

Board of Directors

John Witt

Non-Executive
Chairman



Mr Witt, 61, was appointed Chairman on 2nd August 2024. He is a member of the Nominating and Remuneration Committees.

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

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

He is a Chartered Accountant and has an MBA from INSEAD with distinction. His undergraduate degree was obtained at the University of Toronto (Trinity College).

➔ Past directorships in listed companies in the last three years:

- Mandarin Oriental International Limited

Benjamin Birks

Group Managing Director
and Executive Director



Mr Birks, 51, was appointed Group Managing Director on 1st October 2019. He was last re-elected as a Director on 27th April 2022.

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

He joined Jardine Matheson in 2000 and has held senior positions within

the retail, automotive, business outsourcing and IT businesses of Jardines. Prior to his current appointment, he was the Chief Executive of Jardine International Motors, Zung Fu Group and Jardine Pacific between 2012 to 2019.

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

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

➔ Past directorships in listed companies in the last three years:

- Nil

Committee Membership:

- Ⓐ Audit & Risk Committee
- Ⓝ Nominating Committee
- Ⓡ Remuneration Committee
- Chairman
- Member

Amy Hsu

Group Finance Director
and Executive Director



Ms Hsu, 40, was appointed Group Finance Director on 1st August 2022. She was last re-elected as a director on 28th April 2023.

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

Ms Hsu joined Jardines in 2012 and has held various responsibilities including as Chief Financial Officer of Jardine International Motors, Regional Finance Director of DFI IKEA and Head of Finance at IKEA Taiwan. Prior to joining Jardines, Ms Hsu was at Samsung Securities and PricewaterhouseCoopers handling mergers & acquisitions, initial public offerings, corporate finance advisory and audit.

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

➔ Past directorships in listed companies in the last three years:

- Nil

Mr Samuel Tsien

Non-Executive
and Lead Independent Director



Mr Tsien, 70, joined the Board on 1st October 2021 and was last re-elected as a director on 27th April 2022. He is the Lead Independent Director, Chairman of the Nominating Committee and member of the Audit & Risk Committee and the Remuneration Committee.

Mr Tsien is also a director of Singapore Exchange and Mapletree Investments, and the Chairman of MPACT Management. He joined Oversea-Chinese Banking Corporation ("OCBC") in 2007 and

was appointed Group CEO in 2012 and executive director in 2013 until his retirement in 2021. Following his retirement, he was appointed Adviser to the OCBC Board until 2022. Prior to that, Mr Tsien was the President and CEO of Bank of America (Asia) from 1995 to 2006 and China Construction Bank (Asia) in 2007.

Prior to his retirement, Mr Tsien was concurrently the Chairman of the Association of Banks in Singapore and Vice Chairman of the Institute of Banking and Finance Council.

He also held financial services industry leadership roles by appointment of the Monetary Authority of Singapore and was a member of the National Jobs Council.

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

➔ Past directorships in listed companies in the last three years:

- Nil

Board of Directors

Steven Phan

Non-Executive
and Independent Director

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Mr Phan, 67, joined the Board on 25th April 2019 and was last re-elected as a director on 29th April 2024. He is the Chairman of the Audit & Risk Committee.

Mr Phan has over 37 years of auditing and advisory experience with firms Ernst & Young and Arthur Andersen, of which close to a decade was spent overseas.

Prior to his retirement in June 2018, Mr Phan was the Area Managing Partner for Ernst & Young Asia Pacific and had overall responsibility for the organisation in the area. He was also a member of Ernst & Young's global leadership team, the Global Executive.

Mr Phan is a director of United Overseas Bank and Advanced

MedTech Holdings. He is also a fellow member of the Institute of Singapore Chartered Accountants and was a member of the Institute of Chartered Accountants in England and Wales.

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

➔ Past directorships in listed companies in the last three years:

- Nil

Tan Yen Yen

Non-Executive
and Independent Director

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Ms Tan, 59, joined the Board on 1st January 2021 and was last re-elected as a director on 28th April 2023. She is the Chairperson of the Remuneration Committee and a member of the Nominating Committee.

Ms Tan's last executive role was the President (Asia Pacific) of Vodafone Singapore. Prior to that, she held senior executive positions at SAS Institute, Oracle Corporation and Hewlett-Packard.

Ms Tan is a director of OCBC, EdgeConnex Inc, and ams OSRAM AG (SIX Swiss). She is the Chairman of the High Performance Sports SpexBusiness Network Advisory Board for Sports SG. She is a part-time Senior Advisor to Keensight Capital. She is the immediate past Chairperson of Singapore Science Centre in 2024, having served on the board for 12 years.

In 2018, she was appointed by the President of Republic of Singapore

as Justice of the Peace. She was also awarded The Public Service Medal in 2020 for her commendable public service in Singapore and her achievement in her profession.

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

➔ Past directorships in listed companies in the last three years:

- InCorp Global
- Barry Callebaut AG

Jean-Pierre Felenbok

Non-Executive
and Independent Director



Mr Felenbok, 68, joined the Board after the close of the Annual General Meeting on 29th April 2024. He is a member of the Audit & Risk Committee.

Mr Felenbok is an advisory partner of Bain & Company ("**Bain**").

His career spans more than 40 years in the management consulting

profession with Bain in the U.K., France, and for the last decade, Southeast Asia. He was formerly the Managing Partner of Bain Southeast Asia until 2022. Prior to that, he was the managing partner of Bain Indonesia, which he founded in 2013. His industry focus areas include energy and utilities, environmental services,

heavy capital goods, construction materials and retail.

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

➔ Past directorships in listed companies in the last three years:

- Nil

Tribute to Mikkel Larsen

We were deeply saddened by the unexpected passing of Mikkel Larsen in January 2025. He was a highly regarded member of the JC&C Board of Directors. His deep experience and expertise particularly in the field of sustainability enriched the strength and quality of our Board. His contributions during Board meetings were always constructive and lively, which will be greatly missed.

Mikkel Larsen (1974 - 2025)

Non-Executive and Independent Director (until 23 January 2025)



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

Mr Larsen was an Executive Director of Climate Impact X ("**CIX**"), a global marketplace, auctions house and exchange for trusted carbon credits based in Singapore. He was the CEO of CIX from 2021 to 2024. Prior to joining CIX, he was previously the Group Chief Sustainability Officer, chair of the Sustainability

Council and Group Head of Tax and Accounting Policies at DBS Bank. He had also held management positions at UBS, Citigroup and KPMG in Europe.

Mr Larsen had been involved in numerous international sustainability-related councils and committees, including the Integrity Council for the Voluntary Carbon Market, World Business Council for Sustainable Development, Natural Climate Solutions Alliance and World Wildlife Fund Advisory

Council (Singapore). He was also an adjunct professor at the Copenhagen Business School.

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

Notes:

1. Information as at 14th March 2025
2. Mr John Witt, Mr Benjamin Birks, Mr Samuel Tsien and Mr Jean-Pierre Felenbok will be retiring and seeking re-election at the Company's 2025 Annual General Meeting.