COMFORTDELGRO CORPORATION LIMITED
(Company Registration No. 200300002K)
(Incorporated in the Republic of Singapore)

ANNOUNCEMENT PURSUANT TO RULE 706A OF THE SGX-ST LISTING MANUAL

Pursuant to Rule 706A of the Listing Manual of the Singapore Exchange Securities Trading Limited, ComfortDelGro Corporation Limited (the “**Company**”) wishes to announce that the following transactions have been completed as at 14 August 2026 (the “**Transactions**”):

(A) INCREASE IN SHAREHOLDING INTERESTS

(1) PARAGUS LIMITED

Name of Company	:	Paragus Limited
Date of Incorporation	:	4 August 2014
Country of Incorporation	:	England and Wales
Issued and Paid-up Capital	:	£610 comprising 610 A shares of £1 each £6 comprising 600 B shares of £0.01 each £390 comprising 390 C shares of £1 each
Principal Activities	:	Business and domestic software development Other information technology service activities
Interest held by the Company	:	Increased from 43.48% to 52.00%
Interest held by CMAC Investments Ltd (“**CMAC**”)	:	Increased from 51% to 61%
Shareholders	:	CMAC Investments Ltd – 61% Other shareholders – 39%

On 2 April 2026, the Company’s effective shareholding interest in Paragus Limited, held through its indirect subsidiary, CMAC Investments Ltd, increased from 43.48% to 52.00% following the acquisition by CMAC Investments Ltd of an additional 10% interest from existing shareholders of Paragus Limited. CMAC Investments Ltd is a wholly-owned subsidiary of CMAC Group Limited, which is wholly-owned by CFN Red Limited. CFN Red Limited is an 85.25%-owned subsidiary of CityFleet Networks Limited, which is wholly-owned by the Company.

The acquired interest comprised 100 ordinary C shares of £1 each purchased from Mr Kirk Hawksworth and 60 ordinary B shares of £0.01 each purchased from Ms Lucy Hawksworth, for a total consideration of £1,046,683.80.

The transaction was funded by internal resources.

(2) CFN RED LIMITED

Name of Company	:	CFN Red Limited
Date of Incorporation	:	15 September 2023
Country of Incorporation	:	The United Kingdom
Issued and Paid-up Capital	:	£10,000 comprising 10,000 ordinary shares of £1 each
Principal Activities	:	Investment holding company
Interest held by the Company	:	Increased from 81% to 85.25%
Shareholders	:	CityFleet Networks Limited – 85.25% Other minority shareholders – 14.75%

The Company's effective shareholding interest in CFN Red Limited, held through its wholly-owned subsidiary, CityFleet Networks Limited, increased from 81% to 85.25% following the acquisition of a 4.25% interest from a minority shareholder, Mr David Barrow, for a total consideration of £1.00.

The transaction was funded by internal resources.

(B) DISSOLUTION OF SUBSIDIARIES IN THE UNITED KINGDOM

(1) LONDON CITYCAB LIMITED PLC

Name of Company	:	London Citycab Limited PLC
Date of Dissolution	:	20 January 2026
Country of Incorporation	:	The United Kingdom
Issued and Paid-up Capital	:	£3,000,000 comprising 3,000,000 ordinary shares of £1 each; and £1,000,000 comprising 1,000,000 preference shares of £1 each
Principal Activities	:	Taxi operation
Interest held by the Company before the dissolution	:	100%

(2) FLIGHTLINK INTERNATIONAL LIMITED

Name of Company	:	Flightlink International Limited
Date of Dissolution	:	20 January 2026
Country of Incorporation	:	The United Kingdom
Issued and Paid-up Capital	:	£100 comprising 100 ordinary shares of £1 each
Principal Activities	:	Other passenger land transport
Interest held by the Company before the dissolution	:	100%

The above two companies were dissolved on 20 January 2026 as they are no longer required following the Group's ongoing review and rationalisation of its operational and corporate structure.

(C) ACQUISITION OF P. & J. ELLIS LIMITED IN THE UNITED KINGDOM

On 30 June 2026, the Company's wholly-owned subsidiary, Braddell Limited, completed the purchase of 100% of the share capital of P. & J. Ellis Limited ("**P&J Ellis**") (the "**P&J Ellis Transaction**"). Following the P&J Ellis Transaction, P&J Ellis became an indirectly wholly-owned subsidiary of the Company.

P&J Ellis provides private coach services from its base in West London, a property which was also acquired as part of the P&J Ellis Transaction. Braddell Limited and P&J Ellis are both registered in the United Kingdom.

The aggregate consideration for the Ellis Transaction was £12.043 million arrived at on a willing-buyer-willing-seller basis and fully satisfied in cash and funded through internal resources.

(D) ACQUISITION OF REMAINING 49% SHAREHOLDING IN COMFORTDELGRO ENGIE PTE. LTD

On 21 July 2026 (the "**Completion Date**"), ComfortDelGro Engineering Pte. Ltd. ("**CDGE**"), a wholly-owned subsidiary of the Company, acquired ENGIE South East Asia Pte. Ltd.'s ("**ESEA**") 49% stake in ComfortDelGro ENGIE Pte. Ltd. ("**CDG ENGIE**"). Following completion of the acquisition, CDG ENGIE became an indirect wholly-owned subsidiary of the Company.

CDG ENGIE is a private company limited by shares incorporated in Singapore and is principally engaged in the provision of electric vehicle charging services. In connection with the completion, CDG ENGIE changed its name from ComfortDelGro ENGIE Pte. Ltd. to ComfortDelGro Energy Pte. Ltd. ("**CDG Energy**") with effect from the Completion Date.

The consideration for the acquisition was S$345,021.55 and was paid on completion. The consideration was fully satisfied in cash and funded through internal resources. The consideration was arrived at on a "willing-buyer willing-seller" basis following arms' length negotiations, taking into account, amongst others, the historical financial performance and future business prospects of this business.

(E) INCORPORATION OF AN INDIRECT WHOLLY FOREIGN-OWNED COMPANY IN SHENZHEN, THE PEOPLE'S REPUBLIC OF CHINA

Name of Company	:	Shenzhen ComfortDelGro Intelligent Transport Technology Co., Ltd.
Date of Incorporation	:	17 July 2026
Country of Incorporation	:	Shenzhen, the People's Republic of China,
Issued and Paid-up Capital	:	USD 10 million or its equivalent in CNY comprising 10,000,000 ordinary shares of USD 1 each
Principal Activities	:	Autonomous vehicle operations, fleet management, technology research and development, new energy, infrastructure, and other transport-related investments and operations.
Interest held by the Company	:	100%
Shareholder	:	ComfortDelGro (China) Pte. Ltd. – 100% *(ComfortDelGro (China) Pte. Ltd. is a wholly-owned subsidiary of the Company incorporated in Singapore, through which the Company holds its indirect interest in Shenzhen ComfortDelGro Intelligent Transport Technology Co., Ltd.)*

The incorporation of Shenzhen ComfortDelGro Intelligent Transport Technology Co., Ltd. was funded by internal resources.

(F) INCORPORATION OF AN INDIRECT WHOLLY-OWNED SUBSIDIARY IN THE UNITED KINGDOM

Name of Company	:	Metroline West Midlands Limited
Date of Incorporation	:	16 July 2026
Country of Incorporation	:	The United Kingdom
Issued and Paid-up Capital	:	£100 comprising 100 ordinary shares of £1 each
Principal Activities	:	Other urban, suburban or metropolitan passenger land transport
Interest held by the Company	:	100%
Shareholder	:	Braddell Limited – 100% *(Braddell Limited is a wholly-owned subsidiary of the Company incorporated in the United Kingdom, through which the Company holds its indirect interest in Metroline West Midlands Limited.)*

The incorporation of Metroline West Midlands Limited was funded by internal resources.

The above Transactions are not expected to have any material impact on the net tangible assets and earnings per share of the Company for the financial year ending 31 December 2026.

None of the Directors and controlling shareholders of the Company has any interest, direct or indirect, in the above Transactions, save for their respective interests, through their shareholdings and/or directorships, as the case may be, in the Company.

BY ORDER OF THE BOARD
COMFORTDELGRO CORPORATION LIMITED

Angeline Joyce Lee Siang Pohr
Cher Ya Li Sheryl
Company Secretaries

14 August 2026