

**Attachment to SGX Announcement  
dated 27th March 2026**

**Appointments of Chief Executive Officer and Finance Director**

Jardine Cycle & Carriage Limited (“**JC&C**” or the “**Company**”) wishes to announce that Mr Freddy Lee will be appointed Chief Executive Officer-designate on 1st April 2026 and will assume the role of Chief Executive Officer (“**CEO**”) with effect from 1st May 2026. He succeeds Group Managing Director, Mr Ben Birks, who will be stepping down from his role at the close of the Company’s Annual General Meeting on 30th April 2026.

Mr Freddy Lee joined JC&C in May 2025 and is currently Group Finance Director and Executive Director of JC&C. He will continue to serve as an Executive Director on JC&C’s Board of Directors in his new capacity as CEO.

JC&C’s Chairman, Mr Samuel Tsien commented, “Freddy has extensive experience in finance, strategy and general management, making him highly suitable as CEO of JC&C, an investment company. His prior experience with the Company’s principal subsidiary, PT Astra International Tbk (“**Astra**”) will bring additional value to JC&C. Furthermore, he has also been involved in steering JC&C’s Vietnamese investments. His integral role in the ongoing strategic review of JC&C’s investment portfolio gives us full confidence in Freddy leading JC&C into the next chapter.”

Succeeding Mr Freddy Lee is Mr Ng Yang Yen who will be appointed Finance Director and Executive Director on 1st May 2026. Mr Ng Yang Yen is currently General Manager, Group Finance. He has been with JC&C since 2006 and has amassed in-depth knowledge and strong familiarity of the Company’s businesses.

In Mr Ng Yang Yen’s current role, he oversees the accounting, finance, treasury and tax functions of the Company, and works closely with the investor relations team. His appointment as Finance Director will provide a seamless transition for JC&C.

Prior to joining JC&C, Mr Ng Yang Yen was a senior associate at KPMG. He is a member of the Institute of Singapore Chartered Accountants and graduated with a Bachelor of Accountancy from Nanyang Technological University (Singapore).

Mr Samuel Tsien added, “On behalf of the Board, I would like to thank Ben for his valuable contributions to JC&C, welcome Yang Yen to the Board, and congratulate both Freddy and Yang Yen on their new appointments.”

Further details of Mr Freddy Lee’s and Mr Ng Yang Yen’s appointments can be found in the SGXNet Template Announcement titled ‘Appointment of Chief Executive Officer’ and ‘Appointment of Finance Director and Executive Director’ respectively.

**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.