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MEDIA RELEASE

For immediate release

Senior Leadership Changes

12 May 2022 – Jardine Matheson Holdings Limited ('Jardines' or the 'Company') today announced that David Hsu will retire from his role as Group Director and Chairman for Jardine Matheson China. David joined the Jardines Group (the 'Group') in 2011 and has been an integral member of the Jardines senior leadership team. He has been responsible for the Group's initiatives in China, where his deep and expansive connections in both the private and public sectors have further reinforced the Group's business presence and commitment to the region. During his tenure, David played a core role in major investments such as Zhongsheng, Yonghui and Greatview, and more recently in the Group's strategic collaboration with Hillhouse Capital.

David will continue as a Senior Advisor to the Group and will remain as a Director of the Company – allowing the Group to continue to gain from David's extensive China experience.

Jardines has also announced the following new senior leadership appointments, which will further enhance the Group's investment and business development capabilities, as Jardines evolves its portfolio for long-term sustainable growth and value creation. The two new appointments will join the management board of Jardine Matheson and, together with other Group Directors, oversee the overall direction and management of Jardines.

Steve Sun joins the Group to succeed David as Group Director and Chairman for Jardine Matheson China. He brings over two decades of principal investing and M&A experience. Steve was a Global Partner and Co-head of China at TPG Capital, leading private equity investments and facilitating business development efforts for TPG's global business units in China, including cross-border transactions and strategic partnerships. He was previously Managing Director in Goldman Sachs' Principal Investment Area – the investment bank's private equity unit – responsible for Greater China investments. Steve will divide his time between Shanghai and Hong Kong.

Stephen Gore has been appointed to the new role of Group Director, Business Development for Jardine Matheson. Stephen is currently the Group Finance Director of Jardine Cycle & Carriage, and joined the Group in 2017 as the CFO of Jardine Pacific and Jardine Motors Group. Prior to Jardines, Stephen was Managing Director, Head of Mergers & Acquisitions and the Financial Sponsors Group for Asia Pacific at Bank of America Merrill Lynch. Stephen will remain a Director of Jardine Cycle & Carriage and a Commissioner of Astra, and continue to be based in Singapore for his new role.

Steve and Stephen will lead the Group's business development activities for China and South East Asia, respectively. They will provide significant local market expertise in

opportunity sourcing, partner relationship building, and deal facilitation support to the Group and its businesses. They will also assist in providing local support to manage portfolio investments.

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About Jardine Matheson

Jardine Matheson is a diversified Asian-based group with unsurpassed experience in the region, having been founded in China in 1832. Jardine Matheson operates principally in China and Southeast Asia through a large number of subsidiaries and affiliates. These companies are active in the fields of motor vehicles and related operations, property investment and development, food retailing, health and beauty, home furnishings, engineering and construction, transport services, restaurants, luxury hotels, financial services, heavy equipment, mining and agribusiness.

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