Jardine Cycle & Carriage

JARDINE CYCLE & CARRIAGE LIMITED

(Incorporated in the Republic of Singapore)
(Company Registration No. 196900092R)

PROXY FORM
EXTRAORDINARY GENERAL MEETING

IMPORTANT:

1. The Extraordinary General Meeting (“**EGM**”) will be held, in a wholly physical format, at the venue, date and time stated below. There will be no option for members to participate virtually. **Please note that no food will be served at the EGM.**
2. This proxy form (“**EGM Proxy Form**”) is not valid for use by CPF/SRS investors and shall be ineffective for all intents and purposes if used or purported to be used by them. CPF/SRS investors:
   a. may vote at the EGM if they are appointed as proxies by the respective CPF Agent Banks/SRS Operators, and should contact their respective CPF Agent Banks/SRS Operators if they have any questions regarding their appointment as proxies; or
   b. may appoint the Chairman of the Meeting as proxy to vote on their behalf at the EGM, in which case they should approach their respective CPF Agent Banks/SRS Operators to submit their voting instructions by 5.00 p.m. on 21 September 2026.
3. **Please read the notes overleaf which contain instructions on, *inter alia*, the appointment of a proxy/proxies.**

Personal Data Privacy: By submitting an instrument appointing a proxy/proxies and/or representative(s), the member accepts and agrees to the personal data privacy terms set out in the Notice of EGM dated 9 September 2026.

I/We ______________________________ (Name) ______________________ (NRIC/Passport/Co.Reg.No)

of ____ (Address)

being a member/members of Jardine Cycle & Carriage Limited (the “**Company**”), hereby appoint the following person(s)#:

Name	**Address**	**NRIC/Passport Number**	**Proportion of Shareholdings**	
			Number of Shares	**%**

*and/or

Name	**Address**	**NRIC/Passport Number**	**Proportion of Shareholdings**	
			Number of Shares	**%**

*or failing him/them, the Chairman of the Meeting or such other person as may be designated by the Chairman, as *my/our *proxy/proxies to attend, speak and vote for *me/us on *my/our behalf at the Extraordinary General Meeting (“**EGM**”) of the Company to be held at Atrium Suites, Lobby Level, Mandarin Oriental Singapore, 5 Raffles Avenue, Singapore 039797 on 1 October 2026 at 10.00 a.m. and at any adjournment thereof.

The Chairman intends to cast undirected proxy votes in favour of the proposed resolutions. Where the Chairman is appointed as *my/our *proxy/proxies, *I/we acknowledge that the Chairman may exercise *my/our proxy/proxies even if he has an interest in the outcome of the resolutions.

*I/We direct *my/our *proxy/proxies to vote for or against (i) the ordinary resolution; and (ii) the special resolutions to be proposed at the EGM as set out hereunder. If no specific direction as to voting is given or in the event of any other matter arising at the EGM and at any adjournment thereof, *my/our *proxy/proxies will vote or abstain from voting at *his/their discretion.

	For**	**Against****	**Abstain****
Special Resolution I To approve the Proposed Constitutional Amendment			
Special Resolution II To approve the Proposed Change of Name			
Ordinary Resolution To approve the Proposed Distribution (Special Dividend)			

Where a member of the Company who is a relevant intermediary appoints more than two proxies, such member’s form of proxy should include the names of all proxies, including the number and class of shares in relation to which each proxy has been appointed, in a separate attachment accompanying this form of proxy.

* *Delete where applicable.*

** *Voting will be conducted by poll. If you wish your proxy/proxies to cast all your votes “For” or “Against” a resolution, please indicate with an “X” in the “For” or “Against” box provided in respect of that resolution. Alternatively, please indicate the number of votes “For” or “Against” in the “For” or “Against” box provided in respect of that resolution. If you wish your proxy/proxies to abstain from voting on a resolution, please indicate with an “X” in the “Abstain” box provided in respect of that resolution. Alternatively, please indicate the number of shares that your proxy/proxies is/are directed to abstain from voting in the “Abstain” box provided in respect of that resolution.*

Dated this __________ day of ____________________ 2026.

Shares in:	No. of Shares
(i) CDP Register	
(ii) Register of Members	
Total:	

____
Signature(s) of Shareholder(s)
or, Common Seal of Corporate Shareholder

IMPORTANT: PLEASE READ NOTES OVERLEAF BEFORE COMPLETING THIS FORM

Notes:

1. A member of the Company should insert the total number of shares held. If such member has shares entered against his name in the Depository Register (maintained by The Central Depository (Pte) Limited ("**CDP**")), he should insert that number of shares. If such member has shares registered in his name in the Register of Members (maintained by or on behalf of the Company), he should insert that number of shares. If such member has shares entered against his name in the Depository Register and shares registered in his name in the Register of Members, he should insert the aggregate number of shares entered against his name in the Depository Register and registered in his name in the Register of Members. If no number is inserted, the instrument appointing a proxy or proxies shall be deemed to relate to all the shares held by such member.

2. (a) A member of the Company who is not a relevant intermediary is entitled to appoint not more than two proxies to attend, speak and vote at the EGM in his stead. Where such member's EGM Proxy Form appoints more than one proxy, the proportion of the shareholding concerned to be represented by each proxy shall be specified in the EGM Proxy Form, failing which the appointment of proxies may be deemed invalid.

   (b) A member of the Company who is a relevant intermediary is entitled to appoint more than two proxies to attend, speak and vote at the EGM, but each proxy must be appointed to exercise the rights attached to a different share or shares held by such member. Where such member's EGM Proxy Form appoints more than two proxies, the number and class of shares in relation to which each proxy has been appointed shall be specified in the EGM Proxy Form, failing which the appointment of proxies may be deemed invalid.

   "**Relevant intermediary**" has the meaning ascribed to it in Section 181 of the Companies Act 1967 of Singapore (the "**Act**"). A member can appoint the Chairman of the EGM as his/her/its proxy, but this is not mandatory.

3. A proxy need not be a member of the Company.

4. A corporation which is a member of the Company may by resolution of its directors or other governing body authorise such person as it thinks fit as its representative or representatives to attend, speak and vote at the EGM in accordance with its constitution and Section 179 of the Act.

5. This EGM Proxy Form appointing a proxy/proxies must be submitted to the Company in the following manner:

   (a) if submitted by hand or by post, be lodged with the Company's Share Registrar, Boardroom Corporate & Advisory Services Pte. Ltd., at 1 Harbourfront Avenue, Keppel Bay Tower, #14-07, Singapore 098632; or

   (b) if submitted electronically, be submitted via email to the Company's Share Registrar at JCCL@boardroomlimited.com,

   and, in each case, must be lodged or received (as the case may be) not less than 72 hours before the time appointed for the holding of the EGM, i.e., by 10 a.m. on 28 September 2026.

6. The instrument appointing a proxy or proxies must be under the hand of the appointor or of his attorney duly authorised in writing. Where the instrument appointing a proxy or proxies is executed by a corporation, it must be executed either under its common seal or under the hand of its attorney or a duly authorised officer. Where an instrument appointing a proxy or proxies is signed on behalf of the appointor by an attorney, the letter or power of attorney or a duly certified copy thereof must (failing previous registration with the Company), if the instrument appointing a proxy or proxies is submitted by post, be lodged with the instrument of proxy or, if the instrument appointing a proxy or proxies is submitted electronically via email, be emailed with the instrument of proxy, failing which the instrument may be treated as invalid.

7. Completion and return of the instrument appointing a proxy or proxies shall not preclude a member of the Company from attending and voting at the EGM. Any appointment of a proxy or proxies shall be deemed to be revoked if such member attends the EGM in person, and in such event, the Company reserves the right to refuse to admit any person or persons appointed under the instrument of proxy to the EGM.

8. The Company shall be entitled to reject the instrument appointing a proxy/proxies if it is incomplete, improperly completed, illegible or where the true intentions of the appointor are not ascertainable from the instructions of the appointor specified in the instrument appointing a proxy/proxies (including any related attachment). In addition, in the case of shares entered in the Depository Register, the Company may reject any instrument appointing (or treated as appointing) a proxy/proxies if the member, being the appointor, is not shown to have shares entered against his/her/its name in the Depository Register as at 72 hours before the time appointed for holding the EGM, as certified by The Central Depository (Pte) Limited to the Company.

9. Words importing the masculine gender shall, where applicable, include the feminine and neuter genders.

2nd fold

Affix
Postage
Stamp

Jardine Cycle & Carriage Limited
c/o Boardroom Corporate & Advisory Services Pte. Ltd.
1 Harbourfront Avenue
Keppel Bay Tower, #14-07
Singapore 098632

1st fold