BRITISH AND MALAYAN HOLDINGS LIMITED
(Company Registration No. 201632914Z)
(Incorporated in the Republic of Singapore)

CHANGES IN COMPOSITION OF BOARD AND BOARD COMMITTEES

The Board of Directors (the "**Board**") of British and Malayan Holdings Limited (the "**Company**" and together with its subsidiaries, the "**Group**") wishes to announce the appointment of Ms Carol Kee Tsin Siu @ Kee Geok Hong as an Independent Non-Executive Director of the Company with effect from 1 January 2026.

The Board considers Ms Carol Kee Tsin Siu @ Kee Geok Hong to be independent for the purposes of Rule 704(8) of the SGX Listing Manual.

Information relating to the appointment of Ms Carol Kee Tsin Siu @ Kee Geok Hong as required under Rule 704(7) of the Listing Manual of the Singapore Exchange Securities Trading Limited are contained in separate announcement released today.

1. Reconstitution of Board Committees

   The Board Committees have been reconstituted as follow:

   Audit and Risk Committee ("ARC")

   Ms Carol Kee Tsin Siu @ Kee Geok Hong has been appointed as a Chairman of the ARC.

   Nominating Committee ("NC")

   Ms Carol Kee Tsin Siu @ Kee Geok Hong has been appointed as a member of the NC.

   Remuneration Committee ("RC")

   Ms Carol Kee Tsin Siu @ Kee Geok Hong has been appointed as a member of the RC.

Following the aforesaid changes, the composition of the Board and Board Committees are as follows:-

Board of Directors

1. Mr Lee Yung-Shih Colin (Chairman)
2. Mr David Anthony Koay Siang Hock
3. Mrs Elizabeth Hart
4. Mr Teo Shih Yee
5. Ms Carol Kee Tsin Siu @ Kee Geok Hong

Audit and Risk Committee

1. Ms Carol Kee Tsin Siu @ Kee Geok Hong (Chairman)
2. Mr Lee Yung-Shih Colin
3. Mrs Elizabeth Hart
4. Mr Teo Shih Yee

Remuneration Committee

1. Mr Teo Shih Yee (Chairman)
2. Mr Lee Yung-Shih Colin
3. Mrs Elizabeth Hart
4. Ms Carol Kee Tsin Siu @ Kee Geok Hong

Nominating Committee

1. Mrs Elizabeth Hart (Chairman)
2. Mr Lee Yung-Shih Colin
3. Mr Teo Shih Yee
4. Ms Carol Kee Tsin Siu @ Kee Geok Hong

BY ORDER OF THE BOARD
BRITISH AND MALAYAN HOLDINGS LIMITED

Chan Lai Yin
Company Secretary
19 December 2025