

BOARD OF DIRECTORS

As at 2 March 2026



TAN KIM SIEW

CHAIRMAN
(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:
24 APRIL 2024

DR TAN KIM SIEW is the Chairman and an Independent Non-Executive Director of VICOM Ltd. He is the Chairman of the Nominating and Remuneration Committee and a member of both the Technology Committee and the Sustainability Committee. He is also an Independent Non-Executive Director of SBS Transit Ltd.

Dr Tan is presently a Senior Consultant in the Ministry of Finance. From 2012 to 2014, Dr Tan served as the Commissioner of Inland Revenue. Prior to this appointment, Dr Tan was the Permanent Secretary (Defence Development) of the Ministry of Defence from 2003 to 2012. He has also held other appointments in the public service, including Chief Executive Officer of the Urban Redevelopment Authority, Deputy Secretary in the Ministry of Finance and in the Ministry of National Development, Chairman of the Defence Science and Technology Agency, and Chairman of the DSO National Laboratories.

Dr Tan was awarded the Public Administration Medal (Silver) (Military) in 1990, the Public Administration Medal (Silver) in 1996, the Public Administration Medal (Gold) in 2001 and the Long Service Medal in 2003 by the President of the Republic of Singapore.

Dr Tan holds a Bachelor of Arts (Honours) (Engineering Tripos) with Distinction in Electronics Engineering and Doctor of Philosophy (Engineering) from the University of Cambridge, United Kingdom.

CHENG SIAK KIAN

DEPUTY CHAIRMAN
(NON-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:
26 APRIL 2023

MR CHENG SIAK KIAN is the Deputy Chairman of VICOM Ltd. He is a Non-Independent Non-Executive Director of VICOM Ltd and a member of the Nominating and Remuneration Committee and the Technology Committee. Concurrently, he is the Managing Director/Group Chief Executive Officer (MD/Group CEO) of ComfortDelGro Corporation Limited (ComfortDelGro) which is VICOM Ltd's parent company, and the Non-Executive Deputy Chairman of SBS Transit Ltd which is a related corporation of VICOM Ltd.

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

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


SIM WING YEW

CHIEF EXECUTIVE OFFICER
(NON-INDEPENDENT EXECUTIVE DIRECTOR)

Date of appointment as Director of the Company:
1 MAY 2012

Date of last Re-election as Director of the Company:
23 APRIL 2025

MR SIM WING YEW is the Chief Executive Officer and a Non-Independent Executive Director of VICOM Ltd. He is a member of the Sustainability Committee and the Technology Committee.

Prior to this appointment, he was the Chief Operating Officer of ComfortDelGro Engineering Pte Ltd from August 2008 until he assumed the role of Chief Executive Officer on 1 March 2011. Mr Sim first joined the ComfortDelGro Group in September 2002 as a General Manager in charge of two maintenance workshops in SBS Transit Ltd's (SBS Transit) Fleet Management Department. In June 2006, he assumed responsibility as the General Manager for all five SBS Transit's workshops.

Prior to joining the ComfortDelGro Group, he was the General Manager of SGX Catalist-listed See Hup Seng Limited managing the local as well as overseas projects in China and Hong Kong.

Mr Sim holds a Bachelor of Engineering (Hons) in Mechanical and Production Engineering from the Nanyang Technological University and a Master of Business Administration from the University of Hull, United Kingdom.


KARINA YEW-HOONG GIN

(INDEPENDENT NON-EXECUTIVE DIRECTOR)

Date of appointment as Director of the Company:
1 NOVEMBER 2024

Date of last Re-election as Director of the Company:
23 APRIL 2025

PROFESSOR KARINA YEW-HOONG GIN is an Independent Non-Executive Director of VICOM Ltd. She is the Chairperson of the Technology Committee.

Dr Karina Gin is a Professor in the Department of Civil and Environmental Engineering at the National University of Singapore (NUS) and has been appointed Provost's Chair by NUS from 2025 to 2027. Her research specialisation is in the area of water quality and ecosystem processes, with a particular interest in understanding the fate and transport of emerging microbial and chemical contaminants of concern, and developing environmental models for prediction and management purposes.

Dr Karina Gin was awarded the Public Administration Medal (Bronze) (COVID-19) and the COVID Resilience Medal in 2023, and the Dean's Chair Award (NUS) from 2017 to 2019. She co-authored the book on "The Environment in Asia Pacific Harbours", which received a UN Atlas of the Ocean award in 2006, and was co-recipient of the Technology Enterprise Challenge (TEC) Innovator Award in 2005. She has also served on several World Health Organisation (WHO) Expert Panels/Meetings to address the issue of antimicrobial resistance and microbial safety of water in food, drinking water and water reuse.

Dr Karina Gin holds a Bachelor's degree in Civil Engineering from the University of Melbourne, Australia and a Master in Engineering from the National University of Singapore. She also holds a Doctor of Science (ScD) degree jointly awarded by the Massachusetts Institute of Technology and the Woods Hole Oceanographic Institution in the United States of America.

BOARD OF DIRECTORS

As at 2 March 2026



OOI BENG CHIN
(NON-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:
23 APRIL 2025

PROFESSOR OOI BENG CHIN is a Non-Independent Non-Executive Director of VICOM Ltd. He is a member of the Technology Committee. Concurrently, he is an Independent Non-Executive Director of ComfortDelGro Corporation Limited, which is VICOM Ltd's parent company.

Professor Ooi is a Qiushi Professor at Zhejiang University, a Distinguished Visiting Professor at the National University of Singapore, a Visiting Distinguished Professor at Tsinghua University and a Visiting Chair Professor at Peking University.

In 2017, he co-founded MediLot Technologies Pte Ltd (MediLot) which is in the business of healthcare data management and analytics. He currently serves as a Director of MediLot, Bestpeer Pte Ltd as well as Mindtranz Pte Ltd.

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 leveraging information technology for production and process reengineering, with applications in fintech innovation, healthcare innovation, food analysis, the metaverse and smart cities.

He is a Fellow of the Association for Computing Machinery (ACM), the Institute of Electrical and Electronic Engineers (IEEE), the China Computer Federation (CCF), the Singapore National Academy of Science, and the Singapore Academy of Engineering. He is also a foreign member of the Chinese Academy of Sciences and Academia Europaea. He has received numerous awards in the field of Computer Science, including the Singapore President's Science Award.

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.



JUNE SEAH LEE KIANG
(INDEPENDENT NON-EXECUTIVE DIRECTOR)

Date of appointment as Director of the Company:
1 OCTOBER 2017

Date of last Re-election as Director of the Company:
24 APRIL 2024

MS JUNE SEAH LEE KIANG is an Independent Non-Executive Director of VICOM Ltd. She is a member of the Audit and Risk Committee and the Sustainability Committee.

Ms Seah is currently a Director of SimplyGo Pte Ltd, a wholly owned subsidiary of the Land Transport Authority that provides transit ticketing and travel card-related services. Ms Seah was formally the Executive Director/Senior Advisor of Omise Payment SG Pte Ltd, a payment solutions company registered in Singapore with operations in Japan and Southeast Asia.

Ms Seah is a veteran banker with extensive experience in the cards and payments industry. She was formerly General Manager of UOB Card Center before joining VISA International. She was a member of VISA's Asia Pacific Management Committee and headed up Merchant and Acquirer Partnerships for Asia Pacific, Central Europe, Middle East and Africa.

Ms Seah holds a Bachelor of Social Science Degree with Second Upper Honours in Economics from the University of Singapore.



SHIM PHYAU WUI, VICTOR
(INDEPENDENT NON-EXECUTIVE DIRECTOR)

Date of appointment as Director of the Company:
1 JUNE 2017

Date of last Re-election as Director of the Company:
24 APRIL 2024

PROFESSOR SHIM PHYAU WUI, VICTOR is an Independent Non-Executive Director of VICOM Ltd. Professor Shim is a member of the Audit and Risk Committee, the Sustainability Committee and the Technology Committee.

Professor Shim is an Emeritus Professor with the National University of Singapore (NUS) and was a full-time academic staff member in the Department of Mechanical Engineering from 1980 to 2021. He has held numerous management appointments at the University, the last as Senior Advisor to the Office of Global Relations. Prior to that, he was Associate Vice-President for Global Relations. Other major responsibilities include being the founding Director of the Office of Corporate Relations (now Office of University Communications), a Vice-Dean (External Relations & Outreach) of the Faculty of Engineering, and a Deputy Head of the Department of Mechanical Engineering. He has been a Visiting Scientist at the Tokyo Institute of Technology, a Visiting Scholar at the University of California, San Diego, and a Visiting Professor at Hiroshima University. Professor Shim established the Impact Mechanics Laboratory at NUS for work on Dynamic Material Behaviour and Impact Engineering. His research interests include dynamic materials testing and modelling, 3D-printed and cellular materials, impact resistance of protective structures, as well as the response of components and products to impacts and shocks. He has served as a consultant to industry and is an Associate Editor of the International Journal of Impact Engineering. Professor Shim continues to supervise projects and students in fundamental and applied research, and through his contacts with overseas researchers and experts in the same field, he keeps abreast of related global developments and emerging areas of interest.

Professor Shim was appointed a Professor at Ningbo University, China, in April 2022, and remains an (honorary) Emeritus Professor at NUS.

Professor Shim was a Colombo Plan Scholar. He holds a Bachelor of Mechanical Engineering (First Class Honours) from the University of Auckland, New Zealand, a Master of Engineering from NUS, and a PhD from the University of Cambridge, United Kingdom. He is a registered Professional Engineer and a Senior Member of the Institution of Engineers, Singapore. He has received awards at NUS for Teaching Excellence, Innovative Teaching and Outstanding Service, and was conferred the Singapore National Day Public Administration Medal (Silver) in 2012.



SOH CHUNG HIAN, DANIEL
(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:
23 APRIL 2025

MR SOH CHUNG HIAN, DANIEL is an Independent Non-Executive Director of VICOM Ltd. He is the Chairman of the Audit and Risk Committee and a member of the Nominating and Remuneration Committee.

A fellow member of the Institute of Singapore Chartered Accountants, Mr Soh began his career in 1977 with Ernst & Young LLP, Singapore, and was a partner from 1990 till his retirement in December 2012.

Mr Soh also serves as an Independent Director of Sunright Limited and Intraco Limited.

Mr Soh holds a Bachelor of Accountancy from the University of Singapore and a Master of Business Administration from the International Centre of Management in the United Kingdom.

BOARD OF DIRECTORS

As at 2 March 2026



TAN POH HONG
(INDEPENDENT NON-EXECUTIVE DIRECTOR)

Date of appointment as Director of the Company:
25 APRIL 2019

Date of last Re-election as Director of the Company:
23 APRIL 2025

MS TAN POH HONG is an Independent Non-Executive Director of VICOM Ltd. She is the Chairperson of the Sustainability Committee and a member of the Audit and Risk Committee and the Nominating and Remuneration Committee.

She is an Independent Director on the Boards of Sheng Siong Group Limited, Centurion Corporation Limited, AnnAik Limited, APAC Realty Ltd and OTS Holdings Limited. She is also a Board Member of Jilin Food Zone Pte Ltd and Vanguard Healthcare Pte Ltd. She is Singapore's Non-Resident Ambassador to the Kingdom of Denmark.

Ms Tan was the Chief Executive Officer (CEO) of Agri-Food & Veterinary Authority (AVA) of Singapore from 2009 to 2017. AVA was the national authority responsible for food security and safety. Ms Tan was instrumental in transforming and expanding the organisation's mandate to cater to new challenges facing the country's food security. She initiated and led stakeholder engagement and partnership initiatives, and drove the push to transform the local farming sector.

Prior to her appointment at AVA, Ms Tan was the Deputy CEO of the Housing and Development Board (HDB) from 2004 to 2009. She played a key role in the restructuring of HDB in 2003 and helped to stabilise the organisation after restructuring through various internal communications and engagement processes. She held various leadership positions in HDB which involved policy and strategy development, operations and sales as well as corporate development.

Ms Tan holds a Bachelor of Science (Honours) in Estate Management from the National University of Singapore, and a Master of Business Administration (with distinction) from New York University, United States of America. She was awarded the Public Administration Medal (Gold) in 2013 and the Public Service Medal in 1999 by the Singapore Government and the National Trades Union Congress Medal of Commendation in 2001.



WONG YOKE WOON
(INDEPENDENT NON-EXECUTIVE DIRECTOR)

Date of appointment as Director of the Company:
21 MAY 2020

Date of last Re-election as Director of the Company:
24 APRIL 2024

MS WONG YOKE WOON is an Independent Non-Executive Director of VICOM Ltd. She is a member of both the Audit and Risk Committee and the Nominating and Remuneration Committee.

Ms Wong has been the Director of the National Trades Union Congress' Administration and Research Unit (NTUC-ARU) Operations Department (OPD) since May 2022. As part of the NTUC-ARU's efforts in supporting related labour movement and business continuity operations, she is responsible to establish the capability to 'Plan and Act' by monitoring, coordinating and reporting on the myriad activities related to operational readiness and resilience before working out action plans to address them.

Prior to her current role, Ms Wong held the position of Deputy Chief Executive Officer (DY CEO) of the Outreach and Operations Group of the Employment and Employability Institute (e2i) for close to 10 years. As the DY CEO, she implemented many key strategies to engage companies to embark on the Inclusive Growth Programme and enhance companies' operations to drive productivity through boosting the efficiency of workers, which in turn raised workers' welfares.

Ms Wong was also previously with the NTUC LearningHub as the General Manager of the Employability Campus where she was responsible for the employability training for working people across all industries.

Ms Wong holds an Executive Masters in Business Administration from the Singapore Management University, a Bachelor of Social Sciences from the National University of Singapore (NUS) and a Bachelor of Arts and Social Sciences from NUS.

Ms Wong also holds a Professional Diploma in Employment Relations from the NUS-Extension and Ong Teng Cheong Institute and a Graduate Diploma in Personnel Management from the Singapore Institute of Management.

**NGAN WAN SING WINSTON**

(INDEPENDENT NON-EXECUTIVE DIRECTOR)

Date of appointment as Director of the Company:

1 JANUARY 2026

Date of last Re-election as Director of the Company:

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MR NGAN WAN SING WINSTON is an Independent Non-Executive Director of VICOM Ltd. He also sits as a member of the Audit and Risk Committee.

Mr Ngan is a chartered accountant with more than 25 years of professional experience in the Asia Pacific and North America regions. His background spans audit, risk management, regulatory compliance, and corporate governance, with experience across the financial services and engineering sectors, as well as other regulated industries. Before retiring in 2020, he was a partner at Ernst & Young (EY), where he managed the EY Financial Services Assurance practice and supervised 1,300 audit professionals in ASEAN, including Singapore.

He is currently a Director of HSBC Bank (Singapore) Limited and is the Chairman of its Audit Committee. He concurrently sits on the Board of Directors of United Overseas Insurance Limited and also chairs its Audit and Risk Committee.

Mr Ngan holds a Master of Business Administration from York University, Toronto, Canada and a Bachelor of Science from Loughborough University of Technology, United Kingdom.