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Attachment to SGX Announcement
dated 28th October 2025

Appointment of New Group Finance Director

Jardine Cycle & Carriage Limited ("**JC&C**" or the "**Company**") wishes to announce that Ms Amy Hsu will be stepping down as Group Finance Director on 1st November 2025. She will take up the position of Chief Financial Officer at JC&C's principal subsidiary, PT Astra International Tbk ("**Astra**") in Indonesia, upon the approval of Astra's shareholders in November. She will be succeeded by Mr Freddy Lee.

Mr Freddy Lee has been JC&C's Interim Group Finance Director since June 2025. Prior to JC&C, he was the Chief Risk and Audit Officer at Astra from 2022 to 2025. He joined the Jardine Matheson Group ("**Jardines**") in 2012 and has served in several senior roles including as 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 Jardines, he held corporate finance, investment and business development roles in multinationals across various industries. He is a CFA charterholder and was a Temasek scholarship holder.

JC&C's Group Managing Director, Mr Ben Birks commented, "On behalf of the Board and the management team, I would like to thank Amy for her valuable contributions to JC&C. She has played a key role in advancing the Company's portfolio management initiatives and has been instrumental in JC&C's major transactions in the last few years. We wish Amy success in her new role, where she will lead the finance and investor relations teams at Astra and work with the leadership team to drive shareholder value."

"We also welcome Freddy, who has been actively involved in the ongoing strategic reviews of JC&C and Astra, as we shape the next chapter of growth in both companies. We look forward to working with him as he takes on the leadership of JC&C's financial matters and shareholder engagement."

Further details of Mr Freddy Lee's appointment can be found in the SGXNet Template Announcement titled 'Appointment of Group Finance Director and Executive Director'.

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For further information, please contact:
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Corporate Profile

Jardine Cycle & Carriage is an investment holding company with a strategic focus in the dynamic economies of Indonesia and Vietnam. Our portfolio consists of market-leading businesses across different sectors in these countries, alongside further interests in other Southeast Asian markets.