



COMFORTDELGRO CORPORATION LIMITED

(Company Registration No. 200300002K)
(Incorporated in the Republic of Singapore)
(the “Company”)

ANNOUNCEMENT ON APPOINTMENT AND RETIREMENT OF DIRECTORS AND CHANGES TO THE BOARD AND BOARD COMMITTEES

The Board of Directors of ComfortDelGro Corporation Limited (the “Company”) wishes to announce that the Deputy Chairman of the Board, Mr Choi Shing Kwok (“Mr Choi”) will retire from the Board on 31 December 2026 to devote more time to his personal interests. Consequent to his retirement from the Board, he will also step down as Chairman of the Board Risk Committee and Member of the Nominating & Remuneration Committee and Strategy & Investment Committee.

The Board and Management wish to record their deep appreciation to Mr Choi for his sterling service and invaluable contributions to the ComfortDelGro Group during his tenure, including his leadership as Deputy Chairman of the Board and his guidance across the Board Committees on which he has served.

As part of the Board’s succession planning, Mr Chew Hock Yong (“Mr Chew”) and Ms Ang Fung Fung (“Ms Ang”) will be appointed Independent Non-Executive Directors with effect from 1 November 2026. Upon their appointments, Mr Chew will join the Board Risk Committee and Sustainability Committee, while Ms Ang will join the Audit Committee and Board Risk Committee. Following Mr Choi’s retirement from the Board, Mr Chew will assume the chairmanship of the Board Risk Committee and Mr Russell Stephen Balding AO will be appointed a member of the Strategy & Investment Committee in place of Mr Choi with effect from 1 January 2027.

Consequent to the above, the composition of the Board and the Board Committees with effect from 1 November 2026 is as follows:

Board of Directors

Mr Mark Christopher Greaves	- Chairman (Independent Non-Executive)
Mr Choi Shing Kwok (will retire on 31 December 2026)	- Deputy Chairman (Independent Non- Executive)
Mr Cheng Siak Kian	- Director (Non-Independent Executive, Managing Director/Group Chief Executive Officer)
Ms Ang Fung Fung	- Director (Independent Non-Executive)
Mr Russell Stephen Balding AO	- Director (Independent Non-Executive)
Ms Jessica Cheam	- Director (Independent Non-Executive)
Mr Chew Hock Yong	- 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)
Ms Ang Fung Fung	- Member (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
(will retire on 31 December 2026)
Mr Chew Hock Yong
(will be Chairman with effect from 1 January 2027)
Ms Ang Fung Fung
Ms Jessica Cheam
Mr Lee Jee Cheng Philip

- Chairman (Independent Non-Executive Director, Board Deputy Chairman)
- Member (Independent Non-Executive Director)
- Member (Independent Non-Executive Director)
- Member (Independent Non-Executive Director)
- Member (Independent Non-Executive Director)

Nominating & Remuneration Committee

Mr Mark Christopher Greaves

Mr Choi Shing Kwok
(will retire on 31 December 2026)
Mr Russell Stephen Balding AO
Ms Susan Kong Yim Pui
Mr Tan Peng Hoe, Steve

- Chairman (Independent Non-Executive Director, Board Chairman)
- Member (Independent Non-Executive Director, Board Deputy Chairman)
- Member (Independent Non-Executive Director)
- Member (Independent Non-Executive Director)
- Member (Independent Non-Executive Director)

Sustainability Committee

Ms Jessica Cheam
Mr Cheng Siak Kian

Mr Chew Hock Yong
Mr Mark Christopher Greaves

Mr Tan Peng Hoe, Steve

- Chairman (Independent Non-Executive Director)
- Member (Non-Independent Executive Director, Managing Director/Group Chief Executive Officer)
- Member (Independent Non-Executive Director)
- Member (Independent Non-Executive Director, Board Chairman)
- Member (Independent Non-Executive Director)

Strategy & Investment Committee

Mr Mark Christopher Greaves

Mr Russell Stephen Balding AO
(with effect from 1 January 2027)
Mr Cheng Siak Kian

Mr Choi Shing Kwok
(will retire on 31 December 2026)
Ms Susan Kong Yim Pui

- Chairman (Independent Non-Executive Director, Board Chairman)
- Member (Independent Non-Executive Director)
- Member (Non-Independent Executive Director, Managing Director/Group Chief Executive Officer)
- Member (Independent Non-Executive Director, Board Deputy Chairman)
- Member (Independent Non-Executive Director)

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

Angeline Joyce Lee Siang Pohr
Sheryl Cher Ya Li
Company Secretaries

15 October 2026