations in debt and equity market prices, foreign currency exchange rates and interest

rates may have an adverse effect on the Group's earnings and total assets.

Rights of Shareholders

DIVIDEND POLICY AND PAYMENT

JC&C's dividend policy aims to provide a return to shareholders through the payment of a cash dividend, usually on a semi-annual basis, taking into consideration the Group's financial performance, short- and long-term capital requirements, future investment plans and broader business and economic conditions.

In 2022, JC&C made two dividend payments to all shareholders; a final dividend of US\$0.62 per share on 29th June 2022 and an interim dividend of US\$0.28 per share on 29th September 2022.

SHAREHOLDERS' RIGHT TO PARTICIPATE EFFECTIVELY AND VOTE IN SHAREHOLDERS' MEETINGS

Shareholders are informed of shareholders' meetings through notices, physical copies of which are sent to all shareholders in advance of the meetings. The notices contain the detailed meeting agenda and are accompanied by explanatory notes, reports or circulars containing detailed information on each agenda item and the proxy form. The notices of general meetings and the accompanying documents are also published and publicly available on SGX's website at www.sgx.com and JC&C's website at www.jcclgroup.com.

Specifically for AGMs, the notices are accompanied by the annual report, a letter to shareholders (containing further information about specific agenda items) and the proxy form, all of which are available via the avenues mentioned above. Annual reports containing the audited financial statements are issued simultaneously with the AGM notice by the end of March. This is within 90 days of the end of JC&C's financial year of 31st December and is at least 28 days before the date of the AGM.

At shareholders' meetings, each specific matter is proposed as a separate resolution and shareholders are given the opportunity to raise questions on each of the motions. All relevant questions, answers and comments are recorded in substantial detail in the meeting minutes and posted on JC&C's website.

At every AGM, shareholders have the opportunity to approve the remuneration for non-executive directors, including any increases in such remuneration, and to vote for the re-election of individual directors who are either retiring by rotation or retiring because they are newly appointed.

JC&C only has one class of shares, namely ordinary shares, and each ordinary share carries one vote.

All resolutions at the AGM are voted by poll. The poll voting is conducted electronically by an external service provider under the scrutiny of an independent scrutineer. The scrutineer explains the voting and vote tabulation procedure to the meeting attendees before starting the voting process. For greater transparency, votes cast for and against each resolution, and the respective percentages, are immediately tallied and displayed 'live-on-screen' to shareholders at the meeting. The scrutineer is present throughout the meeting to ensure that the voting exercise is conducted properly and signs off on the voting results.

Within the same day after the AGM, JC&C releases a detailed announcement publicly available on SGX's website (www.sgx.com/securities/company-announcements), showing the voting results in terms of the number of votes cast for and against each agenda item and the respective percentages. This announcement is also available on JC&C's website.

If any shareholder is unable to attend a shareholders' meeting, he/she is allowed under JC&C's Constitution to appoint up to two proxies to vote on his/her behalf at the meeting. Printed copies of proxy forms are sent in advance to all shareholders with clear instructions on how they should be completed and returned to JC&C before the relevant deadline. The proxy forms are also available on JC&C's and SGX's websites.

Nominee agencies such as banks, securities custodians and the Central Provident Fund ("CPF") are allowed to appoint more than two proxies. Therefore, shareholders who hold shares through these nominees, including CPF investors, can attend and participate in the meetings as proxies of these agencies. Voting in absentia by mail, facsimile or email is currently not allowed.

CONDUCT OF AGM DURING THE COVID-19 PANDEMIC

The AGM in 2022 was conducted via electronic means on 27th April 2022 pursuant to temporary laws on alternative arrangements for holding general meetings in Singapore during the COVID-19 pandemic. JC&C complied with all regulatory requirements for the holding of such meetings.

Notice of the virtual AGM containing the detailed agenda and explanatory notes, as well as the Annual Report 2021 (containing the audited financial statements), letter to shareholders and proxy form, were all sent to shareholders solely by electronic means through publication on the websites of JC&C and SGX. These documents were published on 29th March 2022, at least 28 days before the AGM date and within 90 days of JC&C's financial year-end of 31st December 2021.

Shareholders were invited to submit their questions for the AGM in advance. JC&C provided its full responses to substantial and relevant questions via an announcement on the websites

of JC&C and SGX before the proxy form submission deadline.

Pursuant to the temporary laws, voting at the AGM was carried out via the appointment of the Chairman of the meeting as the proxy for the shareholders. The voting results were verified by an independent scrutineer appointed for the AGM and were published on the same day as the AGM on JC&C's and SGX's websites.

As in-person attendance at the AGM was not allowed, pre-registered shareholders attended the AGM virtually via live webcast and audio stream. The members of the Board were present virtually at the meeting, including the Chairman of the Board, the Group Managing Director and the respective Chairpersons of the Audit, Nominating and Remuneration Committees, as well as JC&C's external auditors.

INTERESTED PERSON TRANSACTIONS

JC&C operates under the interested person transactions ("IPT") rules of the SGX-ST Listing Manual.

These rules guard against the risk that interested persons could influence JC&C or companies within the Group to enter into IPT transactions that may adversely affect the interests of JC&C or its shareholders. For example, where an IPT requires shareholders' approval, a shareholder who is interested in the transaction and its associates will not be allowed to vote on the resolution.

JC&C's interested persons are its Board directors and its controlling shareholder, Jardine Matheson Holdings Limited, and the associates of such persons as defined under the SGX-ST Listing Manual.

IPTs entered into during 2022 as recorded in the Register of IPTs (excluding transactions less than S\$100,000) were approved in accordance with the Group's procedures for such transactions.

JC&C's general mandate for IPTs is approved annually by shareholders at its AGM. Detailed information on the general mandate, including the categories of applicable interested persons and transactions and review and approval procedures, are set out in a letter to shareholders that accompanies the AGM notice. This is sent to shareholders together with the AGM notice and is available on JC&C's and SGX's websites.

The general mandate enables companies within the Group to enter into approved categories of transactions with specified interested persons, provided that such transactions are on normal commercial terms in the ordinary course of business and will not be prejudicial to the interests of JC&C and its minority shareholders. The transactions will undergo the review process before being approved by the Group Managing Director or the Audit Committee, as applicable, depending on the value of the transaction.

For 2022, as in previous years, all IPTs entered into pursuant to the general mandate were reviewed by JC&C's internal auditor as part of its annual audit plan.

Save for the transactions disclosed on the following page, no material contract has been entered into by the Group involving the interests of the Group Managing Director, a director or a controlling shareholder, either as at the end of the financial year or since the end of the financial year.

The list of JC&C's IPTs for 2022 are set out below:

Name of interested person and nature of transaction	Aggregate value of all interested person transactions (excluding transactions less than S\$100,000 and transactions conducted under shareholders' mandate pursuant to Rule 920) US\$m	Aggregate value of all interested person transactions conducted under shareholders' mandate pursuant to Rule 920 (excluding transactions less than S\$100,000) US\$m
Associate of JC&C's controlling shareholder		
Hongkong Land (Singapore) Pte Ltd		
• purchase of motor vehicle	–	0.2
Jardine Matheson Limited		
• management support services	–	4.0
• cybersecurity services	–	0.3
• business support services (including human resource support and management, and internal audit and risk management)	–	0.2
• digital, digital support and innovation services	1.7	–
Jardine Matheson & Co., Ltd		
• human resource and administration services	–	0.5
The Dairy Farm Company Ltd		
• data analytics services	–	0.4
Hongkong Land (Unicode) Investments Limited		
• subscription of shares in a joint venture	10.4	–
PT Astra Land Indonesia		
• subscription of shares by a subsidiary	10.4	–
Director of JC&C		
Tan Yen Yen		
• purchase of a motor vehicle	0.2	–
	22.7	5.6

Note: The terms "associate" and "controlling shareholder" are as defined in Chapter 9 of the SGX-ST Listing Manual.

**MANAGEMENT OF
CONFLICTS OF INTEREST**

At Board meetings, the directors regularly disclose updates to their directorships and major appointments in other companies and organisations as part of their disclosure of interests to address any potential conflict of interest situation.

Directors are also required to disclose any specific interest they may have in a particular transaction being contemplated or agenda item being discussed.

In the case of a conflict of interest, the director would be required to abstain from voting on the resolution and refrain from participating in the Board discussions.

INSTITUTIONAL INVESTORS

An analysis of JC&C's share register carried out on 30th December 2022 showed that more than 5% of its share ownership were held by institutional investors other than its controlling shareholder.

Engagement with Stakeholders

SUSTAINABILITY REPORT

JC&C has been publishing an annual sustainability report since 2017, referencing the Global Reporting Initiative ("GRI") framework. The reports reflect JC&C's approach to business sustainability and disclose what is important to JC&C and its stakeholders.

As part of the process, JC&C undertakes stakeholder engagement and engages both internal and external stakeholders, such as its subsidiaries, employees, shareholders, business partners and regulatory bodies. JC&C is committed to publishing and improving disclosures in its reporting and continues to strengthen its engagement with stakeholders.

In 2022, JC&C published its first climate change report, following the TCFD framework. In 2022 JC&C will integrate its climate change report into its annual sustainability report.

A summary of JC&C's 2022 Sustainability Report can be found on pages 56 to 59 of this Annual Report. The full sustainability report will be issued in May 2023.

JC&C's sustainability reports are available on its corporate website at www.jcclgroup.com/sustainability.

COMMUNITY ENGAGEMENT

JC&C strives to be an active community partner through corporate social responsibility initiatives. It focuses its efforts on three United Nations Sustainable Development Goals ("SDG"): SDG 3 (Good Health and Well-being), SDG 4 (Quality Education) and SDG 8 (Decent Work and Economic Growth).

Please refer to the JC&C 2022 Sustainability Report summary on pages 56 to 59 for JC&C's community engagement and interaction details.

CODE OF CONDUCT

The Board has put in place a corporate Code of Conduct ("CoC") containing the core ethical principles upon which the Group operates and conducts itself. This is based on the Code of Conduct of the Jardine Matheson group, which JC&C is a part of.

The CoC is published on JC&C's website at www.jcclgroup.com/sustainability/governance. The principles under the CoC are:

- **Treating each other with respect:** Non-discrimination and anti-harassment are strictly upheld. In addition, diversity and inclusion are encouraged and supported.
- **Acting with integrity:** Anti-corruption, anti-bribery and conflicts of interest policies are clearly set out and strictly enforced. There is freedom to support political parties and campaigns responsibly as private individuals but not as representatives of JC&C or the Group. The Group's resources should not be used for charitable purposes unless properly authorised by the Group.
- **Protecting the Group and its assets:** Personal views, actions and social media conduct should be made responsibly and not bring disrepute to the Group. Assets and resources of the Group, as well as intellectual property rights, personal data and confidential information, should be safeguarded at all times. Honest and accurate business records should be kept and information about the Group shared publicly should be accurate and complete. The health and safety of employees, customers, contractors and communities are promoted and protected.
- **Complying with laws and regulations:** Legal compliance is essential, particularly in the areas of anti-competition,

share dealings (including insider trading), business licences and corporate and personal taxes.

- **Embedding sustainability:** Sustainability needs to be a core part of how business is conducted, being closely aligned with strategy and business planning and integrated into all levels of decision-making.

The CoC applies to everyone working for the Group, including all employees and directors. JC&C expects all contractors, consultants, suppliers and other business partners to follow its CoC in their dealings with the Group. For its employees, all new employees are given a digital copy of the CoC and must complete the mandatory CoC training as part of their onboarding process. Existing employees are enrolled for regular e-training to be kept updated on the principles of the CoC.

Besides the CoC, ethical standards of doing business are also upheld through additional compliance policies and guidelines, such as the Anti-Corruption and Bribery Policy, Group Tax Governance Policy (Singapore), Whistle-Blowing Policy and Securities Dealing Policy.

The Board oversees the matters under the CoC through the Audit Committee. To monitor and ensure proper accountability, JC&C conducts twice-yearly control and compliance declarations on areas that include illicit payments and favours, criminal offence and internal and external fraud, besides providing a whistle-blowing platform for reporting matters of serious concern on an anonymous basis. The control and compliance declarations are signed off by the management team and reported to the Audit Committee. Internal audits are also conducted on these areas and regularly reported to the Audit Committee.

For 2022, no cases of breaches against its CoC or any other ethics policies have been reported for the JC&C head office.

As per the CoC, there were zero direct or indirect political contributions made at the JC&C head office level in 2022.

ANTI-CORRUPTION AND BRIBERY

JC&C adopts a zero-tolerance policy to any form of bribery and corrupt action as set out in its Anti-Corruption and Bribery Policy published on its website, www.jcclgroup.com/sustainability/governance. It is also one of the core principles under its CoC.

The Board has oversight over anti-corruption and bribery matters through the Audit Committee. Management is responsible for ensuring adherence to JC&C's Anti-Corruption and Bribery Policy through the following programmes and procedures:

- Procedures and guidelines for employees have been set out in the Anti-Corruption and Bribery Policy which cover dealings with agents and third parties, keeping proper financial records and reporting of concerns and suspicions.
- Employees can raise ethical issues and concerns via the whistle-blowing programme, further elaborated in the next section.
- To evaluate JC&C's anti-corruption effectiveness, business units are required to submit twice-yearly control and compliance declarations on areas that include illicit payments and favours.
- Procedures are in place for business units to report matters of serious concern, including corruption and bribery cases.
- Training on anti-corruption and bribery is carried out as part of the CoC training, which is mandatory for all new employees. A refresher course is mandatory for regular employees. Some business units also conduct additional anti-corruption and bribery training tailored to their business operations.

GROUP TAX GOVERNANCE POLICY (SINGAPORE)

JC&C has put in place the Group Tax Governance Policy (Singapore) which sets out its approach towards conducting its Singapore tax affairs. The policy covers all taxes, including corporate income tax, goods and services tax and transfer pricing matters. A statement of the policy is published on its website, www.jcclgroup.com/sustainability/governance.

The policy outlines the Group's commitment to comply with tax laws and regulations, its view on tax, including tax risk culture and appetite, its governance structure for managing tax risks and its approach to tax risk management. The policy is endorsed by the Board and reviewed periodically.

The principles under the policy are:

- **Compliance with Tax Laws:** JC&C will comply with its tax obligations, including making accurate and complete returns covering all areas of applicable taxes and ensuring taxes due are paid in a timely and compliant manner. It is committed to embracing transfer pricing principles, and paying tax that commensurate with the activities it performs, the value it generates and the substance it has, in accordance with applicable laws and regulations. It keeps abreast of changes in tax rules and regulations through training and seminars, and periodically reviews and updates its internal policies and procedures to reflect relevant changes in tax laws and regulations.
- **Tax Risk Management:** The Group operates a risk-based system of controls and processes to manage its tax risks and minimise instances of error in the making of its tax returns. It has a low-risk appetite and a low tolerance for tax uncertainties and will raise them with the tax authorities and seek external advice from qualified advisors.

The Group reports any significant tax risks and judgements to the Group Tax Function of its holding company, Jardine Matheson, on a half-yearly basis. Significant non-compliance issues and matters of serious concern, if any, are reported by the internal audit function to the Audit Committee on a half-yearly basis.

- **Approach to Tax Planning:** The Group adopts a prudent and low-risk approach to tax planning and will only utilise tax planning measures and opportunities to optimise tax efficiency, to the extent that these comply with prevailing tax legislation and are aligned with the commercial and economic activities of the Group.

It will not use artificial structures that are intended solely for tax avoidance without bona fide business purposes, have no commercial substance or do not meet the intention of any prevailing domestic or international law. The Group has a zero-tolerance policy towards tax evasion, any deliberate concealment of taxable income and benefits, or facilitating others in undertaking such activities.

- **Corporate Governance:** There is a formalised governance structure for tax risk management where the roles and responsibilities are clearly defined.

The Board has ultimate responsibility for tax governance and tax risk management of the Group, and directly oversees such matters through the Audit Committee. The Group Finance Director is responsible for the establishment of an effective tax risk management framework which includes overseeing the policy and providing updates on significant tax matters to the Audit Committee. The Audit Committee may further escalate any issue of material tax uncertainty, significant tax non-compliance or matter of serious concern to the Board.

The Group's Tax Manager supports the Group Finance Director and works closely with the Group's finance managers to ensure compliance with the policy, and is also responsible for corporate tax compliance matters and communication with external advisors and tax authorities.

- **Tax Transparency:** The Group will disclose relevant tax data to the public, balancing the need for confidentiality, including business-critical information and the public's legitimate interest. It communicates its tax affairs in a clear and timely manner. A breakdown of corporate taxes paid domestically and internationally is included in its audited financial statements published in its annual report.
- **Working with Tax Authorities:** The Group maintains an open, proactive and constructive dialogue on tax matters with tax authorities. It performs periodic internal reviews of its tax filing positions and are committed to making accurate and timely disclosures on significant tax errors to the tax authorities. Any action or decision on dispute resolution will be referred to the Board and/or the Audit Committee for approval and guidance, depending on the degree of tax risk and the nature of the transaction.
- **Retention of Tax Document Policy:** All electronic tax filings, work papers and documents are stored on a secured network by the Group. All tax records and documents (including correspondences with tax authorities) are retained for at least five years as required by current regulation.

WHISTLE-BLOWING POLICY

JC&C encourages the early reporting of matters of serious concern that may affect the professional and compliant operation of its businesses and reputation. It has a Whistle-Blowing

Policy with procedures on how employees and third parties can report any workplace malpractice. It is committed to protecting and supporting anyone who reports non-malicious or non-vexatious matters of concern.

The policy comes under the purview of the Audit Committee to ensure independent investigation and appropriate follow-up action on any concerns raised. The policy is published on JC&C's website at www.jcclgroup.com/sustainability/governance.

Under the Whistle-Blowing Policy, employees who feel that they are unable to raise concerns within normal reporting lines can do so using the JMSpeakOut platform on an anonymous basis.

JMSpeakOut is an independent, confidential whistle-blowing service managed by Deloitte and is available 24/7 in various languages such as Chinese, English and Thai. Third parties can also make use of the same platform. The policy lists several ways to do the reporting: online, by email or via hotlines with local numbers in Singapore, Indonesia, Malaysia, Myanmar, Thailand and Vietnam. Reports can be made in the reporter's local language and are completely confidential, that is, the person making the report is not required to reveal his or her identity until he or she chooses to do so. Reports will be channelled to the designated person at JC&C which is the Group General Counsel.

PROTECTING CREDITORS' RIGHTS

All banking transactions, including the taking up of and use of credit facilities, making of payments and opening of bank accounts, are carried out strictly according to bank mandates, approval limits and signing authorisations approved by the JC&C Board. Copies of the Board approval are provided to the banks together with all supporting documents. The banks will carry out the necessary verification according to their internal processes.

HEALTH AND SAFETY OF EMPLOYEES AND CUSTOMERS

JC&C is committed to maintaining a safe and secure working environment at its business locations for all employees, customers, contractors, visitors and other stakeholders.

It has a Health and Safety Policy for its head office and Singapore operations, published on the JC&C website at www.jcclgroup.com/sustainability.

To deliver on its health and safety commitment, JC&C will:

- Comply with or exceed all applicable health and safety laws and regulations in the relevant jurisdictions, and meet or exceed relevant industry best practices where reasonably practicable;
- Incorporate health and safety considerations into all business activities;
- Maintain a robust health and safety risk management process to identify and eliminate potential hazards and risks in its activities and workplaces;
- Adopt measures to remove and/or mitigate health and safety hazards and risks, including, but not limited to, introducing and implementing guidelines, control procedures and suitable equipment;
- Allocate adequate budget and resources to meet health and safety commitments and targets;
- Ensure that the necessary training, skills and resources are available to all employees and contractors to carry out their job duties safely;
- Provide an accessible and trusted incident reporting mechanism, investigate any reported incidents promptly and analyse incidents to gain and share insights for continual improvement;
- Conduct regular safety audits and inspections to identify and mitigate unsafe work practices or environments proactively;

- Regularly assess the health and safety standards and performance of contractors and suppliers;
- Build and promote a strong health and safety culture by effectively communicating relevant policies, guidelines, practices and initiatives to employees, contractors and suppliers; and
- Measure its health and safety performance, set improvement targets for regular monitoring and review, and provide updates on the progress towards targets with annual disclosure.

WELFARE OF EMPLOYEES

JC&C has policies, practices and initiatives to look after the welfare of its employees. They include flexible work hours, working-from-home arrangements, part-time working options, breastfeeding facilities, parental and child-care leave as well as up to six days of unpaid infant care leave. Moreover, apart from providing retirement provisions as required under the law, JC&C also provides benefits such as life, accident and medical insurance for all full-time employees. In addition, in Singapore for mental health, JC&C has an Employee Assistance Programme where all employees can access a 24-hours anonymous hotline to receive free counselling and mental health support as and when needed.

EMPLOYEE TRAINING AND CAREER DEVELOPMENT PROGRAMMES

JC&C has a Human Resources Policy covering hiring and employment practices, including compensation and benefits, as well as learning and development aspects. The policy is reviewed regularly by JC&C's Human Resources department in consultation with the business leaders and takes into consideration the external changing business landscapes, feedback from new hire/exit interviews, performance reviews and employee engagement results.

JC&C's recruitment practices are in accordance with the Singapore Tripartite Guidelines for fair and progressive practices. Recruitment is based on an individual's merit regardless of age, race, gender, religion, marital status or family responsibilities, and is conducted in a fair, just, open and transparent manner.

Career opportunities are available for internal mobility and progression to enable career enrichment, and applicants are given fair opportunities.

To encourage further learning, JC&C has an Education Assistance Programme that sponsors employees' education, providing them with further professional and personal development opportunities. An analysis is conducted annually to identify employees for individualised programmes as part of their career development.

Recognising that learning and development can be extended to a wider group of employees by leveraging digital technology, JC&C is part of the Jardines Learning Academy and has introduced virtual programmes since 2019. Conducted over an interactive e-learning platform, employees can engage effectively with the trainer and other employees across the wider Jardine group on topics that are helpful to their work and relevant to their career pathways. In 2022, JC&C's employees attended functional and professional training programmes such as the Finance & Procurement Academy, Personal Excellence series and Digital & Innovation Academy conducted virtually and/or via e-learning.

In 2022, JC&C recorded an annual average of 27 hours of training per head office employee. This was an increase from 2021.

Annually, all eligible employees will undergo an individualised and transparent performance review as part of JC&C's career management framework. This ensures that employees are on track in their career development and aligns the

training needs of employees with business objectives. JC&C head office achieved its target of 100% of eligible employees receiving a performance review in 2022.

A full breakdown of training, performance and career development reviews is given in the ESG data section of JC&C's Sustainability Report, available on its website at www.jcclgroup.com/sustainability.

SECURITIES DEALING POLICY

JC&C has an internal compliance policy on dealings in its securities by directors and employees who, by the nature of their position within JC&C, are deemed to be in possession of unpublished material price-sensitive information. The policy incorporates the best practices issued by SGX.

Under the policy, directors cannot deal in JC&C's shares without prior approval of the Board, which approval is delegated to the Chairman of the Board.

Further, directors and employees are to refrain from dealings in JC&C's securities at any time while in possession of unpublished material price-sensitive information, on short-term considerations, and during closed periods which are from one month before, and up to the date of announcement of JC&C's half year and full year results, and such other closed periods as may be notified by JC&C from time to time. Periodic reminders are sent out to affected parties to remind them of the policy and closed periods.

Directors are required to notify JC&C within two business days of their dealings in JC&C's securities, and such dealings will be made known to investors by the next day through a public announcement on JC&C's and SGX's websites.

JC&C does not impose stock ownership requirements on the Group Managing Director or other senior executives.

Disclosure and Transparency

INFORMATION IN THE ANNUAL REPORT

JC&C's corporate objectives can be found on pages 2 to 7 of this Annual Report.

JC&C's financial performance indicators and highlights can be found on pages 2 to 3 of this Annual Report.

JC&C's non-financial performance indicators are set out in the summary of JC&C's Sustainability Report 2022 on pages 56 to 59 of this Annual Report. JC&C's annual sustainability reports are accessible at its corporate website www.jcclgroup.com/sustainability.

Information on key risks (including operational risks) and the risk assessment and management process can be found on pages 44 to 47 of this Annual Report.

Please refer to the *Interested Person Transactions* section on pages 48 to 49 for further details on interested person transactions, including the identity of related parties, JC&C's relationship with each party and the nature and value of the transactions.

For material transactions that require Board approval, please refer to section 5. *Transactions Requiring Approval from the Board* on page 34 for the details.

Key information on the directors' direct and indirect (deemed) shareholding in JC&C and its related corporations can be found on pages 61 to 62 of this Annual Report. As at 31st December 2022, the Group Managing Director, Benjamin Birks, and the Group Director, Business Development, Stephen Gore, held 25,000 shares each in JC&C.

Key information regarding the directors relating to their age, academic and professional qualifications, date of the first appointment as director, date of the last re-appointment, directorships or chairmanships both present and those held over the preceding three

years in other listed companies, and other principal commitments can be found on pages 24 to 26 of this Annual Report.

JC&C does not have a cross-holding ownership structure. 76% of its shares are owned by its major shareholder, Jardine Matheson Holdings Limited. Please refer to the substantial shareholders' information on pages 173 to 174 of this Annual Report for details of the ownership structure.

TIMELINESS OF RELEASE OF RESULTS

JC&C's full year results for 2022 were released on 28th February 2023, within 60 days after the end of its financial year of 31st December 2022.

INVESTOR RELATIONS, MEDIUM OF COMMUNICATION AND RESULTS BRIEFINGS

JC&C developed a comprehensive investor relations ("IR") framework and engagement plan to strengthen shareholder communication. The IR plan aims to improve investor understanding of JC&C's business and strategy, build long-term investor relationships and maintain or improve the accuracy of market expectations. In addition, JC&C's IR Policy was also developed and made available on the corporate website at www.jcclgroup.com.

The implementation of the new IR plan began to show results when JC&C's Annual Report 2019, a key investor communications document with a clearer articulation of the business strategy, won the "Best Annual Report" at the IR Magazine Southeast Asia Awards 2020.

In 2022, JC&C's Annual Report was distributed electronically to all shareholders before the AGM. Copies of the latest Annual Report and those of the last four years are available on JC&C's website in downloadable format. Additionally, to improve the readability of the annual report online, a microsite was developed to provide contents

in easily digestible formats and distil key topics of interest for its shareholders through the innovative design of the microsite.

Shareholders receive regular and timely communication from JC&C through announcements on SGX's website at www.sgx.com, which are simultaneously posted on JC&C's website, www.jcclgroup.com, as well as the reporting of its results. The results are also available on JC&C's website under the "Investors" section and provide shareholders and the public with regular updates on the financial performance, position and prospects of JC&C.

Announcements released via SGX's website contain adequate information per the SGX-ST Listing Manual's requirements and guidelines. JC&C ensures that the announcements are prepared by persons familiar with these requirements, including the finance, legal and investor relations teams, external lawyers and other advisors where applicable. The Board delegates authority to senior management to approve the final drafts for release.

JC&C holds an analysts' briefing twice a year after announcing its full year and half year results. These briefings provide the opportunity to gather views and address issues or concerns from the investing community. In 2022, JC&C made its results briefings available via on-demand webcasts on the corporate website, to reach out to a wider group of investors. The briefing material was also published on SGX's and JC&C's websites before the meeting.

JC&C also regularly meets with institutional investors as part of its efforts to directly engage with shareholders, gather feedback or address specific concerns. It also participates in investor conferences and post-results investor meetings. Designated management spokespersons are present at such meetings. They

include the Group Managing Director, Group Finance Director, Company Secretary and Head of Investor Relations.

In 2022, JC&C also conducted an investor perceptions study to gather feedback from investors and analysts to improve its IR engagement efforts. The study was well-received by the participants who viewed it as an open channel for feedback and input.

JC&C has a dedicated and enhanced "Investors" section on its website, providing relevant information and resources to investors. It offers easily accessible features and resources such as financial results snapshots, announcements and results briefing webcasts, a highly navigable annual report microsite, and interactive share price charts. The section has an IR contact (corporate.affairs@jcclgroup.com), and JC&C will respond to emails typically within the next working day.

JC&C's website also contains useful up-to-date information, including its group corporate structure, various business interests and constitution.

Summary of Disclosures – Corporate Governance

Rule 710 of the SGX-ST Listing Manual requires Singapore-listed companies to describe their corporate governance practices in their annual report with specific reference to the Corporate Governance Code. This summary of disclosures describes JC&C's corporate governance practices with specific reference to the express disclosure requirements in the principles and provisions of the Corporate Governance Code.

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