

FREDDY LEE – CHIEF EXECUTIVE OFFICER

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

He leads JC&C'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 a director of REE. He was previously the Group Finance Director of JC&C 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 JC&C 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 JC&C, 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.

STEPHEN GORE – GROUP DIRECTOR

Mr Gore is Group Director since 1st August 2022. He is responsible for the Group's investment strategy and optimising the portfolio businesses to accelerate growth. He was previously the

Group Finance Director from 1st April 2019 to 31st July 2022, and served on the Board of JC&C from April 2019 to February 2025.

Mr Gore joined Jardines in 2017 as Chief Financial Officer, Jardine Pacific and Jardine Motors Group. He was previously Managing Director, Head of Mergers & Acquisitions and Financial Sponsors Group, Asia Pacific at Bank of America Merrill Lynch from 2012 to 2017. Prior to that, he was Managing Director, Head of Mergers & Acquisition and Corporate Finance, Asia at UBS AG.

Mr Gore is a director of Jardine Matheson Limited and a commissioner of Astra. He was formerly a director of Siam City Cement. He graduated from the University of Oxford with a Bachelor of Arts (Honours) in Politics, Philosophy and Economics.

CHEAH KIM TECK – DIRECTOR, BUSINESS DEVELOPMENT

Mr Cheah is Director, Business Development since January 2014. He is responsible for overseeing the Group's investment in THACO and developing new lines of business for the Group in the region.

Prior to that, he was Chief Executive Officer of the Group's motor operations in Singapore, and in that capacity, he also held oversight of JC&C's other automotive businesses in Malaysia, Myanmar, Vietnam and Indonesia excluding those held by Astra, until he stepped down from his position in 2013. Mr Cheah also served on the Board of JC&C from 2005 until he retired as director in 2014. He is a director of THACO and Mapletree Investments, and the non-executive chairman of Mapletree Industrial Trust Management, the manager of SGX-listed Mapletree Industrial Trust.

Prior to joining the Group, he held several senior marketing positions in multinational companies, namely, McDonald's Restaurant, Kentucky Fried Chicken and Coca-Cola. Mr Cheah was conferred The Public Service Star and The Public Service Medal by the President of Singapore in 2016 and 2012 respectively, for his distinguished achievements and valuable public service.

He holds a Master of Marketing degree from Lancaster University, United Kingdom.