8 April 2026

APPOINTMENT OF MR LIM SIM SENG AS DEPUTY CHAIRMAN

The Board of SIA Engineering Company Limited ("**SIAEC**" or the "**Company**") is pleased to announce the appointment of Mr Lim Sim Seng as Deputy Chairman and a Non-Executive Independent Director of the Board with effect from 8 April 2026. Mr Lim is also appointed as a member of the Nominating Committee, the Compensation & HR Committee and the Executive Committee with effect from the same date.

Mr Lim has 42 years of banking experience in Asia, North America and the Middle East. Prior to his retirement, Mr Lim was the Group Executive responsible for leading DBS Group's consumer banking and private banking business. Before he joined DBS, Mr Lim was the President and CEO of Nikko Citigroup Ltd and a board member of Nikko Citi Holdings Inc in Japan. He also held senior leadership positions in Citigroup.

Mr Lim is currently a Non-Executive and Independent Director of Raffles Medical Group Ltd in Singapore, IOI Properties Group Berhad in Malaysia and Trust Capital Group in Japan. He is a Senior Advisor on the Advisory Board to Amundi Asset Management Asia and also serves as Singapore High Commissioner (Non-Resident) to the Federal Republic of Nigeria. He was previously a Non-Executive and Independent Director of Singapore Technologies Engineering Ltd from 2015 to 2024 and the Chairman of ST Engineering Aerospace Ltd from 2015 to 2018.

Mr Lim was inducted as an IBF Distinguished Fellow (Financial Markets) by the Institute of Banking and Finance in 2015 and received the Public Service Medal in 2018 for his dedicated public service to Singapore.

Mr Lim was a recipient of the Japanese government Monbusho scholarship and earned his Bachelor of Business Administration degree from Yokohama National University, Japan.