SAMUEL TSIEN – INDEPENDENT CHAIRMAN

Mr Tsien joined the Board on 1st October 2021 and was appointed as Independent Chairman on 11th November 2025. He was last re-elected as a director on 30th April 2025. He is the Chairman of the Nominating Committee and member of the Audit & Risk Committee and Remuneration Committee. He was previously the Lead Independent Director.

Mr Tsien is 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 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 Singapore Government.

FREDDY LEE – CHIEF EXECUTIVE OFFICER

Mr Lee was appointed Chief Executive Officer on 1st May 2026.

He leads JMSEA's portfolio and capital strategies, and has direct oversight over of the portfolio businesses. He is an Executive Director and was last re-elected as a Director on 30th April 2026. He is also a commissioner of Astra and the Chairman of REE. He was previously the Group Finance Director of JMSEA from June 2025 to April 2026.

He joined the Jardine Matheson group in 2012 and has held several senior leadership roles including Finance Director and Business Development Director of Astra WeLab Digital Arta, Group Managing Director of Innovix Distribution, and Managing Director Southeast Asia of JTH Holdings. He was also the Chief Risk and Audit Officer at Astra from 2022 to 2025.

Before joining Jardines, Mr Lee held corporate finance, investment and business development roles in multinational companies across various industries.

He is a CFA charterholder and a former Temasek scholarship recipient. Mr Lee graduated from the University of Illinois Urbana-Champaign with a Master of Science.

NG YANG YEN – FINANCE DIRECTOR

Mr Ng was appointed Finance Director and Executive Director on 1st May 2026.

As Finance Director, Mr Ng oversees the accounting, finance, treasury and tax functions of the Group.

Mr Ng joined JMSEA in 2006, and was previously General Manager, Group Finance from 2020 to 2026. He has over 20 years institutional knowledge of the Group, with a track record of disciplined financial stewardship across cycles.

Before joining JMSEA, Mr Ng was a senior associate at KPMG.

Mr Ng is a member of the Institute of Singapore Chartered Accountants and graduated from Nanyang Technological University Singapore with a Bachelor of Accountancy.

STEVEN PHAN – NON-EXECUTIVE INDEPENDENT DIRECTOR

Mr Phan joined the Board on 25th April 2019 and was last re-elected as a director on 30th April 2026. 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, Sembcorp Industries 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.

TAN YEN YEN – NON-EXECUTIVE INDEPENDENT DIRECTOR

Ms Tan joined the Board on 1st January 2021 and was last reelected as a director on 30th April 2026. 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 InCorp Global, EdgeConnex Inc, and ams OSRAM AG (SIX Swiss). She is a part-time Senior Advisor to Keensight Capital. She is the immediate past Chairperson of Science Centre Singapore 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.

JEAN-PIERRE FELENBOK – NON-EXECUTIVE INDEPENDENT DIRECTOR

Mr Felenbok joined the Board after the close of the Annual General Meeting on 29th April 2024. He was last re-elected as a director on 30th April 2025. He is a member of the Audit & Risk Committee, the Nominating Committee and the Remuneration 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).