

# BOARD OF DIRECTORS

As at 1 March 2023

## LIM JIT POH

CHAIRMAN

INDEPENDENT NON-EXECUTIVE DIRECTOR

DATE OF APPOINTMENT AS DIRECTOR OF THE COMPANY:

**1 JANUARY 2003**

DATE OF LAST RE-ELECTION AS DIRECTOR OF THE COMPANY:

**30 APRIL 2021**

**MR LIM JIT POH** is the Chairman and an Independent Non-Executive Director of ComfortDelGro Corporation Limited. Mr Lim is the Chairman of both the Nominating and Remuneration Committee and the Investment Committee, as well as a member of the Sustainability Committee. Mr Lim retired as Chairman and Director of VICOM Ltd on 27 April 2022, after serving on the Board for 41 years. He helped evolve VICOM and its Group into Singapore's leading provider of inspection and technical testing services for which the Board and Management of VICOM expressed their deepest gratitude. In recognition of his tremendous contributions to the VICOM Group, the VICOM Board accorded him the title of Chairman Emeritus. Mr Lim is also the Chairman of several non-listed companies owned by the National Trades Union Congress (NTUC).

Mr Lim was a Fulbright Scholar and a former top civil servant. He was awarded the Public Administration Medal in 1972 and the Public Service Star (BBM) in 2015 by the President of the Republic of Singapore, as well as four awards by NTUC, namely the Friend of Labour Award in 1986, the Meritorious Service Award in 1990, the Distinguished Service Award in 2000 and the Distinguished

Service (Star) Award in 2014. In 2006, he was also one of the recipients of the Distinguished Science Alumni Award from the National University of Singapore.

In his previous employment as Executive Director of two public listed companies, Mr Lim had been directly involved in negotiations with business partners and relevant authorities on various joint venture projects in the ASEAN region, as well as in China, Hong Kong, United Kingdom, Australia and Mauritius. He was also involved in the management of these operations. Mr Lim was a Council Member of the Singapore Chinese Chamber of Commerce and Industry and the National University of Singapore, and a Member of the Singapore British Business Council. He was also very active in community work being Chairman of a community centre management committee. Presently, he is a Trustee of the Singapore National Employers Federation and a Member of the Board of Management of Pei Chun Public School.

Mr Lim holds a Bachelor of Science (Hons) in Physics from the University of Singapore and a Master of Education from the University of Oregon, USA.



### CHENG SIAK KIAN

MANAGING DIRECTOR / GROUP CHIEF EXECUTIVE OFFICER  
(NON-INDEPENDENT EXECUTIVE DIRECTOR)

DATE OF APPOINTMENT AS DIRECTOR OF THE COMPANY:  
**1 JANUARY 2023**

DATE OF LAST RE-ELECTION AS DIRECTOR OF THE COMPANY:  
**N.A.**

**MR CHENG SIAK KIAN** is the Managing Director/ Group Chief Executive Officer of ComfortDelGro Corporation Limited. He is a Non-Independent Executive Director of the Company and a member of the Investment Committee, the Digitalisation Committee and the Sustainability Committee. Concurrently, he is also the Non-Executive Deputy Chairman of SBS Transit Ltd and VICOM Ltd.

Mr Cheng joined the Company in September 2015. Prior to his appointment as the Managing Director/Group Chief Executive Officer of the Company on 1 January 2023, he served in various positions within the Group. Appointments held include Chief Executive Officer of SBS Transit Ltd from 2020 to 2022 with concurrent appointments as Group Deputy Chief Executive Officer of the Company from March 2022 to December 2022, and Chief Executive Officer of ComfortDelGro Australia Pty Ltd (New South Wales) from 2016 to 2019.

Mr Cheng holds a Bachelor of Electrical and Electronic Engineering (First Class) from the University of Manchester, United Kingdom and a Master of Business Administration from the Massachusetts Institute of Technology, USA.



### RUSSELL STEPHEN BALDING AO

(INDEPENDENT NON-EXECUTIVE DIRECTOR)

DATE OF APPOINTMENT AS DIRECTOR OF THE COMPANY:  
**1 AUGUST 2022**

DATE OF LAST RE-ELECTION AS DIRECTOR OF THE COMPANY:  
**N.A.**

**MR RUSSELL STEPHEN BALDING AO**, is an Independent Non-Executive Director of ComfortDelGro Corporation Limited. Mr Balding is a member of the Audit and Risk Committee, the Nominating and Remuneration Committee and the Investment Committee.

Mr Balding has had a long and distinguished Non-Executive Director and Executive Managerial career having held numerous Directorships and senior executive positions in numerous major organisations which required extensive government, stakeholder, community and customer interaction. Due recognition was accorded when an Order of Australia was awarded to him in January 2007. He is concurrently serving as Chairman of both Racing NSW and NSW Racing Pty Ltd, T/A Racingcorp. He is also a Director of ComfortDelGro Corporation Australia Pty Ltd, The Trust Company (Sydney Airport) Limited and Racing Australia Limited. In addition, he is Deputy Chairman of Destination NSW and Sole Proprietor of Aremby Pastoral.

Mr Balding retired in June 2011 as Chief Executive Officer of the Sydney Airport Corporation where he oversaw the continued growth and commercial success of Australia's National Gateway Airport. Prior to that appointment, Mr Balding was Managing Director of The Australian Broadcasting Corporation (ABC). He has served on the Boards of ComfortDelGro Cabcharge Pty Ltd, a major Australian public transport company primarily providing major bus service networks and CityFleet Networks Ltd (UK), a leading ground transportation provider of limousines, executive transport and taxi services. Previously, Mr Balding was Chairman of Cabcharge Australia Limited (now A2B Australia Limited), an Australian Securities Exchange listed company, until he stepped down in November 2016.

Mr Balding has also contributed to the New South Wales (NSW) Government as a member of the Crown Land Ministerial Taskforce and by chairing the NSW Visitor Economy Taskforce as well as a Member of the Board of the Government tourism body, Tourism NSW.

Mr Balding is a Fellow of Certified Practising Accountants Australia, FCPA (Past State President and National Councillor). Additionally, he holds a Bachelor of Business and a Diploma of Technology (Commerce) in Australia. He is a Member of the Australian Institute of Company Directors (MAICD) and the Singapore Institute of Directors (SID).



# BOARD OF DIRECTORS

As at 1 March 2023

## JESSICA CHEAM

(INDEPENDENT NON-EXECUTIVE DIRECTOR)

DATE OF APPOINTMENT AS DIRECTOR OF THE COMPANY:

**1 JANUARY 2019**

DATE OF LAST RE-ELECTION AS DIRECTOR OF THE COMPANY:

**29 APRIL 2022**

**MS JESSICA CHEAM** is an Independent Non-Executive Director of ComfortDelGro Corporation Limited. Ms Cheam is also a member of the Audit and Risk Committee and the Digitalisation Committee, and chairs the Sustainability Committee.

Ms Cheam is the Founder and Managing Director of Eco-Business, Asia Pacific's leading independent media and business intelligence organisation dedicated to sustainable development. She is recognised as a sustainability pioneer with two decades of experience in media, sustainable development and environmental, social and governance (ESG) issues globally.

She holds the CFA Institute Certificate in ESG Investing and is a member of the Singapore Institute of Directors (SID), and serves as its ESG committee member. She is also a member of the Institute of Corporate Directors Malaysia and the United Kingdom's Institute of Directors. She is accredited with INSEAD's Certificate of Corporate Governance.

Ms Cheam specialises in advising the Boards of a wide range of organisations on ESG strategy, and has a particular interest in issues at the intersection of sustainability, technology, diversity and inclusion.

Ms Cheam is also Director of two non-profits EB Impact, focussing on programmes for Asia's underserved communities, and Reneum Institute, a blockchain renewable energy platform. She also serves as Strategic Advisor to Blue Planet Environmental Solutions, Advisory Board member to NextWave Partners, and is a member of the International Women's Forum Singapore.

She is the published author of 'Forging a Greener Tomorrow: Singapore's journey from slum to eco-city' and also directs and produces documentaries. She is a World Cities Summit Young Leader, a network of change-makers from diverse sectors who shape the global urban agenda.

She was previously a political correspondent at The Straits Times and a Singapore Press Holdings scholar. She has been recognised in many regional and international journalism and media awards, including Women of the Future Southeast Asia Awards and LinkedIn's Power Profiles, and is frequently invited to speak at and host discussions across the globe on her areas of expertise.

She studied at the University of Warwick and University of London's Goldsmiths College, and completed a Cambridge University Judge Business School executive programme on Data and Business Analytics and the INSEAD International Directors Programme.



## CHOI SHING KWOK

(INDEPENDENT NON-EXECUTIVE DIRECTOR)

DATE OF APPOINTMENT AS DIRECTOR OF THE COMPANY:

**1 AUGUST 2022**

DATE OF LAST RE-ELECTION AS DIRECTOR OF THE COMPANY:

**N.A.**

**MR CHOI SHING KWOK** is an Independent Non-Executive Director of ComfortDelGro Corporation Limited. He is a member of the Audit and Risk Committee, the Nominating and Remuneration Committee and the Sustainability Committee.

Mr Choi is the Director and Chief Executive Officer of the ISEAS-Yusof Ishak Institute, which does research on political, economic and socio-cultural developments in Southeast Asia. He is also the Chairman and Board member of SP Services Limited, an energy services company, and a Board member of the St Andrew's Mission Hospital, a medical charity. In addition, he also serves as a member on both the National Records Advisory Committee in the Ministry of Communications and Information, and the Management Board of the Singapore Nuclear Research and Safety Initiative in the National University of Singapore.

Before his retirement from the Civil Service in October 2017, Mr Choi was the Permanent Secretary of the then Ministry of the Environment and Water Resources (MEWR) for five years. He also served seven years as the Permanent Secretary of the Ministry of Transport and nine years in a senior position in the Ministry of Defence earlier in his career. During his military service, Mr Choi held a variety of command and staff appointments in the Singapore Armed Forces (SAF). Promoted to Brigadier-General in 1996, he took early retirement from the SAF in 2000 to join the Administrative Service.

During Mr Choi's public sector career, he was awarded the Public Administration Medal (Silver) in 1993 and the Meritorious Service Medal in 2000.

Mr Choi holds a Bachelor and a Master's degrees in Engineering Tripos from Cambridge University in the United Kingdom. He also received a Master of Public Administration degree from the Harvard University, USA, as an Edward Mason Fellow.



## MARK CHRISTOPHER GREAVES

(INDEPENDENT NON-EXECUTIVE DIRECTOR)

DATE OF APPOINTMENT AS DIRECTOR OF THE COMPANY:

**23 MAY 2020**

DATE OF LAST RE-ELECTION AS DIRECTOR OF THE COMPANY:

**30 APRIL 2021**

**MR MARK CHRISTOPHER GREAVES** is an Independent Non-Executive Director of ComfortDelGro Corporation Limited. He is a member of the Audit and Risk Committee, the Nominating and Remuneration Committee and the Investment Committee.

On graduation in Economics from the University of Cambridge in 1977, Mr Greaves joined global merchant banking group, N M Rothschild & Sons, where he spent the first 25 years of his career working in London, Hong Kong and Singapore. He became a member of the Group's main Board of Directors in London and Head of the majority of its Asian operations, serving on all the Group's Boards across the region from Japan to Australia.

In 2003, he set up Anglo FarEast Group, a specialist corporate consulting and strategic advisory practice based in Singapore. Through Anglo FarEast, Mr Greaves has worked with the owners, major shareholders and boards of large companies, as well as family offices, focusing primarily on cross-border opportunities between Asia, the United Kingdom (UK) and continental Europe.

He is a non-executive Director of Hanson China Partners Limited and has previously served on a number of listed company Boards in various jurisdictions, including WBL Corporation Limited and Malaysia Smelting Corporation Berhad.

Mr Greaves, who is a fluent French speaker, holds a Master of Arts in Economics from the University of Cambridge and an LLB with First Class Honours from the Open University in the UK. He is a member of both the Institute of Directors of the UK and the Singapore Institute of Directors.



## SUSAN KONG YIM PUI

(INDEPENDENT NON-EXECUTIVE DIRECTOR)

DATE OF APPOINTMENT AS DIRECTOR OF THE COMPANY:

**1 JANUARY 2023**

DATE OF LAST RE-ELECTION AS DIRECTOR OF THE COMPANY:

**N.A.**

**MS SUSAN KONG YIM PUI**, is an Independent Non-Executive Director of ComfortDelGro Corporation Limited. She is a member of the Audit and Risk Committee, the Nominating and Remuneration Committee, and the Investment Committee. She is also a Non-Independent Non-Executive Director of SBS Transit Ltd.

Ms Kong has been a practising lawyer for more than 30 years and founded Q.E.D. Law Corporation. She is recognised as a leading practitioner in the areas of Banking and Finance, Real Estate, Mergers and Acquisitions and Capital Markets by Chambers Global, IFLR 1000, AsiaLaw and Euromoney Legal Group Guide.

Ms Kong has extensive international experience advising multinational companies, banks and financial institutions on investments and multi-jurisdictional joint ventures in ASEAN countries, China, India and Australia. On the corporate front, Ms Kong has been a Director of Surbana Corporation Private Limited and UOB Radanasin Bank Public Company Limited in Thailand before it was reorganised as UOB Thailand.

Ms Kong is Chairperson of Singapore Tyler Print Institute, an art institution that has participated in many art fairs globally and has collaborations with artists and art institutions all over the world. Ms Kong is also a Director of HealthServe Limited.

Ms Kong holds a Bachelor of Laws (Hons) from the National University of Singapore.



# BOARD OF DIRECTORS

As at 1 March 2023

## LEE JEE CHENG PHILIP

(INDEPENDENT NON-EXECUTIVE DIRECTOR)

DATE OF APPOINTMENT AS DIRECTOR OF THE COMPANY:

**1 JANUARY 2022**

DATE OF LAST RE-ELECTION AS DIRECTOR OF THE COMPANY:

**29 APRIL 2022**

**MR LEE JEE CHENG PHILIP** is an Independent Non-Executive Director of ComfortDelGro Corporation Limited. He is the Chairman of the Audit and Risk Committee, and a member of the Nominating and Remuneration Committee and of the Digitalisation Committee.

Mr Lee is also an Independent Non-Executive Director of City Developments Limited at which he serves as the Lead Independent Director, Chairman of the Audit & Risk Committee and a member of the Remuneration Committee and the Nominating Committee. He is also a member of the Governing Council of Singapore Agro-Food Enterprises Federation Limited and a Board Member of Tech For Good Institute Limited.

Mr Lee has more than 35 years of experience in accounting and finance. He was an audit partner at KPMG Singapore at which he served until his retirement in September 2018. At KPMG, Mr Lee served on the leadership team in Singapore and on the executive team at KPMG Asia Pacific. He was also the Head of Real Estate, Head of an Audit Division and the Head of People.

Mr Lee is a Fellow of the Association of Chartered Certified Accountants (United Kingdom), the Institute of Singapore Chartered Accountants and a member of the Singapore Institute of Directors.

## OOI BENG CHIN

(INDEPENDENT NON-EXECUTIVE DIRECTOR)

DATE OF APPOINTMENT AS DIRECTOR OF THE COMPANY:

**1 MAY 2018**

DATE OF LAST RE-ELECTION AS DIRECTOR OF THE COMPANY:

**29 APRIL 2022**

**PROFESSOR OOI BENG CHIN** is an Independent Non-Executive Director of ComfortDelGro Corporation Limited. Professor Ooi is a member of the Investment Committee and the Sustainability Committee and chairs the Digitalisation Committee.

Professor Ooi is the Lee Kong Chian Centennial Professor of Computer Science and Faculty Member of the National University of Singapore (NUS) Graduate School, and an Adjunct Chang Jiang Professor at Zhejiang University, and a visiting Distinguished Professor at Tsinghua University, China.

He is a Co-Founder of yzBigData in 2012 for Big Data Management and Analytics, and MediLot in 2017 for healthcare data management and analytics.

He is also a Director of AlDigi Holdings Pte. Ltd. as of 7 December 2021.

Professor Ooi's research interests include database, blockchain, distributed processing, machine learning and large scale analytics, in the aspects of system architectures, performance issues, security, accuracy and correctness. He is also interested in exploiting IT in production and process reengineering (eg. fintech innovation, healthcare innovation, food analysis, metaverse, and smart city.)

He is a Fellow of the Association for Computing Machinery (ACM), the Institute of Electrical and Electronic Engineers (IEEE), and the Singapore National Academy of Science. He has received numerous awards in the field of computer science.

Professor Ooi was awarded the Public Administration Medal (Silver) in 2013 and the Long Service Medal in 2018 by the President of the Republic of Singapore.

Professor Ooi holds a Bachelor of Science (First Class Honours) and a Doctor of Philosophy from Monash University, Australia.





## **SUM WAI FUN ADELINE**

(INDEPENDENT NON-EXECUTIVE DIRECTOR)

DATE OF APPOINTMENT AS DIRECTOR OF THE COMPANY:

**1 JANUARY 2007**

DATE OF LAST RE-ELECTION AS DIRECTOR OF THE COMPANY:

**30 APRIL 2021**

**MS SUM WAI FUN ADELINE**, is an Independent Non-Executive Director of ComfortDelGro Corporation Limited. She is a member of the Nominating and Remuneration Committee, the Digitalisation Committee and the Sustainability Committee.

Ms Sum is presently the Chief Executive Officer of Singapore Labour Foundation, the Deputy Chief Executive Officer of NTUC Enterprise Co-operative Limited and Executive Director of Mercatus Co-operative Limited. She holds directorships in the NTUC Enterprise portfolio.

Ms Sum was awarded the Public Service Medal in 2014 by the President of the Republic of Singapore.

Ms Sum holds a Bachelor of Arts (History) from the National University of Singapore, a Master of Business Administration (Accountancy) from the Nanyang Technological University and a Master of Public Administration from Harvard University.



## **THAM EE MERN LILIAN**

(INDEPENDENT NON-EXECUTIVE DIRECTOR)

DATE OF APPOINTMENT AS DIRECTOR OF THE COMPANY:

**1 AUGUST 2017**

DATE OF LAST RE-ELECTION AS DIRECTOR OF THE COMPANY:

**30 APRIL 2021**

**MS THAM EE MERN LILIAN**, is an Independent Non-Executive Director of ComfortDelGro Corporation Limited. Ms Tham is a member of the Digitalisation Committee, the Audit and Risk Committee and the Investment Committee.

Ms Tham is the Director at Eastspring Investments (Singapore) Limited with responsibility for operations, technology, digital, data and administrative support, as well as other strategic growth and change initiatives. She is a member of the Board and Executive Management Committee. In addition, she is a Director in both Eastspring Investments Berhad and Eastspring Investments (Luxembourg) S.A. She is also Chairman in both Eastspring Investments SICAV-FIS (Luxembourg) and Eastspring Investments (Luxembourg).

Prior to Eastspring Investments, Ms Tham worked at Schroders for 26 years where, most recently, she was the Asia Pacific Chief Operating Officer. She was also a member of the firm's Global Operations Committee, responsible for setting the global operations strategy of the firm. She held a variety of technology and operational roles during her time at Schroders, including Chief Operating Officer for Singapore and Head of Operations & Technology for Asia Pacific.

Prior to joining Schroders, she was a Management Consultant with Coopers & Lybrand (now PricewaterhouseCoopers) focussing on IT consultancy in the financial and manufacturing industries.

Ms Tham is presently a Board member of Home Nursing Foundation and is a Fellow of the Institute of Banking and Finance Singapore.

Ms Tham holds a Bachelor of Science in Information Systems from the National University of Singapore.

