(Incorporated in the Republic of Singapore)

CHANGES TO THE COMPOSITION OF THE BOARD AND BOARD COMMITTEES

SIA Engineering Company Limited ("the Company") refers to the announcement on 23 July 2026 on the results of the 44th Annual General Meeting ("AGM") held on the same date. Following the re-election of Mr Tang Kin Fei and Mr Lim Sim Seng as Directors, the following changes have taken effect from the conclusion of the AGM:

1. Mr Tang has been re-designated from a Non-Executive and Independent Director to a Non-Executive and Non-Independent Director of the Company pursuant to Rule 210(5)(d)(iv) of the Listing Manual of the Singapore Exchange Securities Trading Limited;

2. Mr Tang continues to serve as Chairman of the Board and the Executive Committee. He has stepped down as the Chairman and as a member of the Compensation & HR Committee. He has also stepped down as the Chairman but remains as a member of the Nominating Committee;

3. Mr Lim Sim Seng has been appointed as Lead Independent Director, Chairman of the Compensation & HR Committee and Chairman of the Nominating Committee. He continues to serve as Deputy Chairman of the Board and as a member of the Executive Committee; and

4. Mr Tan Kai Ping has stepped down as a member of the Nominating Committee.

The composition of the Board and Board committees of the Company with effect from the conclusion of the AGM are as follows:

Board Composition	
Tang Kin Fei	Chairman, Non-Executive and Non-Independent
Lim Sim Seng	Deputy Chairman, Non-Executive and Independent
Goh Choon Phong	Non-Executive and Non-Independent Director
Chua Bin Hwee	Non-Executive and Independent Director
Lim Kong Puay	Non-Executive and Independent Director
Chong Chuan Neo	Non-Executive and Independent Director
Tan Tze Gay	Non-Executive and Independent Director
Tan Kai Ping	Non-Executive and Non-Independent Director
Ng Chee Khern	Non-Executive and Independent Director
Lim Serh Ghee	Non-Executive and Independent Director
Chin Yau Seng	Non-Independent Director and Chief Executive Officer

Board Committee	**Composition**
Audit Committee	Chua Bin Hwee (Chairman) Lim Kong Puay Chong Chuan Neo Tan Tze Gay Ng Chee Khern
Board Safety & Risk Committee	Lim Kong Puay (Chairman) Tan Kai Ping Ng Chee Khern Lim Serh Ghee
Nominating Committee	Lim Sim Seng (Chairman) Tang Kin Fei Chong Chuan Neo
Compensation & HR Committee	Lim Sim Seng (Chairman) Goh Choon Phong Ng Chee Khern
Executive Committee	Tang Kin Fei (Chairman) Lim Sim Seng Goh Choon Phong Chua Bin Hwee Chin Yau Seng
Board Sustainability Committee	Chong Chuan Neo (Chairman) Chua Bin Hwee Tan Tze Gay Chin Yau Seng
Innovation & Technology Committee	Tan Kai Ping (Chairman) Lim Kong Puay Chong Chuan Neo Lim Serh Ghee Chin Yau Seng

BY ORDER OF THE BOARD

Lu Ling Ling
Company Secretary
23 July 2026
Singapore