

FOR IMMEDIATE RELEASE

COMFORTDELGRO APPOINTS YAP CHEE KHEAN AS GROUP CHIEF OPERATING OFFICER TO STRENGTHEN GLOBAL OPERATIONS AND EXECUTION



- *New Group COO role strengthens ComfortDelGro's top management team and sharpens performance discipline and operational oversight across its global businesses.*
- *Mr Yap will work closely with business leaders and the Managing Director/Group CEO to support operational priorities, improve efficiencies and drive consistent execution across markets.*
- *He brings over 20 years of experience scaling large operations and driving transformation across Asia and Europe, most recently as Co-CEO of Indonesia's leading digital classifieds and used car platforms.*

Singapore, 15 July 2026 – ComfortDelGro Corporation Limited (SGX:C52) ("ComfortDelGro" or "the Group") appoints Mr Yap Chee Khean as Group Chief Operating Officer ("Group COO"), with effect from 15 October 2026. The newly created role will form part of ComfortDelGro's top management team as the Group continues to grow in scale and complexity across markets.

Mr Yap brings over 20 years of cross-border leadership experience across Asia and Europe, spanning business management and transformation, corporate venture-building, commercial excellence and strategic partnerships. He has held senior roles across leading conglomerates and consumer businesses, including

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Jardine Matheson and Carlsberg Group, where he helped build and scale new businesses, modernise core operations and drive growth across multiple markets. Most recently, as Co-CEO of Astra Digital Mobil, he led the growth of Indonesia's leading digital classifieds and used car platforms. Mr Yap holds a Bachelor of Commerce and has completed an executive programme at INSEAD Business School.

As Group COO, Mr Yap will work closely with the Managing Director/Group CEO, business leaders and the senior management team to strengthen performance discipline, enhance efficiencies and drive consistent execution across ComfortDelGro's global businesses.

Mr Cheng Siak Kian, Managing Director/Group CEO of ComfortDelGro, said: "We are pleased to welcome Chee Khean to ComfortDelGro's leadership team. As the Group grows in scale and complexity across markets, this role will help us bring greater focus and discipline to how we execute our priorities. Chee Khean's experience across business transformation, commercial excellence and venture-building will be valuable as we continue to improve performance and deliver consistently for our customers, partners and stakeholders."

Mr Mark Greaves, Chairman of ComfortDelGro, said: "The establishment of the Group COO role is an important step in strengthening ComfortDelGro's top management bench. Chee Khean brings a strong blend of strategic, commercial and operating experience across Asia, and his appointment adds depth to the leadership team as the Group continues to pursue disciplined and sustainable growth internationally."

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Media Contact Information:

Group Corporate Affairs
ComfortDelGro Corporation Limited
groupcorpcomms@comfortdelgro.com

About ComfortDelGro Corporation

ComfortDelGro is a leading multi-modal transport operator offering a comprehensive suite of transportation solutions. Our extensive network spans public transport including buses and rail, point-to-point transport with taxis and private hire cars as well as business-to-business mobility solutions. Every day, millions rely on our services across 13 countries including; Singapore, Australia, the United Kingdom, New Zealand, China, Ireland, Sweden, France, Malaysia, Spain, Portugal, Greece, and the Netherlands.

As a global operator, we play an important role in steering the transition towards a low-carbon economy. With about 60% of our owned fleet consisting of cleaner energy vehicles, we support governments and cities in

enabling inclusive and sustainable transport systems. For our efforts, ComfortDelGro has been included in the Dow Jones Best-in-Class Indices since 2019, the only Singaporean transport company in the index.