



COMFORTDELGRO CORPORATION LIMITED

(Company Registration No. 200300002K)

(Incorporated in the Republic of Singapore)

**ANNOUNCEMENT OF CHANGES TO THE
COMPOSITION OF THE BOARD AND BOARD COMMITTEES**

The Board of Directors of ComfortDelGro Corporation Limited (the “**Company**”) wishes to announce that at the conclusion of the Company’s 23rd Annual General Meeting on 24 April 2026 (the “**AGM**”), the following events took place:

1. Mr Cheng Siak Kian was re-elected as a Director of the Company and will continue to serve as the designated Managing Director / Group Chief Executive Officer of the Company, as well as a member of the Strategy & Investment Committee (“**SIC**”) and Sustainability Committee. Mr Cheng is considered a Non-Independent Executive Director of the Company.
2. Ms Susan Kong Yim Pui was re-elected as a Director of the Company and will continue to serve as a member of the Nominating and Remuneration Committee (“**NRC**”) and the SIC. Ms Kong is considered an Independent Non-Executive Director of the Company.
3. Professor Ooi Beng Chin was re-elected as a Director of the Company and will continue to serve as a member of the Board Risk Committee (“**BRC**”) and the SIC. Professor Ooi is considered an Independent Non-Executive Director of the Company.
4. Ms Tham Ee Mern Lilian, who had expressed her wish not to seek re-election at the AGM, retired as an Independent Non-Executive Director of the Company and ceased to be a member of the Audit Committee and the BRC. Ms Tham served on the Board for 9 years prior to her retirement.

The Board and Management wish to express their deepest gratitude to Ms Tham for her unstinting service and valuable contributions to the Company.

Following the above changes, the composition of the Board and the Board Committees with effect from 24 April 2026 is as follows:

Board of Directors

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|-------------------------------|---|
| Mr Mark Christopher Greaves | - Chairman (Independent Non-Executive) |
| Mr Choi Shing Kwok | - Deputy Chairman (Independent Non- Executive) |
| Mr Cheng Siak Kian | - Director (Non-Independent Executive, Managing Director / Group Chief Executive Officer) |
| Mr Russell Stephen Balding AO | - Director (Independent Non-Executive) |
| Ms Jessica Cheam | - Director (Independent Non-Executive) |
| Ms Susan Kong Yim Pui | - Director (Independent Non-Executive) |
| Mr Lee Jee Cheng Philip | - Director (Independent Non-Executive) |

- Professor Ooi Beng Chin - Director (Independent Non-Executive)
 Mr Tan Peng Hoe, Steve - Director (Independent Non-Executive)

Audit Committee

- Mr Lee Jee Cheng Philip - Chairman (Independent Non-Executive Director)
 Mr Russell Stephen Balding AO - Member (Independent Non-Executive Director)
 Ms Jessica Cheam - Member (Independent Non-Executive Director)

Board Risk Committee

- Mr Choi Shing Kwok - Chairman (Independent Non-Executive Director)
 Ms Jessica Cheam - Member (Independent Non-Executive Director)
 Mr Lee Jee Cheng Philip - Member (Independent Non-Executive Director)
 Professor Ooi Beng Chin - Member (Independent Non-Executive Director)

Nominating and Remuneration Committee

- Mr Mark Christopher Greaves - Chairman (Independent Non-Executive Director, Board Chairman)
 Mr Choi Shing Kwok - Member (Independent Non-Executive Director, Board Deputy Chairman)
 Mr Russell Stephen Balding AO - Member (Independent Non-Executive Director)
 Ms Susan Kong Yim Pui - Member (Independent Non-Executive Director)
 Mr Tan Peng Hoe, Steve - Member (Independent Non-Executive Director)

Sustainability Committee

- Ms Jessica Cheam - Chairman (Independent Non-Executive Director)
 Mr Cheng Siak Kian - Member (Non-Independent Executive Director, Managing Director / Group Chief Executive Officer)
 Mr Mark Christopher Greaves - Member (Independent Non-Executive Director, Board Chairman)
 Mr Tan Peng Hoe, Steve - Member (Independent Non-Executive Director)

Strategy and Investment Committee

- Mr Mark Christopher Greaves - Chairman (Independent Non-Executive Director, Board Chairman)
 Mr Cheng Siak Kian - Member (Non-Independent Executive Director, Managing Director / Group Chief Executive Officer)
 Mr Choi Shing Kwok - Member (Independent Non-Executive Director, Board Deputy Chairman)
 Ms Susan Kong Yim Pui - Member (Independent Non-Executive Director)
 Professor Ooi Beng Chin - Member (Independent Non-Executive Director)

**BY ORDER OF THE BOARD
COMFORTDELGRO CORPORATION LIMITED**

Angeline Joyce Lee Siang Pohr
Sheryl Cher Ya Li
Company Secretaries

24 April 2026