COMBINE WILL

COMBINE WILL INTERNATIONAL HOLDINGS LIMITED

聯志國際控股有限公司

(Incorporated in the Cayman Islands on 8 October 2007)

(Company Registration Number: MC-196613)

CHANGES TO MANAGEMENT TEAM AND COMPOSITION OF BOARD OF DIRECTORS AND BOARD COMMITTEES

The Board of Directors (the "**Board**") of Combine Will International Holdings Limited (the "**Company**", and together with its subsidiaries, the "**Group**") wishes to announce the following changes to the management team and composition of the board of directors and board committees of the Company.

A. RETIREMENT OF MR. DOMINIC TAM JO TAK AS CHIEF EXECUTIVE OFFICER, AND APPOINTMENT OF MR. SIMON CHIU HAU SHUN AS CHIEF EXECUTIVE OFFICER

The Board wishes to announce that with effect from 1 January 2022, Mr. Dominic Tam Jo Tak, who is currently the Executive Chairman and Chief Executive Officer of the Group, will step down from his position as Chief Executive Officer, and Mr. Simon Chiu Hau Shun will be appointed as his replacement. This change is intended to separate the positions of executive chairman and chief executive officer for enhanced corporate governance and more balanced control and management of the Group. Mr. Dominic Tam Jo Tak will remain as the Executive Chairman of the Group. Mr. Simon Chiu Hau Shun is presently an Executive Director of the Company, and was re-elected at the last annual general meeting of the Company held on 20 April 2021.

The details of the cessation of Mr. Dominic Tam Jo Tak as the Chief Executive Officer, and the appointment of Mr. Simon Chiu Hau Shun as the Chief Executive Officer, in accordance with Appendix 7.4.1 and Appendix 7.4.2 as required by Listing Rule 704(7), are contained in a separate announcement released on SGXNET today.

B. RETIREMENT OF MR. ALAN LI HIN LUN AS CHIEF OPERATING OFFICER, AND APPOINTMENT OF MR. XU YUFENG AS CHIEF OPERATING OFFICER

The Board refers to the previous announcement dated 10 June 2021 in relation to the planned retirement of Mr Alan Li Hin Lun as the Chief Operating Officer of the Group, and the appointment of Mr Xu Yufeng as his replacement, and would like to update the shareholders that the aforementioned cessation and appointment will take effect on 1 January 2022.

The Board would like to take this opportunity to record their heartfelt appreciation and thanks to Mr Alan Li Hin Lun for his valuable contribution to the Group.

The details of the cessation of Mr Alan Li Hin Lun as the Chief Operating Officer, and the appointment of Mr Xu Yufeng as the Chief Operating Officer, in accordance with Appendix 7.4.1 and Appendix 7.4.2 as required by Listing Rule 704(7), are contained in separate announcements released on SGXNET today.

C. PLANNED RETIREMENT OF MR. ALEXANDER CHEUNG HOK FUNG AS NON-EXECUTIVE AND LEAD INDEPENDENT DIRECTOR AT THE UPCOMING ANNUAL GENERAL MEETING OF THE COMPANY

The Board also wishes to announce that in order to facilitate the renewal of the Board, Mr. Alexander Cheung Hok Fung will be retiring as a Non-Executive and Lead Independent Director of the Company at the upcoming annual general meeting of the Company to be held in 2022. Mr. Alexander Cheung Hok Fung is currently the Chairman of the Audit Committee and a member of the Nominating Committee and the Remuneration Committee. Upon his retirement, Mr. Wee Sung Leng will replace him as Lead Independent Director and Chairman of the Audit Committee.

Further announcements (including the announcement of cessation of service containing the information in accordance with Appendix 7.4.2 as required by Listing Rule 704(7)) will be made at or closer to the time of Mr. Alexander Cheung Hok Fung's retirement or as and when appropriate.

D. APPOINTMENT OF MDM. LEE KIA JONG ELAINE AS INDEPENDENT NON-EXECUTIVE DIRECTOR

The Board also wishes to announce that with effect from 1 January 2022, Mdm. Lee Kia Jong Elaine will be appointed as an Independent Non-Executive Director of the Group. Upon the retirement of Mr. Alexander Cheung Hok Fung, Mdm. Lee Kia Jong Elaine will replace Mr. Wee Sung Leng as Chairman of the Nominating Committee and Chairman of the Remuneration Committee.

The details of the appointment of Mdm. Lee Kia Jong Elaine as an Independent Non-Executive Director, in accordance with Appendix 7.4.1 as required by Listing Rule 704(7), are contained in a separate announcement released on SGXNET today.

On behalf of the Board

Tam Jo Tak, Dominic
Executive Chairman

Singapore, 31 December 2021