

Jardine Cycle & Carriage
Jardine Cycle & Carriage Limited
(Incorporated in the Republic of Singapore)
Company Registration Number: 196900092R

9 September 2026

Dear Shareholder

We are pleased to enclose printed copies of the Notice of Extraordinary General Meeting and Proxy Form for the upcoming Extraordinary General Meeting of Jardine Cycle & Carriage Limited (the “**Company**”) to be held on Thursday, 1 October 2026 to approve the following matters (the “**Matters for Approval**”):

- (i) the proposed special dividend comprising:
 - (a) a cash amount of US\$0.37 for each ordinary share in the issued share capital of the Company; and
 - (b) a distribution *in specie* of 7,226,200 shares of common stock issued in the capital of Toyota Motor Corporation;
- (ii) the proposed amendment to the constitution of the Company; and
- (iii) the proposed change of name of the Company from “Jardine Cycle & Carriage Limited” to “Jardine Matheson Southeast Asia Limited”.

Information relating to the proposed special dividend, including frequently asked questions, an indicative timeline, and contact and hotline details for further enquiries, is available on the Company’s website at the URL <https://www.jcclgroup.com/EGM2026> or via the QR code below. This information is also included in this booklet.

Printed copies of the Company’s circular to shareholders dated 9 September 2026 in respect of the Matters for Approval (the “**Circular**”) will not be mailed to shareholders. The Circular may be accessed on the Company’s website at the URL <https://www.jcclgroup.com> and on the SGX website at the URL <https://www.sgx.com/securities/company-announcements>.

Shareholders are reminded that shareholders attending the Extraordinary General Meeting in person, as well as their proxy(ies) or representative(s), will be required to produce their NRIC/passport for identification and registration at the Extraordinary General Meeting. This is to enable the Company to establish your/your proxy(ies)’ or representative(s)’ identity for admittance to and voting at the Extraordinary General Meeting.

Please note that no food will be served at the coming Extraordinary General Meeting on 1 October 2026.

Yours faithfully
For and on behalf of
Jardine Cycle & Carriage Limited

Lau Jo Yen
Company Secretary

