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Attachment to SGX Announcement
dated 15th October 2025

Appointment of Independent Chairman

Jardine Cycle & Carriage Limited ("**JC&C**" or the "**Company**") wishes to announce that Mr Samuel Tsien will be appointed as the independent Chairman of JC&C on 11th November 2025. He succeeds Mr John Witt, whose retirement was previously announced on 29th May 2025.

Mr Samuel Tsien is currently a non-executive independent director of JC&C, having been first appointed to the JC&C Board on 1st October 2021. He is also the lead independent director.

A veteran of the banking and capital markets industry, Mr Tsien was the former Group CEO and executive director of Oversea-Chinese Banking Corporation Limited ("**OCBC**") until he retired from office in 2021. He is currently a director of Singapore Exchange and Mapletree Investments, and the Chairman of MPACT Management, the manager of SGX-listed Mapletree Pan Asia Commercial Trust. Prior to his retirement, Mr Tsien was concurrently Chairman of the Association of Banks in Singapore and Vice Chairman of the Institute of Banking and Finance Council. He also held financial services industry leadership roles by appointment of the Monetary Authority of Singapore and was a member of the National Jobs Council. He was awarded the Public Service Star (BBM) by the Government of Singapore in 2023.

JC&C's Group Managing Director, Mr Ben Birks commented, "We welcome Samuel as the first independent chairman of JC&C. The leadership of an independent chairman strengthens our focus to drive value for our shareholders. We look forward to his leadership and guidance."

Further details of Mr Samuel Tsien's appointment can be found in the SGXNet Template Announcement titled 'Appointment of Independent Chairman of the Board'.

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For further information, please contact:
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Corporate Profile

Jardine Cycle & Carriage is an investment holding company with a strategic focus in the dynamic economies of Indonesia and Vietnam. Our portfolio consists of market-leading businesses across different sectors in these countries, alongside further interests in other Southeast Asian markets.