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COMFORTDELGRO CORPORATION LIMITED

Securities

COMFORTDELGRO CORPORATION LTD - SG1N31909426 - C52

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Announcement Details

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Annual Reports and Related Documents

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Announcement Reference

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Angeline Joyce Lee Siang Pohr

Designation

Company Secretary

Description (Please provide a detailed description of the event in the box below - Refer to the Online help for the format)

Please see attached.

Additional Details

Period Ended

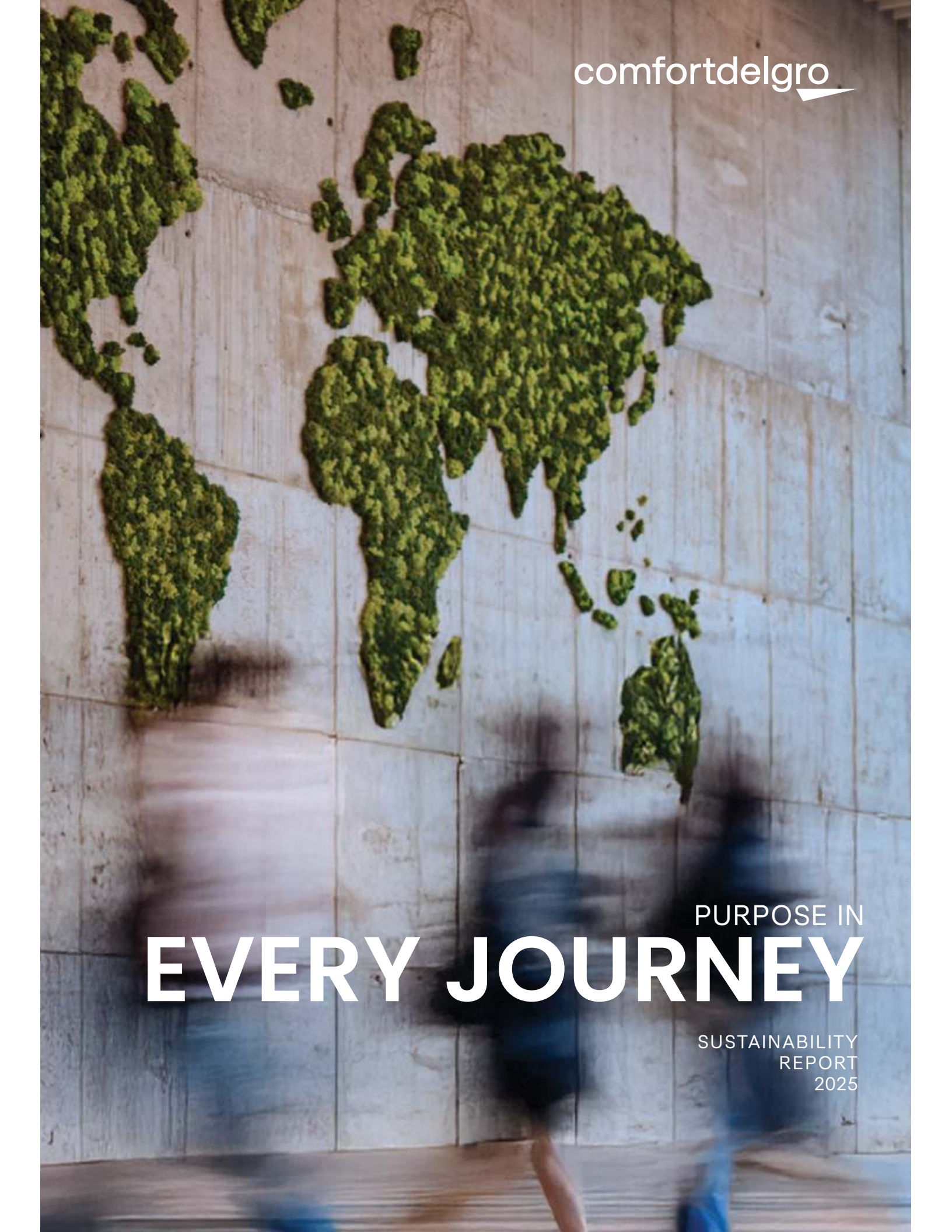
31/12/2025

Attachments



[ComfortDelGro - Sustainability Report 2025.pdf](#)

Total size =8753K MB

The background of the entire page is a photograph of a light-colored wooden floor. A world map is created using green moss, with the continents clearly defined. In the lower half of the image, the blurred, out-of-focus figures of people are walking, suggesting a busy, modern environment.

comfortdelgro

PURPOSE IN

EVERY JOURNEY

SUSTAINABILITY
REPORT
2025

ABOUT THIS REPORT

CONTENTS

1 ABOUT THIS REPORT

- 2 Assurance
- 2 Feedback
- 2 Restatement of information
- 3 Reporting scope and period
- 4 Message from Chairman and MD/Group CEO

9 2025 IN REVIEW

- 14 Accolades and Awards
- 14 Membership of Associations
- 14 List of ESG-related Certifications

16 OUR APPROACH TO SUSTAINABILITY

- 17 Board Statement
- 18 Materiality Approach and Process
- 18 Validation of Material Topics
- 18 Our Sustainability Framework
- 19 Our Targets and Performance Highlights

22 STAKEHOLDER ENGAGEMENT

25 GOVERNING OUR SUSTAINABILITY AND RISK

- 25 Sustainability Governance Structure
- 26 Board Independence
- 29 Corporate Governance and Risk Management

30 TRANSITIONING TOWARDS A CLEANER AND MORE SUSTAINABLE TRANSPORT SYSTEM

- 31 Emissions and Air Quality
- 39 Energy
- 46 Climate Change Adaptation and Mitigation
- 52 Resource Stewardship
- 53 Waste
- 58 Water

60 CREATING SAFE JOURNEYS AND A BETTER FUTURE FOR OUR PEOPLE, PATRONS, AND COMMUNITIES

- 61 Safety and Health
- 63 Workplace Safety and Health
- 67 Public Safety and Health
- 71 Our People
- 72 Employee Well-being and Training
- 79 Diversity, Equal Opportunity and Human Right
- 84 Our Patrons
- 84 Service Quality
- 87 Accessibility
- 91 Local Impact



About
ComfortDelGro
Corporation

2025
in Review

Our Approach
to Sustainability

Transitioning
towards a cleaner
and more sustainable
transport system

Creating safe
journeys and
a better future for
Our People, Patrons
and Communities

Growing our
business with
strong governance,
ethical integrity,
and innovation

Appendices

96 GROWING OUR BUSINESS WITH STRONG GOVERNANCE, ETHICAL INTEGRITY, AND INNOVATION

- 97 Ethical Business
- 101 Cybersecurity and Data Privacy
- 104 Innovation
- 107 Supply Chain Management

110 APPENDICES

- 100 GRI Content Index
- 103 SASB Index
- 104 UNGC Index
- 128 UN SDGs



About ComfortDelGro Corporation	2025 in Review	Our Approach to Sustainability	Transitioning towards a cleaner and more sustainable transport system	Creating safe journeys and a better future for Our People, Patrons and Communities	Growing our business with strong governance, ethical integrity, and innovation	Appendices
---------------------------------	----------------	--------------------------------	---	--	--	------------

ABOUT THIS REPORT

ComfortDelGro is delighted to present our Sustainability Report 2025, which outlines our progress and achievements across the Environmental, Social and Governance (ESG) domains. This report provides an overview of our sustainability goals and performance across our global operations, and outlines how we are advancing our commitments, strategies and initiatives to create long-term value for our stakeholders.

As a global mobility company with operations across the world, we are committed to driving the transition to a low-carbon economy. We collaborate with governments and cities to deliver inclusive, smart and climate-friendly transport systems and to drive positive impact for all our stakeholders.

This report has been prepared in accordance with the Global Reporting Initiative (GRI) Sustainability Reporting Standards 2021. The GRI Content Index can be found in the Appendix of this Sustainability Report.

We are dedicated to upholding the 10 principles of the United Nations Global Compact (UNGC) and adhering to the Sustainability Accounting Standards Board's (SASB's) Road Transportation standard. Our Sustainability Report is prepared in compliance with Singapore Exchange (SGX) Listing Rules 711A and 711B and includes information on the SGX 27 Core ESG Metrics. We are also progressively incorporating disclosures on climate-related risks and opportunities in line with the climate-relevant requirements in IFRS Sustainability Disclosure Standards S1 General Requirements for Disclosure of Sustainability-related Financial Information and IFRS Sustainability Disclosure Standards S2 Climate-related Disclosures.

Assurance

ComfortDelGro's Group Internal Audit performed an internal review on the compliance of relevant policies, processes and internal controls pertaining to the data disclosed within the Sustainability Report 2025. The audit recommendations from this internal review were taken into consideration during the development of the Sustainability Report. ComfortDelGro did not obtain external assurance for this reporting cycle but intends to do so in the future.

Feedback

We welcome feedback on our Sustainability Report for continuous development and improvement. For feedback and clarifications, please reach out to us at groupsustainability@comfortdelgro.com.

Restatement of information

We have included restatements of information in this report, where applicable, to ensure consistency and comparability of information between reporting periods. Details of these restatements can be found in the relevant sections of the report. Restatements of information are primarily due to improved data collection and calculation methodologies, as well as the refinement of data collection parameters.

About ComfortDelGro Corporation	2025 in Review	Our Approach to Sustainability	Transitioning towards a cleaner and more sustainable transport system	Creating safe journeys and a better future for Our People, Patrons and Communities	Growing our business with strong governance, ethical integrity, and innovation	Appendices
---------------------------------	----------------	--------------------------------	---	--	--	------------



Reporting scope and period

This report outlines ComfortDelGro's sustainability performance and relevant ESG considerations for the financial year commencing on 1 January 2025 and ending on 31 December 2025 (FY2025), covering all countries of operation in alignment with our financial reporting coverage¹ - Singapore, Australia, the United Kingdom (UK) & Europe, New Zealand, China and Malaysia. Further details pertaining to our financial reporting coverage and other relevant business relationships can be found in the [ComfortDelGro Annual Report 2025](#).

All environmental consumption data are compiled using a combination of direct measurements and calculated estimates in line with GRI reporting requirements. Where available, we use actual information obtained from direct measurement. For sites where such data are unavailable, we estimate consumption amount by applying reasonable assumptions to ensure consistency and transparency in reporting.

On 30 October 2025, SETSCO Services Pte Ltd, a wholly owned subsidiary of VICOM Ltd (itself a subsidiary of the ComfortDelGro Group), and QAV Technologies Sdn. Bhd.

established SETSCO QAV Technologies Sdn. Bhd. as a joint venture. The ComfortDelGro Group holds an effective interest of 32.9%. In line with the operational control approach, SETSCO QAV's emissions will be included in ComfortDelGro's greenhouse gas inventory. As the entity was not commercially operational at end FY2025, emissions will be reported from FY2026 onwards.

Connecting Stockholm, ComfortDelGro's joint venture with an effective interest of 45%, started operations in November 2025. In line with the operational control approach, Connecting Stockholm's emissions will be included in ComfortDelGro's greenhouse gas inventory. As the entity was only recently commercially operational, emissions will be reported from FY2026 onwards.

This Sustainability Report should be read alongside the ComfortDelGro's Annual Report 2025, which can be found on our corporate website (www.comfortdelgro.com). To reduce our paper footprint, this report is published digitally on our website. Our listed subsidiaries, SBS Transit Ltd and VICOM Ltd, publish their own independent Sustainability Reports, which can be found on their respective corporate websites (www.sbstransit.com.sg and www.vicom.com.sg).

¹ In this reporting year, all Joint Ventures (JVs) and Associates' waste, water, social and governance metrics were omitted. Emissions data have been reported under Scope 3 on an equity-share basis, which encompasses indirect emissions that occur along our value chain and allows for a comprehensive understanding of its environmental impact beyond direct operations.

About
ComfortDelGro
Corporation

2025
in Review

Our Approach
to Sustainability

Transitioning
towards a cleaner
and more sustainable
transport system

Creating safe
journeys and
a better future for
Our People, Patrons
and Communities

Growing our
business with
strong governance,
ethical integrity,
and innovation

Appendices

MESSAGE FROM

CHAIRMAN AND MD/GROUP CEO

“ Over the year, we have strengthened our climate transition planning in line with Transition Plan Taskforce recommendations, reinforced our safety culture, and advanced digital and autonomous capabilities across the Group. These efforts reflect our commitment to embedding sustainability into our strategy and operations.

MARK CHRISTOPHER GREAVES
CHAIRMAN



CHENG SIAK KIAN
MANAGING DIRECTOR/
GROUP CHIEF EXECUTIVE OFFICER

About ComfortDelGro Corporation	2025 in Review	Our Approach to Sustainability	Transitioning towards a cleaner and more sustainable transport system	Creating safe journeys and a better future for Our People, Patrons and Communities	Growing our business with strong governance, ethical integrity, and innovation	Appendices
---------------------------------------	-------------------	-----------------------------------	--	--	--	------------

MESSAGE FROM

CHAIRMAN AND MD/GROUP CEO

2025 has underscored both the urgency and complexity of the global sustainable development agenda. Amid geopolitical fragmentation and intensifying climate impacts — alongside expanded climate reporting requirements — our commitment to our sustainability ambitions and climate goals remains steadfast.

Over the year, we have strengthened our climate transition planning in line with Transition Plan Taskforce recommendations, reinforced our safety culture, and advanced digital and autonomous capabilities across the Group. These efforts reflect our commitment to embedding sustainability into our strategy and operations.

Transitioning Towards a Cleaner and More Sustainable Transport System

We made steady progress in our transition to cleaner energy vehicles, surpassing 66% across the Group. Our Point-to-Point (P2P) business continued to make good headway with over 80% of our China operations and 75% of our UK operations being cleaner energy vehicles. In Singapore, our Taxi fleet reached a record high of over 95% cleaner energy vehicles, driven by the adoption of hybrids. In the Public Transport segment, Metrolink in the UK continues to drive bus fleet transition with close to 70% cleaner energy vehicles. These developments reinforce our commitment to transitioning our owned vehicles to cleaner energy as we reduce our

Scope 1 and Scope 2 emissions towards our Science Based Targets initiative (SBTi) targets by 2032, against a 2019 baseline

Across the Group, our businesses continued the momentum in advancing sustainable mobility. In early 2025, SBS Transit operationalised its Sengkang West Bus Depot, Singapore's first multi-storey facility designed for large-scale electric bus deployment, equipped with 240 high-power EV chargers and smart charging capabilities. The depot offered trial opportunities on charging strategies, setting the stage for the transition of the wider public transport system. In the UK, we continue the work on electrifying 11 Metrolink bus garages, to support growing our fleet of electric buses. We will continue to optimise our operations to reduce resource consumption, and to collaborate with like-minded partners to expand sustainable mobility solutions.

Creating Safer Journeys and a Better Future for Our People, Patrons, and Communities

The safety and well-being of our employees, customers, and the communities we serve are central to our operations. With people at the core of our business, we aim to build an inclusive culture among our workforce and dedicate ourselves to advancing our team's skills and well-being through various development programmes and engagement initiatives. Alongside structured training for our drivers, we proudly collaborate with programs that promote training and recruitment of women for multiple roles within the transport industry, from bus drivers to engineers, broadening opportunities in a traditionally male-dominated sector.

“

We made steady progress in our transition to cleaner energy vehicles, surpassing 66% across the Group

About
ComfortDelGro
Corporation

2025
in Review

Our Approach
to Sustainability

Transitioning
towards a cleaner
and more sustainable
transport system

Creating safe
journeys and
a better future for
Our People, Patrons
and Communities

Growing our
business with
strong governance,
ethical integrity,
and innovation

Appendices

MESSAGE FROM

CHAIRMAN AND MD/GROUP CEO

“ Delivering long-term value requires strong corporate governance, underpinned by robust ethical conduct and a culture of innovation.

We believe that upholding the spirit of tripartism is key to fostering strong and constructive relationships with regulators, trade unions and their representatives. In 2025, Zig by ComfortDelGro became Singapore's first platform operator to formally recognise the National Taxi Association and the National Private Hire Vehicles Association as Platform Work Associations, under the Platform Workers Act, setting an important precedent for the industry to work together in addressing platform workers' challenges.

In the same year, we launched a Stakeholder Engagement Framework, creating a Group-wide approach to engaging our stakeholders such as regulatory authorities, unions and the general commuters within our communities. This builds on our Community Investment Framework launched in 2024, guided by the principles of Business for Societal Impact. Recognising that societal impact underpins our licence to operate in the local communities, we increased our social impact spending by 60%. This included S\$4.9 million in Australia through service contracts with accredited First Nations suppliers. Across the Group, we contributed over S\$1.3 million in cash and over S\$270,000 in-kind, as well as over 8,000 volunteering man hours. The community engagement initiatives supported a wide range of organisations, including charities, philanthropic and non-profit entities, community interest and voluntary groups, co-operatives and social enterprises.

Growing Our Business with Strong Governance, Ethical Integrity and Innovation

Delivering long-term value requires strong corporate governance, underpinned by robust ethical conduct and a culture of innovation. We continue to enforce a strict zero-tolerance policy towards unethical practices such as fraud, corruption, bribery, and unlawful actions among others. Our Global Supplier Code of Conduct highlights our commitment to ethical sourcing practices, and ensures responsible and sustainable conduct throughout our supply chain. By setting these standards for us and our suppliers, we positively influence our entire value chain.

In 2025, we accelerated the development and deployment of autonomous vehicle (AV) capabilities, moving from development to real-world implementation. We believe that the adoption of AV technology will alleviate global driver shortages and improve connectivity in underserved areas. In March 2025, we launched a robotaxi pilot in Guangzhou, serving as a critical testbed for building capabilities and eventual large-scale AV deployment. Closer to home, we are one of two operators in Singapore selected to operate an autonomous vehicle shuttle service in Punggol.

About
ComfortDelGro
Corporation

2025
in Review

Our Approach
to Sustainability

Transitioning
towards a cleaner
and more sustainable
transport system

Creating safe
journeys and
a better future for
Our People, Patrons
and Communities

Growing our
business with
strong governance,
ethical integrity,
and innovation

Appendices

MESSAGE FROM

CHAIRMAN AND MD/GROUP CEO

We are honoured to be recognised for our efforts with various accolades during the year. ComfortDelGro remains a component of the Dow Jones Best-in-Class Asia Pacific Index for the seventh-year running. We also maintained our AA grade in Morgan Stanley Capital International's (MSCI's) ESG ratings. These recognitions reflect our proactive efforts in aligning our business strategies with sustainable practices to create long-term value for all our stakeholders.

Going Forward

In recent years, ComfortDelGro has made significant progress in strengthening our core businesses, expanding into new markets and adjacencies, and building new capabilities. We enlarged our operational footprint to 13 countries, grew our rail portfolio by 4.5 times into an international network spanning 384 kilometres in operator or mobilisation, and expanded our global operating fleet of owned, partner, and platform vehicles to over 55,000. As our business evolves, so too does our emissions profile. In view of this expanded baseline, we are engaging proactively with the SBTi team to refresh our targets. At the same time, we are strengthening our climate transition plan, deepening our value chain analysis enhancing

internal processes to better track and manage the financial implications of climate-related risks and opportunities. These efforts support our ongoing alignment with IFRS S2, as we move towards more integrated financial and sustainability reporting.

As ComfortDelGro continues to evolve as a leading global multi-modal transport operator, we remain guided by our purpose – Mobility for a Better Future. We will continue to embed sustainability at the core of our strategy and operations, delivering transport solutions that enable safer, cleaner, and more efficient journeys. We extend our deepest appreciation to our employees, partners, stakeholders and to the communities we serve for their unwavering support.

MARK CHRISTOPHER GREAVES

CHAIRMAN

CHENG SIAK KIAN

MANAGING DIRECTOR/
GROUP CHIEF EXECUTIVE OFFICER

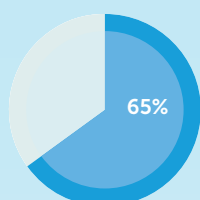
“ As ComfortDelGro continues to evolve as a leading global multi-modal transport operator, we guided by our purpose – Mobility for a Better Future. We will continue to embed sustainability into the core of our strategy and operations, delivering transport solutions that enable safer, cleaner, and more efficient journeys. We extend our deepest appreciation to our employees, partners, stakeholders and to the communities we serve for their unwavering support.

2025

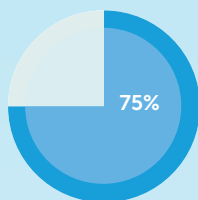
IN REVIEW

% Cleaner Energy Vehicles

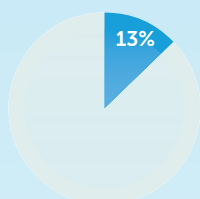
(all vehicle types²)



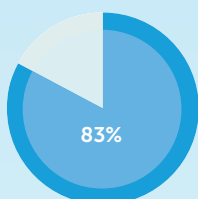
Singapore & Malaysia



UK & Europe



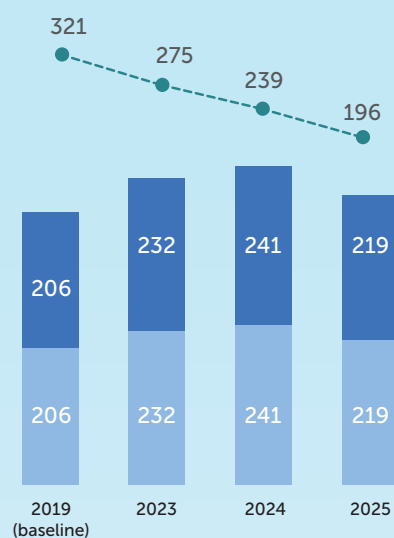
Australia



China

Scope 1 and 2 GHG Emissions³

Absolute emissions (thousand tCO₂e) and intensity (tCO₂e/\$million revenue)



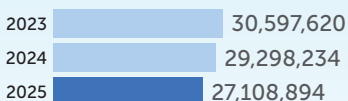
----- Scope 1 and 2 intensity (market-based)

■ Scope 1 ■ Scope 2 (market-based)

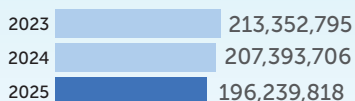
Fuel Consumption⁴ (litres)



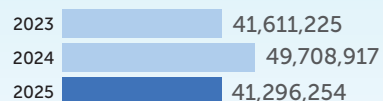
Bio-blend diesel (litres)



Diesel (litres)



Petrol (litres)



² Data refers to ComfortDelGro's owned and leased vehicle fleet, excluding platform vehicles in all operating regions.

³ With an improvement in our data collection methodologies, Scope 1, 2 and 3 emissions figures for 2024 have been restated, as detailed in the Emissions section of this Sustainability Report.

⁴ With an improvement in our data collection methodologies, diesel figures for 2024 have been restated to include industrial heating oil consumption.

About
ComfortDelGro
Corporation

2025
in Review

Our Approach
to Sustainability

Transitioning
towards a cleaner
and more sustainable
transport system

Creating safe
journeys and
a better future for
Our People, Patrons
and Communities

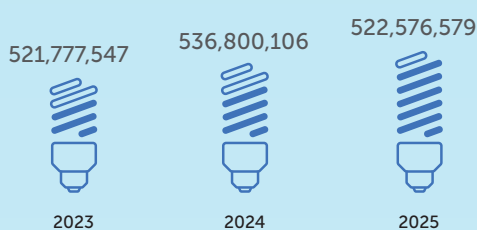
Growing our
business with
strong governance,
ethical integrity,
and innovation

Appendices

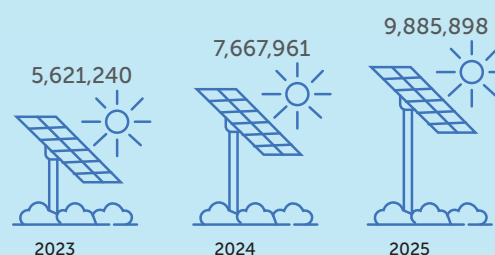
2025 IN REVIEW

Electricity Consumption (kWh)

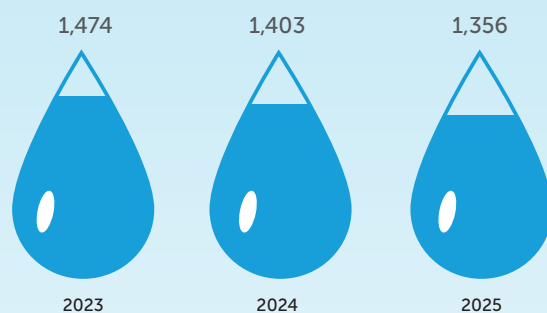
Electricity purchased⁵



Renewable electricity generated



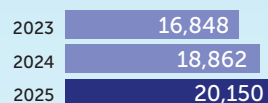
Water Consumption (megalitres)



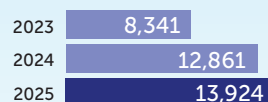
Waste⁶ (tonnes)



Waste generated



Waste diverted from disposal



⁵ With an improvement in our data collection methodologies, electricity purchased figures for 2024 have been restated to account for changes in rental consumption.

⁶ With an improvement in our data collection methodologies, waste generated and waste diverted from disposal figures from 2024 have been restated to account for additional waste at SBS Transit and Metroline.

About
ComfortDelGro
Corporation

2025
in Review

Our Approach
to Sustainability

Transitioning
towards a cleaner
and more sustainable
transport system

Creating safe
journeys and
a better future for
Our People, Patrons
and Communities

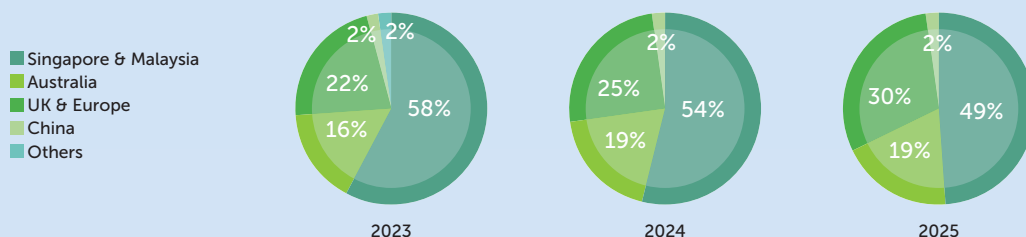
Growing our
business with
strong governance,
ethical integrity,
and innovation

Appendices

2025

IN REVIEW

Distribution of Global Workforce



Workforce Diversity



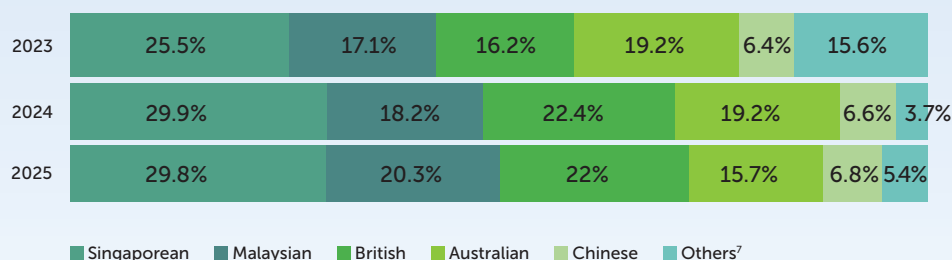
Female employees



Employees aged above 50 years old



Workforce Nationalities



⁷ Data for our Irish workforce has been subsumed under Others.

About
ComfortDelGro
Corporation2025
in ReviewOur Approach
to SustainabilityTransitioning
towards a cleaner
and more sustainable
transport systemCreating safe
journeys and
a better future for
Our People, Patrons
and CommunitiesGrowing our
business with
strong governance,
ethical integrity,
and innovation

Appendices

2025

IN REVIEW

Accessibility of Our Operations

100%

Wheelchair Accessibility
of Public Bus and Rail
Operations

Wheelchair Accessibility of All Buses (Public buses, coaches, and private hire buses) (%)



Average Training hours per Employee

52.8
hours

2023

71.6
hours

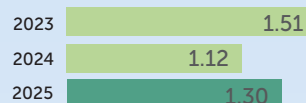
2024

44.9
hours

2025

Donations⁸

S\$ million



FY2025 Financial performance at a glance

Revenue:
S\$5.06 billion

Operating profit:
S\$373.0 million

Profit attributable to
shareholders:
S\$230.3 million

EBITDA:
S\$748.8 million

Earnings per
ordinary share:
10.63 cents

Further details pertaining to our financial performance can be found in ComfortDelGro Annual Report 2025.

About
ComfortDelGro
Corporation

2025
in Review

Our Approach
to Sustainability

Transitioning
towards a cleaner
and more sustainable
transport system

Creating safe
journeys and
a better future for
Our People, Patrons
and Communities

Growing our
business with
strong governance,
ethical integrity,
and innovation

Appendices

OUR SUSTAINABILITY JOURNEY

2008



Published first Green
Statement

2015



Published first
standalone
Sustainability
Report

2018



ComfortDelGro Engineering
launches its first EV fast charging
station; ComfortDelGro Taxi
starts EV taxis trials

2020



SBS Transit trials 20 fully
electric buses

2021



ComfortDelGro ENGIE is formed
to venture into EV Charging

2023



Metroline becomes UK's biggest
operator of hybrid buses

2024



SBS Transit launched
Sengkang West Depot
multi-storey bus
depot with 240 EV
chargers

2025



ComfortDelGro HQ relocates
to a Super Low Energy (SLE)
building at Labrador Tower

As a leading multi-modal transport operator, we remain steadfast in our commitment to environmental stewardship. We are taking a disciplined and progressive approach to advancing sustainability across our operations, guided by Science Based Targets initiative (SBTi)-approved targets as we work towards delivering meaningful impact.

As of 2025, 66% of our global fleet has transitioned to cleaner energy. 22% of our global bus and coach fleet are cleaner energy vehicles, with trials underway for electric and hydrogen buses.

**ComfortDelGro
China transitioned
> 80% of fleet to
cleaner energy vehicles**

**SBS Transit
launched
Singapore's first
multi-storey
bus depot**

2025



Metroline
operates its first
fully electric
bus depot in
Manchester

About
ComfortDelGro
Corporation

2025
in Review

Our Approach
to Sustainability

Transitioning
towards a cleaner
and more sustainable
transport system

Creating safe
journeys and
a better future for
Our People, Patrons
and Communities

Growing our
business with
strong governance,
ethical integrity,
and innovation

Appendices

OUR MOVE TO LABRADOR TOWER

LOWER FOOTPRINT, HIGHER IMPACT

In 2025, we relocated our headquarters (HQ) to Labrador Tower, advancing our shift to a modern and more sustainable workplace. Labrador Tower is certified Green Mark Platinum Super Low Energy (SLE), thoughtfully chosen and designed with sustainability in mind – featuring collaborative spaces which encourage connection, innovation, and teamwork. The building incorporates a suite of digital and sustainable energy solutions that uses artificial intelligence and Internet of Things (IOT) to manage and reduce energy consumption, sustainable cooling and thermal energy storage, solar panels and EV charging facilities. Our move reduced our operational footprint and strengthened circular and resource-efficient practices.



Minimising Resource Consumption

- With Labrador Tower being closer and more accessible to the MRT station, more employees are commuting via public transport, which translates to approximately 40% reduction in annual commute emissions for HQ employees.
- Reduced electricity and water consumption by 85% and 92% respectively.
- Adopted digital-by-default documents to reduce paper use.

Encouraging Circular Habits

- Digitised archived Braddell paperwork and recycled the originals - over 5,500 kg of paper and 400 kg of e-waste through recycling drives.
- Ranked top 10 in Alba's E-waste Recycling Competition (International E-waste Day).
- A third of furniture were rehoused across ComfortDelGro's various business units or in our new office, extending its useful life.
- Set up free-to-collect stations for stationery and ad hoc items



Raising Awareness and Community Impact

- Hosted Sustainability Awareness Day featuring SBS Transit and VICOM booths and an Alba e-waste talk.
- Donated unused corporate gifts for a charity sale, where proceeds were matched dollar-for-dollar by ComfortDelGro and further dollar-matching by the government in celebration of SG60. This resulted in \$60,000 donated to Community Chest to support vital social service agencies that uplift communities in the north of Singapore.

The move is more than a new address—it is a step-change in how we work. As we settle in, we aim to continue to lower our footprint and scale circular practices.

About ComfortDelGro Corporation	2025 in Review	Our Approach to Sustainability	Transitioning towards a cleaner and more sustainable transport system	Creating safe journeys and a better future for Our People, Patrons and Communities	Growing our business with strong governance, ethical integrity, and innovation	Appendices
---------------------------------	----------------	--------------------------------	---	--	--	------------

ACCOLADES AND AWARDS

ComfortDelGro

Dow Jones Best-in-Class Asia Pacific Index (formerly Dow Jones Sustainability Index Asia Pacific)

- Included for the seventh year in 2025
- One of the six Singapore companies, and the only transport company to be included

Morningstar Sustainalytics ESG Top-Rated Companies List

- Second year of inclusion in the list
- Only transportation company in Asia Pacific region included in the "Region Top Rated" list
- Rated Low Risk with rating at 13.4

Financial Times & Statista Asia-Pacific Climate Leaders 2025

- Placed 4th in the transport sector

Business Times and UOB Sustainability Impact Award 2025

- Received the Impact Enterprise Excellence Award in September 2025

CDP Climate Change Questionnaire

- Received a C for 2025

Morgan Stanley Capital International (MSCI) ESG Rating

- Received an AA rating in 2025

FTSE4Good Indices

- Included in the FTSE4Good Indices

World Benchmarking Alliance (WBA) Climate and Energy Benchmark in Transport

- Third in the global WBA Climate Just Transition and Urban Benchmarks in Transport 2025

TIME and Statista World's Most Sustainable Companies List 2025

- One of the 19 companies included in the Transportation, Logistics & Aviation industry
- Only transport company in the Southeast Asia region included

TIME and Statista World's Best Companies – Sustainable Growth 2025

SBS Transit

- **Securities Investors Associations (Singapore) (SIAS) Investors' Choice Awards 2025**
 - Singapore Corporate Governance Award (Mid-Cap)
- **Singapore Corporate Awards 2025**
 - Best Risk Management Award (Gold)
 - Best Annual Report Award (Gold)
 - Best Investor Relations Award (Silver)
- **Community Chest Awards 2025**
 - Community Chest Charity Gold Award
 - Community Chest Volunteer Partner Award
- **National Kindness Movement 2025**
 - Transport Gold Award
- **Asian Experience Awards by Asian Business Review**
 - Singapore Digital Experience of the Year
- **Singapore WSH Council Tripartite Alliance for Workplace Safety & Health Awards 2025**
 - WSH Innovation Award
 - Safety and Health Award Recognition for Projects
 - bizSAFE Partner Award (for both Bus and Rail Business)
 - WSH Performance (Silver) Award
- **SG Enable Awards (Gold)**
- **Singapore National Volunteer and Philanthropy Centre Company of Good (2025-2027)**

VICOM

- **Securities Investors Associations (Singapore) (SIAS) Investors' Choice Awards 2025**
 - Investor's Choice Award - Singapore Corporate Sustainability Award (Mid-Cap)
- **Singapore Corporate Awards 2025**
 - Silver for the Best Investor Relations Award (Mid-Cap)
- **Singapore National Volunteer and Philanthropy Centre Company of Good (2025-2026)**
- **9th Billion Dollar Club Award (Centurion Club Category)**
 - Awarded to the Highest Weighted ROE over three (3) years within the Consumer Cyclical Sector
- **ExxonMobil Bronze Award**
 - Five years Injury Free for over 50,000 man hours

About
ComfortDelGro
Corporation

2025
in Review

Our Approach
to Sustainability

Transitioning
towards a cleaner
and more sustainable
transport system

Creating safe
journeys and
a better future for
Our People, Patrons
and Communities

Growing our
business with
strong governance,
ethical integrity,
and innovation

Appendices

ACCOLADES AND

AWARDS

ComfortDelGro Bus

- Singapore National Volunteer and Philanthropy Centre Company of Good (2025-2027)
- Singapore Road Safety Award 2025
 - Merit for non-public bus fleet category
- Petrochemical Corporation of Singapore (PCS) Lost Time Incident Certificate

ComfortDelGro Engineering (CDGE)

- Singapore National Volunteer and Philanthropy Centre Company of Good (2025-2027)

ComfortDelGro Taxi

- Singapore National Volunteer and Philanthropy Centre Champion of Good (2024-2027) Land Transport Authority (LTA) Excellence Award: Operational Safety (Point-to-Point Transport Operator)

ComfortDelGro Rent-A-Car

- Ecovadis Sustainability Silver Rating (2025-2026)
- Singapore National Volunteer and Philanthropy Centre Company of Good (2025-2027)

ComfortDelGro Driving Centre

- Singapore National Volunteer and Philanthropy Centre Company of Good (2024-2025)

ComfortDelGro MedCare

- Singapore National Volunteer and Philanthropy Centre Company of Good (2024-2026)

ComfortDelGro Corporation Australia

- BusNSW Environment & Innovation Award 2025

Metroline

- Employer of the Year Award at West London College Awards Night

Scottish Citylink Coaches Limited

- Scottish Transport Awards 2025 - Highly Commended in Excellence in Travel Information and Marketing (Christmas Campaign)
- Scottish Transport Awards 2025 - Highly Commended in Frontline Employee of the year
- Edinburgh Airport Partner Awards 2025 - Highly Commended in Team Player award

Addison Lee

- QSi Pro Driver Awards (Silver) – Silver Environment Award 2025
- QSi Pro Driver Awards (Silver) – Private Hire Group of the Year 2025

KingKabs

- Best High Street Services Award at the Chester BID (Business Improvement District) Customer Service Awards in October 2025

ComfortDelGro China

- 2025 Outstanding Corporate Social Responsibility Award (ComfortDelGro Chengdu)
- 2025 Outstanding Enterprise Award for Central Chengdu (ComfortDelGro Chengdu)
- 2025 Outstanding Taxi Company Award (Jilin ComfortDelGro Taxi)
- Recognition by Shenyang Transportation Bureau as AAAA Service Enterprise

Membership of Associations

- International Association of Public Transport (UITP)
- United Nations Global Compact
- Singapore National Transport Workers' Union
- Singapore National Taxi Association
- Singapore National Employers Federation
- Singapore Business Federation
- Intelligent Transportation Society Singapore
- Asian Railway Operators Association
- Singapore Tripartite Alliance for Fair and Progressive Employment Practices (TAFEP)
- Business Federation and Electric Vehicle Association of Singapore (EVAS)
- Chartered Institute of Logistics and Transport (CILT)
- UK Living Wage Foundation

List of ESG-related Certifications

- ISO 9001 Quality Management Systems
- ISO 45001 Occupational Health and Safety Systems
- ISO 14001 Environmental Management Systems
- ISO 27001 Information Security Management Systems (ISMS)
- ISO 22301 Business Continuity Management Systems
- ISO 55001 Asset Management System
- ISO 50001 Energy Management Systems
- ISO 37001 Anti-Bribery Management Systems (ABMS)
- ISO 44001 Collaborative Business Relationship Management Systems
- ISO 46001 Water Efficiency Management Systems
- Data Protection Trustmark
- Eco Office Certification
- BizSafe Star Certification
- Progressive Wage (PW) Mark accreditation

About
ComfortDelGro
Corporation

2025
in Review

Our Approach
to Sustainability

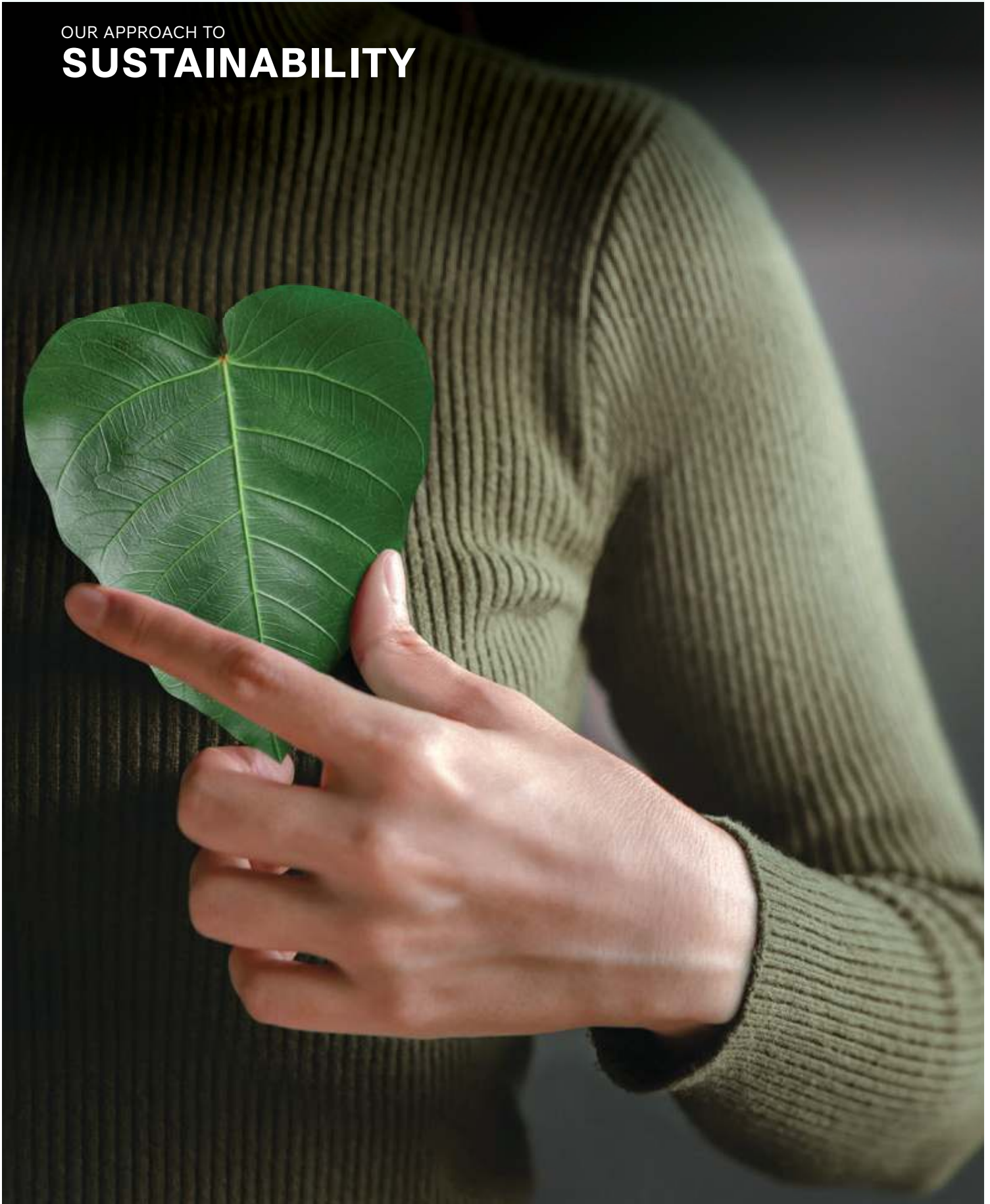
Transitioning
towards a cleaner
and more sustainable
transport system

Creating safe
journeys and
a better future for
Our People, Patrons
and Communities

Growing our
business with
strong governance,
ethical integrity,
and innovation

Appendices

OUR APPROACH TO **SUSTAINABILITY**



About
ComfortDelGro
Corporation

2025
in Review

Our Approach
to Sustainability

Transitioning
towards a cleaner
and more sustainable
transport system

Creating safe
journeys and
a better future for
Our People, Patrons
and Communities

Growing our
business with
strong governance,
ethical integrity,
and innovation

Appendices

OUR APPROACH TO SUSTAINABILITY

BOARD STATEMENT

ComfortDelGro is committed to creating long-term shared value for our stakeholders while driving positive impact for people, planet and society. ComfortDelGro's Board and Board Sustainability Committee (SC) provide the corporate governance oversight to integrate Environmental, Social and Governance (ESG) considerations into the Group's business strategy and all material sustainability issues.

Sustainability is also embedded within ComfortDelGro's core values and mission. Our sustainability framework is aligned with the United Nations' Sustainable Development Goals (UN SDGs), and reflects the material topics that impact our business, our environment and society. Our sustainability framework consists of the following three key pillars:

1. Transitioning towards a cleaner and more sustainable transport system;
2. Creating safe journeys and a better future for our people, patrons and communities;
3. Growing our business with strong governance, ethical integrity and innovation.

As an international mobility operator, it is crucial for us to deliver clean, low carbon transport solutions with the aim of reaching net zero by 2050 in line with Article 6 of the Paris Agreement. We have set clear decarbonisation targets for our greenhouse gas (GHG) emissions. In 2022, our emissions reduction targets were officially approved by the Science Based Targets initiative (SBTi). These targets are consistent with the most ambitious goal of the Paris Agreement to limit global warming to 1.5°C above pre-industrial levels.

The Board has considered climate-related risks and opportunities in strategic decision making and is committed to continually advancing in this area. This includes progressively incorporating disclosures on climate-related risks and opportunities in line with the climate-relevant provisions

in IFRS Sustainability Disclosure Standards S1 General Requirements for Disclosure of Sustainability-related Financial Information and IFRS Sustainability Disclosure Standards S2 Climate-related Disclosures.

We continue to electrify our fleets globally and invest in emerging mobility technologies and innovation. This includes building new partnerships, shifting towards renewable energy sources, enhancing the efficiency of our operations and responsibly managing energy, fuel, water usage as well as other limited resources. We are also cognisant of our potential nature and biodiversity impact, managing this through our Group Biodiversity Policy and progressively incorporating applicable nature-related disclosures based on available frameworks.

Our Board members regularly update their skills and capabilities through relevant training programmes on salient sustainability issues, including climate-related risk and opportunities and sustainability-linked remuneration. Our people play a vital role in ComfortDelGro's success. We are committed to ensuring a safe and healthy environment for all employees by protecting their mental and physical well-being, prioritising health and safety, equal opportunities, diversity and inclusion, as well as training and

upskilling. For our customers, we strive to deliver the highest value of service by offering options for transition to cleaner energy and inclusive mobility solutions. We seek to make a positive impact on the communities that we operate in.

We aim to capitalise on our sphere of influence to improve industry practices and drive change. The Board provides oversight in upholding strong corporate governance and ethical business practices. We have established a clear and transparent whistleblowing process which investigates all reported incidents, adopted a zero-tolerance policy for corruption, bribery, unlawful actions, and implemented strong policies to ensure robust cybersecurity measures which protects personal data. Our Code of Conduct for employees and suppliers ensures that all activities in the Group's value chain are aligned with our sustainability and ethical business principles.

Working closely with senior management, the Board ensures ComfortDelGro's alignment with relevant sustainability guidelines, regulations and standards. Through our continued efforts to integrate our sustainability vision with our business strategy, we firmly believe that we will be able to create long-term value for society and the environment.

“ As an international mobility operator, it is crucial for us to deliver clean, low carbon transport solutions with the aim of reaching net zero by 2050 in line with Article 6 of the Paris Agreement.



About ComfortDelGro Corporation	2025 in Review	Our Approach to Sustainability	Transitioning towards a cleaner and more sustainable transport system	Creating safe journeys and a better future for Our People, Patrons and Communities	Growing our business with strong governance, ethical integrity, and innovation	Appendices
---------------------------------	----------------	---------------------------------------	---	--	--	------------

OUR APPROACH TO SUSTAINABILITY

Materiality Approach and Process

In 2024, we reviewed our materiality assessment with an independent external consultant in line with the GRI 2021 Standards. The scope included our listed subsidiaries, SBS Transit and VICOM, with their material ESG considerations integrated at the Group level. The assessment resulted in a reprioritisation of topics and provided a comprehensive view of our impacts on the communities, environment and economies where we operate.

We considered emerging sustainability trends including regulatory developments, feedback from external stakeholders, including rating agencies, and assessed climate-related risks and opportunities through a financial materiality lens to adopt the ISSB requirements, particularly IFRS S2 Climate-related Disclosures. As we integrate financial considerations into our evaluation of sustainability and climate issues, ComfortDelGro will continue to enhance our approach with the aim of fully adopting double materiality in future.

Validation of Material Topics

As part of the 2024 validation process, our Management and the Board's Sustainability Committee oversaw the prioritisation of the Group's material ESG topics. We continue to engage key stakeholders to inform materiality management and guide our sustainability strategy, providing diverse perspectives, strengthened credibility and priorities aligned with global standards and stakeholder expectations. Despite recent acquisitions and expansions, our business, operational and geographic landscape have not changed materially, and the identified material topics remain pertinent in FY2025.

Refer to the table below for the list of material topics.

PILLAR	KEY MATERIAL TOPICS	MATERIAL SUB-TOPICS
 Environment	Energy & Emissions	- Emissions & Air Quality - Energy
	Climate Change Adaptation and Mitigation	N/A
	Resource Stewardship	- Waste - Water
 Social	Safety & Health	- Workplace Safety and Health - Public Safety and Health
	Our People	- Employee Well-being and Training - Diversity, Equal Opportunity and Human Rights
	Our Patrons	- Service Quality - Accessibility - Local impact
 Governance and Economic	Ethical Business	N/A
	Cybersecurity and Data Privacy	N/A
	Innovation	- Artificial Intelligence - Autonomous Vehicles
	Supply Chain Management	N/A

Our Sustainability Framework

ComfortDelGro's Sustainability Framework is anchored in our Group's vision — "Mobility for a better future". Our purpose statement guides us in reimagining mobility as a catalyst for positive impact to create long-term value for our stakeholders.

ComfortDelGro's Sustainability Framework is founded upon three core pillars:

- **Environment:** Transitioning towards a cleaner and more sustainable transport system
- **Social:** Creating safe journeys and a better future for Our People, Patrons and Communities
- **Governance & Economic:** Growing our Business with Strong Governance, Ethical Integrity and Innovation

Our sustainability framework steers our overall strategy in managing our material impacts and ESG focus, mapping them to the United Nations' Sustainable Development Goals (SDG), at the target level. The mapping of the UN SDGs can be found in the Appendix of this Sustainability Report.

OUR APPROACH TO

SUSTAINABILITY

Our Targets and Performance Highlights

Across our material topics, we have established and identified our short-, medium- and long-term targets, continuously monitoring their progress. In the table below, we present our 2025 performance, achievements and the status of our progress towards achieving our set targets.

MATERIAL TOPICS	FY2025 PERFORMANCE & ACHIEVEMENTS	PROGRESS	SHORT-, MEDIUM- & LONG-TERM TARGETS
 Energy	13 MWp Solar photovoltaic (PV) capacity - Operations accounting for over 80% of our Singapore revenue obtained Eco Office certification	●	- Reassessed and raised our solar PV output target from 8 MWp to 14 MWp by 2027. - Continue to assess renewable energy options in our businesses 50% of all office buildings globally to be environmentally friendly (i.e. More than 50% Energy Efficiency buildings, adequate waste-to-landfill and water reduction practices), Eco Office or their equivalent by 2030, and 100% by 2050
 Emissions and Air Quality	21% reduction in absolute Scope 1 and 2 GHG emissions in 2025 from baseline year 2019 90% of our total car fleet globally are cleaner energy vehicles 22% of total bus fleet globally are cleaner energy vehicles 100% of our global rail operations use electric traction power	●	54.6% reduction in absolute Scope 1 and Scope 2 GHG emissions from our operations by 2032 from baseline year 2019 61.2% reduction in absolute Scope 3 GHG emissions from fuel and energy-related activities by 2032 from baseline year 2019 - Transition 90% of our total car fleet across all our operations globally to cleaner energy vehicles by 2030 and 100% by 2040 - Transition 50% of our total bus fleet across all our operations globally to cleaner energy vehicles by 2030 and 100% by 2050 - Continue to keep 100% of our global rail operations on using electric traction power
 Climate Change and Adaptation	- Development of a Transition Plan Taskforce (TPT) aligned climate transition plan - Commenced evaluation of financial effects from climate-related risks and opportunities - Capitalised on the climate-related risks identified in the value chain exercise in previous years to further inform our climate transition plan and evaluation of financial effects of climate-related risks and opportunities - Continue to prioritise climate risk mitigation and adaptation by expanding sustainable products and services that support our climate objectives	●	- Continue to remain abreast of climate-friendly mobility solutions and adopt appropriate solutions for future mitigation and adaptation - Aim to reach net zero timelines and targets for the transport sector, set by the countries that we operate in
 Resource Stewardship - Waste - Water	5% reduction in waste generated intensity 14% reduction in water consumption intensity	●	2% year-on-year reduction in waste generated intensity 2% year-on-year reduction in water consumption intensity

About
ComfortDelGro
Corporation

2025
in Review

Our Approach
to Sustainability

Transitioning
towards a cleaner
and more sustainable
transport system

Creating safe
journeys and
a better future for
Our People, Patrons
and Communities

Growing our
business with
strong governance,
ethical integrity,
and innovation

Appendices

OUR APPROACH TO

SUSTAINABILITY

MATERIAL TOPICS	FY2025 PERFORMANCE & ACHIEVEMENTS	PROGRESS	SHORT-, MEDIUM- & LONG-TERM TARGETS
 Health and Safety - Workplace safety and health - Public health and safety	- Zero fatalities and work-related high consequence safety incidents - Lost time injury rate of 2.87	●	- Zero cases of work-related fatalities and work-related high consequence safety incidents annually - Lost-time injury rates below the national averages in our respective locations of operation
 Our People - Employee Well-being and Training - Diversity, Equal Opportunity and Human Rights	- Flexible work arrangement, improve well-being of employees through programs advocating for mental well-being 30% female representation in our Board 15.6% female representation in our workforce 44.9 average training hours annually per employee globally 9.94% voluntary turnover 134% increase in employee training investment from S\$2.8 million in 2022 to S\$6.5 million in 2025	●	- Maintain a minimum of 30% female representation on the Board - Maintain 40 training hours annually per employee globally - Keep voluntary turnover rate below 16% - Zero affiliation with operations with significant risks affiliated with child labour, hazardous or forced labour, underage employment and labour exploitation annually - Zero incidences of non-compliance relating to violation of rights, relevant regulations and policies and complaints relating to discrimination and equal opportunity annually - Invest in education, training and digital training across all Business Units - Continue commitment to the United Nations Global Compact (UNGC), International Labour Organisation (ILO), TAFEP for fair employment practices and adhere to existing practices imposed by local manpower regulations annually - Uphold diversity representation in the workplace in terms of gender, race, ability, and age amongst other backgrounds where possible and applicable - Ensure an equitable remuneration structure based on work performance without gender bias
 Our Patrons and Communities - Service quality - Accessibility - Local impact and corporate social responsibility	- All our public bus and trains are 100% wheelchair accessible - Received positive customer feedback in our public transport services - Continuously rolling out initiatives to promote accessibility - Donated over S\$1.3 million in cash and over S\$270,000 in-kind - Our employees contributed over 8,000 hours in volunteering man hours	●	Continuous improvements in mobility and accessibility for the communities

OUR APPROACH TO

SUSTAINABILITY

MATERIAL TOPICS	FY2025 PERFORMANCE & ACHIEVEMENTS	PROGRESS	SHORT-, MEDIUM- & LONG-TERM TARGETS
 Ethical Business and Operational Integrity	- Zero cases of fraud or corruption 99.5% employees completed annual anti-corruption training, achieving 100% excluding those on long-term hospitalisation leave 100% employees⁹ globally made their annual declaration on ComfortDelGro's Code of Business Conduct 90% board independence	●	- Maintain high standards of transparency, accountability, ethics, and integrity across our operations - Maintain zero cases of non-compliance to anti-competitive behaviour, bribery, and corruption 100% of employees globally to undergo mandatory anti-corruption training by 2025 100% of employees⁹ globally to make their annual declaration on <u>ComfortDelGro's Code of Business Conduct</u> by 2024 - Maintain above 50% board independence annually, enhancing compliance with the 33% board independence requirements as per the Singapore Exchange (SGX) and Monetary Authority of Singapore (MAS)
 Cybersecurity and Data Privacy	1 substantiated complaint concerning breaches of customer privacy - Zero complaint received from outside parties and regulatory bodies 1 cybersecurity incident resulting in the leakage, thefts of customer data	●	- Maintain zero major cybersecurity breaches - Continuously solidify cybersecurity, data protection and privacy measures - Continue to conduct internal audits to measure adherence to Personal Data Protection Act
 Innovation	- Pilot collaboration with the Singapore Energy Market Authority in a Demand Response (DR) programme. - Launch robotaxi pilot in Guangzhou and autonomous vehicle shuttle service in Singapore - AI-powered service control software FlowOS Live implemented in London bus depots	●	Continue to develop and invest in new digital solutions, services and new businesses to meet our customers' changing needs
 Supply chain management	1 supplier terminated because of an incident of social non-compliance occurring within ComfortDelGro's premises or operations 89% compliance of ComfortDelGro's Supplier Code of Conduct globally	●	- Maintain zero supplier incidents of social or environmental non-compliance occurring within ComfortDelGro's premises or operations - Ensure 100% compliance of <u>ComfortDelGro's Supplier Code of Conduct</u> i.e. environmental responsibility; labour rights

We review our targets on an annual basis to ensure that they remain relevant and ambitious. The Group Sustainability Office, supported by external consultants, assesses these targets by examining new or updated standards, legislation and market developments. Any targets identified for improvement are presented to the SC and Board for approval before disclosure. Our targets are consistently communicated throughout our operations to ensure timely and accurate measurement, monitoring and tracking of performance.

9 Our frontline drivers are exempted from this annual exercise due to the nature of their work.

About ComfortDelGro Corporation	2025 in Review	Our Approach to Sustainability	Transitioning towards a cleaner and more sustainable transport system	Creating safe journeys and a better future for Our People, Patrons and Communities	Growing our business with strong governance, ethical integrity, and innovation	Appendices
---------------------------------	----------------	---------------------------------------	---	--	--	------------

OUR APPROACH TO SUSTAINABILITY

Stakeholder Engagement

Effective stakeholder engagement is essential to manage our material topics and the key issues relevant to ComfortDelGro. We actively engage our stakeholders, identified based on their impact and influence on our operations, to understand their needs highlighted below.

Our Stakeholder Engagement Framework establishes a standardised and coordinated method for documenting and engaging with stakeholders across all business units. To ensure relevance, stakeholders are identified according to their level of impact and influence, with engagement approaches tailored to their specific needs. Guided by principles of inclusivity, timely dialogue and transparent communication, the framework fosters trust and constructive relationships. By applying this structured approach, ComfortDelGro is strengthening stakeholder ties and advancing sustainable outcomes across its operations.

STAKEHOLDERS	FORMS OF ENGAGEMENT	FREQUENCY OF ENGAGEMENT	STAKEHOLDER PRIORITIES RAISED	OUR RESPONSE TO PRIORITIES
 Customers	Commuters and drivers - Information counters on websites, app, hotlines, and at bus interchanges/train stations - Social media channels to engage customers and to promote our services - Feedback channels and customer satisfaction surveys carried out by the local transport authorities across Singapore, Australia, UK & Europe, New Zealand, China and Malaysia Businesses - Client engagement and presentations on our green mobility products and services - Outreach programmes where new and existing customers are invited to visit our operations	Commuters - Daily Businesses - Engage as needed	- Public health and safety - Service quality	- Operate services according to planned schedules and adhere to robust safety standards and stringent checks - Work with authorities to improve road safety and conduct up-to-date training for all Bus Captains and Customer Service Officers to ensure the highest standards of safety and security - Implement safe management measures to keep our commuters safe
 Employees	- Dialogue sessions to better understand employee needs and concerns - Townhall sessions to communicate goals and updates - Update on <u>Employee Code of Conduct</u>, welfare and benefits on intranet - Employee Engagement Survey	Throughout the year	- Training and development - Health and safety at work - Service quality - Ethical and transparent business	- Team bonding, well-being and community-giving events - Implement safe management measures for staff at our work and support flexible work arrangements for those who can work from home - Regular seminars and training courses ensure employees' skills remain future-ready - Support employee training such as conducting digital readiness and cybersecurity training sessions <u>Employee Code of Conduct</u> to provide guidance on ethical business behaviour - Anti-fraud and anti-corruption training

About
ComfortDelGro
Corporation

2025
in Review

Our Approach
to Sustainability

Transitioning
towards a cleaner
and more sustainable
transport system

Creating safe
journeys and
a better future for
Our People, Patrons
and Communities

Growing our
business with
strong governance,
ethical integrity,
and innovation

Appendices

OUR APPROACH TO

SUSTAINABILITY

STAKEHOLDERS	FORMS OF ENGAGEMENT	FREQUENCY OF ENGAGEMENT	STAKEHOLDER PRIORITIES RAISED	OUR RESPONSE TO PRIORITIES
 Unions & Associations	- Ensure regular engagement and productivity meetings with key union leaders - Establish strong labour management relations grounded on good tripartite collaboration	Annually	- Safety and well-being of employees - Training and development - Fair compensation	- Uphold tripartism and commit to working closely with the union to achieve win-win outcomes - Work with the union to improve operational, safety and security performance so that we do well and reward our workers better
 Investors	- Meeting with investors, analysts and equity sales personnel; addressed queries from investors through emails, telephone calls and the online enquiry form - Participation in virtual investor conferences and non-deal roadshows - Organised face-to-face briefings for the media and sell-side analysts, with research reports on the Company and the industry published during the year - Shareholders have the opportunity to interact with the Board and Senior Management at our Annual General Meeting; Electronic voting also allows for transparent process - All material announcements posted in the Investor Relations section of our corporate website	Throughout the year	- Ethical and transparent business - Climate change adaptation and mitigation - Innovation and technology - Employee safety and well-being	- Regular interactions with investors, shareholders and analysts to ensure a thorough understanding of our business models and strategies, operations and financial performance and growth opportunities - Disseminate accurate and pertinent information to the market in a timely manner as part of good corporate governance - Participate in ESG ratings, such as DJSI, Sustainalytics, MSCI and CDP, to disclose our ESG performance and efforts to our shareholders
 Investors	- Meeting with investors, analysts and equity sales personnel; addressed queries from investors through emails, telephone calls and the online enquiry form - Participation in virtual investor conferences and non-deal roadshows - Organised face-to-face briefings for the media and sell-side analysts, with research reports on the Company and the industry published during the year - Shareholders have the opportunity to interact with the Board and Senior Management at our Annual General Meeting; Electronic voting also allows for transparent process - All material announcements posted in the Investor Relations section of our corporate website	Throughout the year	- Ethical and transparent business - Climate change adaptation and mitigation - Innovation and technology - Employee safety and well-being	- Regular interactions with investors, shareholders and analysts to ensure a thorough understanding of our business models and strategies, operations and financial performance and growth opportunities - Disseminate accurate and pertinent information to the market in a timely manner as part of good corporate governance - Participate in ESG ratings, such as DJSI, Sustainalytics, MSCI and CDP, to disclose our ESG performance and efforts to our shareholders

About ComfortDelGro Corporation	2025 in Review	Our Approach to Sustainability	Transitioning towards a cleaner and more sustainable transport system	Creating safe journeys and a better future for Our People, Patrons and Communities	Growing our business with strong governance, ethical integrity, and innovation	Appendices
---------------------------------	----------------	---------------------------------------	---	--	--	------------

OUR APPROACH TO SUSTAINABILITY

SUPPLIERS & INTERNAL STAKEHOLDERS	FORMS OF ENGAGEMENT	FREQUENCY OF ENGAGEMENT	STAKEHOLDER PRIORITIES RAISED	OUR RESPONSE TO PRIORITIES
 Suppliers & Internal Stakeholders	- Reviewed our <u>Supplier Code of Conduct</u> to reflect our sustainability ambition - Work closely and communicate with our Suppliers and Internal stakeholders to ensure the smooth delivery of our services that complies with our ESG expectations - Supplier environmental and social screening assessment questionnaire - Cross-functional sourcing teams - Reviews with critical suppliers to monitor performance	Throughout the year	- Innovation and technology - Collaboration efforts	- Supplier management activities include regular communication with suppliers and strict adherence to our <u>Supplier Code of Conduct</u>, ensuring responsible practices and fair opportunity across our supply chain - Utilise ComPASS, our procurement software, to manage contract lifecycle activities, integrating the Group's ESG Screening Guide to support targeted and responsible sourcing practices.
 Regulators	Regular dialogue sessions with the various regulators including the Singapore Exchange (SGX), and the various land transport authorities, environment agencies, manpower ministries and energy regulators in the countries we operate	Throughout the year	- Climate change adaptation and mitigation - Diversity and inclusion - Sector development - Ethical and transparent business	- Review operational, safety and security performances - Provide constructive feedback when regulators need to review existing and implement new policies - Reliable partner to explore and trial new systems - Identify and implement initiatives to cut carbon emissions. - Discuss manpower and infrastructural development and sustainability issues

About ComfortDelGro Corporation	2025 in Review	Our Approach to Sustainability	Transitioning towards a cleaner and more sustainable transport system	Creating safe journeys and a better future for Our People, Patrons and Communities	Growing our business with strong governance, ethical integrity, and innovation	Appendices
---------------------------------	----------------	---------------------------------------	---	--	--	------------

OUR APPROACH TO SUSTAINABILITY

Governing our Sustainability and Risk

A robust and well-established governance framework effectively mitigates our ESG risks and protects the opportunities we can capitalise on, thereby fostering sustainable and long-term growth within our organisation.

Sustainability Governance Structure



Established in April 2021, our Board-level Sustainability Committee (SC) is chaired by Ms Jessica Cheam, a sustainability pioneer with two decades of global experience in media, sustainable development and ESG issues. The SC, supported by the Board and comprising the Chairman as a member, oversees ComfortDelGro's sustainability ambitions, strategies, and performance, including climate-related risks and opportunities.

To ensure the SC has the necessary skills and expertise to manage and oversee sustainability-related matters, members are appointed by the Board based on their experience and knowledge on sustainability matters. Each Director is subjected to rotational reappointment in accordance with the Company's Constitution, and the appointment of the SC member terminates when the member ceases to be a Director, or as determined by the Board. Like other Board Committees, members of the SC may be rotated with new members to provide fresh perspectives and constructive debate to enhance the Board's ability to drive sustainability performance across the Group.

Board members undertake sustainability training to keep themselves updated on upcoming sustainability issues. They also attend programmes that deepen their understanding of climate-related reporting, disclosure audits, and other ESG issues relevant to the business. These programmes include courses conducted by the Singapore Institute of Directors (SID), and are paid for by the Company, thus ensuring that all Board members maintain the relevant skills to oversee sustainability-related matters.

The SC meets quarterly to discuss and deliberate on sustainability matters to establish adequate and comprehensive management of our impact on the economy, environment, and people, including on climate-related risks and opportunities. The SC subsequently updates the Board on a quarterly basis through the SC, where meetings include strategic discussions on how ComfortDelGro can better manage sustainability risk and opportunities, significant concerns or feedback. These meetings also include reviews by the Board, where they may approve and update any new developments and policies. This enables the Board to be actively involved in developing and monitoring progress

About ComfortDelGro Corporation	2025 in Review	Our Approach to Sustainability	Transitioning towards a cleaner and more sustainable transport system	Creating safe journeys and a better future for Our People, Patrons and Communities	Growing our business with strong governance, ethical integrity, and innovation	Appendices
---------------------------------	----------------	---------------------------------------	---	--	--	------------

OUR APPROACH TO SUSTAINABILITY

on ComfortDelGro's sustainability framework, strategies, policies, ESG targets, risk management and impact management frameworks among other climate and sustainability-related issues.

Board members are expected to exercise independent judgement and act in good faith to serve the best interests of the company and its stakeholders. Efforts are focused where the most impact is likely to be achieved, while longer term considerations will be addressed in due course. Oversight of sustainability related risks and opportunities ensures ESG considerations are included in all our decision making. To date, no explicit trade-offs have been identified. Additionally, the Board is responsible for reviewing and approving ComfortDelGro's annual sustainability report, which includes our materiality assessment.

The SC is apprised of the activities of the Management Sustainability Committee (MSC), chaired by our MD/Group CEO Mr Cheng Siak Kian, and includes key members of the Senior Management. The MSC is responsible for reviewing, reporting, and assessing ComfortDelGro's sustainability performance against the targets established by the Board, on a quarterly basis.

Our Group Chief Sustainability Officer, Mr Jonathan Jong, oversees all sustainability-related matters. He is supported by the Group Sustainability Office and sustainability representatives from Business Units across the Group. Together, they assess and review ESG processes, identifying potential sustainability initiatives for implementation across the Group. The team uses internal tools and processes such as an ESG data collection and reporting dashboard, enterprise risk matrices, and regular progress meetings to ensure the effective management of sustainability-related risks and opportunities, addressing any issues that may arise.

In 2019, ComfortDelGro implemented a Board Diversity Policy designed to achieve a balanced composition of skills, knowledge, experience, age, gender, nationality, ethnicity, and other diversity aspects within the Board. This approach avoids groupthink and bias, and fosters constructive debates, achieving effective decision making in the Group's best interests. According to the Board Diversity Policy, the Nominating and Remuneration Committee (NRC) will discuss and agree annually on the relevant measurable targets for promoting and achieving

diversity in the composition of the Board and Board Committees. These targets, along with any recommendations, are then raised for the Board's consideration and approval.

In relation to gender diversity, the Board ensures that both male and female candidates are considered when identifying suitable candidates for new Board appointments. Since 2022, the Board has adopted the guideline for at least one female Director to sit on each Board Committee, including the NRC.

The Board is evaluated annually via Board Performance Evaluation Forms, facilitated by the Company Secretary. Through the questionnaire, the Board is assessed on its performance in overseeing the management of ComfortDelGro's impacts on the economy, environment, society, and how well the Group's sustainability strategies, initiatives, policies, and commitments are managed.

The company grants share awards for Executive Directors and key executives as part of the long-term incentive programme to attract and retain talents. Share grants are awarded subject to the achievement of performance targets, and may be withdrawn or clawed back in the event of exceptional circumstances of material misstatement of financial results or misconduct resulting in financial or other losses for the Group.

Every year, one third of the Board of Directors, particularly those who have served the longest since their last re-election, will step down and stand for re-election at the Annual General Meeting (AGM). Additionally, newly appointed directors will also step down at their first AGM following their appointment and stand for re-election. AGM shareholder voting results, including Directors' remuneration, can be found [here](#).

Board Independence

At ComfortDelGro, our Board members exercise independent judgement in their decision-making processes to achieve the best business outcomes. Across the Board, our members prioritise the business success of ComfortDelGro by upholding integrity, professionalism, ethical behaviour, while also integrating sustainability considerations into their responsibilities.

Our Board members are required to maintain sound corporate governance by avoiding

OUR APPROACH TO SUSTAINABILITY

situations where their personal or business interests may conflict, or appear to conflict, with the interests of the Group. Processes are in place to enable Directors to make necessary declarations and disclose any conflict of interest.

In the event of a conflict or potential conflict of interest in relation to any matter, they must immediately declare their interest at a meeting of the Directors, or by giving written notice to the Company. Directors who might be in a position of conflict with any matter discussed at the Board or Board Committees may abstain and recuse themselves from discussions or voting on such matters.

In its efforts to drive ethical business practices across our operational geographies, the Board regularly reviews the Company's business strategy, sustainability efforts and ambitions with Senior Management.

The roles and responsibilities of the Board entail:

- Driving strategic objectives and direction with adequate emphasis on sustainability, innovation, and value creation for ComfortDelGro by exercising enterprising leadership and guidance. Additionally, the Chairman must ensure sufficient human and financial resources are available to attain these objectives.
- Aiding in the development of financial authority limits and relevant risk management and control systems, whilst balancing between organisational performance and ComfortDelGro's risk appetite to protect the company and stakeholders against potential risks.

- Monitoring and managing organisational performance whilst identifying appropriate areas for improvement.
- Determining relevant key stakeholders and ensuring their concerns are addressed in ComfortDelGro's strategies and management processes, whilst prioritising transparency and accountability.
- Enforcing ComfortDelGro's values, standards, policies, and procedures, whilst fostering an ethical corporate culture.
- Ensuring environmental, social and governance considerations are considered in the formulation and deployment of business strategies.
- Ensuring full participation of directors on sustainability training.

We also have various Board Committees to aid the Board in their decision making and the execution of sustainability duties. The Committees are as follows:

- Audit Committee (AC)
- Board Risk Committee (BRC)
- Nominating and Remuneration Committee (NRC)
- Strategy & Investment Committee (SIC)
- Sustainability Committee (SC)

Further details pertaining to our corporate governance and risk management can be found in the ComfortDelGro Annual Report 2025.

GRI 405-1 Board Composition

	2023	2024	2025
Percentage of independent and non-executive director	90%	90%	90%
Percentage of non-independent and non-executive director	-	-	-
Percentage of non-independent and executive director	10%	10%	10%

About
ComfortDelGro
Corporation2025
in ReviewOur Approach
to SustainabilityTransitioning
towards a cleaner
and more sustainable
transport systemCreating safe
journeys and
a better future for
Our People, Patrons
and CommunitiesGrowing our
business with
strong governance,
ethical integrity,
and innovation

Appendices

OUR APPROACH TO

SUSTAINABILITY

GRI 405-1 Diversity of Board by Gender

	2023	2024	2025
Female	30%	30%	30%
Male	70%	70%	70%

GRI 405-1 Diversity of Board by Length of Service

	2023	2024	2025
Served > 9 years	0%	0%	0%
Served < 9 years	100%	100%	100%

GRI 405-1 Diversity of Management by Gender

	2023 ⁹	2024	2025
Female	31%	30%	29%
Male	69%	70%	71%

GRI 2-9 Number of Directors with Competencies Relevant to Impacts of the Organisation

	2025
Accounting and finance	5
Business and management	10
Communications	3
Corporate governance	7
Customer experience	1
Diversity, equity and inclusion	3
Engineering	3
Government	5
Human resource management	4
Industry	3
Information technology and cybersecurity	3
Legal and regulatory	5
Risk management	9
Strategic planning	8
Sustainability	3
Trade union	1
Training and education	3

About
ComfortDelGro
Corporation

2025
in Review

Our Approach
to Sustainability

Transitioning
towards a cleaner
and more sustainable
transport system

Creating safe
journeys and
a better future for
Our People, Patrons
and Communities

Growing our
business with
strong governance,
ethical integrity,
and innovation

Appendices

OUR APPROACH TO SUSTAINABILITY

Corporate Governance and Risk Management

Our governance framework was established in line with the governance policies and practices set out in the Code of Corporate Governance issued by the Monetary Authority of Singapore on 6 August 2018, amended on 11 January 2023. ComfortDelGro's Board assumes ultimate responsibility for risk governance, overseeing the Group's risk management approach. The Board Risk Committee (BRC), and Audit Committee (AC), together with the Board, exercise oversight by reviewing and approving the risk management system and framework developed by the Management, including decisions on risks, and the processes and management of key risks. Group Internal Audit provides independent reviews of both risk management and internal controls, complementing the efforts of management.

The Management Risk Committee (MRC), chaired by the Managing Director/Group Chief Executive Officer (MD/GCEO), is responsible for establishing and enforcing the Group's risk management and internal control systems. The MRC ensures robust systems and processes are in place to identify, manage, mitigate and monitor risks effectively across the enterprise. Its members include the Heads of major business units and Corporate Group Chief Division Officers, ensuring cross-functional alignment and accountability.

Our Enterprise Risk Management (ERM) Framework is aligned with ISO 31000:2018

Risk Management Standard and the Committee of Sponsoring Organisations of the Treadway Commission (COSO) ERM Framework. It provides a systematic process for the Group and its Business Units to identify, assess, mitigate, and prioritise risks associated with business operations, including climate-related risks. This structured approach enhances our ability to monitor and manage evolving risks that could impact our business objectives.

As part of our risk management framework, we have identified and integrated climate-related risks and opportunities into our risk management for regular monitoring and reporting. A screening exercise was conducted to assess potential climate-related risks and opportunities, covering both physical risks (chronic and acute) and transition risks across the countries where we operate. This screening exercise, along with climate scenario analysis, provided a targeted assessment of material risks and opportunities. Climate-related risks and opportunities are subsequently reviewed annually by the Group and Business Units, to ensure material physical and transitional risks are escalated and mitigated. These insights enhance our ability to safeguard stakeholders' interests and strengthen ComfortDelGro's business resilience, strategy, and financial planning.

Further details pertaining to our corporate governance and risk management can be found in the ComfortDelGro Annual Report 2025.

About
ComfortDelGro
Corporation

2025
in Review

Our Approach
to Sustainability

Transitioning
towards a cleaner
and more sustainable
transport system

Creating safe
journeys and
a better future for
Our People, Patrons
and Communities

Growing our
business with
strong governance,
ethical integrity,
and innovation

Appendices

TRANSITIONING TOWARDS A CLEANER AND **MORE SUSTAINABLE TRANSPORT SYSTEM**



Emissions and
air quality



Energy



Climate change
adaptation and
mitigation



Resource
stewardship

About
ComfortDelGro
Corporation

2025
in Review

Our Approach
to Sustainability

Transitioning
towards a cleaner
and more sustainable
transport system

Creating safe
journeys and
a better future for
Our People, Patrons
and Communities

Growing our
business with
strong governance,
ethical integrity,
and innovation

Appendices

TRANSITIONING TOWARDS A CLEANER AND MORE SUSTAINABLE TRANSPORT SYSTEM

ComfortDelGro's emissions reduction targets are validated by the Science Based Targets initiative (SBTi). It ensures our goals align with the reductions required to limit global warming to 1.5°C above pre-industrial levels - the Paris Agreement's most ambitious target. We aim for a reduction in our absolute Scope 1, Scope 2 and Scope 3 Category 3 (fuel- and energy-related activities) greenhouse gas (GHG) emissions by 2032 from a 2019 baseline.

We acknowledge our role in contributing to Singapore's land transport climate target of reducing 80% of peak emissions from 2016 levels by 2050, as outlined in its second Nationally Determined Contribution (NDC) submitted to the United Nations Framework Convention on Climate Change (UNFCCC). In support of these goals, we remain steadfast in our commitment to collaborate with partners and invest in technologies and initiatives to minimise our environmental footprint.

Our decarbonisation strategy centers around transitioning our fleet to cleaner energy vehicles, optimising operations for efficient resource consumption, and collaborating with partners to enhance sustainable mobility solutions.

As we continue to review climate-related risks and opportunities in alignment with IFRS S2, we have made a start this year in disclosing, where practicable, the current and anticipated financial effects of climate-related risks and opportunities which are material to ComfortDelGro. We will continue to expand and improve on our disclosures of climate-related financial effects.

Emissions and Air Quality

ComfortDelGro takes active steps to address the emissions and air quality impacts of our business, underscored by local regulations across the markets in which we operate. In Singapore, all new vehicles must be cleaner energy by 2030, and from 1 January 2025, new diesel cars and taxis can no longer be registered. In the UK, London has set stringent standards through the Ultra Low Emission Zone (ULEZ), complemented by Transport for London's validated net zero targets for 2030. Manchester has also introduced its 2025–2030 Climate Change Action Plan to advance its commitment to carbon neutrality by 2038. These policies, together with stakeholder expectations, guide and emphasise the importance of effective GHG emissions management.

In 2022, ComfortDelGro is the first land transport operator in Southeast Asia to have science-based emissions reduction targets¹⁰ validated by the SBTi. Aligned with the SBTi's absolute contraction approach, we committed to a 54.6% reduction in absolute gross Scope 1 and Scope 2 GHG emissions, and a 61.2% reduction in absolute gross Scope 3 GHG emissions from fuel and energy related activities by 2032 from a 2019¹¹ base year.

¹⁰ The greenhouse gases considered in these targets are kgCO₂e equivalents of carbon dioxide (CO₂), methane (CH₄), nitrous oxide (N₂O), hydrofluorocarbons (HFCs), perfluorocarbons (PFCs), sulphur hexafluoride (SF₆) and nitrogen trifluoride (NF₃).

¹¹ 2019 was established as our baseline year as it reflected our operations before the impact of the COVID-19 pandemic.

About
ComfortDelGro
Corporation

2025
in Review

Our Approach
to Sustainability

Transitioning
towards a cleaner
and more sustainable
transport system

Creating safe
journeys and
a better future for
Our People, Patrons
and Communities

Growing our
business with
strong governance,
ethical integrity,
and innovation

Appendices

TRANSITIONING TOWARDS A CLEANER AND MORE SUSTAINABLE TRANSPORT SYSTEM



Since then, our business profile has undergone substantial transformation driven by strategic acquisitions and organic expansion, broadening our operational footprint and reshaping our overall emissions profile. As part of our integration efforts, we have consolidated and reported emissions across all acquired entities to ensure a consistent, accurate, groupwide view of our environmental impact. This work is fundamental to maintaining alignment with our SBTi targets and identifying the actions required to remain on track with our decarbonisation pathway.

Given the scale of change and resulting shift in our emissions baseline, we continue to proactively engage with the SBTi team in preparation to refresh our targets, focusing discussions on ensuring clarity around appropriate timelines, data requirements, and methodological considerations for updating our SBTi targets. This underscores CDG's commitment to transparent climate governance, robust emissions management, and long-term alignment with global best practices in science-based decarbonisation.



Further details pertaining to the emissions projection graph can be found in the Climate Change Adaptation and Mitigation section of this Sustainability Report.

Accounting for Scope 1, 2 and 3 GHG emissions

In alignment with the GHG Protocol, GHG emissions are calculated in carbon dioxide equivalents (CO₂e), and includes six greenhouse gases such as methane (CH₄) and nitrous oxide (N₂O), outlined in the Kyoto Protocol. Our GHG emissions inventory includes all our operations in Singapore, Australia, UK & Europe, New Zealand, China and Malaysia, calculated using the operational control approach and ensuring we capture emissions from all operations for which we manage.

Scope 1 emissions primarily arise from tail-pipe emissions from our vehicle fleet, while Scope 2 emissions are due to electricity consumption across our operations, including rail traction power. Through a screening exercise, we identified the Scope 3 categories that are most relevant to our operations and performed a detailed emissions calculation as per the GHG Protocol.

Emission factors used for the GHG emissions calculations adheres to the GHG Protocol and are selected based on their relevance to our operations - Scope 1 and 2 emissions were calculated using GHG Protocol, DEFRA and NGER emission factors, while Scope 3 emissions were calculated using US EPA and DEFRA emission factors.

About
ComfortDelGro
Corporation

2025
in Review

Our Approach
to Sustainability

Transitioning
towards a cleaner
and more sustainable
transport system

Creating safe
journeys and
a better future for
Our People, Patrons
and Communities

Growing our
business with
strong governance,
ethical integrity,
and innovation

Appendices

TRANSITIONING TOWARDS A CLEANER AND MORE SUSTAINABLE TRANSPORT SYSTEM

Refer to the table below for the selected Scope 3 categories, together with their methodology:

SCOPE 3 CATEGORY	SCREENED OR CALCULATED	METHODOLOGY ¹²
Category 1: Purchased goods & services	Calculated	GHG Protocol: Spend-based and activity-based method ¹²
Category 2: Capital goods	Calculated	GHG Protocol: Spend-based method
Category 3: Fuel- and energy-related activities not included in Scope 1 & Scope 2	Calculated	GHG Protocol: Average-data and activity-based method
Category 4: Upstream transportation and distribution	Screened	Calculated estimation based on spend-based screening
Category 5: Waste generated in operations	Calculated	GHG Protocol: Waste-type specific method
Category 6: Business travel	Calculated	GHG Protocol: Distance-based method
Category 7: Employee commute	Calculated	GHG Protocol: Distance-based method Calculated based on average emission factors estimated based on the data collected in an employee commute survey and applied to employee headcount
Category 11: Use of sold products	Calculated & Screened	Calculated estimation based on spend based screening and actual emissions from platform vehicles using distance-based method
Category 12: End-of-life treatment of sold products	Calculated	GHG Protocol: Waste-type specific method
Category 13: Downstream leased assets	Calculated	GHG Protocol: Asset-specific method (buildings) and lessee-specific method (vehicles)
Category 15: Investments	Calculated & Screened	GHG Protocol: Investment-specific method and calculated estimation based on activity-based method

Our Initiatives

Adoption of Cleaner Energy Vehicles

Central to our decarbonisation plan is the adoption of cleaner energy vehicles, which include electric, hydrogen, and hybrid vehicles. These vehicles emit lesser GHG, as well as produce lower levels of harmful exhaust emissions such as nitrogen oxide, carbon monoxide, hydrocarbons, and particulate matter. However, we acknowledge the challenges in transitioning our fleet due to operational constraints. As such, we strive to continuously improve efficiency in our operations. Beyond these, we have also been exploring hydrogen as a low-emission fuel, participating in hydrogen-powered bus trials in collaboration with local authorities and industry peers.

¹² Emissions associated with purchased water in Category 1, EV charging electricity sold to end users in Category 3 and JV & Associate's share of emissions in Category 15 were calculated using activity-based approach while emissions associated with the platform vehicles in Category 11 were calculated using distance-based method.

TRANSITIONING TOWARDS A CLEANER AND MORE SUSTAINABLE TRANSPORT SYSTEM

Most of our Internal Combustion Engine (ICE) vehicles minimally meet the Euro 5 vehicle emissions standards or equivalent, playing a critical role in advancing urban air quality management. By mandating lower emission thresholds, Euro 5 standards substantially lower the overall pollution load in densely populated areas, contributing to healthier living environment and reinforcing the broader transition towards sustainable transport systems.

In line with Singapore's goal to transition its public bus fleet to cleaner energy by 2040, SBS Transit introduced 135 electric buses to its fleet in 2025, operating Singapore's largest electric bus fleet with a total of 230 electric buses. Within the same year in Singapore, ComfortDelGro Taxi achieved a record of over 90% cleaner energy vehicles in its fleet, largely driven by the adoption of hybrid vehicles.

Marking a significant milestone in Melbourne's transition to sustainable public transport, CDC Victoria commenced operations of the three Metropolitan Zero Emission Bus franchises in Melbourne, serving approximately 20% of Melbourne's metropolitan network. This agreement outlines a gradual transition to a fully zero-emission fleet by 2034, aligned with Victoria's Bus Plan and broader environmental objectives.

In the UK, Scottish Citylink Coaches Limited launched three electric coaches to operate between Glasgow and Aberdeen, advancing low-emission travel across cities. The UK bus and coach business now operates a fleet of 65% cleaner energy vehicles, with over 30% electric.

Across China, Chengdu ComfortDelGro Taxi and Beijing Jin Jian completed their full fleet transition from ICE vehicles to electric. Jilin ComfortDelGro Taxi (Jilin) expedited its replacement of 55 ICE taxis to electric taxis with battery swap capabilities, two years ahead of schedule. Today, Jilin operates 422 electric taxis, representing 57% of its fleet, enhancing passenger comfort while accelerating its transition to clean energy vehicles.

On the rail front, all rail operations in Singapore and New Zealand have been running on full traction power after Auckland One Rail (AOR) phased out its last remaining diesel train in 2023, a milestone that underscores our ongoing focus on energy efficiency and environmental performance.

For the financial year ended 31 December 2025, we have continued to invest in our cleaner energy fleet transition across our markets. We spent S\$207.2 million on electric buses for our UK public bus fleet.¹³ Within our point-to-point (P2P) transport segment, we spent S\$47.0 million on electric and hybrid taxis for our UK fleet, S\$64.7 million on hybrid taxis in Singapore, and S\$14.3 million on electric taxis in China.¹³

For the financial year ending 31 December 2026, we plan to invest approximately S\$150 million to S\$155 million to grow our electric bus fleet in the UK, S\$45 million to S\$47 million to purchase hybrid taxis in Singapore, and S\$10 million to S\$13 million to purchase electric taxis in China.

We intend to utilise green financing alongside operating cash flows to enhance capital efficiency and to support such capital expenditure.¹⁴ We have established green financing agreements with DBS, UOB and HSBC to accelerate the transition of our UK bus fleet. This year, we accessed S\$185 million under this arrangement to purchase electric buses for our UK fleet.

¹³ This amount forms part of the Vehicles, Premises and Equipment assets within ComfortDelGro's Statements of Financial Position for the financial year ended 31 December 2025, which can be found on pages 115-116 of the ComfortDelGro Annual Report 2025.

¹⁴ Details on our operating cash flows are presented within ComfortDelGro's Group Cash Flow Statement for the year ended 31 December 2025, which can be found on pages 115-116 of the ComfortDelGro Annual Report 2025.

About
ComfortDelGro
Corporation

2025
in Review

Our Approach
to Sustainability

Transitioning
towards a cleaner
and more sustainable
transport system

Creating safe
journeys and
a better future for
Our People, Patrons
and Communities

Growing our
business with
strong governance,
ethical integrity,
and innovation

Appendices

TRANSITIONING TOWARDS A CLEANER AND

MORE SUSTAINABLE TRANSPORT SYSTEM



Hydrogen bus
at Metroline

Harnessing Alternative Fuels

To further develop capabilities in the deployment of alternative fuels, we embarked on various hydrogen bus trials in partnership with local transport authorities in Australia and the UK.

As a foundation partner of the Geelong New Energies Service Station project supported by the Australian Renewable Energy Agency (ARENA) and the Victorian State Government, ComfortDelGro Corporation Australia (CDC) contributed to the advancement of green hydrogen mobility. The project saw the launch of a commercial hydrogen refuelling station for heavy vehicles - featuring a 2.5-megawatt electrolyser which produces up to 1,000 kilograms of renewable hydrogen daily using recycled water from Barwon Water's Northern Water Plant. In tandem with the launch, CDC

deployed two hydrogen-powered buses on the Geelong city commuter bus routes, refuelling at the station when required.

In Queensland, CDC commenced a three-year hydrogen bus trial at Kunda Park from 2025 by deploying two hydrogen fuel cell buses on dedicated school services across the Sunshine Coast. The trial is supported by Translink and the Department of State Development, Infrastructure and Planning and includes a temporary refueller in its initial phase, with plans for a permanent hydrogen refuelling station and eventual transition to green hydrogen.

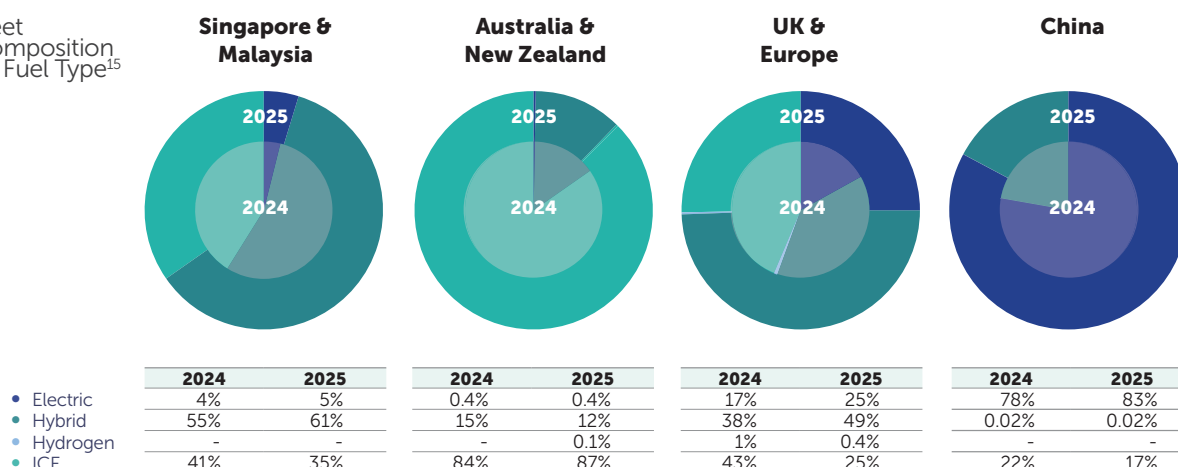
In the UK, Metroline London has been operating a fleet of 20 hydrogen-powered buses in collaboration with the Transport for London (TfL) since 2021, reinforcing efforts to diversify low-emission technologies in public transport.

TRANSITIONING TOWARDS A CLEANER AND MORE SUSTAINABLE TRANSPORT SYSTEM

Provision of Cleaner Energy Vehicles

Beyond transitioning our own fleet, the other business segments in our Group have also been offering services products and services to support the transition of the wider transport industry. ComfortDelGro Engineering (CDGE) is the exclusive distributor of KYC's commercial electric van, meeting the rising demand for cleaner energy commercial vehicles, while ComfortDelGro Rent-A-Car (CRAC) offers a fleet of over 100 electric vans for rental to clients, supporting their transition from ICE vehicles.

Fleet
Composition
by Fuel Type¹⁵



Our performance and the way forward

Our decarbonisation plan, based mainly on our fleet transition plan, outlines our planned pathway which will replace traditional ICE vehicles with hybrid, electric and hydrogen vehicles, following the ambitions and commitments in the countries we operate in.

Today, 66% of our owned and leased global fleet are cleaner energy, keeping us on track to meet our transition target of 90% of our car fleet and 50% of our bus fleet to cleaner energy vehicles by 2030. We will continue to monitor and review our fleet transition plan regularly to account for technological advances, regulatory requirements, and developments of commercially viable cleaner energy vehicles.

TRANSITIONING TOWARDS A CLEANER AND MORE SUSTAINABLE TRANSPORT SYSTEM

Overall, our Scope 1 and 2 GHG emissions in 2025 saw a 21.0% decrease from our baseline year 2019. A comparison of GHG emissions intensity for Scope 1 and 2 (tCO₂e per \$M revenue) also show a year-on-year reduction of 18%, demonstrating continued progress in our fleet decarbonisation efforts.

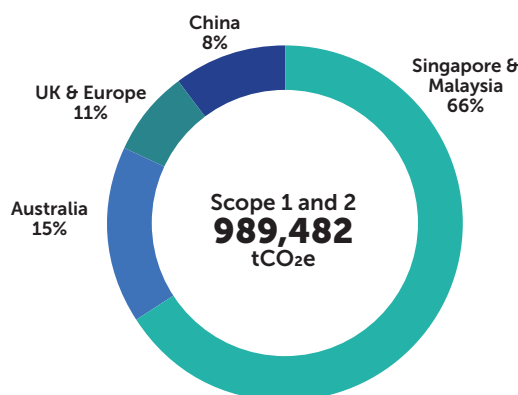
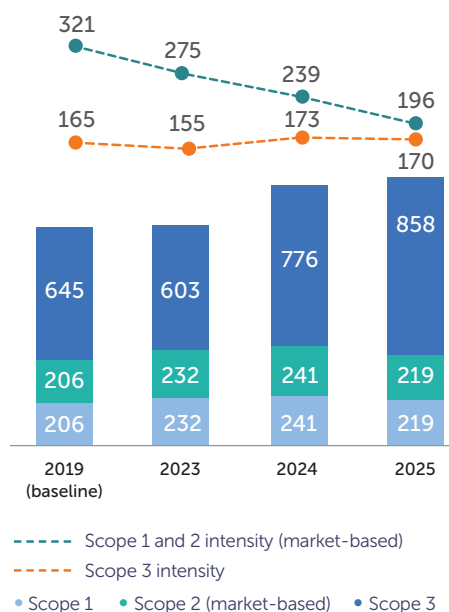
In 2025, we achieved a 7.34% and 5.45% reduction for our Scope 1 and Scope 3 Category 3 GHG emissions respectively from 2024. The reduction reflects operational transitions within the Singapore bus businesses, fleet transition from ICE to hybrid vehicles in the Singapore taxi fleet, and enhancements to our data-collection processes in Australia.

Scope 2 market-based GHG emissions decreased by 8.92% from 2024 due to the market based reduced operational activity levels from our EV fleet and improvements in data collection process in China. Excluding EV charging consumption, electricity consumption from our building and rail traction power decreased by 0.3% and 1.7% respectively from 2024, attributed to ongoing energy-saving initiatives.

As our business expands organically and through acquisitions, we recognise the short-term challenges associated with managing our absolute emissions, remaining dedicated to pursuing opportunities and solutions to decarbonise our new operations.

SCOPE 1 AND 2 GHG EMISSIONS (tCO ₂ e) BY GEOGRAPHY	
• Singapore & Malaysia	652,622
• Australia	152,741
• UK & Europe	104,836
• China	79,283

Scope 1, 2 and 3 emissions (thousand tCO₂e)
& intensity (tCO₂e/\$million revenue)



About ComfortDelGro Corporation	2025 in Review	Our Approach to Sustainability	Transitioning towards a cleaner and more sustainable transport system	Creating safe journeys and a better future for Our People, Patrons and Communities	Growing our business with strong governance, ethical integrity, and innovation	Appendices
---------------------------------	----------------	--------------------------------	---	--	--	------------

TRANSITIONING TOWARDS A CLEANER AND MORE SUSTAINABLE TRANSPORT SYSTEM

GRI 305 -1 Scope 1 GHG Emissions (tCO₂e)

GRI 305-2 Scope 2 GHG Emissions (tCO₂e)

GRI 305-3 Scope 3 GHG Emissions (tCO₂e)

SASB Standards Road Transportation TR-RO110a.1 GHG Emissions

	2019 (BASELINE)	2023	2024	2025	% CHANGE FROM BASELINE YEAR
Scope 1 ¹⁶	1,046,348	835,668	831,145	770,115	-26.4%
Scope 2 (market-based) ¹⁷	206,028	231,833	240,856	219,367	6.5%
Scope 2 (location-based) ¹⁷	-	-	244,473	234,206	-
Scope 3 ¹⁸	645,038	603,017	775,752	857,812	33.0%
Scope 1 and 2 (market-based)	1,252,376	1,067,501	1,072,001	989,482	-21.0%
Scope 1 and 2 (location-based)	-	-	1,075,618	1,004,321	-
Scope 1, 2 and 3 (market-based)	1,897,414	1,670,518	1,847,753	1,847,294	-2.6%
Scope 1, 2 and 3 (location-based)	-	-	1,851,370	1,862,133	-

Scope 3 GHG Emissions Breakdown (tCO₂e)

	2019 (BASELINE)		2024		2025	
	EMISSIONS	% SHARE	EMISSIONS	% SHARE	EMISSIONS	% SHARE
Category 1: Purchased goods & services	95,329	14.78%	291,610	37.59%	412,240	48.06%
Category 2: Capital goods	103,638	16.07%	76,267	9.83%	95,965	11.19%
Category 3: Fuel- and energy-related activities not included in Scope 1 & Scope 2 ¹⁹	381,220	59.10%	228,055	29.40%	215,632	25.14%
Category 4: Upstream transportation and distribution	14,976	2.32%	25,751	3.32%	35,574	4.15%
Category 5: Waste generated in operations ²⁰	-	-	1,084	0.14%	1,022	0.12%
Category 6: Business travel ²¹	154	0.02%	2,928	0.38%	3,901	0.45%
Category 7: Employee commute ²²	20,400	3.16%	19,935	2.57%	20,845	2.43%
Category 8: Upstream leased assets	2,650	0.41%	-	-	-	-
Category 11: Use of sold products ²³	23,389	3.63%	107,629	13.87%	48,257	5.63%
Category 12: End-of-life treatment of sold products ²⁴	39	0.01%	133	0.02%	174	0.02%
Category 13: Downstream leased assets ²⁵	-	-	8,124	1.05%	11,584	1.35%
Category 15: Investments	3,243	0.50%	14,236	1.84%	12,618	1.47%

GRI 305-4 GHG Emissions Intensity (tCO₂e/\$\$million revenue)

	2019 (BASELINE)	2023	2024	2025	% CHANGE FROM BASELINE YEAR
Scope 1 and 2 intensity (market-based)	321	275	239	196	-38.9%
Scope 1 and 2 intensity (location-based)	-	-	240	199	-
Scope 3 intensity	165	155	173	170	3.0%

16 With an improvement in our data collection methodologies, Scope 1 emissions figure for 2024 have been restated to account for previously omitted refrigerants use at SBS Transit.

17 We commenced reporting on Scope 2 location-based emissions as a new disclosure, in alignment to the IFRS S2 standards. As such, all emissions disclosures that accounts for Scope 2 emissions are reported in both location-based and market-based figures. There is no data available prior to 2024. With an improvement in our data collection methodologies, Scope 2 market-based emissions for 2024 have been restated account for changes in electricity consumption.

18 With an improvement in our data collection methodologies, Scope 3 emissions figure for 2024 has been restated to account for changes in six Scope 3 categories, as detailed in subsequent footnotes.

About
ComfortDelGro
Corporation

2025
in Review

Our Approach
to Sustainability

Transitioning
towards a cleaner
and more sustainable
transport system

Creating safe
journeys and
a better future for
Our People, Patrons
and Communities

Growing our
business with
strong governance,
ethical integrity,
and innovation

Appendices

TRANSITIONING TOWARDS A CLEANER AND MORE SUSTAINABLE TRANSPORT SYSTEM

Energy

With increasing concerns on climate change globally, enabling the transition to cleaner energy sources through infrastructure enhancements and effective management of energy consumption is a strategic imperative to ensure sustainable long-term growth. We are committed to leading by example, enhancing our operational efficiency, and meeting the expectations of our stakeholders who increasingly prioritise environmental stewardship.

In the previous section, we detailed the acceleration of adopting cleaner energy fleet and fuels in our operations. To enable these, we proactively build our capacity and infrastructure towards scaling up the operation of cleaner energy vehicles. This includes planning and upgrading our garages to be EV-ready, implementing various measures and solutions to reduce energy consumption and improve efficiency within our operations.

Our [Energy Management Policy and Green Building User Guide](#) serves as a framework for our Singapore businesses on energy management, and a reference benchmark for our overseas businesses. Singapore offices are encouraged to obtain Eco Office certifications by the Singapore Environment Council, which recognises the adoption of resource efficient practices to improve energy efficiency as well as waste and water management in offices. In Singapore, as part of Green Mark guidelines set out by the Building Construction Authority (BCA), our new buildings incorporated green features at the design stage to reduce their operational footprint.

Overseas, businesses are also tasked to pursue electricity efficiency, with operations accounting for 70% of our global revenue obtaining ISO 14001 Environmental Management Systems certification. This certification reaffirms our commitment to continuous improvement and reduced environmental impact, as well as strengthens operational efficiency, ensures regulatory compliance, and enhances stakeholder confidence in our sustainability practices.



CDC Australia
bus at hydrogen
refuelling station
in Viva Energy Hub

- 19 With an improvement in our data collection methodologies, emissions figure for 2024 has been restated to account for changes in energy consumption data, as detailed in the Energy section of this Sustainability Report.
- 20 With an improvement in our data collection methodologies, emissions figure for 2024 has been restated to account for changes in waste data, as detailed in the Waste section of this Sustainability Report.
- 21 With an improvement in our data collection methodologies, emissions figure for 2024 has been restated to account for revisions in spend data.
- 22 With an improvement in our data collection methodologies, emissions figure for 2024 has been restated to reflect a revision in calculation methodology.
- 23 With an improvement in our data collection methodologies, emissions figure for 2024 has been restated to account for data revisions at Zig and CRAC. Due to limitations in data collection, emissions figure excludes Suntransfers, a CMAC entity, as well as life-cycle emission of vehicles sold to second-hand dealers. We are working towards improving our data processes to expand our reporting scope in the future, in alignment to the IFRS S2 standards.
- 24 With an improvement in our data collection methodologies, emissions relating to vehicles sold to second-hand dealers have been accounted for in 2025.
- 25 With an improvement in our data collection methodologies, emissions figure for 2024 have been restated to account for data revisions at SBS Transit, CRAC, and ComfortDelGro China.

About
ComfortDelGro
Corporation2025
in ReviewOur Approach
to SustainabilityTransitioning
towards a cleaner
and more sustainable
transport systemCreating safe
journeys and
a better future for
Our People, Patrons
and CommunitiesGrowing our
business with
strong governance,
ethical integrity,
and innovation

Appendices

TRANSITIONING TOWARDS A CLEANER AND MORE SUSTAINABLE TRANSPORT SYSTEM

Our initiatives

Developing Infrastructure

In 2025, SBS Transit operationalised the Sengkang West Bus Depot, Singapore's first multi-storey facility designed for large-scale electric bus deployment. It can accommodate a fleet of 623 buses and features 240 high-capacity 360kW smart charging electric chargers - able to fully charge single-deck buses under 1.5 hours. The depot offers opportunities to fine-tune our charging operations as bus-to-charger ratios scale up, setting the stage for the transition of the larger public transport system. Through features such as a green roof, solar panels, and water recycling, the building has also obtained Green Mark Platinum certification.

In Australia, CDC NSW opened the Rouse Hill bus depot, which is fitted with a complete underground infrastructure ready to host up to 200 electric bus fleet, aligned to the NSW Government's Zero Emission Bus Transition Plan.

Building on our current infrastructure, Metroline in the UK is in the midst of upgrading its bus garages with the aim to electrify the majority of them in London and Manchester, to support its expanding fleet of electric buses. On top of the fully electrified Edgware garage in London and Tameside depot in Manchester, three additional garages had secured full power in 2025, equipping them to support a fully electrified bus fleet in the future. The three garages have the potential to power 500 charge points in total, allowing for seamless expansion into electric vehicle operations. Metroline Manchester has begun works to fully electrify the Hyde Road depot, with the remaining depots to follow suit, contributing towards a fully electric fleet by 2030.

This year, we invested S\$19.8 million to electrify our UK bus depots, including the installation of EV charging infrastructure and rooftop solar panels.²⁶ We plan to spend approximately S\$55 million to S\$58 million to continue depot electrification in the UK for FY2026, and will use our operating cash flows to support such capital expenditure.²⁷

Investing in Energy Efficiency Buildings

Buildings are a major source of electricity consumption in our operations. The rooftops of our new buildings have been fitted with solar panels whenever possible, to harness renewable power as we continue to assess the feasibility of solar installation on existing buildings.

In 2025, we moved our headquarters to Labrador Tower, a BCA Green Mark Platinum Super Low Energy building. The tower leverages a suite of solutions, including Artificial Intelligence (AI) and Internet of Things (IoT) energy management, efficient cooling systems with thermal energy storage, on-site solar panels, and EV charging. Completed in 2024, it is among Singapore's first commercial buildings designed to achieve at least 40% energy savings against BCA's prevailing code. The move is expected to further reduce electricity consumption from our office operations.

²⁶ This amount forms part of the Vehicles, Premises and Equipment assets within ComfortDelGro's Statements of Financial Position for the financial year ended 31 December 2025, which can be found on pages 115-116 of the ComfortDelGro Annual Report 2025.

²⁷ Details on our operating cash flows are presented within ComfortDelGro's Group Cash Flow Statement for the year ended 31 December 2025, which can be found on pages 115-116 of the ComfortDelGro Annual Report 2025.

About
ComfortDelGro
Corporation

2025
in Review

Our Approach
to Sustainability

Transitioning
towards a cleaner
and more sustainable
transport system

Creating safe
journeys and
a better future for
Our People, Patrons
and Communities

Growing our
business with
strong governance,
ethical integrity,
and innovation

Appendices

TRANSITIONING TOWARDS A CLEANER AND MORE SUSTAINABLE TRANSPORT SYSTEM

In March 2026, CDGE commenced operations of its new ComfortDelGro Automotive Hub in Ubi. The Hub is equipped with EV-ready maintenance bays, battery storage, digital workflow systems, and incorporates other features that are aligned with the BCA Green Mark GoldPLUS certification. Similarly, VICOM's Integrated Hub at Jalan Papan is set to be BCA Green Mark Platinum certified, with solar installation, good water efficiency, and adequate environmental protection.

Enhancing Energy Efficiency in Operations

Our Singapore rail operations continue to adopt regenerative braking systems that recovers kinetic energy and converts it for use in other areas. SBS Transit had also replaced over 2,000 high-bay lights at the Northeast Line Depot with LED lighting, cutting annual energy use by 464 megawatt-hours. On Downtown Line, train's saloon and emergency lights were upgraded to T5 LED tubes, reducing energy consumption by 46% and helping maintain cooler cabin temperatures.

To enhance electricity efficiency, we utilise natural lighting where possible, install energy-efficient lighting, and retrofit or replace air-conditioning systems with energy-efficient alternatives. We encourage employees to employ energy saving behaviours such as switching off lights and electronic devices when not in use, as well as maintain optimal air conditioning temperatures. In Singapore, ComfortDelGro Driving Centre installed solar-powered lighting along its linkway shelter to reduce electricity consumption. In China, we also replaced the central air-conditioning system in the Tianhe Bus Station with split units, lowering water and electricity consumption and maintenance costs.

Continuously ensuring the efficiency of our vehicles has also been key to managing energy consumption. We provide bus drivers with behaviour trainings to promote efficient driving practices such as acceleration and

braking techniques to minimise stationary combustion, three-quarters filled fuel tanks and the decluttering of vehicles to maintain lighter loads. Through cloud-based management portals, we closely monitor the performance of our vehicles, fleets, and operations to understand the effectiveness of our initiatives. For example, Chengdu ComfortDelGro Taxi introduced an integrated on-board equipment combining Global Positioning System (GPS), meter, service display, and other functions to improve operational efficiency and reduce energy consumption.

ComfortDelGro
Automotive
Centre in Ubi



SBS Transit
Sengkang West
Depot

TRANSITIONING TOWARDS A CLEANER AND MORE SUSTAINABLE TRANSPORT SYSTEM

ComfortDelGro ENGIE
EV Charging Points at
CityCab Building



Enabling the Transition to Cleaner Energy

EV charging infrastructure is crucial to accelerating adoption of cleaner energy vehicles. This year, CDG ENGIE marked its fourth anniversary with over 2,000 charge points across 550 locations in Singapore and Malaysia, positioning itself as one of the region's largest EV charging networks. Through partnerships with key regional players and industry leaders, the company also operates an integrated EV charging network across Singapore and Malaysia, with flexible cross-border charging options.

In line with Singapore's requirement for commercial and passenger vehicles to be compliant with the Worldwide Harmonised Light Vehicles Test Procedures (WLTP), VICOM Emission Test Laboratory invested in a multi-million upgrade to equip its facilities for the testing of hybrid and electric vehicles. SETSCO Services also launched an EV Charging Station (EVCS) inspection service that is compliant with the Enterprise SG's standards for EV charger installation and maintenance.

CDGE Academy continues to offer the National Electric Vehicle Specialist Safety (NESS) Certification Course in partnership with TÜV SÜD in Singapore. The course upskills technicians and engineers with automotive industry competencies such as the safe handling of EV high-voltage systems, equipping them with the necessary knowledge and skillset as a certified EV technician. ComfortDelGro Driving Centre offers Electric Motorcycle Familiarisation Courses for motorists while our insurance brokering arm, ComfortDelGro Insurance Brokers, has also enhanced its electric vehicle insurance capability significantly.

Our services are part of an ecosystem that supports regulatory compliance and safe operations - essential to accelerate the transition towards widespread adoption of cleaner energy mobility solutions.

About
ComfortDelGro
Corporation2025
in ReviewOur Approach
to SustainabilityTransitioning
towards a cleaner
and more sustainable
transport systemCreating safe
journeys and
a better future for
Our People, Patrons
and CommunitiesGrowing our
business with
strong governance,
ethical integrity,
and innovation

Appendices

TRANSITIONING TOWARDS A CLEANER AND MORE SUSTAINABLE TRANSPORT SYSTEM

We continued to scale the Singapore public EV charging network business under the CDG ENGIE venture. In 2025, S\$8.3 million was spent to expand the public EV charging network.²⁸ With a further estimated S\$4 million of capital expenditure allocated for 2026, we will continue to deploy more EV chargers for public use, funded by operating cash flows and short-term facilities.²⁹

Our performance and the way forward

In 2025, operations accounting for over 80% of our Singapore revenue obtained Eco Office certification. All our businesses that required relocation moved into BCA Green Mark certified buildings, except for businesses that moved into existing shared premises. New buildings such

as the ComfortDelGro Automotive Hub and VICOM Jalan Papan Integrated Hub are Green Mark certified. This affirms our commitment to progress towards our target for 50% of all office buildings globally to be environmentally friendly by 2030, and 100% by 2050.

We continue to enhance our renewable energy generation capacity as part of our sustainability strategy, adopting renewable energy to power our facilities. In 2025, we commissioned an additional 4.7 megawatt-peak (MWp) of solar power systems, bringing our Group's total renewable capacity to 13.1 MWp - meeting our renewables capacity target 5 years ahead of schedule. With this, we reassessed and raised our target to 14 MWp renewables capacity by 2027 and will continue to assess the feasibility of renewable opportunities in our various operations geographies.

GRI 302-1 Electricity Consumption (kWh)

	2019 (BASELINE)	2023	2024	2025	% CHANGE FROM BASELINE YEAR
Electricity purchased ³⁰	499,794,946	521,777,546	536,800,106	522,576,579	4.6%
Renewable electricity purchased ³⁰	-	-	21,209,260	30,884,556	-
Renewable electricity generated	2,063,690	5,621,240	7,667,961	9,885,898	379%
Renewable electricity generated for consumption	1,839,994	5,161,460	6,633,247	7,628,116	314.6%
Total electricity consumption	501,634,940	526,939,006	564,682,989	561,089,251	11.9%

In 2025, our total energy consumption decreased by 6.5% from 2024 while diesel and petrol saw a 5.4% and 16.9% reduction respectively from 2024 due to our transition to cleaner energy vehicles. Despite the transition to EVs which typically increases electricity demand from charging, our electricity consumption declined by 0.6% from 2024, driven by reductions in building use, traction power, and EV charging. Total energy arising from fuel consumption reduced by 7.59% year-on-year, while renewable electricity consumed within the Group increased significantly over the years, currently comprising 1.36% of total energy consumption in 2025. Overall, energy intensity per million revenue reduced by 15.1% compared to 2024, demonstrating efficiency gains from facility closures, operational adjustments, and improved data collection.

28 This amount forms part of the Vehicles, Premises and Equipment assets within ComfortDelGro's Statements of Financial Position for the financial year ended 31 December 2025, which can be found on pages 115-116 of the ComfortDelGro Annual Report 2025.

29 Details on our operating cash flows are presented within ComfortDelGro's Group Cash Flow Statement for the year ended 31 December 2025, which can be found on pages 115-116 of the ComfortDelGro Annual Report 2025.

30 With an improvement in our data collection methodologies, electricity purchased figure for 2024 has been restated to account for data revisions at SBS Transit and ComfortDelGro China.

About
ComfortDelGro
Corporation

2025
in Review

Our Approach
to Sustainability

Transitioning
towards a cleaner
and more sustainable
transport system

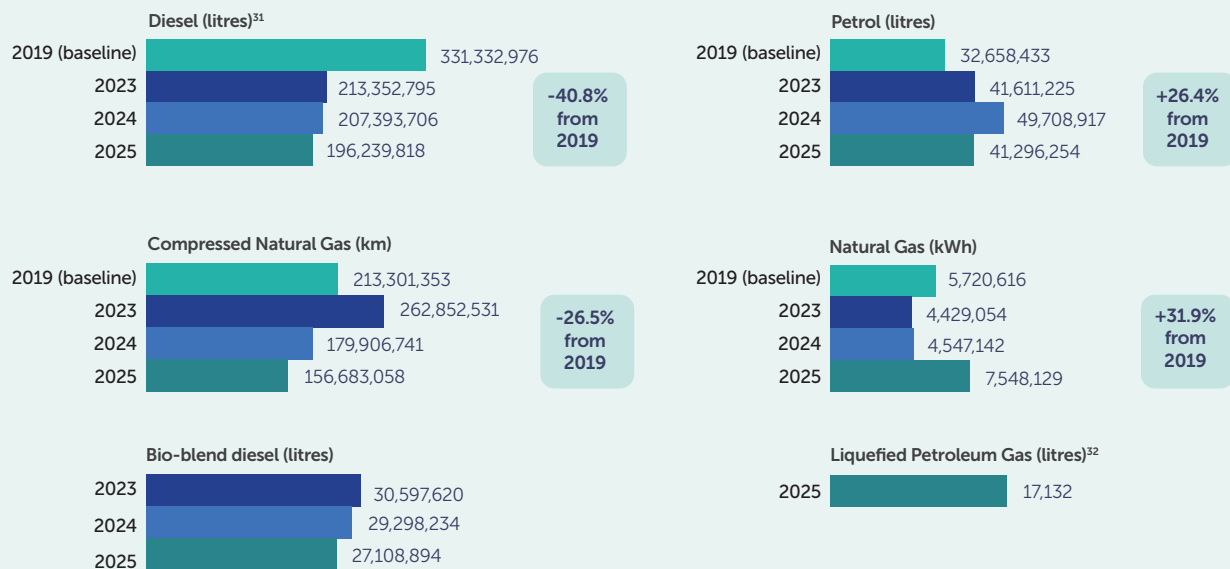
Creating safe
journeys and
a better future for
Our People, Patrons
and Communities

Growing our
business with
strong governance,
ethical integrity,
and innovation

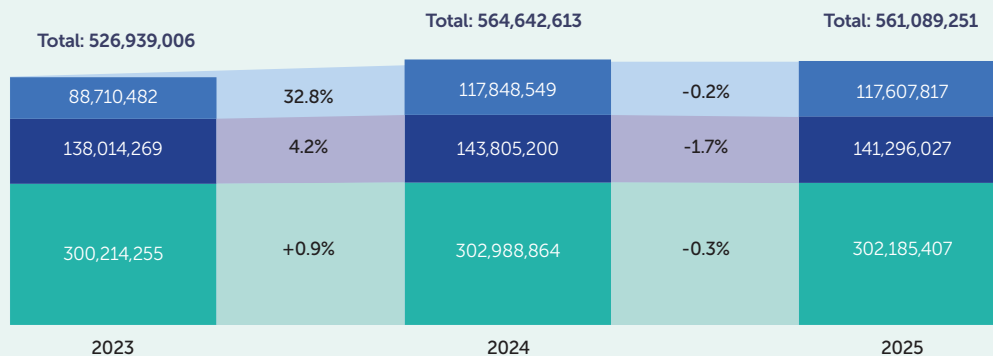
Appendices

TRANSITIONING TOWARDS A CLEANER AND MORE SUSTAINABLE TRANSPORT SYSTEM

GRI 302-1 Fuel Consumption by Type



GRI 302-1 Electricity Consumption by Activity Type (kWh)



- Building Energy Consumption
- Rail Traction Power
- Electric Vehicles Consumption

31 With an improvement in our data collection methodologies, diesel figures for 2024 has been restated to account for consumption of industrial heating oil.

32 With an improvement in our data collection methodologies, we commenced reporting on 'Liquefied Petroleum Gas' as a new disclosure. As such, there is no data available prior to 2025.

About ComfortDelGro Corporation	2025 in Review	Our Approach to Sustainability	Transitioning towards a cleaner and more sustainable transport system	Creating safe journeys and a better future for Our People, Patrons and Communities	Growing our business with strong governance, ethical integrity, and innovation	Appendices
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TRANSITIONING TOWARDS A CLEANER AND MORE SUSTAINABLE TRANSPORT SYSTEM

GRI302-1 Heating Consumption (kWh)

	2023	2024	2025	% CHANGE FROM 2024
Heating Consumption ³³	219,101	201,661	467,307	131.7%

GRI 302-1 Cooling Consumption (kWh)

	2023	2024	2025	% CHANGE FROM 2024
Cooling Consumption	4,548,126	4,824,152	9,748,441	102.1%

GRI 302-1 Electricity Sold (kWh)

	2023	2024	2025	% CHANGE FROM 2024
Electricity Sold	459,780	1,034,714	2,257,782	118.2%

GRI 302-1 Total Energy Consumption within the Organisation (GJ)³⁴

SASB Standards Road Transportation TR-RO110a.3 Greenhouse Gas Emissions

	2019 (BASELINE)	2023	2024	2025	% CHANGE FROM BASELINE YEAR
Total fuel consumption	15,371,657	10,741,268	11,224,788	10,372,773	-32.5%
Total electricity, heating and cooling consumption ³⁵	1,805,886	1,900,978	2,036,876	2,028,482	12.3%
Total energy consumption	17,177,543	12,642,246	13,261,664	12,401,255	-27.8%

GRI 302-3 Energy Intensity on Consumption within the Organisation (GJ/\$million revenue)

	2019 (BASELINE)	2023	2024	2025	% CHANGE FROM BASELINE YEAR
Total Energy Consumption Intensity	4,403	3,258	2,962	2,452	-44.3%

GRI 302-2 Total Energy Consumption outside of the Organisation (GJ)

	2023	2024	2025	% CHANGE FROM 2024
Total fuel consumption ³⁶	573,073	1,378,269	1,212,820	-12.0%
Total electricity, heating and cooling consumption ³⁷	97,431	217,842	329,141	51.1%
Total energy consumption	670,504	1,596,111	1,541,961	-3.4%

33 With an improvement in our data collection methodologies, heating consumption figure for 2024 has been restated to account for data revisions at CityFleet.

34 With an improvement in our data collection methodologies, all energy-related consumption figures have been disclosed in gigajoules (GJ) instead of kilowatt-hour (kWh). Figures prior to 2025 reflects a direct conversion of previously reported data from kWh to GJ while 2025 figures reflects a conversion of fuel and electricity activity data to GJ.

35 With an improvement in our data collection methodologies, total electricity, heating and cooling consumption figures for 2024 have been restated to account for the changes in electricity purchased and heating consumption.

36 With an improvement in our data collection methodologies, energy consumption outside of organisation arising from fuel for 2024 has been restated to account for platform vehicles.

37 With an improvement in our data collection methodologies, energy consumption outside of organisation arising from electricity, heating and cooling consumption for 2024 have been restated to account for platform vehicles and a revision of tenant consumption data.

TRANSITIONING TOWARDS A CLEANER AND MORE SUSTAINABLE TRANSPORT SYSTEM

Climate Change Adaptation and Mitigation

As the effects of climate change become increasingly evident, it is crucial for ComfortDelGro to address the climate-related risks and opportunities that are material to our business. By mitigating risk and adapting our operations, we are strengthening our business resilience and strategically capturing growth opportunities arising from the transition to a lower-carbon economy.

Assessing Our Operations

Climate change presents both operational and strategic risks, as well as opportunities for our business. In 2023, ComfortDelGro conducted its inaugural Group-wide climate scenario analysis³⁸ to evaluate potential climate-related impacts – including risks and opportunities – across our operations in the countries where we operate. The analysis was guided by the Task Force on Climate-related Financial Disclosures (TCFD)

framework and credible external sources³⁹, and covered both transition and physical risks. The table below summarises the scope and parameters of our latest screening, as published in our 2023 [TCFD report](#).

Despite recent acquisitions and business expansion, we assessed that the parameters and climate-related risks identified in 2023 remain relevant in this reporting period as our new businesses align closely with our existing operations in the transportation sector and are located within our current geographies. ComfortDelGro will continue to refine our climate risk profile and, as data availability improves, further identify and quantify material climate-related risks and opportunities – together with their associated financial impacts – to inform strategy, capital allocation and business planning.

PARAMETERS	SCOPE				
Countries⁴⁰	• Singapore • Australia • UK & Europe • New Zealand • China				
Baseline year	2022				
Timeframe	• Short-term: up to 2030 • Medium-term: up to 2040 • Long-term: up to 2050				
Scenarios explored to assess physical and transition risks	• Orderly scenario: 1.5°C warming (NGFS Net-Zero by 2050, IEA NZE 2050 & RCP 2.6) • Hot House scenario: > 3oC warming (NGFS Current Policies, IEA STEPS & RCP 8.5)				
Key identified risks and opportunities	<table border="0"> <tr> <td><u>Transition risks and opportunities</u></td><td><u>Physical risks</u></td></tr> <tr> <td> • Carbon pricing • Changing customer expectations • Low carbon economy transition policies & regulations • Reputational risks • Technology shifts </td><td> • Floods (river and flash floods) • Heatwaves (rising mean temperatures) • Storms/Tropical cyclones • Wildfires • Rising sea levels • Droughts/Water scarcity </td></tr> </table>	<u>Transition risks and opportunities</u>	<u>Physical risks</u>	• Carbon pricing • Changing customer expectations • Low carbon economy transition policies & regulations • Reputational risks • Technology shifts	• Floods (river and flash floods) • Heatwaves (rising mean temperatures) • Storms/Tropical cyclones • Wildfires • Rising sea levels • Droughts/Water scarcity
<u>Transition risks and opportunities</u>	<u>Physical risks</u>				
• Carbon pricing • Changing customer expectations • Low carbon economy transition policies & regulations • Reputational risks • Technology shifts	• Floods (river and flash floods) • Heatwaves (rising mean temperatures) • Storms/Tropical cyclones • Wildfires • Rising sea levels • Droughts/Water scarcity				

³⁸ The climate scenario analysis is a forward-looking exercise that explores a range of plausible future states based on defined assumptions. The scenarios are not forecasts, predictions, or representations of ComfortDelGro's financial projections or business plan. The analysis is subject to significant inherent limitations and uncertainties, including reliance on third-party data and evolving modelling methodologies, climate science, policy and technology, and actual outcomes may differ materially.

³⁹ References were made from available and appropriate literature including IEA [World Energy Outlook 2022](#), Climate Analytics [Climate impact explorer](#), NGFS Scenarios Portal, as well as the latest understanding of climate science from the IPCC Sixth Assessment Report, 2022.

⁴⁰ Due to the limited scale of Malaysia's operations, our TCFD report excludes operations in Malaysia based on the establishment of immateriality to the assessment.

TRANSITIONING TOWARDS A CLEANER AND MORE SUSTAINABLE TRANSPORT SYSTEM

We carried out a climate risk screening, where relevant climate-related risks were shortlisted and potential risk levels identified. Identified physical risks such as higher mean temperatures, floods and storms could potentially increase operational costs, cause heat stress, reduced staff productivity, and lead to business disruptions and revenue impacts. Transition risks and opportunities may also raise operating expenses and require significant capital expenditure, particularly for fleet electrification and depot upgrades which carry associated financing and depreciation implications. However, they also present financial opportunities through lower fuel and carbon costs, access to incentives and green financing, and growing demand for low- and zero-emission transport. These risks and opportunities, with their respective impacts, were further explored in a detailed qualitative climate scenario analysis, and where credible climate data was available, quantitative analysis was conducted.

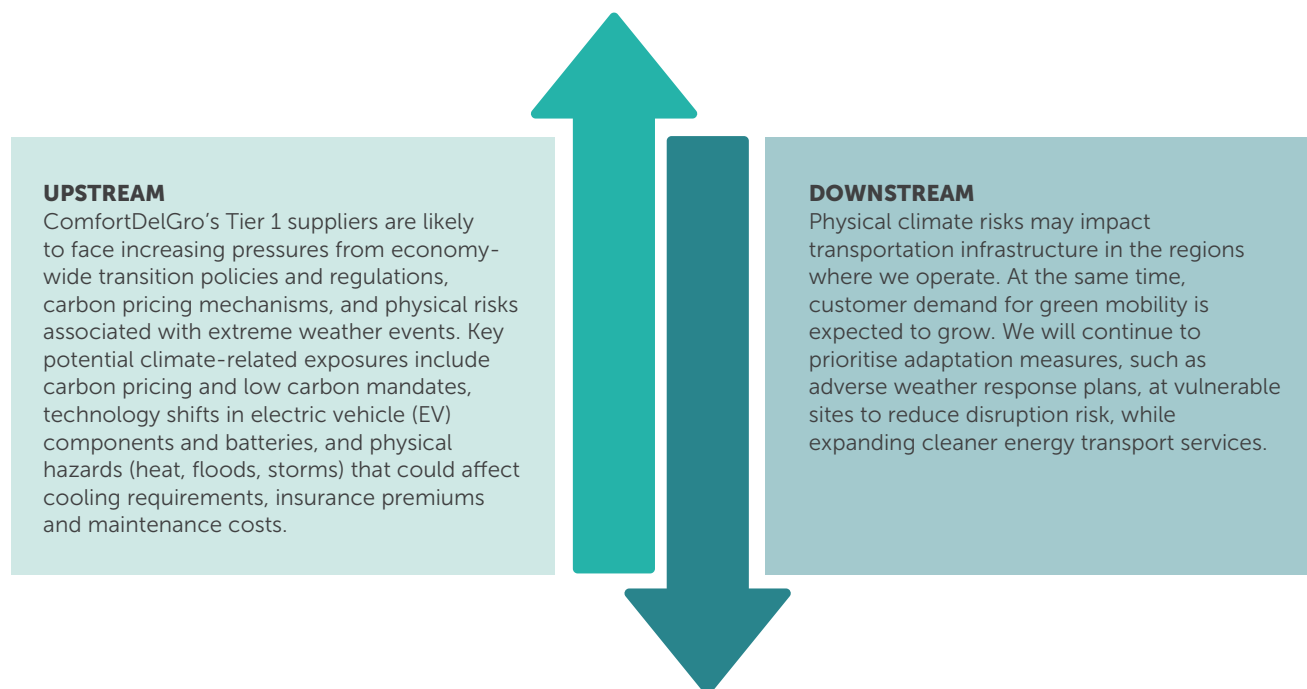


Further details pertaining to our climate scenario analysis can be found in the [TCFD Report 2023](#).

Assessing Our Value Chain

We are dedicated to continuously enhance how we manage climate-related risks and opportunities for our organisation, employees and customers. Building on our inaugural 2023 climate scenario analysis, ComfortDelGro conducted a comprehensive climate-related risks and opportunities assessment across our business model and value chain in 2025, in alignment to the IFRS S2 standards. This assessment enabled us to map areas within our operations where climate-related impacts are most significant, supporting more targeted action and resilience planning.

Key findings include:



Overall, the risks and opportunities identified through the value chain assessment were broadly consistent with those highlighted in the 2023 climate scenario analysis.

TRANSITIONING TOWARDS A CLEANER AND MORE SUSTAINABLE TRANSPORT SYSTEM

Climate Transition Plan

Climate transition planning is integral to ComfortDelGro's long-term business strategy and our commitment to delivering a science-based decarbonisation pathway. It underpins how we identify and manage climate-related risks and opportunities across our global operations, while supporting the wider transition to low-carbon, climate-resilient transport systems.

In 2025, we developed our inaugural Climate Transition Plan (CTP) in alignment with the Transition Plan Taskforce (TPT) Disclosure Framework and applicable regulatory expectations. To be published as a standalone report in 2026, the CTP sets out our decarbonisation pathway, interim targets, governance accountabilities, capital investment plans, and performance metrics. This summary presents the plan's key elements and should be read together with the full CTP, which details the underlying assumptions, methodologies, and implementation strategy.

Foundations

Built on three key pillars, guiding our path to net zero:



Delivering CDG's group-wide science-based emissions reduction in line with our pathway towards net-zero by 2050



Understanding climate-related impacts and dependencies to inform necessary mitigation strategies



Continually refining the assumptions underpinning our transition pathway(s)

Implementation Strategy

ComfortDelGro's implementation strategy reflects a dual mandate: decarbonising our own operations and fleet while enabling the broader transition to low-carbon transport across our global markets. Through the products and services we provide, we are embedding low-carbon mobility solutions at scale — positioning ourselves as both a responsible operator and a transition enabler for our customers, partners, and the communities we serve.

Underpinning this strategy is our commitment to workforce readiness. Equipping our people with the skills, capabilities, and mindset required for the low-carbon transition is essential to delivering our CTP ambitions — and to ensuring the transition is just, inclusive, and sustainable over the long term.

Our Operations

- Fleet electrification, trials and phased developments
- Infrastructure readiness, including depot electrification
- Operational efficiency measures



Our Services

- Scale low-carbon mobility solutions
- EV charging networks
- EV leasing and distribution

Workforce adjustments

- Workforce upskilling
- Technical capability building to support use of electrified fleets



Financial Planning

- Capital allocation
- Green financing

Further details can be found on pages 34,40,43 of this Sustainability Report.

About
ComfortDelGro
Corporation

2025
in Review

Our Approach
to Sustainability

Transitioning
towards a cleaner
and more sustainable
transport system

Creating safe
journeys and
a better future for
Our People, Patrons
and Communities

Growing our
business with
strong governance,
ethical integrity,
and innovation

Appendices

TRANSITIONING TOWARDS A CLEANER AND

MORE SUSTAINABLE TRANSPORT SYSTEM

Engagement Strategy

Value Chain

Strengthen value chain readiness, support fleet electrification, and expand low-carbon mobility solutions.

Industry

Collaborate to share knowledge, accelerate deployment of low-carbon transport infrastructure and technologies, and invest in the technical capabilities of workforce to support a just transition.

Regulator & Policymaker

Align on fleet transition, charging infrastructure, and safety to support resilient, low-carbon mobility.

Metrics and Targets

Our CTP is underpinned by key metrics and Board-approved targets across emissions, fleet transition, rail and renewable energy, reporting progress against them annually. Carbon credits may be used for residual emissions in the later stages of the pathway (2048–2050).

Further details pertaining to our targets can be found on page 19 of this Sustainability Report.

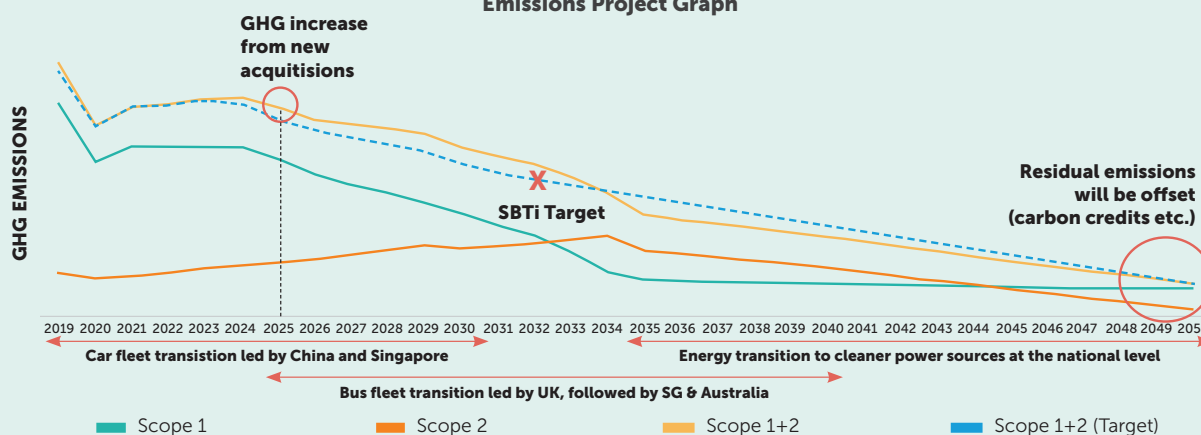
Governance

Accountability for transition planning sits at Board and management level, fully integrated within our sustainability governance framework. Our CTP operationalises this commitment by embedding climate resilience, cultivating a low-carbon culture, and building the workforce capabilities needed to deliver our decarbonisation pathway.

Positioning CDG for a Resilient, Low-Carbon Future

ComfortDelGro takes a risk-informed, scenario-based approach to transition planning, recognising that decarbonisation carries both operational implications and broader climate-related risks that will evolve over time. We assess physical climate risks alongside the transition-related assumptions and trade-offs embedded in our planning and capital allocation decisions — including the impacts of rising electricity demand, infrastructure constraints, and workforce adaptation requirements. Scenario analysis guides the sequencing of our decarbonisation actions and resilience measures, while regulatory requirements and technology maturity are continuously tracked to ensure our transition reflects the most current and credible assumptions available.

Emissions Project Graph



About
ComfortDelGro
Corporation2025
in ReviewOur Approach
to SustainabilityTransitioning
towards a cleaner
and more sustainable
transport systemCreating safe
journeys and
a better future for
Our People, Patrons
and CommunitiesGrowing our
business with
strong governance,
ethical integrity,
and innovation

Appendices

TRANSITIONING TOWARDS A CLEANER AND

**MORE SUSTAINABLE
TRANSPORT SYSTEM****Our Initiatives**

Identifying and analysing our physical and transition risks and opportunities allows ComfortDelGro to implement mitigation measures while capitalising on the opportunities emerging from the changing environment. These efforts help reduce operational uncertainty and minimise potential adverse impacts on our business.

Mitigation through Operations

We mitigate environmental risks through fleet transition, operational efficiencies and responsible resource management across energy, fuel and water, underscoring our commitment to protecting nature and biodiversity. Investment decisions for fleet transition are prioritised based on safety, service reliability and total cost of ownership. The estimated useful lives and residual values of vehicles are reviewed annually, with gains or losses on disposals recognised in line with our accounting policies. In 2025, S\$55.1 million in proceeds from disposal of vehicles, premises and equipment were reinvested into asset replacements and infrastructure upgrades.

Our transition is funded through operating cash flows and the prudent use of debt within an optimised capital structure. ComfortDelGro's capital risk management policy seeks to ensure business continuity while optimising returns for shareholders through balanced debt-equity management. Management monitors gross and net gearing to guide dividend decisions and future-capital raising initiatives.

Fully depreciated assets that remain in use are retained, assets are classified as held for sale when a sale is highly probable and measured at the lower of their carrying amount or fair value less costs to sell. We regularly monitor impairment indicators and assess recoverable amounts in line with our impairment policies. In 2025, Management reviewed the recoverable amounts of taxis and other vehicles and determined that no impairment was required.

Mitigation through Investment in Sustainable Solutions

We proactively manage our risks relating to climate and the evolving transportation landscape through targeted investments and partnerships such as charging and operational capabilities that support the climate transition. ComfortDelGro drives innovation in green mobility by investing in technologies that address emerging industry trends and shape the future of sustainable transportation. Our focus areas span battery recycling, autonomous vehicles to large-scale electrification infrastructure. Through these investments, we continue to advance a cleaner, more efficient transport ecosystem.

Mitigation through Supply Chain Collaborations

We are committed to advancing sustainability throughout our supply chain by working closely with our partners, suppliers, and contractors to promote responsible practices. Our approach includes the continuous enhancement of our supply chain policies and evaluation processes

About
ComfortDelGro
Corporation

2025
in Review

Our Approach
to Sustainability

Transitioning
towards a cleaner
and more sustainable
transport system

Creating safe
journeys and
a better future for
Our People, Patrons
and Communities

Growing our
business with
strong governance,
ethical integrity,
and innovation

Appendices

TRANSITIONING TOWARDS A CLEANER AND MORE SUSTAINABLE TRANSPORT SYSTEM

to ensure alignment with stakeholder expectations and global standards. Key focus areas include responsible resource consumption, the prevention of deforestation and biodiversity loss, and the transition to cleaner energy sources. In 2025, we conducted a value chain assessment of Tier 1 suppliers using a spend-based materiality threshold to prioritise high-risk categories and geographies.

Mitigation through Business Continuity Plans

We proactively manage physical climate risks through reviews of our business continuity plans (BCP). Recognising that climate risks vary by location, each business unit, depot and office has a tailored BCP to mitigate potential disruptions and catastrophic losses involving operations, personnel, information databases and other assets. These plans include measures such as increased vehicle maintenance frequency and early warning systems to enhance the resilience of our operations.

The recent impacts of ex-Tropical Cyclone Alfred in Australia underscored the importance and effectiveness of these measures. Our teams executed the Cyclone Management Plan with exceptional preparation and responsiveness. This coordinated effort ensured minimal disruption to services and reinforced our commitment to safeguarding both our people and communities in the face of extreme weather events.

Several of our businesses, including SBS Transit, Addison Lee, and our joint venture, AOR, have obtained ISO 22301, the international standard for Business Continuity Management Systems,

to sets out requirements to help organisations plan for, respond to, and recover from disruptive incidents.

Our performance and the way forward

In 2025, we continued to invest in our cleaner energy fleet transition across the global markets, identifying the material current financial effects across various segments – in particular, our spending on electric buses, as well as electric and hybrid taxis. As the global economy shifts towards sustainable solutions, we will continue to leverage opportunities arising from advancements in green transportation technologies.

Our climate scenario analysis will be further refined to incorporate new, available data for better quantification of risks and opportunities. We will track our progress to manage climate-related risks via key performance indicators such as zero emission fleet share, Scope 1–3 emissions, renewable electricity consumption, strategic supplier engagement, and progress of depot transition electrification progress.



Further details pertaining to climate-related risks can be found in the Risk Management section of ComfortDelGro Annual Report.

About
ComfortDelGro
Corporation

2025
in Review

Our Approach
to Sustainability

Transitioning
towards a cleaner
and more sustainable
transport system

Creating safe
journeys and
a better future for
Our People, Patrons
and Communities

Growing our
business with
strong governance,
ethical integrity,
and innovation

Appendices

TRANSITIONING TOWARDS A CLEANER AND MORE SUSTAINABLE TRANSPORT SYSTEM

Resource Stewardship

Effective resource stewardship involves the conscientious management of water and waste in our operations and is crucial for maintaining environmental sustainability. We minimise our ecological footprint by implementing strategies to reduce water consumption and waste generation across our operations. As we grow, ComfortDelGro remains committed to integrating circular economy practices and biodiversity conservation principles into our operations, aligning with increasing environmental expectations from stakeholders.

Waste

Effective waste management and the responsible use of natural resources are essential to minimising the environmental impact of our activities. This includes proper waste management and end of life processes for our operations across multiple geographies.

ComfortDelGro generates waste primarily from our daily operations, and from commuters at train stations or bus interchanges. In regions where we operate, we align with the priorities and targets for waste management set by local regulators and governments, such as Singapore's 2030 Zero Waste Masterplan which aims to increase recycling rates to 70% and reduce daily waste-to-landfill per capita by 30%, and the UK's 2035 goal to recycle 65% of municipal waste and reduce landfill waste by 10%.

In line with national targets and local regulations, we strive to reduce our waste consumption through waste management processes. Our businesses proactively monitor, measure, and report our waste data on a quarterly basis using our ESG data platform to implement targeted solutions in areas where waste production and consumption are significant. We also adhere to waste management regulations and engage authorised contractors to handle waste. Any hazardous waste from our operations is managed by specialists to ensure responsible disposal.

Our Initiatives

Reducing Operational Waste

To reduce waste generated from replacing vehicle parts, where possible, businesses transitioned from mandatory replacements to periodic inspections and targeted replacements of parts. When vehicles reached their end of life, they are sold to third party dealers or dismantled, with recoverable materials salvaged for recycling.

In Singapore, SBS Transit extends the life of serviceable parts and components through its rigorous waste reduction program which assesses components nearing maintenance intervals, approving continued use for those in good condition. This strategic shift from preventive to corrective maintenance optimises operational costs and material savings. SBS Transit also has a tyre retreading program, where bus tyres are re-treaded twice before disposal.

SBS Transit partnered with Stratio, a leading provider of real-time predictive fleet maintenance solutions, to implement predictive maintenance technology across the entire bus fleet. This AI-powered system provides real-time insights into critical systems and components, reducing wastage of parts through proactive maintenance, while enhancing service reliability and passenger experience by minimising breakdowns.

In the UK, Metroline London upgraded 28 of its first-generation electric buses in partnership with Wrightbus NewPower. This improved the power, range, and efficiency of the electric buses, extending their lifespan while avoiding disposal of the fleet.

About ComfortDelGro Corporation	2025 in Review	Our Approach to Sustainability	Transitioning towards a cleaner and more sustainable transport system	Creating safe journeys and a better future for Our People, Patrons and Communities	Growing our business with strong governance, ethical integrity, and innovation	Appendices
---------------------------------	----------------	--------------------------------	---	--	--	------------

TRANSITIONING TOWARDS A CLEANER AND MORE SUSTAINABLE TRANSPORT SYSTEM

Reducing Office Waste

In our offices, we implement efficient waste management systems which includes recycling bins for paper, plastics, and metal to encourage recycling, and obtain relevant certifications where applicable. Employees are also encouraged to adopt responsible consumption habits in the office through awareness posters, as well as monthly sustainability themed e-newsletters shared by the Group Sustainability Office to reinforce mindful usage of resources.

ComfortDelGro monthly sustainability and risk newsletter



Reusing Fleet for other purposes

We continue to make full use of vehicles that reached the end of its service life. In 2025, ComfortDelGro Taxi continued to donate decommissioned taxis to community healthcare institutions such as Kwong Wai Shiu Hospital, St Andrew's Community Hospital, Khoo Teck Phuat Hospital, and St Joseph's Home. These donated taxis are used for car transfer training sessions, held three to four times monthly, for over 300 patients and their caregivers. These sessions equip participants with the confidence and mobility skills for a safer and smoother transition back to independent daily living.

ComfortDelGro Taxi donation of decommissioned taxi



Recycling Campaigns

Our businesses had also held various recycling and donation campaigns among employees in Singapore. CRAC ran a week-long clothing donation drive, collecting three boxes of pre-loved garments for Re:Neu, a social enterprise arm of The Salvation Army, where items are recycled, restored, or resold to fund community programmes. VICOM ran paper recycling campaigns, collecting over 4,000 kilograms of paper coupled with a textile recycling drive. Through the corporate office's move to Labrador, we digitised and recycled archived paperwork, collecting over 5,000 kg of paper and 400 kg of e-waste, emerging as the top 10 finalists in Alba's E-waste Recycling Competition for International E-waste Day.

TRANSITIONING TOWARDS A CLEANER AND

MORE SUSTAINABLE TRANSPORT SYSTEM

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Enabling Recycling

Through our corporate venture capital fund, we invested in NEU Battery Materials, a Singapore-based lithium-ion battery recycling startup pioneering the electrochemical redox targeting technology, for the sustainable recycling of battery materials. Their patented process requires electricity as its only consumable and utilises regenerative chemicals to avoid toxic waste and harsh acids. This process is less polluting than commonplace methods, paving the way for the wider adoption of a more sustainable method to recycle all forms of lithium-ion batteries.

NEU Battery
Materials**Our performance and the way forward**

23%

increase in recycled
Hazardous Waste Diverted
from Disposal (tonnes)



40%

increase in recycled Non-
Hazardous Waste Diverted
from Disposal (tonnes)



40%

increase in recycled
E-Waste Diverted from
Disposal (tonnes)



13%

reduction in Non-
Hazardous Waste Diverted
from Disposal (Tonnes)

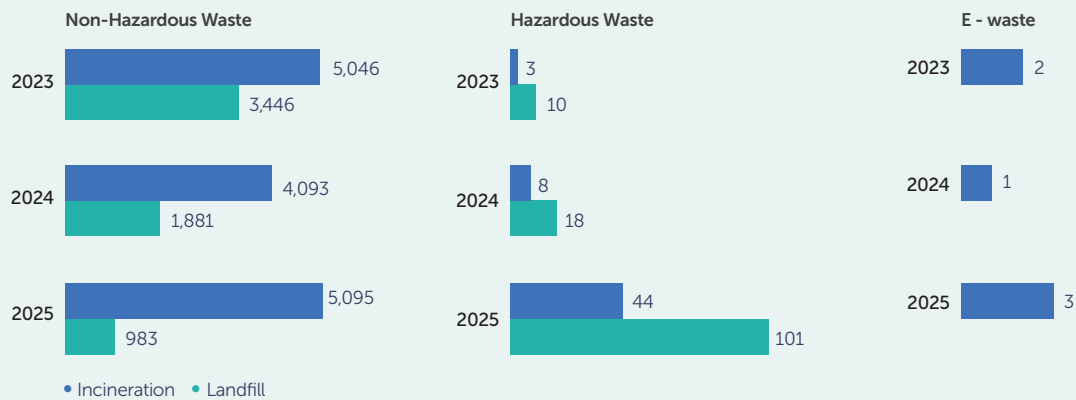


5%

reduction in
waste intensity

TRANSITIONING TOWARDS A CLEANER AND MORE SUSTAINABLE TRANSPORT SYSTEM

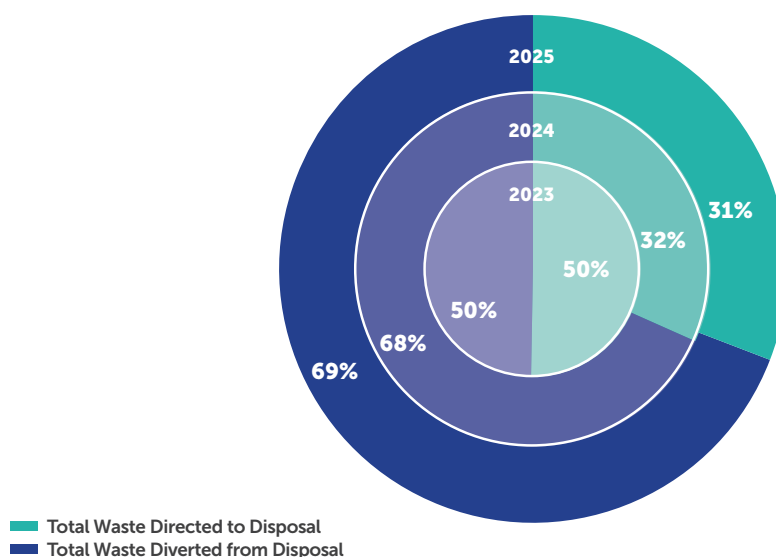
Waste Directed to Disposal (tonnes)



Waste Diverted from Disposal (tonnes)



TRANSITIONING TOWARDS A CLEANER AND MORE SUSTAINABLE TRANSPORT SYSTEM



In 2025, 69% of our total waste were recycled, reused or recovered, a 1% increase from 2024. Reflecting our strong commitment towards waste diversion and resource recovery, total percentage of waste diverted from disposal rose from 68.2% in 2024 to 69.1% in 2025, while total waste directed to disposal declined from 31.8% in 2024 to 30.9% in 2025.

GRI 306-3 Total Waste Generated (tonnes)

	2023	2024 ⁴¹	2025	% CHANGE FROM 2024
Hazardous	5,596	9,536	11,156	17%
Non-Hazardous	11,239	9,315	8,978	-4%
E-Waste	13	11	16	45%
Total	16,848	18,862	20,150	7%

Waste Generation Intensity (tonnes/\$\$million revenue)

	2023	2024	2025	% CHANGE FROM 2024
Total Waste Generation Intensity⁴¹	4.34	4.21	3.98	-5%

GRI 306-5 Hazardous Waste Directed to Disposal (tonnes)

	2023	2024	2025	% CHANGE FROM 2024
Landfill	10	18	101	461%
Incineration⁴¹	3	8	44	450%
Total	13	26	145	458%

⁴¹ With an improvement in our data collection methodologies, waste figures for 2024 have been restated to account for a new hazardous waste type at SBS Transit, and data revisions for both hazardous and non-hazardous waste reused and recycled at Metroline.

About
ComfortDelGro
Corporation

2025
in Review

Our Approach
to Sustainability

Transitioning
towards a cleaner
and more sustainable
transport system

Creating safe
journeys and
a better future for
Our People, Patrons
and Communities

Growing our
business with
strong governance,
ethical integrity,
and innovation

Appendices

TRANSITIONING TOWARDS A CLEANER AND

MORE SUSTAINABLE TRANSPORT SYSTEM

GRI 306-5 Non-Hazardous Waste Directed to Disposal (tonnes)

	2023	2024	2025	% CHANGE FROM 2024
Landfill	3,446	1,881	983	-48%
Incineration	5,046	4,093	5,095	24%
Total	8,492	5,974	6,078	2%

GRI 306-5 E-Waste Directed to Disposal (tonnes)

	2023	2024	2025	% CHANGE FROM 2024
Incineration	2	1	3	200%
Total	2	1	3	200%

GRI 306-4 Hazardous Waste Diverted from Disposal (tonnes)

	2023	2024 ⁴¹	2025	% CHANGE FROM 2024
Recycled	2,571	6,324	7,803	23%
Reused	2,994	3,178	3,208	1%
Recovery	18	8	0	-100%
Total	5,583	9,510	11,011	16%

GRI 306-4 Non-Hazardous Waste Diverted from Disposal (tonnes)

	2023	2024 ⁴¹	2025	% CHANGE FROM 2024
Recycled	1,519	1,313	1,836	40%
Reused	1,228	2,028	1,059	-48%
Compost ⁴²	-	-	5	-
Total	2,747	3,341	2,900	-13%

GRI 306-4 E-Waste Diverted from Disposal (tonnes)

	2023	2024	2025	% CHANGE FROM 2024
Recycled	5.5	5	7	40%
Reused	5.5	5	6	20%
Total	11	10	13	30%

42 With an improvement in our data collection methodologies, we commenced reporting on 'Non-Hazardous Waste Compost' as a new disclosure. As such, there is no data available prior to 2025.

About
ComfortDelGro
Corporation

2025
in Review

Our Approach
to Sustainability

Transitioning
towards a cleaner
and more sustainable
transport system

Creating safe
journeys and
a better future for
Our People, Patrons
and Communities

Growing our
business with
strong governance,
ethical integrity,
and innovation

Appendices

TRANSITIONING TOWARDS A CLEANER AND MORE SUSTAINABLE TRANSPORT SYSTEM

Water

Water is an essential resource for the well-being of our communities and the health of our ecosystems. At ComfortDelGro, the main consumption of water is attributed to the cleaning and maintenance of our taxis, cars, buses and trains - vital for ensuring our customer's safety and hygiene. Whenever possible, we strive to implement effective and efficient water management strategies in our operations.

Our efforts to optimise water consumption are guided by emerging trends, national goals for sustainable water use and regulations such as Singapore's Water Efficiency Management Plan by the Public Utilities Board (PUB). Globally, train and bus washing machines are equipped to collect, filter, and recycle majority of the water used in the washing process. Across our office premises, we upgrade fixtures such as wash basin taps and toilet flushing systems to ensure efficient usage of water. Furthermore, we align to relevant water certifications in the countries we operate in. For example, in Singapore, we follow water conservation guidance set out by the Singapore Environmental Council Eco Office certification for our office premises.

Our Initiatives

Globally, we optimise water usage by obtaining or referencing water-efficient building certifications whenever possible. In Singapore, our rail operations obtained the ISO 46001 Water Efficiency Management, which requires us to achieve high standards of water efficiency across our premises, helping us reduce wastage while maintaining operational standards.

To improve operational efficiency, SBS Transit recovers condensate from Air Handling Units for reuse and have installed additional pumps to increase the volume of recycled water captured at our depots. Smart utility meters have also been installed across selected SBS Transit bus and rail facilities to provide real-time consumption data, allowing us to monitor consumption, detect leaks early, as well as develop and enhance long-term water management strategies.

In partnership with the Land Transport Authority (LTA) Singapore Mobility Gallery, SBS Transit hosted a behind-the-scenes tour of bus and rail depots during the 2025 "Go Green SG" campaign. Participants learnt about technologies such as the Automatic Bus Washing System, which recycles water, and our solar-powered depot operations, raising public awareness on water conservation effort and showcasing how innovation supports eco-friendly public transports systems and long-term environmental goals.

Overseas, our newly opened S\$55 million Rouse Hill bus depot in New South Wales, features two stormwater detention tanks with a 140,000-litre system able to collect, treat, and reuse stormwater for bus washing - significantly reducing reliance on municipal resources.

Our performance and the way forward

In 2025, our Group's water consumption reduced by 41% as compared to the 2019 baseline year, primarily due to the closure of the Ang Mo Kio bus depot and handover of the Jurong West package in Singapore, which lowered municipal water consumption. On top of the decrease in water consumption,

About
ComfortDelGro
Corporation

2025
in Review

Our Approach
to Sustainability

Transitioning
towards a cleaner
and more sustainable
transport system

Creating safe
journeys and
a better future for
Our People, Patrons
and Communities

Growing our
business with
strong governance,
ethical integrity,
and innovation

Appendices

TRANSITIONING TOWARDS A CLEANER AND MORE SUSTAINABLE TRANSPORT SYSTEM

overall water consumption intensity also reduced 14%, from 0.313 in 2024 to 0.268 megalitres per million revenue in 2025. This decrease in water consumption intensity surpassed our year-on-year reduction target and reflects a continued commitment to water conservation efforts throughout our operations.

Across our operations, ComfortDelGro will continue to implement water reduction initiatives to minimise our water consumed, targeting for a 2% year-on-year reduction in water consumption intensity.

GRI 303-3 Water Withdrawn by Source (megalitres)

GRI 303-5 Water Consumed by Source (megalitres)

	2023	2024	2025	% CHANGE FROM 2024
Utilities (Municipal)	1,394	1,318	1,282	-3%
Utilities (SG:NEWater)	75	79	69	-13%
Rainwater	4	3	2	-33%
Groundwater	1	3	3	0%
Total	1,474	1,403	1,356	-3%

SGX Core Metric: Water Consumption Intensity (megalitres/\$\$million revenue)

	2023	2024	2025	% CHANGE FROM 2024
Total Water Consumption Intensity	0.380	0.313	0.268	-14%

About
ComfortDelGro
Corporation

2025
in Review

Our Approach
to Sustainability

Transitioning
towards a cleaner
and more sustainable
transport system

Creating safe
journeys and
a better future for
Our People, Patrons
and Communities

Growing our
business with
strong governance,
ethical integrity,
and innovation

Appendices

CREATING SAFE

JOURNEYS AND A BETTER FUTURE FOR OUR PEOPLE, PATRONS, AND COMMUNITIES



Safety
and health



Our
people



Our
patrons

About
ComfortDelGro
Corporation2025
in ReviewOur Approach
to SustainabilityTransitioning
towards a cleaner
and more sustainable
transport systemCreating safe
journeys and
a better future for
Our People, Patrons
and CommunitiesGrowing our
business with
strong governance,
ethical integrity,
and innovation

Appendices

CREATING SAFE

JOURNEYS AND A BETTER FUTURE FOR OUR PEOPLE, PATRONS, AND COMMUNITIES

As a global multi-modal mobility operator, ComfortDelGro prioritises meaningful engagement with our stakeholders, particularly customers and employees to drive our business forward. By placing a heightened focus on holistic well-being, spanning mental, physical and emotional health, we have implemented robust measures to ensure the safety and welfare of our people and patrons. These initiatives reflect our commitment to delivering exceptional service while fostering a worldwide culture of care and resilience. Through a variety of initiatives, we strive to deliver exceptional customer service and foster a culture of care and resilience across our operations worldwide.

Safety and Health

At ComfortDelGro, the safety and health of our employees and the communities we serve is a priority. Through workplace safety protocols and public health measures, we ensure the well-being of our workforce while safeguarding the communities we interact with daily. With continuous improvement and adherence to best practices, we prioritise the protection of all stakeholders, reinforcing our dedication to a safe environment for everyone.



Michael Sankey,
Metroline Engineer
of 50 years

Workplace Safety and Health

Our workforce forms the foundation of our operations and is critical to our operational success. As such, we are committed to a safety-first approach that extends beyond our employees to include the well-being of the wider public who engage with our services.

ComfortDelGro's Workplace Safety and Health (WSH) systems cover all employees, activities and workplaces⁴³, complying with local regulatory requirements and guided by international safety standards, including ISO 45001 and ISO 9001. WSH is overseen at the highest level of governance by ComfortDelGro's Board, Board Risk and Sustainability Committees, in line with Singapore's Code of Practice for Chief Executive and Board of Directors' workplace safety and health duties. WSH risks and data are managed by the Group Sustainability and Risk Office (GSRO) and reported to management and the Board. This structured process ensures leadership oversight and reinforces management's commitment to safety and health.

Operations accounting for more than 85% of our global revenue have achieved the ISO 45001 certification or BizSAFE certification, further reinforcing our commitment to a systematic and risk-based approach to workplace safety. These are part of a wider initiative to improve workplace safety, ensure compliance with safety standards, and foster a safer work environment.

⁴³ Other non-employee worker types, including contractors and service providers, may fall out of the Group's direct oversight, and thus data may not be available. Publicly reported metrics therefore reflect employee data, while respective business units may track other incidents internally for operational purposes.

About
ComfortDelGro
Corporation

2025
in Review

Our Approach
to Sustainability

Transitioning
towards a cleaner
and more sustainable
transport system

Creating safe
journeys and
a better future for
Our People, Patrons
and Communities

Growing our
business with
strong governance,
ethical integrity,
and innovation

Appendices

CREATING SAFE

JOURNEYS AND A BETTER FUTURE FOR OUR PEOPLE, PATRONS, AND COMMUNITIES

To mitigate potential workplace safety and health risks, we conduct regular hazard identifications, risk assessments, and independent physical checks. Coupled with annual evaluations, these proactive measures allow us to detect and address potential threats before they affect our employees. For third-party suppliers and contractors, we ensure that they are informed of our safety and health-related policies through Contractor Induction Packages, Supplier Agreements and Tender Documents prior to the commencement of any work. Additionally, our operations undergo a due diligence process that ensures all third-party business partners are furnished with the necessary licences and documentation according to our standards and expectations.

All employees may report incidents or hazards to their supervisors and respective business units' WSH representatives. Employees and external parties can report incidents through the whistleblowing hotline anonymously.

In the event of an unsafe or dangerous work environment, employees are empowered to remove themselves from the situation. WSH representatives have full authority to issue stop-work notices in unsafe situations and implement necessary mitigation steps before work can resume. All incidents and breaches of WSH conduct are reported to management and investigated to determine causes and corrective actions required. Summary reports will be analysed and assessed to identify any systemic issues, prescribing additional training and procedural modification as required.

Our Initiatives

WSH Community of Practice (CoP)

ComfortDelGro's WSH Community of Practice (CoP), made up of representatives from all business units, meets quarterly to share best practices and harness on learnings to improve safety across our operations. Each session is guided by a structured agenda, including a review of WSH statistics, serious incidents, sharing of good practices, and discussion of common audit findings.

These enable open discussions on operational challenges, emerging regulatory developments, and regional safety trends. They provide WSH representatives across our geographies with a regular platform to connect, collaborate, strengthen awareness, cross learn, as well as facilitate knowledge sharing across the business units. Recurring themes identified during these sessions have helped our businesses address systemic issues.



ComfortDelGro WSH
Community of Practice
Get-Together

CREATING SAFE

JOURNEYS AND A BETTER FUTURE FOR OUR PEOPLE, PATRONS, AND COMMUNITIES



National Patient Transport (NPT), a non-emergency patient transport service arm in Australia

Strengthening Safety Standards

Through a Partnership Agreement with the WSH Council, SBS Transit strengthened safety standards across its supply chain by implementing a proactive safety framework covering both employees and contractors. Key initiatives include a dedicated Slips, Trips and Falls Taskforce (STF TF), the 10/10/10 outreach campaign to reinforce the 10 Safe Habits, quarterly contractor engagements to share best practices, and enhanced hazard-identification processes supported by ongoing reviews of work procedures and workflows. The STF TF conducts visits to depots and interchanges to gather ground-level feedback, providing guidance on enhancing STF prevention measures.

CDGE established four dedicated internal WSH committees across each service centres, led by a full-time certified safety officer. These committees conduct regular toolbox meetings, monthly committee meetings and ongoing training sessions to ensure all employees are well-versed in safety practices and emergency procedures. Regular workshop inspections are also conducted to minimise workplace incidents by identifying any hazards and promote the overall workplace well-being.

To further reduce cases of overexertion, our non-emergency patient transport arm, National Patient Transport (NPT), replaced manual stretchers with

“power load” stretchers. To foster a ‘speak-up’ culture in Australia, we encourage employees to report incidents, risks and hazards via the company mobile application or on-site kiosks.

We encourage and implement rotational breaks for outdoor workers during extreme heat weather. Measures to reduce heat stress risk exposure for outdoor workers include heatstroke prevention supplies, rescheduling of outdoor physical work to cooler parts of the day (where feasible), ensuring rehydration with cool or cold drinking water supply near work areas, scheduling regular breaks to avoid fatigue, and temporary work suspension.

Safety Innovations

At the Road Safety Carnival 2025 organised by the Singapore Road Safety Council and Singapore Police Force, SBS Transit hosted an exhibition booth at the Road Safety Day 2025, showcasing some of the latest safety innovations including:

- iSMART: A Mixed Reality training simulator that allows Bus Captains to immerse themselves in a realistic virtual environment to practise their customer service skills.
- Golden Eye: A fatigue monitoring system that helps Bus Captains stay focused on the road through visual and audio cues, as well as seat vibrations.

CREATING SAFE

JOURNEYS AND A BETTER FUTURE FOR OUR PEOPLE, PATRONS, AND COMMUNITIES

In the UK, Metroline Manchester developed a QR code initiative which assisted with the control of contractors visiting our sites to conduct work. This system covers several pre-visit requirements such as understanding our safety rules, acknowledgement of site rules, completion of contractor declaration, updating contractor database, review and approval of proposed works, all before entering our site. This process ensures all contractors are fully informed of our expectations and demonstrate a clear level of compliance with internal safety protocols and legal obligations.

Safety Awareness Campaigns

CDC Australia continues to strengthen its safety culture through a strategy of early intervention, targeted prevention and unified national safety messaging. In Victoria, our early intervention injury management programme is delivering better recovery outcomes and preventing injuries from escalating. These local efforts are supported by data driven safety campaigns and a National Safety Calendar, ensuring proactive and consistent communication regarding safety and well-being across all operations in Australia.

To prevent overexertion and reduce slips, trips and falls, we introduced Driver Ergonomic Exercises posters and videos focusing on key areas like lower back, hips and knees. A pocket-sized manual for drivers is also available for reference between routes. By launching targeted campaigns on key-risks areas, such as Slips, Trips

and Falls and body stressing, we have seen a measurable reduction in injuries, demonstrating the effectiveness of mechanism-specific interventions.

In the first half of 2025, Metroline experienced a higher number of passenger injuries linked to driver actions. In response, the Transport Safety team took proactive steps to address the issue through targeted safety campaigns. The campaigns include proactive forums, targeted communication such as posters and safety videos designed to improve driver awareness of passenger safety risks such as blind-spot awareness, buses moving off before passengers had time to sit safely. These initiatives proved effective, delivering a significant reduction in recorded passenger injuries following its roll-out.

Safety Trainings

ComfortDelGro continues to enhance safety readiness through targeted drills and training. SBS Transit's rail department organised a safety workshop in collaboration with a safety consultant to inculcate a safety-first mindset at the workplace. Through real-life case studies, interactive games, and hands-on activities, participants reflected on past incidents, identified areas for improvement, and explored practical ways to apply lessons learnt in their work environments. To conclude the workshop, participants shared feedback that enables the safety team to identify successful practices and pinpoint areas for further improvements.

Safety Workshop
organised by SBS
Transit Rail



CREATING SAFE

JOURNEYS AND A BETTER FUTURE FOR OUR PEOPLE, PATRONS, AND COMMUNITIES

To enhance safety driving skills for Taxi and PHC drivers, ComfortDelGro Taxi instils a safety-first mindset from the very start of a driver's journey. New drivers receive safety driving tips at the vehicle collection point to reinforce responsible driving behaviours early in their career. Safety booths are also set up at Driver Carnivals to further reinforce these messages through interactive activities. In order to strengthen competencies among accident-prone drivers, they are enrolled in Defensive Driving Courses to refresh and enhance their hazard-anticipation and risk-mitigation skills. In addition, monthly safety advisories are issued to highlight common accident types such as side-swipes, potential seasonal hazards, and practical safe-driving reminders. In CDGE, there is a similar practice whereby all employees receive a monthly WSH e-learning training email with different topics covering vehicle repair and maintenance, STF hazards, office ergonomics, to maintain constant awareness on Workplace Safety and Health matters.

In China, Chengdu ComfortDelGro Taxi's employees participated in a comprehensive fire drill covering vehicle fire extinguishing, fire escape, and emergency rescue. Our Nanning Comfort operations conducted emergency drills for traffic accidents and spontaneous vehicle combustion to improve emergency response capabilities. Additionally, to enhance our drivers' professional skills and service quality, Chengdu ComfortDelGro Taxi sends its drivers for monthly safety driving and standardised service training courses, training 229 drivers since 2024.

Our performance and the way forward

In 2025, the Group recorded no fatalities or high-consequence injuries across our operating jurisdictions. The overall Group's work-related injuries rate increased by 4.7% as compared to 2024, from 2.74 in 2024 to 2.87 in 2025, primarily due to Australia.

GRI 403-9 Work-related Injuries

GRI 403-9 Rate of Work-related Injuries⁴⁴

Employees

	2023		2024 ⁴⁵		2025	
	NUMBER	RATE	NUMBER	RATE	NUMBER	RATE
Fatalities from work-related injuries	1	0.02	1	0.02	0	0.00
High-consequence work-related injuries	0	0.00	0	0.00	0	0.00
Recordable work-related injuries	256	4.03	151	2.74	170	2.87
Main types of work-related injury	Slips, Trips and Falls, Traffic Accidents		Slips, Trips and Falls, Over-Exertion / Strenuous Movements, Vehicle Accidents		Slips, Trips and Falls, Over-Exertion / Strenuous Movements	
Number of hours worked	63,445,017		55,110,650		59,180,529	

⁴⁴ The calculation for the rate of fatalities or high-consequence or recordable work-related injuries is based on the formula (number of fatalities or high-consequence or recordable work-related injuries / number of man hours worked) x 1,000,000.

⁴⁵ The Lost Time Injury Number and Rate for 2024 have been restated account for updated data.

About ComfortDelGro Corporation	2025 in Review	Our Approach to Sustainability	Transitioning towards a cleaner and more sustainable transport system	Creating safe journeys and a better future for Our People, Patrons and Communities	Growing our business with strong governance, ethical integrity, and innovation	Appendices
---------------------------------	----------------	--------------------------------	---	--	--	------------

CREATING SAFE

JOURNEYS AND A BETTER FUTURE FOR OUR PEOPLE, PATRONS, AND COMMUNITIES

In Singapore and the UK, overall Lost Time Injury Rate (LTIR) improved by 20% and 21% respectively, from 1.50 and 2.28 in 2024 to 1.20 and 1.80 in 2025. China recorded a minor injury which increased our LTIR from 0 in 2024 to 1.02 in 2025. In Australia, our overall LTIR increased by 39% from 8.41 in 2024 to 11.73 in 2025, with majority of the incidents due to Slips, Trips and Falls (STF) and body stressing. In view of this, the business made timely and targeted corrective actions, including efforts such as improving signage and workplace demarcation, enhancing equipment, increasing regular maintenance checks, reinforcing safe work procedures and strengthening supervision at work interfaces.

Overall, the Group's LTIR increased by 5%, with the rise moderated by the work-related safety and health controls in place. ComfortDelGro will continue to track the safety performance of each business unit, comparing it against published country industry benchmarks or sector averages.

Recordable Lost Time Injury Rate (LTIR) by Regions

	2023		2024 ⁴⁶		2025	
	NUMBER	RATE	NUMBER	RATE	NUMBER	RATE
Singapore	76	2.26	52	1.50	42	1.20
Australia	134	16.84	75	8.41	101	11.73
UK & Europe	45	3.27	24	2.28	26	1.80
China	1	0.12	0	0.00	1	1.02
Total	256	4.03	151	2.74	170	2.87

GRI 403-9 Work-related Injuries

GRI 403-9 Rate of Work-related Injuries⁴⁷

Workers who are not Employees but whose work and/or workplace is controlled by the Organisation⁴⁸

	NUMBER	RATE
Fatalities from work-related injuries	0	0.00
High-consequence work-related injuries	0	0.00
Recordable work-related injuries	5	0.44
Main types of work-related injury	Slips, Trips and Falls, Over-Exertion / Strenuous Movements	
Number of hours worked	11,257,505	

GRI 403-10 Work-related Ill-Health

	FOR ALL EMPLOYEES	FOR WORKERS WHO ARE NOT EMPLOYEES BUT WHOSE WORK AND/OR WORKPLACE IS CONTROLLED BY THE ORGANISATION
Fatalities from work-related ill-health	0	0
Recordable work-related ill-health	19	0
Main types of work-related ill-health	Psychological ill-health	

SASB Standards Road Transportation TR-RO-320a.1 Workforce Conditions, Health & Safety

	TOTAL RECORDABLE INCIDENT RATE (TRIR) ⁴⁹	TOTAL FATALITY RATE ⁵⁰
Direct employees	0.57	0.00
Contract employees	0.09	0.00

⁴⁶ The Lost Time Injury Number and Rate for 2024 have been restated account for updated data.

⁴⁷ The calculation for the rate of fatalities or high-consequence or recordable work-related injuries is based on the formula (number of fatalities or high-consequence or recordable work-related injuries / number of man hours worked) x 1,000,000.

⁴⁸ Other non-employee worker types, including contractors and service providers, may fall out of the Group's direct oversight, and thus data may not be available. Publicly reported metrics therefore reflect employee data, while respective business units may track other incidents internally for operational purposes.

⁴⁹ The calculation for total recordable incident rate is based on the formula (total number of recordable incidents x 200,000) / number of man hours worked.

⁵⁰ The calculation for total fatality rate is based on the formula (total number of fatalities x 200,000) / number of man hours worked.

CREATING SAFE

JOURNEYS AND A BETTER FUTURE FOR OUR PEOPLE, PATRONS, AND COMMUNITIES



SBS Transit's Joint Fire Safety Exercise with the Singapore Civil Defence Force

Public Safety and Health

With a commitment to deliver safe and reliable transportation solutions for everyone, ComfortDelGro places the well-being and safety of our passengers and customers at the forefront of our priorities. Recognising the inherent risks of road use across our global markets, we proactively innovate through the deployment of enhanced safety systems and autonomous vehicles. This allows us to continuously adapt, ensuring we uphold rigorous safety and health standards.

We recognise that our transport operations may pose road-user safety risks across all jurisdictions where we operate. Hence, we cultivate a 'safety-first' culture that extends beyond our passengers to include all road users. Through targeted programmes, we aim to promote transport safety amongst our stakeholders and equip them with the knowledge to navigate diverse safety scenarios. Digital systems are also deployed in our services in identifying safety hazards to support our operations.

Our initiatives

Safety Innovations

SBS Transit developed DriveSafe+, a vision-based detection system which uses wide-angle field-of-view cameras and AI video analytics to detect hazards from all directions including blind spots, and dynamically adjusts detection zones based on motion. Its simple display interface with

audio alerts streamline communication and promote defensive driving. In tandem, high-definition digital mirrors that minimise glare and expand the Bus Captains' field of view were introduced, allowing drivers to effectively monitor their blind spots.

Each SBS Transit bus is currently equipped with a Collision Warning & Emergency Brake system which automatically initiates braking if the driver fails to respond in time. In 2026, SBS Transit will adopt Singapore's first Responsive and Adaptive Braking System (RABS) for public buses. Developed under a Memorandum of Understanding with Chinese AIoT leader Streamax and Singapore-based TNT Surveillance, the intelligent system aims to enhance passenger safety. Unlike conventional emergency braking that can cause abrupt jolts, RABS ensures smooth, controlled deceleration, reducing collision risks and minimising passenger injuries.

In a move to improve driver visibility and road safety, buses at the Cricklewood and Brentford Garages in the UK are equipped with advanced Camera Monitoring Systems, with driver training completed. Metroline also collaborated with Transport for London to spearhead a trial project to implement Fatigue Detection Technology (FDT) across our fleet of 90 buses at the Edgware garage, aiming to alert drivers of any fatigue events. Based on the data gathered, discussions

CREATING SAFE

JOURNEYS AND A BETTER FUTURE FOR OUR PEOPLE, PATRONS, AND COMMUNITIES

were conducted to develop the technical specification and safety performance indicators required for potential future deployment of FDT across the London bus fleet from 2027, in consultation with the drivers' union.

Emergency Preparedness

Upholding health facilities and support services, some of the taxis, private and public buses in our Singapore operations, are fitted with first aid kits and Automated External Defibrillators (AEDs) for quick access during life-threatening emergencies.

As the operator of Singapore's first multi-storey electric bus depot, SBS Transit proactively addresses the unique safety risks of electric buses. In a recent joint exercise with the Singapore Civil Defence Force, we simulated an EV charging fire to validate our detection systems, emergency coordination, and incident handover protocols. These drills sharpen our operational readiness and reinforce the safety measures necessary to ensure a rapid, effective response to real-world emergencies.

CDGE has dedicated emergency response teams at all of its five service centres in Singapore. The response teams are trained to handle various emergency situations to ensure the safety of customers and employees. Additionally, we implement rigorous safety protocols and best practices to foster a secure environment, ensuring timely and effective responses to any emergency. At ComfortDelGro Driving Centre, additional pedestrian barriers have been installed to better manage pedestrian traffic and unauthorised access to the training circuit. Road markings and visual warning indicators in the training circuit are also repainted regularly to maintain visibility.

CDC Australia has rolled out updated roadside breakdown training to standardise our response across all business units. It aims to improve response times, strengthen safety protocols, and ensure that passengers receive consistent, reliable assistance during disruption.

Public Awareness

ComfortDelGro Bus reinforces public safety through targeted training and community engagement. Its CPD-accredited Safeguarding for School Transport course equips school transport operators with essential knowledge on protecting minors and vulnerable individuals, covering topics such as codes of conduct, abuse prevention, and accountability in educational settings. In partnership with NUS Campus Security, the Singapore Police Force, and NUS Mobility Service, ComfortDelGro Bus also delivered a comprehensive Safety Talk at the National University of Singapore. The session focused on SG Secure, NUS safety protocols, and ComfortDelGro Bus's commitment to service excellence, empowering the campus community to respond effectively to threats, and reinforcing our dedication to campus safety.

In collaboration with the Traffic Police (TP), ComfortDelGro Taxi launched several seat belt awareness initiatives, including in-app reminders on the Zig App, and a Buckle Your Seat Belt campaign on social media during the year-end festive seasons. ComfortDelGro Taxi also hosted talks with TP to raise road safety awareness among the taxi drivers, providing a platform for dialogue on safety concerns. The partnership was further strengthened through participation in Anti-Drink Drive Campaign and the ComfortDelGro Taxi Carnival, both of which focused on enhancing road safety education for the wider community.

Globally, our business units actively contribute to public safety by conducting regular realistic emergency drills in collaboration with local authorities and community partners. For example, Jilin in China, together with various partners, carried out a comprehensive fire drill to strengthen public readiness and agency coordination in the event of emergencies.

About
ComfortDelGro
Corporation

2025
in Review

Our Approach
to Sustainability

Transitioning
towards a cleaner
and more sustainable
transport system

Creating safe
journeys and
a better future for
Our People, Patrons
and Communities

Growing our
business with
strong governance,
ethical integrity,
and innovation

Appendices

CREATING SAFE

JOURNEYS AND A BETTER FUTURE FOR OUR PEOPLE, PATRONS, AND COMMUNITIES

Our performance and the way forward

In 2025, there were no incidents of non-compliance with regulations or voluntary codes pertaining to health and safety impacts of products and services that resulted in any fines, penalties or warnings.

Notably, ComfortDelGro Bus Captains Lyu Guoqun and Cheong Sing Kong were recognised with the Safe Driver Award under the Non-Public Bus Fleet Category at the Singapore Road Safety Awards & Road Safety Seminar 2025. This accolade underscores their steadfast commitment to road safety, professionalism, and care, reflecting our culture of maintaining the highest standards of safe and reliable transport.



ComfortDelGro Bus Captains Lyu Guoqun and Cheong Sing Kong as recipients of the Safe Driver Award

About
ComfortDelGro
Corporation2025
in ReviewOur Approach
to SustainabilityTransitioning
towards a cleaner
and more sustainable
transport systemCreating safe
journeys and
a better future for
Our People, Patrons
and CommunitiesGrowing our
business with
strong governance,
ethical integrity,
and innovation

Appendices

CREATING SAFE

JOURNEYS AND A BETTER FUTURE FOR OUR PEOPLE, PATRONS, AND COMMUNITIES

GRI 416-1 Assessment of the Health and Safety Impacts of Product and Service Categories

	SINGAPORE	AUSTRALIA	UK & EUROPE	CHINA
Percentage of significant product and service categories which health and safety impacts are assessed for improvement	100%	100%	100%	100%

GRI 416-2 Incidents of Non-compliance Concerning the Health and Safety Impacts of Products and Services

	2023	2024	2025
Incidents of non-compliance with regulations resulting in fine or penalty	0	0	0
Incidents of non-compliance with regulations in a warning	0	0	0
Incidents of non-compliance with voluntary codes	0	0	0

SASB Standards Road Transportation TR-RO-540a.1 Accident & Safety Management

	SINGAPORE	AUSTRALIA	UK & EUROPE	CHINA	TOTAL
Aggregate number of road accidents and incident	7,014	9,554	5,707	5,136	27,411

About
ComfortDelGro
Corporation

2025
in Review

Our Approach
to Sustainability

Transitioning
towards a cleaner
and more sustainable
transport system

Creating safe
journeys and
a better future for
Our People, Patrons
and Communities

Growing our
business with
strong governance,
ethical integrity,
and innovation

Appendices

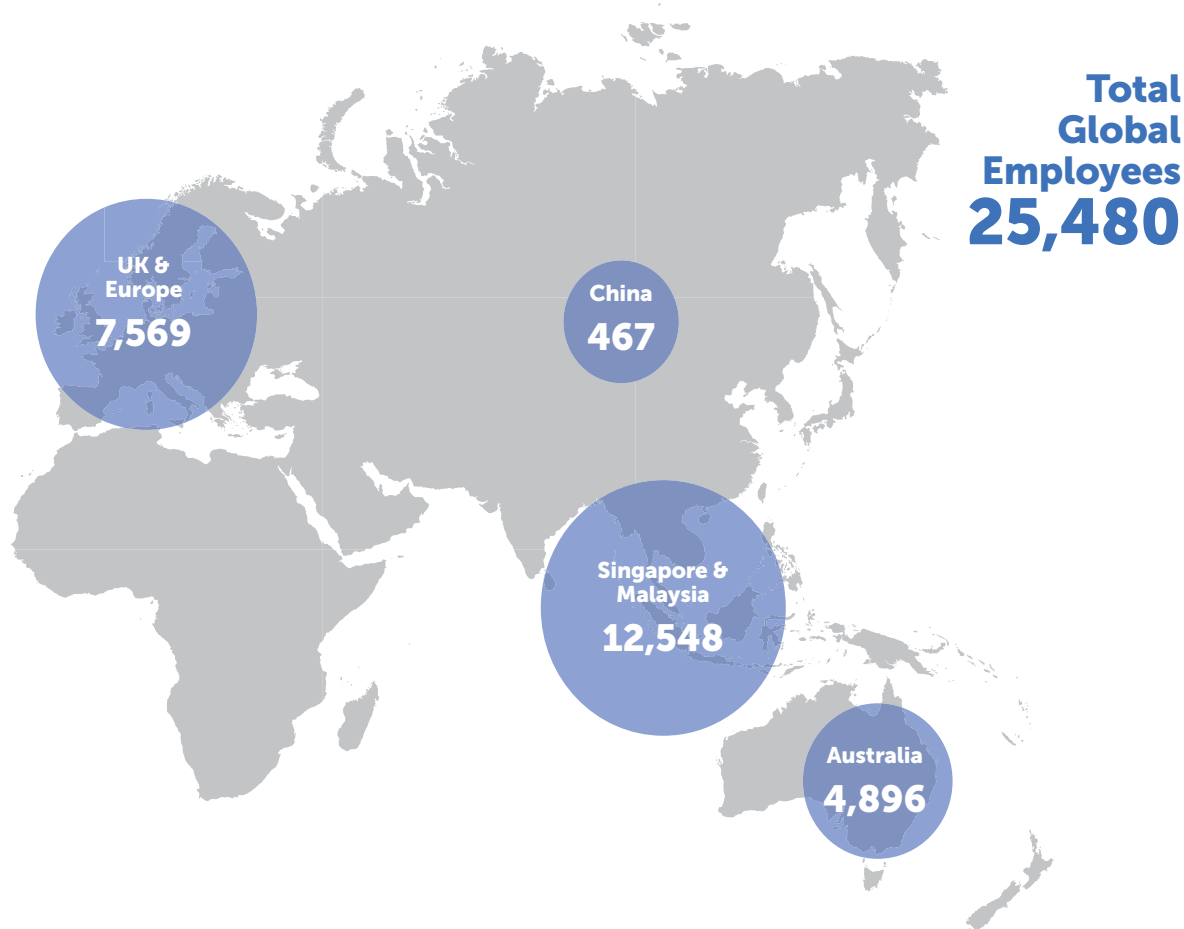
CREATING SAFE

JOURNEYS AND A BETTER FUTURE FOR OUR PEOPLE, PATRONS, AND COMMUNITIES

Our People

At ComfortDelGro, we strive to nurture an inclusive workforce culture that emphasises the right mindset, skills and competencies where employees are empowered to excel and grow. We cultivate leaders at all levels, fostering a conducive environment that encourages continuous learning and teamwork.

A key component of this inclusive culture is our dedication to employees' well-being, facilitated through active two-way communication. Maintaining active dialogues with our employees enables us to share our business goals and strategies while understanding their career concerns and aspirations. In doing so, we retain talent and upskill our employees to drive positive business growth and enhancing service quality in the long run. Our efforts reflect the principles of Tripartism, and we remain committed to building and maintaining strong relationships with trade unions and their representatives.



CREATING SAFE

JOURNEYS AND A BETTER FUTURE FOR OUR PEOPLE, PATRONS, AND COMMUNITIES

Employee Well-being and Training

Our people and talent pool are core to delivering consistent quality service, enabling us to connect to our communities which are essential to our business, growth and success. In our operations, we uphold fair labour and human rights practices, with a focus on professional development, employee engagement and skills enhancement. This aligns to our belief that employee well-being drives creativity and productivity, in turn contributing to a positive organisational culture.

Building Organisation Culture

Group Human Resources organises programmes aimed at improving employee well-being, including webinars and activities focused on stress management, and encourage employees to monitor the well-being of their colleagues for early intervention.

The Passion Awards, is an annual Groupwide award which recognises employees who go above and beyond to contribute meaningfully to our organisation and the communities we serve, it aims to encourage and recognise the efforts of our employees in their line of work. Employees may nominate colleagues, fostering a culture to recognise peers' performance.

As Assistant Manager for Training and Corporate Development at ComfortDelGro Driving Centre and a Special Mention recipient of the Passion! Award 2025, Ravindran Amirthalingam is driven to raise standards in driver education. Recognising that tools must evolve to stay relevant, Ravindran spent time outside regular hours engaging frontline trainers, observing pilot runs, and gathering honest feedback. He used these insights to refine assessments and improve how results are delivered. Ravindran's growth mindset also shaped his work on the Driver Development Tool, which integrates research, data, and real-world application to create an intelligent system for personalised coaching, thereby addressing genuine training gaps rather than offering generic solutions.



Ravindran Amirthalingam,
Passion! Award 2025
Special Mention

CREATING SAFE

JOURNEYS AND A BETTER FUTURE FOR OUR PEOPLE, PATRONS, AND COMMUNITIES

Appraisal Progress

Our performance management system is designed to monitor and evaluate our employees' performance against methodically measurable standards. Key components include:

1. Establish clear, measurable standards for evaluating job performance.
2. Regular review of evaluation criteria to prevent discrimination.
3. Document and retain all performance reviews for at least one year.
4. Implement an internal appeal process to address any appraisal questions or concerns.
5. Active communication on job posting and training opportunities to all eligible employees to encourage growth and career advancement.

All employees in Singapore participate in an annual performance and career development review, where they can share their career goals, aspirations and areas in which they wish to upskill. Through this review, their competencies, achievements, and development goals are jointly assessed with their Reporting Manager and consolidated to formalise achievement and highlight areas for improvement. Internal appeal processes are also in place to address questions or concerns on our employees' appraisals, ensuring transparency and fairness.

Recognising the pivotal role of effective performance management, comprehensive briefing sessions are in place for Heads of Departments and Reporting Managers to create a consistent and fair appraisal environment. Regular refresher trainings are held, focusing on two critical areas:

- **Appraisal:** Conduct effective appraisal conversations, enabling constructive and transparent discussions to foster employee growth. Balanced feedback, recognition, and identifying areas for development are emphasised.
- **Career Development:** Conduct meaningful career development conversations to support employees in aligning career aspirations to organisational goals, fostering a culture of learning and development.

Developing Employees

ComfortDelGro nurtures and develops leadership, soft skills and technical knowledge by offering a variety of virtual and in-person training programmes. This includes critical and new areas such as cybersecurity, unconscious bias, diversity, sustainability and generative artificial intelligence. To ensure that the trainings remain relevant and effective, they are regularly enhanced based on employee feedback.

Learning needs analysis are conducted annually in partnership with key business leaders to identify priority areas and address capability gaps. As part of succession planning, high-potential employees are identified through performance reviews and offered Individual Development Plans to prepare them for future leadership roles. These plans are clearly communicated to all eligible employees, supporting their growth and career aspirations through coaching, buddy system, peer learning, and practical on-the-job experiences such as job rotation, cross-department projects, and other personalised learning experiences.



ComfortDelGro
annual Global
Townhall 2025

About
ComfortDelGro
Corporation2025
in ReviewOur Approach
to SustainabilityTransitioning
towards a cleaner
and more sustainable
transport systemCreating safe
journeys and
a better future for
Our People, Patrons
and CommunitiesGrowing our
business with
strong governance,
ethical integrity,
and innovation

Appendices

CREATING SAFE

JOURNEYS AND A BETTER FUTURE FOR OUR PEOPLE, PATRONS, AND COMMUNITIES

Our initiatives

Employee Learning

We provide targeted trainings in AI and autonomous vehicles (AV) to future-proof our workforce and maintain a competitive edge in the evolving transport landscape. In 2025, we kickstarted AV-related safety operator training for AV buses, following the launch of autonomous shuttle services in Singapore. In China, remote operator and fleet management trainings are also part of our AV pilot.

In Singapore, Taxi employees are trained to leverage AI across software development, customer service and pricing, to drive productivity and innovation. Similarly, efforts in Australia focus on risk management and strategic deployment, with the Leadership Team undergoing specialised training to harness emerging technologies for systemic business improvements.

In China, our Beijing business held training sessions to promote the adoption of digital analytics tool for all employees as part of daily work. Guangjiao New Energy business held multiple trainings for managers and administrative office personnel, covering real-life applications such as large language models and AI agents. Through the training, employees gained knowledge on application scenarios and operation skills of the new generation of AI tools, enabling them to use these tools in their daily workflow, including data analysis and content creation.

Beyond digital skills, we foster a culture of continuous learning by encouraging our workforce to upskill across diverse disciplines. SBS Transit partnered with the Institute for Adult Learning and NTUC LearningHub to launch a training programme for senior bus captains. Upon completing the programme, participants will gain skills needed for roles such as service mentors, or seconded bus captains at the Bus Captain Development Centre. This equips

experienced employees with capabilities to provide coaching and mentorship, guiding others through the nuances of the industry.

To deepen employee understanding of ComfortDelGro's sustainability strategy, our car rental arm CRAC and CMAC introduced a series of sustainability-related training, providing an in-depth coverage of the topic from global, workplace and individual perspectives.

Physical and Mental Well-being

As part of our commitment to employee health and well-being, flu vaccination drives were offered by SBS Transit and ComfortDelGro Insurance Brokers to their employees, while VICOM and ComfortDelGro China provided health screenings for employees, supporting early detection and prevention. CRAC also organised a Fruits Day to promote healthy eating and foster moments of care and connection among staff.

In Australia, CDC Victoria developed the Healthy Minds Work programme to proactively mitigate psychosocial hazards amongst employees, following a comprehensive assessment of workplace risks and historical mental health claims. Employee feedback was gathered through surveys and interviews in partnership with Productivity Matters, ensuring inclusivity independent of language and literacy barriers.

In the UK, an Employee Assistance Programme is available to our employees, offering 24-hour counselling and information services throughout the year, supporting employees' health and well-being. During the year, Metrolink also introduced a one-stop mobile application for employees, to support their mental and physical health and well-being. The application provides a variety of tools including mental health consultations, annual health check and digital general practitioner services.

CREATING SAFE

JOURNEYS AND A BETTER FUTURE FOR OUR PEOPLE, PATRONS, AND COMMUNITIES

To support our employees who are caregivers and parents, an array of leave benefits such as annual leave, parental leave, elder care leave and childcare leave is in place. Flexible work plans are also available to employees upon request, including work from home arrangements or on a part-time basis.

GRI 401-3 Parental Leave

	MALE	FEMALE
Total number of employees that were entitled to parental leave	15,381	2,709
Total number of employees that took parental leave	550	337
Total number of employees that returned to work in the reporting period after parental leave ended	541	325
Return to work rate of employees that took parental leave	98.4%	96.4%
Total number of employees that returned to work after parental leave ended that were still employed 12 months after their return to work	428	95

Employee Enrichment

In Singapore, our businesses hosted webinars and onsite talks including on mental health, chronic diseases, diet and breast health awareness, helping employees to recognise and address key health issues. SBS Transit also conducted online learning sessions on credit management, retirement planning, CPF changes, and legal matters such as Lasting Power of Attorney and Advanced Medical Directive, equipping employees with essential financial and legal knowledge. CRAC facilitated a planting workshop where employees potted money plants in recycled bottles, promoting sustainability and encouraging employees to personalise their work environments.

At our Ireland offices, a dedicated Well-Being Team organises regular traditions and events for employees. These activities include care packages for World Mental Health Day, coffee and chocolate vouchers on Valentine's Day, and a team-building bowling day. Similarly, in China, Chengdu ComfortDelGro Taxi organised team-building and mountaineering activities for managers, to encourage open communication and gather feedback for continuous progress in fostering a supportive workplace.

Our performance and the way forward

Our Employee Engagement Survey⁵¹ was rolled out across Singapore, Australia and the UK in 2025. The survey achieved an overall survey engagement score of 70%, with 80% of employees indicating that their career experiences met or exceeded expectations.

The survey also reaffirmed the Group's top four strengths:

1. Performance and Accountability
2. Trust in Leadership
3. Vision for the future
4. Employee Safety

Encouraged by the latest results, ComfortDelGro will continue to place employee well-being at the forefront of our employee engagement initiatives, with the aim of reaching and sustaining an overall engagement score of 75%.

Country



Singapore

Employee Engagement Survey Score 2025

77%



Australia

60%



United Kingdom

62%

Average Group Score

70%

⁵¹ Data includes all entities in Singapore, Australia, and selected entities in the UK (Metroline, Addison Lee, CityFleet). We are continuously working towards collating and improving our data processes to expand our reporting scope in the future.

CREATING SAFE

JOURNEYS AND A BETTER FUTURE FOR OUR PEOPLE, PATRONS, AND COMMUNITIES

In 2025, our average training hours per employee was 44.9 hours, surpassing our target of 40 hours despite a reduction from the previous year. The decrease from 2024 was mainly due to lower turnover rates in some sectors, which reduced the need for compulsory induction and orientation training. At the same time, our total investment in training for employees rose by 134.1% over the years - from S\$2.8 million in 2022 to S\$6.5 million in 2025 - demonstrating our efforts in developing our employees. With a continued commitment, we aim to maintain average training hours of 40 hours and keep voluntary turnover rate below 16%, in line with transportation-sector benchmarks.

GRI 404-1 Average Training Hours per year

	2023	2024	2025
Average training hours per employee	52.8	71.6	44.9

Cost of Training Hours provided to employees

	2023	2024	2025
Total cost	S\$5,030,667	S\$6,473,751	S\$6,515,987

SASB Standards Road Transportation TR-RO-320a.2 Workforce Conditions, Health & Safety

	2023	2024	2025 ⁵²
Voluntary turnover rate	9.84%	9.83%	9.94%
Involuntary turnover rate	4.55%	7.26%	5.95%

GRI 404-1 Average Training Hours per year by Gender

	FEMALE	MALE	TOTAL
Total number of employees	3,966	21,514	25,480
Total number of training hours	159,788	983,217	1,143,004
Average training hours per employee	40.3	45.7	44.9

GRI 404-1 Average Training Hours per year by Employee Category

	SENIOR MANAGEMENT	MANAGEMENT	PROFESSIONALS	NON- EXECUTIVES	TOTAL
Total number of employees	365	1,037	3,294	20,784	25,480
Total number of training hours	7,173	30,783	93,580	1,011,468	1,143,004
Average training hours	19.7	29.7	28.4	48.7	44.9

52 Total turnover rate (voluntary and involuntary) for 2025 is 15.88%.

About
ComfortDelGro
Corporation2025
in ReviewOur Approach
to SustainabilityTransitioning
towards a cleaner
and more sustainable
transport systemCreating safe
journeys and
a better future for
Our People, Patrons
and CommunitiesGrowing our
business with
strong governance,
ethical integrity,
and innovation

Appendices

CREATING SAFE

JOURNEYS AND A BETTER FUTURE FOR OUR PEOPLE, PATRONS, AND COMMUNITIES

GRI 401-1 New Employees and Employee Turnover⁵³
Singapore & Malaysia

	2023	2024	2025	% CHANGE FROM 2024
Total number of employees	12,951	12,505	12,548	0.3%
Total new hires	1,645	2,052	1,565	-23.7%
New hires (%)	12.7%	16.4%	12.5%	-
Total turnover	1,172	1,066	1,055	-1.0%
Total turnover (%)	9.1%	8.4%	8.4%	-

Australia

	2023	2024	2025	% CHANGE FROM 2024
Total number of employees	3,574	4,480	4,896	9.3%
Total new hires	1,227	745	967	29.8%
New hires (%)	34.3%	16.6%	19.8%	-
Total turnover	557	601	620	3.2%
Total turnover (%)	14.7%	14.9%	13.2%	-

Uk & Europe

	2023	2024	2025	% CHANGE FROM 2024
Total number of employees	5,003	5,804	7,569	30.4%
Total new hires	568	971	2,843	192.8%
New hires (%)	11.4%	16.7%	37.6%	-
Total turnover	445	571	735	28.7%
Total turnover (%)	8.9%	10.6%	11.0%	-

China

CHINA	2023	2024	2025	% CHANGE FROM 2024
Total number of employees	564	511	467	-8.6%
Total new hires	10	5	5	0.0%
New hires (%)	1.8%	1.0%	1.1%	-
Total turnover	22	22	14	-36.4%
Total turnover (%)	3.8%	4.1%	2.9%	-

53 Data for Singapore and Malaysia is now presented as a combined dataset.

About
ComfortDelGro
Corporation2025
in ReviewOur Approach
to SustainabilityTransitioning
towards a cleaner
and more sustainable
transport systemCreating safe
journeys and
a better future for
Our People, Patrons
and CommunitiesGrowing our
business with
strong governance,
ethical integrity,
and innovation

Appendices

CREATING SAFE

JOURNEYS AND A BETTER FUTURE FOR OUR PEOPLE, PATRONS, AND COMMUNITIES

GRI 401-1 New Employee Hires and Turnover by Gender

	CURRENT EMPLOYEES	NUMBER OF NEW HIRES	RATE OF NEW HIRES	NUMBER OF TURNOVERS	RATE OF TURNOVER
Male	21,514	4,466	5.4%	1,946	9.4%
Female	3,966	914	6.1%	478	12.8%

GRI 401-1 New Employee Hires and Turnover by Age

	CURRENT EMPLOYEES	NUMBER OF NEW HIRES	RATE OF NEW HIRES	NUMBER OF TURNOVERS	RATE OF TURNOVER
<30 years old	1,966	961	12.5%	361	18.7%
30-50 years old	12,415	2,521	5.4%	1,114	9.5%
>50 years old	11,099	1,898	4.4%	949	8.8%
Total	25,480	5,380	5.5%	2,424	9.9%

Eligibility to Variable Performance-based Component to Pay by Employee Category

	PERCENTAGE ELIGIBLE		NUMBER ELIGIBLE
	2024	2025	2025
Senior Management	77.38%	79.45%	290
Management	43.69%	90.36%	937
Professional	34.91%	49.82%	1,641
Non-Executive	47.04%	54.06%	11,236

Open Positions Filled by Internal Candidates by Employee Category

	AGE GROUP	MALE	FEMALE	TOTAL	%
Senior Management	<30	-	-	36	47.22%
	30-50	3	4		
	>50	10	0		
Management	<30	2	0	151	43.71%
	30-50	24	21		
	>50	10	9		
Professional	<30	9	7	391	19.18%
	30-50	39	9		
	>50	7	4		
Non-Executive	<30	60	4	2,067	22.64%
	30-50	249	37		
	>50	101	17		

CREATING SAFE

JOURNEYS AND A BETTER FUTURE FOR OUR PEOPLE, PATRONS, AND COMMUNITIES

Diversity, Equal Opportunity and Human Rights

A diverse and inclusive workforce fosters insightful discussions with a diverse range of perspectives, allowing us to gain a deeper understanding of our stakeholders' needs, building a stronger, more resilient organisation. Against a backdrop of increased regulatory scrutiny, evolving workforce expectations, and the growing emphasis on ethical business practices, we are committed to uphold human and labour rights with zero-tolerance to violations, in full compliance with relevant policies and regulations to ensure zero unethical labour practices within our operations and our broader supply chain.

Organisation Policies

ComfortDelGro's Group [Human Rights Policy](#), guided by the Universal Declaration of Human Rights and the United Nations Global Compact's Principles on Human Rights, outlines the actions we take to ensure fair employment practices, ethical labour standards, freedom of association, the right to collective bargaining, safe working conditions, as well as diversity and inclusion for our employees.

In line with our zero-tolerance stance on discrimination, our Group [Diversity, Equity and Inclusion \(DEI\) Policy](#) requires all practices including recruitment, professional development, and benefits, to be built upon diversity, equality and inclusivity. Employees attend a DEI Policy awareness training to enhance their knowledge and deepen the understanding of their responsibilities. All employees are also required to read and acknowledge our DEI policy, as part of our annual employee declaration⁵⁴.

We have established an internal formal grievance mechanism, providing a structured framework for employees to report any potential cases of human or labour rights violations. Separately, to raise any unethical conduct experienced, including violence, threats, bullying, sexual harassment or discriminatory practices, employees can use the whistleblowing hotline without fear of retaliation.



Further details pertaining to our grievance mechanism can be found in the Ethical Business section of this Sustainability Report.

We strictly adhere to employment terms and conditions in line with the employment legislation where we operate, and working hours comply with the local legal requirements in each location where our employees are based. Employment contracts are clearly written to include all key employment terms, with written acknowledgement obtained from employees.

In addition, our procurement processes also require our suppliers to uphold human rights and ethical employment practices, in compliance to our Global Supplier Code of Conduct.



Further details pertaining to our Global Supplier Code of Conduct can be found in the Supply Chain section of this Sustainability Report.

Fair Recruitment and Remuneration Processes

Our recruitment processes are non-discriminatory, allowing us to hire diverse individuals. We strive to maintain a fair and supportive working environment for all employees, regardless of gender, age, marital status, sexual orientation, disability, ethnic or national origin, religion, and affiliation to any political party or trade union. Our recruitment and selection practices focus on assessing candidates based on their knowledge, skills, and abilities (KSAs), ensuring compensation is aligned with job scope and responsibilities. We are also proud partners of programmes that support the training and recruitment of women for various roles in the transport industry, from bus drivers to engineers, expanding opportunities in the traditionally male-dominated field.

Our remuneration policies are reviewed annually and overseen by the Board Nominating and Remuneration Committee, which also oversees the performance of the Board in managing the organisation's economic, environmental, and social impacts. We also periodically benchmark

54 Our frontline drivers are exempted from this annual exercise due to the nature of their work.

About
ComfortDelGro
Corporation

2025
in Review

Our Approach
to Sustainability

Transitioning
towards a cleaner
and more sustainable
transport system

Creating safe
journeys and
a better future for
Our People, Patrons
and Communities

Growing our
business with
strong governance,
ethical integrity,
and innovation

Appendices

CREATING SAFE

JOURNEYS AND A BETTER FUTURE FOR OUR PEOPLE, PATRONS, AND COMMUNITIES

our remuneration packages against established market indicators to ensure fair compensation and competitiveness in attracting top talent.

Specifically, Senior Management compensation is monitored to drive positive outcomes for all stakeholders while appropriately rewarding our executives' tenure. This includes ESG considerations being a key component of Senior Management compensation, comprising 25% of their annual Balance Scorecard (BSC) performance, and 20% of the long-term Employee Shares Award Scheme (ESAS). This integration fosters accountability for achieving positive ESG outcomes that benefit both our shareholders and stakeholders.

Tripartite Partnerships

We recognise and respect our employees' right to join and be represented by the labour unions, ensuring that all our employees have

equal access to training and development opportunities tailored to their interests, strengths and capabilities.

ComfortDelGro maintains a tripartite relationship between the Company, our employees, and unions, driven by a shared goal of ensuring continuous improvements in employee welfare. To maintain open communication and promptly address needs, we also collaborate closely with Union representatives across our businesses.

As proud corporate signatories, we are committed to upholding the Tripartite Guidelines for Fair Employment Practices released by the Tripartite Alliance of Fair and Progressive Employment Practices in Singapore. These Tripartite standards, guidelines, and advisories provide essential guiding principles in shaping our policies.



ComfortDelGro's
National Day
Observance
Ceremony 2025

About
ComfortDelGro
Corporation2025
in ReviewOur Approach
to SustainabilityTransitioning
towards a cleaner
and more sustainable
transport systemCreating safe
journeys and
a better future for
Our People, Patrons
and CommunitiesGrowing our
business with
strong governance,
ethical integrity,
and innovation

Appendices

CREATING SAFE

JOURNEYS AND A BETTER FUTURE FOR OUR PEOPLE, PATRONS, AND COMMUNITIES

Our initiatives

Working with Associations

In 2025, Zig by ComfortDelGro became Singapore's first platform operator to formally recognise the National Taxi Association and the National Private Hire Vehicles Association as Platform Work Associations, under the Platform Workers Act, setting a basis for the industry to work together in addressing platform workers' challenges.

All applicable operations in Singapore have received the Progressive Wage Mark accreditation, which recognises firms that increase wages of workers through upgrading skills and improving productivity. In the UK, Metroline London and Manchester are accredited as a Living Wage Employer by the Living Wage Foundation, recognising the commitment to go further than paying the Government-set minimum wages, to compensate their workers based on the real cost of living in London.



Students of the
work-study diploma
programme at ITE

In Singapore, SBS Transit partnered with the Institute of Technical Education (ITE), SIM People Development Fund (SIMPDF), and SG Enable to launch the Enabling Pathway Programme (EPP), aimed at enhancing work opportunities for engineering students with disabilities. The initiative offers six- to nine-month internships for up to 10 ITE students annually, focusing on technical roles in high-growth industries. Beyond practical work experience, the program supports career development by allowing students to pursue a work-study diploma in land transport engineering, with course fees fully covered by SBS Transit and additional financial support from SIMPDF.

Empowering Women

The Driven Women programme at CDC Victoria aims to empower women by providing comprehensive training and employment opportunities in the transport industry. The programme strives to foster confidence and breakdown industry stereotypes.



CDC Victoria's
Driven Women
programme on bus

Rachelle Donnison, through the Driven Women programme, transitioned from a fulfilling career in the disability sector to realising her dream of becoming a bus driver. Rachelle found the support and training she needed alongside other women partaking in the programme to embark on this new path.

In the UK, Metroline London and Manchester are both part of the nationwide Women in Bus and Coach initiative, launched to create a national network that encourages, represents, supports and retains women, backed by the Transport for London (TfL). The initiative offers internship opportunities for women to equip them with the skills and experience needed for a career in transportation.

Addison Lee has set up a Women's Network for employees, creating a space for conversation and empowerment. Open to women and allies, the network meets quarterly to share their experiences, explore meaningful topics to support each other in personal and professional growth.



Jacqui Carter at
London Bus Awards

Jacqui Carter's career at Metroline has spanned over 25 years, spending much of her time in leading roles. She began as one of the first six women in the Barbados fire service before moving to the UK and later joined Metroline as a bus driver in 1998. Jacqui quickly progressed through various roles in driver training and transport safety driven by strong passion and enthusiasm. Today, as Head of Recruitment and Training, Jacqui finds great satisfaction in helping others achieve their goals with her approachable and inclusive leadership style. In 2025, Jacqui received the inaugural Lifetime Achievement Award through the London Bus Awards by the TfL.

About
ComfortDelGro
Corporation2025
in ReviewOur Approach
to SustainabilityTransitioning
towards a cleaner
and more sustainable
transport systemCreating safe
journeys and
a better future for
Our People, Patrons
and CommunitiesGrowing our
business with
strong governance,
ethical integrity,
and innovation

Appendices

CREATING SAFE

JOURNEYS AND A BETTER FUTURE FOR OUR PEOPLE, PATRONS, AND COMMUNITIES

Our performance and the way forward

Annually, we conduct a Groupwide Human Rights Assessment, where all business units affirm their continued compliance with local regulations and human rights best practices, endorsed by the top management. At the same time, 80% of our employees globally are covered by collective bargaining agreements, with working conditions and terms of employment of remaining employees not covered by collective bargaining agreements based on national employment legislations, progressive company compensation and benefits policies and individual employment contracts.

In 2025, we did not receive any formal complaints of workplace discrimination cases, and remain committed to supporting the United Nations (UN) Women's Empowerment Principles through achieving gender diversity, 30% women on Board, above the Board Diversity Council target of at least 25% females on the Board. We believe that having a Board composed of individuals with diverse talents and backgrounds allows us to draw from a broad spectrum of perspectives, enhancing our organisational strategies, discussions, and solutions. We will continue to strive for improvement in our processes to ensure that our employees are heard and continue to align our practices to recognised labour standards.

GRI 2-7 Number of Permanent Employees

SASB Standards Road Transportation TR-RO-000.C Number of Permanent Employees

	MALE	FEMALE	TOTAL
Full Time	19,606	3,265	22,871
Part Time	1,063	474	1,537

GRI 2-7 Number of Contract Employees

SASB Standards Road Transportation TR-RO-000.C Number of Contract Employees

	MALE	FEMALE	TOTAL
Full Time	820	197	1,017
Part Time	6	19	25

GRI 2-7 Number of Temporary Employees

SASB Standards Road Transportation TR-RO-000.C Number of Temporary Employees

	MALE	FEMALE	TOTAL
Temporary Headcount	19	11	30

GRI 405-1 Diversity of Employees Per Employee Category by Gender

	MALE	FEMALE	TOTAL
Number of senior management	278	87	365
Percentage	76.2%	23.8%	100%
Number of management	712	325	1,037
Percentage	68.7%	31.3%	100%
Number of professionals	2,155	1,139	3,294
Percentage	65.4%	34.6%	100%
Number of non-executives	18,369	2,415	20,784
Percentage	88.4%	11.6%	100%
Total	21,514	3,966	25,480
Percentage	84.4%	15.6%	100%

About ComfortDelGro Corporation	2025 in Review	Our Approach to Sustainability	Transitioning towards a cleaner and more sustainable transport system	Creating safe journeys and a better future for Our People, Patrons and Communities	Growing our business with strong governance, ethical integrity, and innovation	Appendices
---------------------------------	----------------	--------------------------------	---	--	--	------------

CREATING SAFE

JOURNEYS AND A BETTER FUTURE FOR OUR PEOPLE, PATRONS, AND COMMUNITIES

GRI 405-1 Diversity of Employees Per Employee Category by Age

	<30 YEARS OLD	30-50 YEARS OLD	>50 YEARS OLD	TOTAL
Number of senior management	2	144	219	365
Percentage	0.5%	39.5%	60.0%	100%
Number of management	25	618	394	1,037
Percentage	2.4%	59.6%	38.0%	100%
Number of professionals	426	1,767	1,101	3,294
Percentage	12.9%	53.7%	33.4%	100%
Number of non-executives	1,513	9,886	9,385	20,784
Percentage	7.2%	47.6%	45.2%	100%
Total	1,966	12,415	11,099	25,480
Percentage	7.7%	48.7%	43.6%	100%

Diversity of Employees in Science, Technology, Engineering & Mathematics (STEM) and Management Positions in Revenue-generating Functions⁵⁵

	STEM-RELATED POSITIONS	MANAGEMENT POSITIONS IN REVENUE-GENERATING FUNCTIONS
Number of female employees	772	348
Number of male employees	4,413	1,079
Percentage of female employees	14.89%	24.39%

GRI 405-2 Ratio of Basic Salary and Remuneration of Women to Men by Employee Category⁵⁶

	RATIO
Senior Management	0.87
Management	0.94
Professional	0.89
Non-executive	0.95

GRI 2-21 Ratio of Annual Total Compensation⁵⁷

	2023	2024	2025	PERCENTAGE CHANGE
Annual total compensation of organisation's highest paid individual	S\$2,651,988	\$2,952,089	\$3,178,731	7.68%
Median annual total compensation for all employees (excluding the highest-paid individual)	S\$70,295	\$72,136	\$68,921	-4.46%
Ratio of highest paid : median value	37.7	40.9	46.1	12.77%

⁵⁵ Management positions in revenue-generating functions refer to roles that have profit and loss responsibility in departments that contribute directly to the output of products or services, such as sales. It excludes support functions such as human resources, information technology, and legal.

⁵⁶ With an improvement in data collection processes, data for ratio of basic salary and remuneration is presented on a global basis in 2025.

⁵⁷ Data currently only reflects ComfortDelGro's Singapore operations. We are continuously working towards collating and improving our data processes in operations outside of Singapore to expand our reporting scope in the future.

About
ComfortDelGro
Corporation

2025
in Review

Our Approach
to Sustainability

Transitioning
towards a cleaner
and more sustainable
transport system

Creating safe
journeys and
a better future for
Our People, Patrons
and Communities

Growing our
business with
strong governance,
ethical integrity,
and innovation

Appendices

CREATING SAFE

JOURNEYS AND A BETTER FUTURE FOR OUR PEOPLE, PATRONS, AND COMMUNITIES

Our Patrons

ComfortDelGro actively engages our stakeholders, including customers and the wider community, to understand their needs and expectations. These engagements strengthen the quality, inclusivity and accessibility of our services, guiding us in enhancing our operations and customer experience. Through continuous and transparent dialogue, we aim to create positive outcomes and reinforce our role as a trusted and valued part of the communities we serve.

Service Quality

Digital transformation, evolving customer expectations, and rising sustainability priorities are reshaping the transportation landscape. In this dynamic environment, maintaining high service quality remains essential to our competitiveness and to meeting our customers' expectations, while strengthening trust through the reliable services we provide.

Established robust processes are in place to gather feedback, assess customer satisfaction and identify areas for improvement, supported by a continuous feedback loop. These mechanisms enable us to refine our services, strengthen customer experience, build trust with our customers and commuters, supporting long-term relationships.

Across our global operations, information counters at bus interchanges and train stations readily provide assistance to commuters. We also engage customers through multiple channels, including social media platforms and corporate websites, where they can easily access service updates, contact information and links to additional resources.

Our customer service teams are trained to resolve clients' issues promptly and effectively. ComfortDelGro Taxi targets to address over 90% of driver enquiries within two working days while Australia responds to urgent service-related complaints within three working days. Similarly in China, customer complaints are processed within two to three days, with a maximum resolution timeline of five working days. As public transport operators, we also receive feedback through customer satisfaction surveys conducted by local transport authorities and our own businesses units. In addition, we hold regular engagement sessions with our corporate clients to gather insights and suggestions. One such example is the monthly focus group discussions with ComfortDelGro Taxi drivers to gather insights on operational issues encountered and obtain suggestions for improvements. Guided by these inputs, we continue to implement initiatives that optimise transport schedules, facility inclusivity and improve travel experience.

Robust cybersecurity measures are integral to maintaining service quality and safeguarding our digital infrastructure. We continuously enhance and update our systems to protect sensitive customer data and operational networks from potential cyber threats. These measures reinforce trust and assure customers that their personal information is managed with utmost care and security.



Further details pertaining to cybersecurity can be found in the Cybersecurity and Data Privacy section of this Sustainability Report.



SBS Transit Adopt-A-Station/
Interchange programme
involving students

About
ComfortDelGro
Corporation2025
in ReviewOur Approach
to SustainabilityTransitioning
towards a cleaner
and more sustainable
transport systemCreating safe
journeys and
a better future for
Our People, Patrons
and CommunitiesGrowing our
business with
strong governance,
ethical integrity,
and innovation

Appendices

CREATING SAFE

JOURNEYS AND A BETTER FUTURE FOR OUR PEOPLE, PATRONS, AND COMMUNITIES

Our Initiatives

Striving for Service Excellence

We continuously strive to enhance our service offerings and quality to better meet the needs and expectations of our customers. In our rail operations, SBS Transit progressively rolled out the digitised Track Access Management System (TAMS) since 2023. By consolidating all track access workflows into a single platform, the TAMS significantly streamlines work processes and enables timely access for maintenance activities, ensuring that train services remain smooth, reliable and efficient.

In 2025, ComfortDelGro Bus introduced enhanced customer-facing features such as the tracking of estimated arrival time and integrated mobile payments for customers via a single QR code. This allows for seamless transactions and real-time payment reconciliation, improving convenience and travel experience for our passengers. ComfortDelGro Insurance Brokers also enhanced customer-facing features through developing a digital portal for a key client to streamline workplace accident and claims reporting. This end-to-end digital solution reduces paperwork, improves efficiency and productivity across the client's work streams, demonstrating the breadth of our capabilities and the quality of our service delivery.

During the year, VICOM enhanced customer engagement by streamlining its digital and direct communication channels. By integrating a website ChatBot, email and phone support alongside FAQs featuring real-time wait times, we have significantly improved customer convenience. Efficiency was further enhanced through online pre-payments for inspections, with inspection results delivered digitally via SMS or the OneMotoring website.

In the UK, Metrolink conducted a pilot artificial intelligence (AI) powered service control software, FlowOS. By leveraging on historical and real-time operational data, the system enhances service reliability and consistency. Following the successful trial, FlowOS will be progressively deployed across Metrolink's operations to support better route headway management, reducing excess waiting time for passengers.



#JalanJalan school performance series

At Adventure Travel, the team regularly travels on their own bus services to identify areas for improvement - from accessing timetables through an app, website, or printed leaflets, to evaluating bus cleanliness, punctuality, driver friendliness, and the clarity of destination displays. In 2025, the business introduced a tap-on tap-off payment system to shorten boarding times.

Uplifting Public Spaces

To enrich the aesthetic and cultural experience of commuting, SBS Transit introduced a range of initiatives to elevate commuter journey and make daily travel more enjoyable. This includes incorporating artwork into the stations and bus interchanges we operate through the Adopt-A-Station/Interchange programme which encourages students from partnering schools to showcase their creativity to transform the areas into vibrant, enriching spaces.

SBS Transit broadened arts, culture, and performance elements across its rail network through programmes such as Music in Stations, the #JalanJalan school performance series, and community events including the SG60 Fun Discovery Trail. Themed spaces - such as the Wellness Village @ Tampines Station and Digital Village @ Punggol Station - further reimagining transport nodes as vibrant community hubs with curated amenities for commuters.

About ComfortDelGro Corporation	2025 in Review	Our Approach to Sustainability	Transitioning towards a cleaner and more sustainable transport system	Creating safe journeys and a better future for Our People, Patrons and Communities	Growing our business with strong governance, ethical integrity, and innovation	Appendices
---------------------------------	----------------	--------------------------------	---	--	--	------------

CREATING SAFE

JOURNEYS AND A BETTER FUTURE FOR OUR PEOPLE, PATRONS, AND COMMUNITIES

CDC Northern Territory artwork for Youth Homelessness Matters Day



Across Australia, CDC Australia similarly incorporated community artworks into its bus operations. In the Northern Territory, the public community decorated buses as part of the Anglicare Northern Territory and City of Darwin's annual Couch Surfing event for Youth Homelessness Matters Day. At CDC NSW, buses feature artworks by the First Nations people as part of the wider Reconciliation Action Plan (RAP), bringing colour and cultural storytelling to the communities they service.

P2P Driver Appreciation

Most of the drivers in our Point-to-Point (P2P) businesses operate as self-employed individuals who rent vehicles from the company. While they are not employees, they remain an important part of our wider stakeholder community, and we actively engage and support them through dedicated programmes.

In appreciation for our drivers, ComfortDelGro Taxi hosts annual Lunar New Year luncheons, long-service awards, and Driver Carnivals. We also celebrate outstanding drivers on International Taxi Driver Day, and honour "Cabby Mums" who balance both family and professional responsibilities.

Across our operations in China, Chengdu ComfortDelGro Taxi and Nanning Comfort Taxi, similarly demonstrated appreciation for drivers during the summer period by distributing chilled drinks to those on duty. Chengdu ComfortDelGro Taxi further collaborated with a local dental hospital to provide oral health consultations and subsidised treatments, supporting the well-being of our taxi drivers.

Our performance and the way forward

In 2025, SBS Transit's compliment-to-valid complaint ratio showed a positive upward trend, with an increase to 15.8. During the same period, we saw a 24.5% increase in compliment rates alongside a 14.8% decrease in valid complaint rates. In 2025, North East Line (NEL) and Downtown Line (DTL) achieved a Mean Kilometres Between Failure (MKBF)⁵⁸ of 2.20 and 2.79 million train-kilometres respectively. Separately for our public bus operations in Australia, the Customer Satisfaction Index released by the Transport for New South Wales reported that 77% of respondents were satisfied or very satisfied with the customer service received.

As the operator of the National University of Singapore's internal shuttle bus services, ComfortDelGro Bus manages shuttle routes

⁵⁸ Mean Kilometres Between Failure (MKBF) refers to the average distance that a train travels before it encounters a delay of more than five minutes.

About
ComfortDelGro
Corporation

2025
in Review

Our Approach
to Sustainability

Transitioning
towards a cleaner
and more sustainable
transport system

Creating safe
journeys and
a better future for
Our People, Patrons
and Communities

Growing our
business with
strong governance,
ethical integrity,
and innovation

Appendices

CREATING SAFE

JOURNEYS AND A BETTER FUTURE FOR OUR PEOPLE, PATRONS, AND COMMUNITIES



People of
CDC Victoria,
subsidiary of CDC
Australia

connecting key campus locations. In 2025, the team achieved a 91.6% satisfaction rate, attributed to improved schedule adherence, strengthened safety measures, and increased service frequency to meet the university's growing mobility needs. Separately in our other Singapore operations, SETSCO recorded a 92.5% customer satisfaction rate in 2025, up from 91.0% in 2024 and well above its target of 80%, reflecting strong service quality and customer experience.

For our P2P business, ComfortDelGro Taxi achieved a 99.5% service resolution rate, with all drivers' enquiries addressed within two working days. China maintained a complaint rate of below

2% for the year. At the Guangzhou Tianhe Bus Station, regular customer satisfaction surveys are carried out among passengers, drivers and bus operators. In 2025, survey results recorded a 98.7% satisfaction rate, meeting the company's quality management target. During the year, the station also had a 98.4% on-time departure rate, reinforcing the dependability of our services. ComfortDelGro China's commitment to outstanding services was further recognised through CityCab (Shenyang) Taxi Co Ltd and Shenyang ComfortDelGro Taxi Co Ltd designation as "AAAAA Enterprises" by the Shenyang Transportation Bureau.

CREATING SAFE

JOURNEYS AND A BETTER FUTURE FOR OUR PEOPLE, PATRONS, AND COMMUNITIES

Accessibility

At ComfortDelGro, we prioritise inclusivity to ensure that commuters with diverse mobility needs can enjoy seamless and equitable access to the transport system. As a transport operator, our businesses serves as a platform to connect people and building a more inclusive society.

We remain committed to improving accessibility through ongoing infrastructure upgrades across our services. These considerations are integrated into the design and operations of our bus interchanges, bus stops, train stations and vehicles, where facilities are equipped with ramps, lifts, and wheelchair accessible restrooms to support barrier-free travel for commuters.

Our drivers receive dedicated training to effectively assist passengers requiring wheelchair access, including the safe and proper deployment of vehicle ramps. We also equip employees with the knowledge and skills required to serve customers with diverse needs, including those with invisible disabilities. Beyond operational readiness, we continue to create avenues where persons with disabilities who are able to travel independently, can participate fully in the transport system, reinforcing our commitment to an inclusive and accessible mobility environment for all.



Colin, Community
Engagement Manager at
CDC Northern Territory

With accessibility a key priority for ComfortDelGro, we operate dedicated non-emergency transport businesses in Singapore and Australia, ComfortDelGro MedCare (MedCare) and National Patient Transport (NPT), to provide accessible, safe and reliable point-to-point transport for people with disabilities, medical conditions, or who cannot travel independently. These service offerings reinforce our commitment to inclusive mobility by expanding access to safe, dignified and dependable transport for those with additional support needs.

In Singapore, MedCare provides specially adapted minibuses equipped with wheelchair-accessible features such as hydraulic lifts, restraint system and folding steps. Our drivers are also trained to support passengers with mobility needs or dementia and are also able to administer first aid, cardiopulmonary resuscitation and operate the automated external defibrillator, for reliable assistance throughout the journey.

In Australia, NPT operates round-the-clock to provide patient transport service across Victoria, New South Wales and Western Australia, with over 860 trained employees and a fleet of over 230 vehicles. Our Customer Support Centre coordinates patient movements between homes, hospitals, and clinics, while sedan services are available for ambulant patients who may need help with wheelchair transfers and facilitating safe seating.



Medcare driver
assisting a
passenger



NPT driver assisting a
passenger

CREATING SAFE

JOURNEYS AND A BETTER FUTURE FOR OUR PEOPLE, PATRONS, AND COMMUNITIES

Our Initiatives

Improving Accessibility Infrastructure

Across Singapore, Australia, the UK and China, our vehicles are designed to support wheelchair accessibility. At ComfortDelGro Taxi, taxis have ample boot space to accommodate wheelchairs and other mobility aids while CDG Zig - our online P2P booking platform - offers on-demand transport options including vehicles suitable for persons with disabilities. Buses operated by SBS Transit, CDC Australia and Metrolink are equipped with wheelchair ramps to facilitate boarding of commuters who use mobility aids.

In New Zealand, AOR conducted station audits together with members of the Public Transport Accessibility Group to evaluate areas where station accessibility could be strengthened, actively identifying gaps and areas for action. These audits help improve accessibility infrastructure by ensuring upgrades are based on real user experience, enabling AOR to prioritise enhancements such for commuters with diverse mobility needs.

Our non-transport business segment also plays a key role in the development of an inclusive transport system. In 2025, CDGE delivered a wheelchair-friendly electric bus - converted from the KYC electric van - to Sentosa Development Corporation, equipped with motorised wheelchair lifters and foldable seating designed for passenger comfort. ComfortDelGro Driving Centre collaborated with the Handicaps Welfare Association to provide Class 3A training for individuals with mobility-related disabilities, using a modified training car and instructors specifically trained to support their needs.

Training the Frontlines

Globally, we strengthened our commitment to inclusive travel through training frontline employees. SBS Transit collaborated with Singapore's St. Andrew's Autism Centre to deliver Autism Awareness Training, educating frontline staff to better understand and respond empathetically to passengers with autism. Across Australia and New Zealand, CDC NSW and AOR are part of the Hidden Disabilities Sunflower programme, training employees to recognise and support commuters with visible or hidden disability through the Sunflower lanyard or badge. Similarly, Irish Citylink equips drivers and employees with training to better assist visually impaired passengers.

As a round-the-clock travel management provider which coordinates journeys for a diverse range of passengers, CMAC requires employees to recognise and communicate accessibility needs appropriately. As such, we conduct disability and equality training for employees and embarked on the Wheelchair Accessible Vehicles project - aims at improving the availability of appropriate wheelchair-accessible vehicles and ensuring that deployed vehicles match passenger needs.



SBS Transit partnered Ang Mo Kio-Thye Hua Kwan Hospital to support transport familiarisation programmes

CREATING SAFE

JOURNEYS AND A BETTER FUTURE FOR OUR PEOPLE, PATRONS, AND COMMUNITIES

Enabling Inclusivity

We actively support platforms that allow persons with disabilities to travel confidently and independently on our services. SBS Transit partners organisations to familiarise passengers with public transport systems, including a collaboration with Ang Mo Kio-Thye Hua Kwan Hospital, where pre-discharge patients practice manoeuvring their personal mobility aids on a stationary bus under the guidance of a therapist. As a key partner of the Caring Commuter Champion Training Course, SBS Transit piloted two runs of the course in 2025, equipping participants with hands-on skills to assist commuters with special needs.

Overseas, Metroline and AOR work with various partners to run travel-assistance programmes designed for passengers with disabilities to navigate their commute. In Australia, CDC Victoria hosted BusAble sessions for young adults from McCallum Disability Support Services, covering essential skills such as fare information, bus safety, and accessibility. Additionally, in partnership with Guide Dogs Scotland, Scottish Citylink offers free travel for guide dogs and their trainers, ensuring safe and comfortable navigation on the coach services.

Beyond these, our global businesses developed a range of digital tools to promote accessibility. At CDG Zig, the Scan and Ride feature was introduced to provide a simplified, elderly-friendly taxi booking experience through the incorporation of user-friendly design and preferred payment options. Irish Citylink similarly enables customers to reserve wheelchair spaces online for a seamless journey. SBS Transit introduced Waymap, an audio-based wayfinding app for the visually impaired, and AI solutions such as Sign Language Virtual Assistant (SiLVia) and AI Virtual Assistant (AIVA), which offer real-time sign language translation and personalised support for passengers with hearing impairments. In 2025, in collaboration with LTA, Sensory Tool Kits were deployed across selected bus interchanges and train stations as calming aids to support commuters with autism. In the UK, Adventure Travel rolled out next-stop visual displays and audio announcements to support passengers with visual or hearing impairments.

Our performance and the way forward

In 2025, we maintained 100% wheelchair accessibility across all our public bus and rail operations. While accessibility levels in the private bus segment remained unchanged below 100% due to operational constraints, we will continue to enhance accessibility whenever possible.

ComfortDelGro remains committed to creating a connected and liveable environment for all, ensuring our transport services support the diverse needs of the communities we serve. Moving forward, we will continue to uphold 100% wheelchair accessibility for all our public services and continue improving accessibility across the rest of our fleet.

Wheelchair Accessibility on Public Bus and Rail Operations

	2023	2024	2025
Singapore	100%	100%	100%
Australia	100%	100%	100%
UK & Europe	100%	100%	100%
New Zealand	100%	100%	100%

Wheelchair Accessibility Across all Buses (Public Buses, Coaches and Private Hire Buses)

	2023	2024	2025
Singapore	95%	96%	96%
Australia	65%	76%	75%
UK & Europe	96%	98%	98%

CREATING SAFE

JOURNEYS AND A BETTER FUTURE FOR OUR PEOPLE, PATRONS, AND COMMUNITIES

Local Impact

ComfortDelGro believes that fostering vibrant and thriving communities is core to our societal license to operate. An open, honest and collaborative interaction with our stakeholders contributes to long-term sustainable value that benefits both stakeholders and our organisation.

As a leading company in the transport sector, we believe that mobility creates opportunities to enrich lives and drive positive impact for all our stakeholders. ComfortDelGro's primary stakeholders encompass various groups that are crucial to our operations and play a vital role in shaping the sustainable success of the Group's business operations. Our Stakeholder Engagement Framework establishes a standardised and coordinated method for documenting and engaging with all our stakeholders. These stakeholder groups are outlined in the Framework, providing diverse perspectives to our businesses. Of these, local communities are a primary group.

Our Global Community Investment Framework

1. Uplifting education and the industry: Supporting education, research & development for sustainable mobility, smart cities, and transport systems
2. Improving accessibility and inclusivity: Ensuring transport services are accessible to those in need, and promoting inclusivity within the community to create a deeper social impact
3. Volunteerism: Encouraging employee volunteerism to foster a spirit of care and giving within the organisation

Beyond providing transport solutions and employment opportunities, we believe in actively engaging our local communities in ways that create lasting impact. Our Global Community Investment Framework, which is aligned to the internationally recognised Business for Societal Impact (B4SI) framework, aims establish a clear and standardised approach towards community investment across the Group. It helps steer our business units towards investing in a common set of initiatives tailored to the local community's needs, and living up to our purpose of driving positive impact for a better future.

"During my internship, I learned the inner workings of the Group Sustainability Office – from ESG data management to quarterly board committee meetings. This hands-on experience rapidly expanded my horizons. I learned that balancing sustainability with business priorities can be challenging and came to understand how deeply different stakeholders influence each other, and how this can drive an organisation's ambition in corporate sustainability."



Chang Yu Xuan, 2024 grantee

CREATING SAFE

JOURNEYS AND A BETTER FUTURE FOR OUR PEOPLE, PATRONS, AND COMMUNITIES

Our Initiatives

Uplifting education and the industry

ComfortDelGro supports education and R&D in technology and innovation for green mobility, smart cities, transport systems. Through collaboration, we aim to build the skills and knowledge that power safer, cleaner and more inclusive mobility.

In Singapore, the ComfortDelGro–EB Impact Sustainability Education grant exemplifies how targeted support can empower passionate tertiary students to translate their interest in sustainable development issues into meaningful action. Since 2024, the yearly S\$50,000 grant has provided opportunities to 20 students. In addition to financial assistance, the programme offers mentorship and professional learning opportunities to strengthen grantees' capabilities and long-term impact, exposing grantees to a broad spectrum of sustainability-related topics ranging from fieldwork in marine degradation in Indonesia, to internships with ComfortDelGro's Group Sustainability Office, where they observe how sustainability principles are integrated into business practices.



Improving service reliability for people travelling with assistance animals

In Australia, our partnership with the Clontarf Foundation supports the education, discipline, life skills, and employment prospects of young Aboriginal and Torres Strait Islander men and provides essential resources to 50 students, preparing them for future employment and independence. We engaged an additional 1,700 students through academy visits, community activities, worksite (depot) visits and employment forums. Through the Reginald Kermode Scholarship, we support families of our 13cabs drivers, with over \$20,000 in financial and educational assistance across four years, for two Year 9 students.

We also actively engage and interact with students and children's groups. SBS Transit conducted 42 transport safety learning journeys in 2025, benefiting 1500 students including those from homes and special education schools. Metroline London and Manchester engaged young people on career journeys, running outreach programmes at careers events and promoting apprenticeships and jobs in the bus industry. Metroline also supports travel safety programmes in partnership with Transport for London and the Met Police for students with special educational needs.



"Whether through volunteering, academic work, or future roles in industry, I aim to contribute grounded, solutions-oriented perspectives—especially on under-discussed intersections like data transparency in ESG reporting or tech-enabled decarbonisation. The grant, by easing some financial constraints, has quietly empowered me to keep showing up in these conversations with integrity and curiosity."

Jun Jie, 2024 grantee

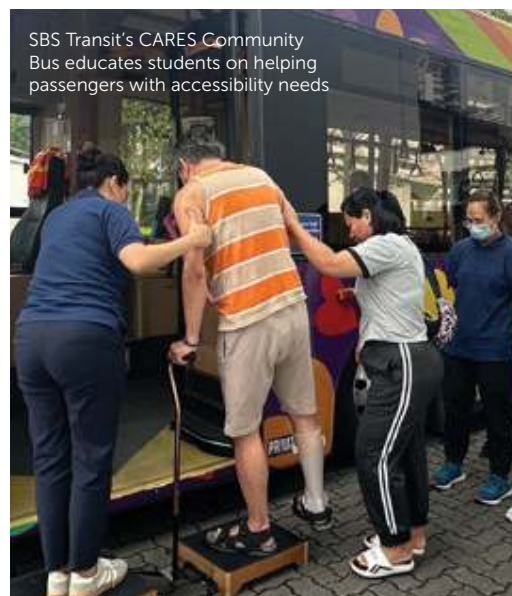
CREATING SAFE

JOURNEYS AND A BETTER FUTURE FOR OUR PEOPLE, PATRONS, AND COMMUNITIES

Improving accessibility and inclusivity

As a global transport operator, we want to provide equitable access to transport and strengthen inclusion across our communities. We support organisations and initiatives that remove barriers to mobility, including services for people with disabilities, community transport, vehicle donations, and public campaigns that promote safe, sustainable travel.

13cabs works with not-for-profit organisations to improve service reliability for people travelling with assistance animals, such as Assistance Dogs Australia (ADA) which offers service dogs to people with disabilities free of charge; and Life Unleashed which provides service animal support for Veterans and First Responders facing PTSD and service-related mental health challenges.



Besides training bus drivers to help passengers with disabilities who require extra care and consideration, SBS Transit and CDC Australia run programmes, such as BusAble and the CARES Community Bus to educate and empower people with various accessibility needs to travel independently and safely on our buses and trains.

We also support increased accessibility in the form of free transport, to underserved and vulnerable communities. In several Chinese cities, taxi drivers gave free transport to students, ferrying them to national examinations. In Australia and the UK, our businesses provided buses to transport hungry and homeless to soup kitchens. On Australia's Sunshine Coast, we provided a bus and driver in support of multiple fund-raising events along the coast. In Singapore, we donated decommissioned taxis for the transport of people with medical needs.

Embedded into the business since 2022, we continue to deepen our commitment to Australia's National Reconciliation Action Plan (RAP) as part of our goal to improve inclusivity. Aimed at strengthening relationships and closing the gap for Australia's First Nations Peoples, our RAP programmes focus on building engagement within Aboriginal and Torres Straits Islanders groups, positive youth engagement, creating employment, as well as supporting First Nation businesses. In 2025, our procurement with First Nation social enterprises was S\$4.9 million.



CDC NSW celebrated the National Aboriginal and Islanders Day Observance Committee (NAIDOC) Week, hosting a range of vibrant activities at various bus depots across the country

About
ComfortDelGro
Corporation2025
in ReviewOur Approach
to SustainabilityTransitioning
towards a cleaner
and more sustainable
transport systemCreating safe
journeys and
a better future for
Our People, Patrons
and CommunitiesGrowing our
business with
strong governance,
ethical integrity,
and innovation

Appendices

CREATING SAFE

JOURNEYS AND A BETTER FUTURE FOR OUR PEOPLE, PATRONS, AND COMMUNITIES

Fostering volunteering among employees

We aim to cultivate a culture of care and giving by encouraging our people to do good together. Through hands-on opportunities, we deepen engagement and team bonds while creating meaningful impact in the communities we serve.

We launched ComfortDelGro Gives Back Month in 2025, a global initiative aimed at deepening community engagement and volunteering across the group. Our employees participated in the local initiatives, advancing inclusivity and accessibility and supporting seniors, youth and vulnerable groups within the communities.

In the UK, Metroline London volunteered at the Brent Foodbank and a litter pick organised by the Brent Council. Scottish Citylink and CMAC staff supported environmental sustainability - Scottish Citylink with Keep Scotland Beautiful, a litter collection at some of Scotland's most scenic locations; and CMAC with a community garden and permaculture project in the UK, and beach cleanup in Portugal. Addison Lee brought colleagues together in support the Finsbury Park Project, a homeless shelter initiative, as well as the Greener Schools project, where they transformed the outdoor areas of a London primary school into a sustainable, vibrant space with their environmental partner, Skoot.

Staff from Metroline London supporting the revitalisation, regeneration and care of their local community



ComfortDelGro and the seniors at THK Active Ageing Centre @ Taman Jurong



Enjoying a game of Petanque with seniors at Thye Hua Kwan active aging centre

In Singapore, much of our efforts revolve around supporting seniors, providing companionship to reduce social isolation and loneliness. Various business units in Singapore, including SBS Transit, participated in a senior's 'sports day', while VICOM and SETSCO brought festive celebrations to eldercare homes during the Lunar New Year and Mid-autumn festivals.

About ComfortDelGro Corporation	2025 in Review	Our Approach to Sustainability	Transitioning towards a cleaner and more sustainable transport system	Creating safe journeys and a better future for Our People, Patrons and Communities	Growing our business with strong governance, ethical integrity, and innovation	Appendices
---------------------------------	----------------	--------------------------------	---	--	--	------------

CREATING SAFE

JOURNEYS AND A BETTER FUTURE FOR OUR PEOPLE, PATRONS, AND COMMUNITIES

Our taxi drivers continue to contribute their personal time and effort. In China, across Guangzhou, Chengdu, Jilin, taxi drivers reinforced the values of responsibility and care for the community during the Chinese Mid-autumn festival, delivering food and relief supplies and organising neighbourhood clean ups. In Singapore, drivers volunteered for Meals on Wheels and other food delivery programmes to vulnerable communities.

Fund-raising and employee donations

ComfortDelGro employees demonstrated strong community spirit through various fundraising and donation initiatives. At the ComfortDelGro corporate headquarters, a staff charity sale raised S\$60,000 for the Community Chest of Singapore (through direct sales and dollar-matching from both company and the Singapore government). Staff from VICOM and SETSCO donated over S\$7,000 in a walkathon in support of terminally ill patients, while Zig drivers and staff raised over S\$22,000 in Hair for Hope, a cancer-relief campaign. SBS Transit's annual Charity Hearts campaign for the Community Chest of Singapore raised S\$300,000; while its employees donated almost S\$150,000 through a national regular-giving programme, SG Share. In Australia, A2B employees organised a bake-sale to raise funds in support of Assistance Dogs, while CDC raised funds for the annual "Movember" campaign to support men's health.

Our performance and the way forward

In 2025, the Group donated over S\$1.3 million in cash and over S\$270,000 in kind, as well as contributed over a total of 8,000 volunteering man hours. The organisations we supported include charities, philanthropic and non-profit organisations, community interest and voluntary groups, co-operatives and social enterprises. We also increased our social impact spending in Australia. We spent S\$4.9 million on purchasing contracts with accredited First Nations suppliers, up from S\$3.4 million in 2024.

Our community investment initiatives reflect our core belief of driving positive impact for a better future. By focusing on education, inclusivity and accessibility, and fostering a spirit of giving, we aim to create lasting impact, ensuring that our communities thrive alongside us.

About
ComfortDelGro
Corporation

2025
in Review

Our Approach
to Sustainability

Transitioning
towards a cleaner
and more sustainable
transport system

Creating safe
journeys and
a better future for
Our People, Patrons
and Communities

Growing our
business with
strong governance,
ethical integrity,
and innovation

Appendices

GROWING OUR BUSINESS WITH

STRONG GOVERNANCE, ETHICAL INTEGRITY, AND INNOVATION



Ethical
business



Cybersecurity
and data privacy



Innovation



Supply chain
management

GROWING OUR BUSINESS WITH

STRONG GOVERNANCE, ETHICAL INTEGRITY, AND INNOVATION

Ethical Business

At ComfortDelGro, integrity is at the core of our growth. We uphold the highest standards of transparency and compliance, and maintain a zero-tolerance approach to corruption and anti-competitive practices across our global operations.

Maintaining high standards of integrity is essential to our role as a trusted global transport provider. We comply with all applicable laws, policies and codes in every country where we operate, while actively monitoring legal, ethical and reputational risks, that could impact our business, finances and stakeholder trust. This includes any forms of bribery, corruption, non-compliance risks in our operations.

The Group establishes a strong foundation of ethical conduct and maintains a zero-tolerance approach to fraud. To support good corporate governance and high standards of integrity, we have implemented Group-wide policies that guide how we conduct our business. Through these policies, we aim to:

- Act with the highest ethical and professional standards
- Conduct business fairly and honestly
- Respect our customers, business partners, suppliers, shareholders, the authorities, and the communities we operate in
- Communicate factually, honestly, and in a timely manner
- Maintain transparency in our dealings

We provide a safe environment for our employees to raise their concerns. Our formal grievance handling procedures provides a channel for employee dissatisfaction and complaints such as favouritism or workplace harassment. As a fair employer, we:

1. Handle all complaints of discrimination seriously
2. Conduct proper investigations into complaints
3. Respond to the affected person promptly and proactively
4. Record and file grievances confidentially
5. Treat both complainant and respondent fairly
6. Involve unions in the process when appropriate
7. Conduct training for all managers involved in handling grievances



ComfortDelGro's
Whistleblowing and Code of
Conduct Policies

About ComfortDelGro Corporation	2025 in Review	Our Approach to Sustainability	Transitioning towards a cleaner and more sustainable transport system	Creating safe journeys and a better future for Our People, Patrons and Communities	Growing our business with strong governance, ethical integrity, and innovation	Appendices
---------------------------------	----------------	--------------------------------	---	--	--	------------

GROWING OUR BUSINESS WITH

STRONG GOVERNANCE, ETHICAL INTEGRITY, AND INNOVATION

Our Initiatives

Our Group policies are regularly reviewed and updated to ensure they remain relevant and effective. In 2025, we refreshed our Code of Business Conduct to better articulate our core values and strengthen clauses on donations, whistleblowing, and references to other policies. We also updated our Fraud Risk Management Policy to establish a more comprehensive framework for preventing, detecting, investigating, and responding to fraudulent activities within the organisation. We also updated our Fraud Risk Management Policy to establish a more comprehensive framework for preventing, detecting, investigating, and responding to fraudulent activities within the organisation. These updates were endorsed by our Board of Directors.

Declaration of conflict of interest

Our commitment to business integrity is reinforced by our policy on conflicts of interest, promoting a culture of ethics and integrity. The policy emphasises the Group's zero tolerance for improper use of gifts or entertainment to secure undue advantages in business relationships. It also requires that business gifts and entertainment given on behalf of the Group comply with all applicable laws and regulations.

All employees are required to declare any conflicts of interest, either during the new employee induction process or promptly when a conflict arises, using our employee self-service portal. During induction, employees are introduced to the Code of Business Conduct, which includes policies on anti-corruption, anti-bribery, ethics and competition law, among other topics. These policies are periodically reviewed to ensure they remain relevant and reflect market developments. To maintain employee awareness and compliance, regular communications and case studies are shared.

Employees must also make an annual declaration regarding any conflicts of interest, or confirm the absence thereof, and affirm their understanding and agreement to abide by the Code of Business Conduct. These declarations are reported to their direct superiors, the CEO of the Business Unit and the Group Chief Human Resource Officer. Employees involved in onboarding suppliers, raising purchase requisition, tender

evaluation and tender award, are reminded to make such declarations and are required to attend a workshop on "Procurement Fraud Prevention and Detection" within their first two years of service.

We maintain a strict policy of neutrality and do not make any direct or indirect political contributions or donations, whether monetary or non monetary. This principle is embedded in our Code of Business Conduct, which explicitly prohibits employees from engaging in such activities on behalf of the Group. By upholding this standard, we safeguard our independence, ensure transparency, and reinforce stakeholder trust.

Processes to prevent corruption

The Group implemented robust internal controls, including multi-step approvals, relevant checks and balances to prevent fraud and corruption. We utilise self-assessment questionnaires to establish consistent baseline controls across the Group, thereby enhancing the effectiveness of our finance and business processes.

The Group Internal Audit team conducts independent investigations when allegations of corrupt conduct are received. In cases of employee misconduct, we take necessary disciplinary actions which may include, but are not limited to, termination of employment, and notifying relevant law enforcement authorities of any alleged breaches of the law. The team also conducts regular audits to ensure operational integrity and adherence to the Code of Conduct and anti-corruption measures at ComfortDelGro.

To ensure supply chain partners maintain the same level of rigour we uphold internally, our suppliers are required to comply with our Global Supplier Code of Conduct. If suppliers are found to engage in any fraudulent activity, corrupt conduct or demonstrate non-compliance to our Code of Conduct, ComfortDelGro will cease future engagements with them.



Further details pertaining to our Supply Chain practices can be found in the Supply Chain Management section of this Sustainability Report.

GROWING OUR BUSINESS WITH

STRONG GOVERNANCE, ETHICAL INTEGRITY, AND INNOVATION**Whistleblowing process**

We established a [Whistleblowing Policy](#) which allows employees and external parties to report misconduct without fear of retaliation, discrimination, or adverse consequences. All reports of incidents, including information or evidence provided, are handled with discretion, and we strive to maintain the confidentiality of the information provided, within the limits of the law. The policy includes a dedicated whistleblowing alert line that allows report of any misconduct or fraud directly to the Chairman of the Audit Committee (AC) and/or the Group Chief Internal Audit Officer.

The AC and Board Risk Committee (BRC) supports the Board in overseeing ComfortDelGro's Enterprise Risk Management, ensuring compliance towards all regulations and listing rules in our operational regions. The number of whistleblowing cases is updated quarterly and reported to the AC to provide an independent oversight on investigations conducted by Group Internal Audit. Upon receiving a report or any escalation of critical concerns, the Group Chief Internal Audit Officer will be tasked by the AC Chairman with the investigation of the case, with the outcomes reported to both Management and the AC. Reported incidents, including anonymous reports, will be dealt with promptly and thoroughly, with the Management responsible for the implementation of any necessary remedial or disciplinary actions which may include, but not limited to, disciplining or terminating the employment and/or services of those involved. The AC and BRC conduct a quarterly review of our internal control processes to ascertain our compliance with all regulations and listing rules.



Further details pertaining to our corporate governance and risk management can be found in the ComfortDelGro Annual Report 2025.

Our performance and the way forward

In 2025, there were six whistleblowing cases reported to the AC across the Group via our whistleblowing channel. Upon investigation by the Group Internal Audit, two cases were substantiated for having a breach of the Company's policies and disciplinary actions were taken against the employees. The remaining four cases were found to be unsubstantiated.

We remain committed to upholding the highest standards of business ethics and integrity, aiming to achieve:

- Zero cases of non-compliance on standards requirements, relevant legislation, and code of conducts
- Zero cases of corruption, bribery, and anti-competitive behaviour

GRI 205-1 Operations Assessed for Risk Related to Corruption

	2023	2024	2025
Total number of operations	50	50	54
Total number of operations assessed	50	50	54
Percentage of operations assessed	100%	100%	100%

GRI 205-2 Communication and Training on Anti-corruption Policies and Procedures to Governance Body

	2023	2024	2025
Total number of governance body members	10	10	10
Total number of governance body members informed of our anti-corruption policies and procedures	10	10	10
Total number of governance body members who received anti-corruption training	100%	100%	100%

About ComfortDelGro Corporation	2025 in Review	Our Approach to Sustainability	Transitioning towards a cleaner and more sustainable transport system	Creating safe journeys and a better future for Our People, Patrons and Communities	Growing our business with strong governance, ethical integrity, and innovation	Appendices
---------------------------------	----------------	--------------------------------	---	--	--	------------

GROWING OUR BUSINESS WITH

STRONG GOVERNANCE, ETHICAL INTEGRITY, AND INNOVATION

GRI 205-2 Communication and Training on Anti-corruption Policies and Procedures to Employees

	SENIOR MANAGEMENT	MANAGEMENT	PROFESSIONAL	NON-EXECUTIVES
Total number of employees in each employee category	365	1,037	3,294	20,784
Total number and percentage of employees informed of our anti-corruption policies and procedures	361	1,037	3,230	20,673
Total number and percentage of employees who received anti-corruption training	360 99%	1,034 99%	3,224 98%	20,550 99%

GRI 205-2 Communication and Training on Anti-corruption Policies and Procedures to Business Partners

	2023	2024	2025 ⁵⁹
Total number of business partners	2,635	2,818	10,848
Total number of business partners informed of our anti-corruption policies and procedures	2,635	2,818	9,676
Total percentage of business partners	100%	100%	89%

GRI 205-3 Confirmed Incidents of Corruption and Actions Taken

	2023	2024	2025
Total number of confirmed incidents of corruption	1	1	0
Total number of confirmed incidents in which employees were dismissed or disciplined for corruption	1	1	0
Total number of confirmed incidents when contracts with business partners were terminated or not renewed due to violations related to corruption	0	1	0
Public legal cases regarding corruption brought against the organisation or its employees during the reporting period and the outcomes of such cases	0	0	0

GRI 2-27 Compliance with Laws and Regulations

	2023	2024	2025
Number of instances for non-compliance during the reporting period for which fines were incurred	0	0	0
Number of instances for non-compliance during the reporting period for which non-monetary sanctions were incurred	0	0	0
Total number of fines for non-compliance paid during the reporting period	0	1	0
Monetary value of fines for instances of non-compliance that occurred in the current reporting period	0	0	0
Monetary value of fines for instances of non-compliance that occurred in the previous reporting period	0	\$153,000	0

59 With an improvement in data collection processes, data for communication and training on anti-corruption policies and procedures to business partners is presented on a global basis in 2025, as compared to prior years, where data reflects only Singapore operations. Accordingly, the figures are not directly comparable between the reporting periods.

About
ComfortDelGro
Corporation2025
in ReviewOur Approach
to SustainabilityTransitioning
towards a cleaner
and more sustainable
transport systemCreating safe
journeys and
a better future for
Our People, Patrons
and CommunitiesGrowing our
business with
strong governance,
ethical integrity,
and innovation

Appendices

GROWING OUR BUSINESS WITH

STRONG GOVERNANCE, ETHICAL INTEGRITY, AND INNOVATION

Cybersecurity and Data Privacy

Digitalisation and autonomous technologies drive cost savings and operational efficiencies, but also introduce heightened exposure to cyber threats. These include software-based attacks, cybercrime, malware, spyware, and ransomware across all IT environments—both on-premises and cloud—potentially leading to system disruptions and data breaches.

Against this backdrop, we continue to strengthen our cybersecurity controls, data privacy measures, policies and processes. We are committed to meticulously storing, handling, and managing information through robust data privacy and protection frameworks. In doing so, we seek to safeguard our operations and maintain trust with our stakeholders.

The IT Security Steering Committee, led by senior management, sets the tone from the top and demonstrates executive commitment to cyber resilience by proactively assessing and monitoring our IT environments. We manage cybersecurity risks using a multi-layered defence strategy that includes preventive, detective and responsive controls to mitigate the potential cyber risks. Key measures include identity and endpoint protection, network firewalls, and intrusion detection systems to fortify our digital environment.

We deploy a range of technical safeguards to address cybersecurity threats. These include endpoint detection and response, identity threat detection and response, network threat detection, network access control, intrusion prevention systems, multi-level firewalls, micro-segmentation, server OS hardening, software code hardening, data loss prevention controls, and browser isolation to manage the evolving cyber security threats.



CDG Zig mobile application

Our initiatives

Cybersecurity and Data Privacy Frameworks

Our IT security management framework is aligned with industry best practices, which enables timely response to potential security breaches. We maintain a comprehensive cybersecurity incident response and business continuity plan for the agility to act in the event of a cyber incident. These are supported by our Data Breach Management Plan that outlines a comprehensive response strategy for data and security breaches. The plan includes safeguards like the encryption of sensitive personal data, and a comprehensive set of cybersecurity incident response procedures to manage data breaches effectively.

Our [Personal Data Protection Policy](#) is aligned with Singapore's Personal Data Protection Act (PDPA) 2012 and governs how we safeguard personal data. Our international Business Units adapt the policy to comply with local legislation, including the Privacy Act 1988 in Australia, as well as the General Data Protection Regulations (GDPR) 2016 in the United Kingdom and European Union. The Group's data protection guidelines are reviewed biennially to ensure compliance with evolving regulatory requirements across the various jurisdiction in which we operate. Our procedures for collecting, managing, storing, sharing and disposing of data are also regularly reviewed and enhanced. Regular audits are conducted throughout the year to ensure consistent adherence to Group policies.

GROWING OUR BUSINESS WITH

STRONG GOVERNANCE, ETHICAL INTEGRITY, AND INNOVATION

Training on Cybersecurity and Data Privacy

Our cybersecurity awareness programme equips employees with the knowledge to recognise various cybersecurity threats such as phishing attempts and social engineering tactics. This is reinforced through regular Cybersecurity Awareness Training on Personal Data Protection Awareness, delivered through in-person and e-learning platforms, and periodic phishing simulations to strengthen our employees' vigilance. Our employees also receive weekly security news bites and monthly cybersecurity newsletters.

In China, Nanjing Dajian Taxi organised specialised cybersecurity training for all employees, focusing on three key areas: preventing telephone fraud, handling of sensitive information during AI interactions, and recognising fraudulent links. This enables employees to play an active role in safeguarding the company's information security.

Our Management participates in tabletop exercises as part of our Cybersecurity Response processes and procedures to ensure that they are familiar with mitigation mechanisms in the event of a cybersecurity incident or breach of personal data. These exercises enable our management team to effectively respond to incidents and identify potential risks, minimising the potential impact of disruptions, recover affected systems and maintain operational continuity.

Data protection working group

Our Data Protection Working Group comprises Data Protection Officers (DPOs) from every business unit. To ensure compliance to data protection regulations, DPOs in Singapore undergo the necessary training such as the Practitioner Certificate in Personal Data protection (Singapore), while DPOs overseas received similar training in accordance with local regulations. The contact details of Singapore DPOs are registered with the Personal Data Protection Commission (PDPC) Singapore, made publicly available through our website in compliance with the Personal Data Protection Act.

DPOs are responsible for implementing Group guidelines and escalating any breaches or non-compliances at the quarterly Management Risk Committee meetings. These include conducting periodic evaluations and updates of our data inventory map, conducting Data Protection Impact Assessment (DPIAs) for all new IT solutions handling personal data prior to implementation. Singapore-based business units are encouraged to attain the Data Protection Trustmark (DPTM) certification by Infocomm Media Development Authority, while overseas units are encouraged to adopt the ISO 27001 for Information Security standard.



Data Protection Trustmark is obtained by our various Singapore Business Units

GROWING OUR BUSINESS WITH

STRONG GOVERNANCE, ETHICAL INTEGRITY, AND INNOVATION**Processes to further strengthen systems**

We conduct regular vulnerability assessments, penetration tests and audits. Automated security updates and patches are also applied to all servers and endpoints. We proactively secure and renew our cybersecurity insurance coverage, providing comprehensive financial protection against potential consequences of cyber incidents. ComfortDelGro is also transitioning from static dashboard to dynamic data driven dashboard which leverages on AI. The shift enhances our ability to make informed decisions and optimise operations, reflecting our commitment to the adoption of new technologies.

In addition to the various cybersecurity controls and defences in place, we require all business units including newly acquired entities, to complete the Minimum Acceptable Controls (MAC) assessment. This assessment evaluates internal controls and ensures compliance with the Group's baseline requirements, enabling consistency across operations. We also proactively promote good data governance through regular compliance audits carried out throughout the year. The treatment of personal data is guided by our Data Classification Policy, which ensures that appropriate security measures, such as enforced encryption, monitoring, and secure disposal protocols, are consistently applied.

Our performance and the way forward

We aim to have zero major cybersecurity breaches each year, through continued investment in IT systems, data protection controls and cybersecurity solutions. To date, SBS Transit, VICOM, CDGE, ComfortDelGro Taxi, and ComfortDelGro Driving Centre, obtained the Singapore DPTM certification. In the UK, CMAC and Addison Lee received the ISO 27001 Information Security Management certifications while CMAC is Cyber Essentials certified for their businesses across the UK and Europe.

Within the Group, one cybersecurity incident took place in one of our Australian units, A2B Australia, affecting approximately 0.5% to 1% of its registered users. This incident occurred in Q1 2025 and was isolated within the same quarter. Prompt remedial and rectification actions were taken, including communications with impacted customers, reporting to the relevant local authorities, and reimbursement to affected customers. No financial penalty was imposed, and the Australian Office of the Australian Information Commissioner (OAIC) determined that no further action was required in view of the steps taken. In addition, there were no complaints received from outside parties or regulatory bodies with regards to this incident during the reporting year.

GRI 418-1 Substantiated Complaints Concerning Breaches of Customer Privacy and Losses of Customer Data

	2023	2024	2025
Total number of substantiated complaints received concerning breaches of customer privacy	0	0	0
Complaints received from outside parties and substantiated by the organisation	0	0	0
Complaints from regulatory bodies	0	0	0
Total number of identified leaks, thefts or losses of customer data	0	0	1

GROWING OUR BUSINESS WITH

STRONG GOVERNANCE, ETHICAL INTEGRITY, AND INNOVATION**Innovation**

In a rapidly evolving digital economy, innovation is vital for ComfortDelGro to maintain its competitive edge and ensure sustained growth. We leverage new technologies to drive operational efficiency and enhance our services. Drawing on strategic partnerships, research and development, and embracing digital transformation, we continue to unlock opportunities in the markets we operate.

ComfortDelGro is committed to bolstering our innovation and new technology capabilities. Through strategic investments and initiatives, we aim to lead in technological advancements and sustainable practices, ensuring that we remain at the forefront of the transportation industry's evolution. Across our operations, innovative solutions are continuously encouraged to streamline and improve our daily activities.

The development of autonomous vehicle (AV) solutions is central to our innovation strategy. In the past year, we have transitioned from exploring AV technologies to actively deploying them, significantly accelerating our capabilities and laying the foundation for a robust, future-ready AV ecosystem.

Artificial intelligence (AI) has also been deployed to improve safety, efficiency, and reliability across our businesses. Through targeted training and collaboration with industry partners, our workforce is equipped with the skills to adapt to AI and AV, ensuring they remain agile and prepared to support innovation and evolving operational demands.



Further details pertaining to employee trainings on AI can be found in the Employee Well-being and Training section of this Sustainability Report.

Our Initiatives**Centres of Excellence for Innovation**

We continue to build on the foundation set out by our AV Centre of Excellence established in 2022. Our strategic collaborations include AV partnerships with AV technology companies such as Pony.ai and Hello Robotaxi. In 2025, we launched our first robotaxi pilot programme in Guangzhou, China, and began public road familiarisation for the Zig Driverless shuttle services in Punggol, Singapore.

Separately, ComfortDelGro Bus also partnered with Moovita and Ngee Ann Polytechnic to operate AV buses. This initiative includes the upskilling front-line Bus Captains to be AV Operators. To date, 13 Bus Captains have completed the AV Safety Operator course and receive certification. Internal support was further provided by ComfortDelGro Insurance Brokers through the provision of motor insurance for the AV project in Singapore. Leveraging insights from the AV operations in China and Singapore, the Group will explore further trials and deployment opportunities in China and London.



ComfortDelGro China and Hello Robotaxi have signed a Memorandum of Understanding (MOU) to jointly explore and implement commercial Robotaxi deployment.



ComfortDelGro's Self-driving Car to be piloted in Punggol

GROWING OUR BUSINESS WITH

STRONG GOVERNANCE, ETHICAL INTEGRITY, AND INNOVATION



Metroline London buses

In 2024, SBS Transit established an innovation centre to develop future-ready solutions that enhance our operational capabilities. In partnership with the Singapore Institute of Technology, SBS Transit also launched a first-of-its-kind Living Lab at Punggol Coast Station for the co-creation of innovative solutions. The train station will serve as a testbed for students and academia to conduct research and experiments in a safe and controlled environment. We also made investments in Ottopia, a leader in teleoperation technology, through our CVC arm ComfortDelGro Ventures, positioning ComfortDelGro at the forefront of AV technology and smart urban mobility solutions.

Investing in Innovative Solutions

In 2025, we launched a 13-month regulatory sandbox pilot in collaboration with the Singapore Energy Market Authority (EMA). This initiative integrates ComfortDelGro's EV charging stations and SBS Transit Rail network's Environmental Control Systems into a Demand Response programme. By leveraging our EV Aggregation Platform and intelligent sensor

systems, ComfortDelGro can automatically adjust energy consumption to support power system needs, directly enhancing the resilience of Singapore's electricity grid.

SBS Transit continues to utilise fit-for-purpose innovative solutions to enhance the safety of its employees. For instance, we deployed AI-powered robotic dogs AVATAR (Advanced Video Analytics Train Assessment Robot) and MARS (Mobile Autonomous Robotic Surveillance) to assist technicians in inspecting train undercarriages and security officers in their facility patrol. SBS Transit also adopted back support mechanisms for material lifting, wearable exoskeletons to minimise injury risk, and autonomous logistic vehicles for transporting items within the workshop.

In the UK, Metroline will be extending its deployment of AI-powered service control software FlowOS Live across its London operations. The implementation enhances service reliability and consistency, provides more predictable driver shifts, reduces overcrowding during peak hours, and shortens passenger

About
ComfortDelGro
Corporation2025
in ReviewOur Approach
to SustainabilityTransitioning
towards a cleaner
and more sustainable
transport systemCreating safe
journeys and
a better future for
Our People, Patrons
and CommunitiesGrowing our
business with
strong governance,
ethical integrity,
and innovation

Appendices

GROWING OUR BUSINESS WITH

STRONG GOVERNANCE, ETHICAL INTEGRITY, AND INNOVATION

waiting times. This follows successful trials at the Edgware garage, where the software was tested on several of its most demanding bus routes.

As part of a UK Government-funded Connected and Automated Mobility (CAM) Pathfinder project, Metroline is trialling an automated driving technology for bus depots in partnership with Fusion Processing, TfL, and Alexander Dennis. The initiative enables buses to autonomously manoeuvre within depots, moving between cleaning bays, charging points and parking positions with the support of advanced sensor systems and remote monitoring. The trial will assess how automation improves safety and efficiency in London's bus depots.

Our EV charging arm, CDG ENGIE, provides customers a mobile application allowing for long road trip planning with intelligent charging stop calculations, comprehensive access to charging stations across Singapore, Malaysia, and Thailand, real-time charger availability and detailed usage summaries.

Our performance and the way forward

We are committed to continually develop and invest in pioneering digital solutions, services, and new business ventures to meet the evolving needs of our customers in an ever-changing landscape. We continue to monitor our digital strategies and the revenue generated by businesses with a digital presence. The services which we offer digital bookings include taxi and private hire vehicles, bus ticketing, EV charging, vehicle maintenance and grooming, and driving classes.

Online Strategies and Customers Data Privacy

	2025
Percentage of users whose customer data is used for secondary purposes	22%
Percentage of total customer usage in a digital platform	25%
Percentage of revenues generated online ⁶⁰	39%

60 Data excludes public transport businesses.

GROWING OUR BUSINESS WITH

STRONG GOVERNANCE, ETHICAL INTEGRITY, AND INNOVATION**Supply Chain Management**

As stakeholder expectations for sustainable procurement rise, supply chain management become a priority to our business. ComfortDelGro is committed to transparency and accountability across our supply chain. By fostering strong, long-term partnerships with our suppliers, we build a resilient value chain that directly supports our sustainability objectives and enables us to thrive in a dynamic global market.

Our **Global Supplier Code of Conduct (SCoC)** sets our Group-wide standards for human and labour rights, workplace safety and health, business ethics, environmental responsibility, and risk management. It serves as the foundation of our procurement practices, ensuring that all key suppliers are fully aligned with our commitment to acting responsibly.

New suppliers are assessed using a weighted matrix to ensure key criteria are prioritised according to their significance. The criteria used include:

- Technical capabilities
- Product/Service quality
- Supply assurance
- Environmental responsibility
- Safety records
- Financial stability
- Social impact

In China, the SCoC was adapted and tailored to meet and align with local regulations. Simultaneously, we continue to monitor the performance and activities of our China suppliers, ensuring that they adhere to the standards and principles that ComfortDelGro upholds.

ComfortDelGro introduced an ESG Supplier Screening Guide, which provides our business units with guidance on screening suppliers during the selection processes. In Singapore, suppliers with tender award value exceeding S\$500,000 are required to respond to an online ESG assessment. This is followed by a systematic evaluation process to assess the supplier's ESG non-compliance risk, based on both supplier's representation and general desktop research. Key areas of focus include:

- Supplier's compliance to our SCoC
- Past records of ESG non-compliance by the supplier or parent company relating to the service they provide, including legal notices, fines or penalties for any offences relating to the environment, labour, and business ethics

After suppliers are screened and selected, they undergo an onboarding process which includes compliance and risk assessments to ensure alignment with our SCoC. This process is applied globally, and helps mitigate potential supply chain risks, particularly those related to fraud and corruption, supply assurance, non-compliance with environmental, health and safety, as well as legal and pricing risks. Where suppliers and their existing policies cannot comply with our SCoC or fail our screening process, ComfortDelGro will refrain from entering a business contract with them.

Supplier performance is further assessed through our regular Supplier Performance Management exercise, where key suppliers are evaluated on their market practices and fulfilment of our contractual expectations. This approach supports our risk mitigation efforts and enables us to promptly address the root causes of any issues.



ComfortDelGro
Supplier Code of
Conduct

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We are committed to implementing and enforcing robust systems to prevent and address modern slavery risks in our operations and supply chain. CDC Australia and Metroline in the UK published Modern Slavery Statements, outlining our zero-tolerance policy to modern slavery and affirming the commitment to effective systems and controls to prevent human and labour rights violations.

Our initiatives

ComfortDelGro co-authored a procurement guide titled [A Supplier's Guide to Sustainability](#). This comprehensive guide is designed to equip suppliers with the knowledge and best practices needed to embark on their sustainability journey and drive positive change within their supply chains, breaking down complex concepts into actionable strategies that businesses can easily adopt. With a focus on fostering inclusive sustainability, the guide places a strong emphasis on eco-friendly practices, social responsibility, and effective governance. It empowers suppliers to meet the current demands of the marketplace and lead in setting new standards for sustainability.

In Singapore, we adopted the ComfortDelGro Procurement, Analytics, Sourcing and Supplier (ComPASS) system, an electronic spend management platform that facilitates end-to-end procurement processes. The system covers supplier onboarding, sourcing, contract management, procure-to-pay and spend analysis functions for all local and international trade suppliers. ComPASS provides an integrated platform for suppliers to submit bids, sign contracts, retrieve purchase orders and submit e-invoices, at the same time streamlining tender approvals that require financial and ESG evaluation by the relevant Group Functions.

In Australia, through our Reconciliation Action Plan, we are actively building partnerships with

Aboriginal and Torres Strait Islander businesses, including First Nations suppliers and social enterprises in our procurement processes. We created a structured approach to support the growth of Aboriginal and Torres Strait Islander suppliers within the bus industry. This involves identifying potential suppliers, sharing industry knowledge, and collaborating to build their capacity to meet industry requirements.

Our performance⁶¹ and the way forward

In 2025, 89% of our global suppliers were screened for compliance to our SCoC. The remaining 11% comprises of legacy suppliers and new suppliers from our recently acquired operations where adoption of our SCoC processes is in progress. These remaining suppliers will be screened upon the next contract renewal. In 2025, we had one supplier incident of social and environmental non-compliance. Four individuals from a supplier in Singapore were charged with corruption offences, and the supplier was debarred.

ComfortDelGro also completed a preliminary value chain mapping exercise to gain an overview of the key climate-related factors that impact us. By collecting insights on our key suppliers in all geographies where we operate, we are able to better understand our footprint and the products and services key to our operations, enabling us to build a resilient supply chain.



Further details pertaining to value chain analysis can be found in the Climate Change Adaptation and Mitigation section of this Sustainability Report.

From 2026 and beyond, we will continue to uphold strict standards in the management of our supply chains and provide support to promote the growth of the ecosystem through strong relationships with our suppliers.

Compliance to Suppliers Code of Conduct (SCoC)

	2025
Total number of suppliers	10,848
Total number of suppliers who acknowledged the SCoC	9,676
Total percentage of compliance to SCoC	89%

61 With improvements in our data collection processes for operations outside of Singapore. All data for 2025 now reflects ComfortDelGro's global operations.

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GRI 308-1 New Suppliers Screened for Negative Environmental Impacts in the Supply Chain

	2023	2024	2025
Number of new suppliers	364	368	1,560
Percentage of new suppliers screened using environmental criteria	99%	98%	75%

GRI 308-2 Existing Suppliers Assessed for Negative Environmental Impacts in the Supply Chain and Actions Taken

	2023	2024	2025
Number of suppliers assessed for environmental impact	2,579	2,771	7,718
Number of suppliers identified to have significant actual/potential negative environmental impact	0	0	0
Significant actual/potential negative environmental impact identified in the supply chain	0	0	0
Percentage of suppliers with significant actual/potential negative environmental impact, with which improvements were agreed	0%	0%	0%
Percentage of suppliers with significant actual/potential negative environmental impact, with which relations were terminated	0%	0%	0%

GRI 414-1 New Suppliers Screened for Negative Social Impacts in the Supply Chain

	2023	2024	2025
Number of new suppliers	364	368	1,560
Percentage of new suppliers screened using social criteria	99%	98%	75%

GRI 414-2 Existing Suppliers Assessed for Negative Social Impacts in the Supply Chain and Actions Taken

	2023	2024	2025
Number of suppliers assessed for social impact	2,579	2,771	7,772
Number of suppliers identified to have significant actual/potential negative social impact	0	0	1
Significant actual/potential negative social impact identified in the supply chain	0	0	1
Percentage of suppliers with significant actual/potential negative social impact, with which improvements were agreed	0%	0%	0%
Percentage of suppliers with significant actual/potential negative social impact, with which relations were terminated	0%	0%	0.013%

Key Performance Indicator for Supplier Screening

	2025
Number of Tier-1 suppliers	9,428
Number of significant suppliers in Tier-1	850
% of total spend on significant suppliers in Tier-1	71%
Number of non-Tier-1 significant suppliers	168

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