



COMFORTDELGRO CORPORATION LIMITED

(Company Registration No. 200300002K)

(Incorporated in the Republic of Singapore)

**ANNOUNCEMENT OF THE DEMISE OF A DIRECTOR AND
CHANGES TO THE COMPOSITION OF BOARD AND BOARD COMMITTEES**

The Board of Directors of ComfortDelGro Corporation Limited (the “**Company**”) regrets to announce the passing of Professor Ooi Beng Chin (“**Professor Ooi**”), an Independent Non-Executive Director of the Company, on Saturday, 25 April 2026.

The Board and Management wish to extend their deepest condolences to the family of Professor Ooi and express their deepest gratitude to him for his unstinting service and valuable contributions to the Company as a member of the Board.

Following the cessation of Professor Ooi’s service on the Board, the Board Risk Committee as well as the Strategy and Investment Committee, the composition of the Board and Board Committees with immediate effect is as follows:

Board of Directors

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)
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)

Nominating and Remuneration Committee

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| 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) |

Strategy & Investment Committee

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| 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) |

Sustainability Committee

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| 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) |

BY ORDER OF THE BOARD
COMFORTDELGRO CORPORATION LIMITED

Angeline Joyce Lee Siang Pohr
Sheryl Cher Ya Li
Company Secretaries

27 April 2026