CFO Retirement in Q2 2027

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JARDINE MATHESON HOLDINGS LIMITED

CFO Retirement in Q2 2027

17 November 2026 – Jardine Matheson Holdings Limited (Jardines) announces that Graham Baker will retire from his role as Chief Financial Officer as part of a planned succession process, handing over to his successor in Q2. Graham's successor – an external candidate recruited following an extensive process – will join the Company in 1H 2027 and their identity and details will be disclosed in early 2027. Graham will work closely with the incoming CFO to ensure a smooth transition.

Graham joined Jardines as Group Finance Director in 2020 and has been a strong leader through a period of significant change for the business. He helped the Group successfully navigate the COVID-19 pandemic and was instrumental in some of the foundational steps for Jardines' transformation into an investment holding company, including the simplification of the Group's holding structure, starting with the privatisation of Jardine Strategic in 2021.

As Jardines has transitioned into an investment holding company, he has led a number of important capital recycling initiatives, further strengthening Jardines' balance sheet to provide investment flexibility for the future. He has also significantly enhanced our engagement with shareholders and, together with the CFOs of our portfolio companies, built a strong talent development programme in Finance. Graham has further represented Jardines as a Director on the DFI Retail and I-MED Radiology Network boards.

Lincoln Pan, Chief Executive Officer, said: "Graham has been made tremendous impact in his 6 years with Jardine Matheson and in the past year, been an invaluable partner to support my joining the Group. His impact on Jardine Matheson is deep, ranging from significant impact on people development, advancement of our journey to become an investment company, deepening public market relations and leading work on the Group's first ever Investor Day. I will miss very much his counsel and character and wish him and his family the very best in his retirement."

About Jardines

Jardines is a diversified, Asia Pacific-focused investment company. Founded in 1832, Jardines creates value for our stakeholders by building lasting, scalable businesses in Asia Pacific that produce sustainable returns and market-leading services and products. Jardines has a primary listing on the London Stock Exchange and secondary listing in Singapore.

Find out more at www.jardines.com.

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