BENJAMIN BIRKS - GROUP MANAGING DIRECTOR

Mr Birks was appointed Group Managing Director on 1st October 2019. He was last re-elected as a Director on 30th April 2025.

As Group Managing Director, Mr Birks leads the long-term portfolio strategy of the Group, including having direct oversight over the sustainability strategy.

He joined Jardine Matheson in 2000 and has held a number of senior positions across Jardines. Prior to his current appointment, he was the Chief Executive of Jardine International Motors, Zung Fu Group and Jardine Pacific between 2012 to 2019.

Mr Birks is a commissioner of Astra and United Tractors, and a director of THACO. He is also the Chairman of MINDSET, a registered charity of Jardine Matheson in Singapore.

He graduated from the University of St Andrews in Scotland with a Master of Arts (Honours) and has completed the General Management Programme at Harvard Business School.

FREDDY LEE - GROUP FINANCE DIRECTOR

Mr Lee was appointed Group Finance Director on 1st November 2025.

As Group Finance Director, Mr Lee oversees the Group's financial strategy and planning, portfolio investments, treasury, tax, risk management and investor relations. He is also a commissioner of Astra.

He was previously the Chief Risk and Audit Officer at Astra from 2022 to 2025. Since joining the Jardine Matheson Group in 2012, he 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.

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.

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.

JEFFERY TAN – GROUP GENERAL COUNSEL; CHIEF SUSTAINABILITY OFFICER; DIRECTOR; LEGAL & CORPORATE AFFAIRS AND COMPANY SECRETARY

Mr Tan is Group General Counsel; Chief Sustainability Officer; Director of Legal & Corporate Affairs; and Company Secretary since April 2016. He is responsible for legal, compliance, company secretarial, sustainability matters, communications and public affairs. He is also the CEO and Company Secretary of MINDSET, a registered charity of Jardine Matheson in Singapore.

Mr Tan was previously Group General Counsel, Chief Compliance Officer and Board Secretary for UTAC Holdings Ltd. He has over 20 years of legal experience with Allen & Gledhill, DLA Piper, Siemens and Motorola. He was also President of Motorola Singapore for five years.

He is a Board Member of the Singapore International Chamber of Commerce, MindForward Alliance Singapore, Cyber Youth Singapore and One Mind's Global Guiding Council.

Mr Tan has an LLB (Honours) from the National University of Singapore. He is a senior Advocate & Solicitor of the Supreme Court of Singapore, and a senior Solicitor of England & Wales. He also completed executive education at Kellogg School of Management and MIT's Sloan School of Management.