

2021 IN REVIEW

MAKING HEADWAY IN OUR ELECTRIFICATION JOURNEY



2021 marks the year we accelerate our fleet electrification. Against the backdrop of maturing battery technologies and supporting infrastructure for Electric Vehicles (EVs), ComfortDelGro has significantly grown its fleet of electric taxis, buses and rental vehicles. With every EV we add to our fleet, it produces 50% less Greenhouse Gas (GHG) emissions compared to its Internal Combustion Engine (ICE) counterpart in its lifetime*. This enables ComfortDelGro to reduce its impact on the environment and contribute to climate action.

Since 2016, ComfortDelGro has been building up its experience in operating and maintaining these vehicles across its diverse geographies. Through economies of scale

from its operations, complemented by smart optimisation engines, it is able to operate a large fleet of EVs efficiently and minimise environmental impact associated with their lifecycle management.

ComfortDelGro is committed to the Science Based Targets initiative (SBTi) and aims to achieve decarbonisation targets in line with the Paris Agreement goal to limit global warming to 1.5°C above pre-industrial levels. We have set our sight to at least halve our GHG emissions over the next decade, and is pending the targets approval from the SBTi expert committee. ComfortDelGro is the first Singaporean mobility operator to commit to SBTi and the 1.5°C business ambition.

* Statistics were obtained from the Land Transport Authority.

2021 IN REVIEW

KEEPING UP WITH THE COVID-19 FIGHT



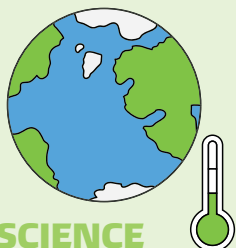
In 2021, ComfortDelGro kept up with the implementation of measures and programmes to help our people and communities combat the effects of global lockdowns. As the world transits to a “new normal” of living with COVID-19, ComfortDelGro is committed to ensuring the continued safety of our people, patrons and communities.

In Shenyang, the ComfortDelGro Lei Feng Team <雷锋车队> was appointed by the Shenyang Municipal Government and Transportation Bureau to take charge of passenger transfer at Shenyang Taoxian International Airport and Shenyang North Railway Station during the COVID-19 pandemic. Led by taxi driver Zhao Yu Hai, the team consisted of 14 other taxi drivers and collectively, they provided about 20 trips per day, transferring a total of 8,000 passengers in the three-month period. Despite the risk of contracting COVID-19, they persevered with their frontline efforts to transport travellers and contributed to a safer environment for the Shenyang people. During the Chinese New Year in 2021, the Lei Feng Team worked non-stop, sacrificing the time to reunite with their families, and contributing to pandemic prevention work for their community.



2021 IN REVIEW

KEY SUSTAINABILITY PERFORMANCE METRICS AT A GLANCE

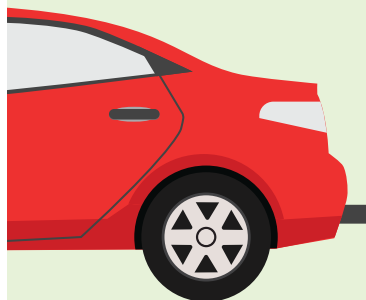


SCIENCE BASED TARGETS INITIATIVE (SBTI)

Committed to the 1.5°C climate scenario and submitted reduction targets for Scope 1, 2 and 3 emissions

ABSOLUTE GREENHOUSE GAS (GHG) EMISSIONS IN 2021 (in Tonnes CO₂e)

Scope 1 : 744,805
 Scope 2 : 192,982
 Scope 3*: 550,095
 Scope 1+2: 937,787
 Scope 1+2+3: 1,487,882



GHG EMISSION INTENSITY (TCO₂E/ \$MIL REVENUE)

2021: 265
 2020: 290
 2019: 301

Included China's data for past years and calculated based on Scope 1+2 emissions for consistent comparison with our baseline year of 2015.

FUEL CONSUMPTION



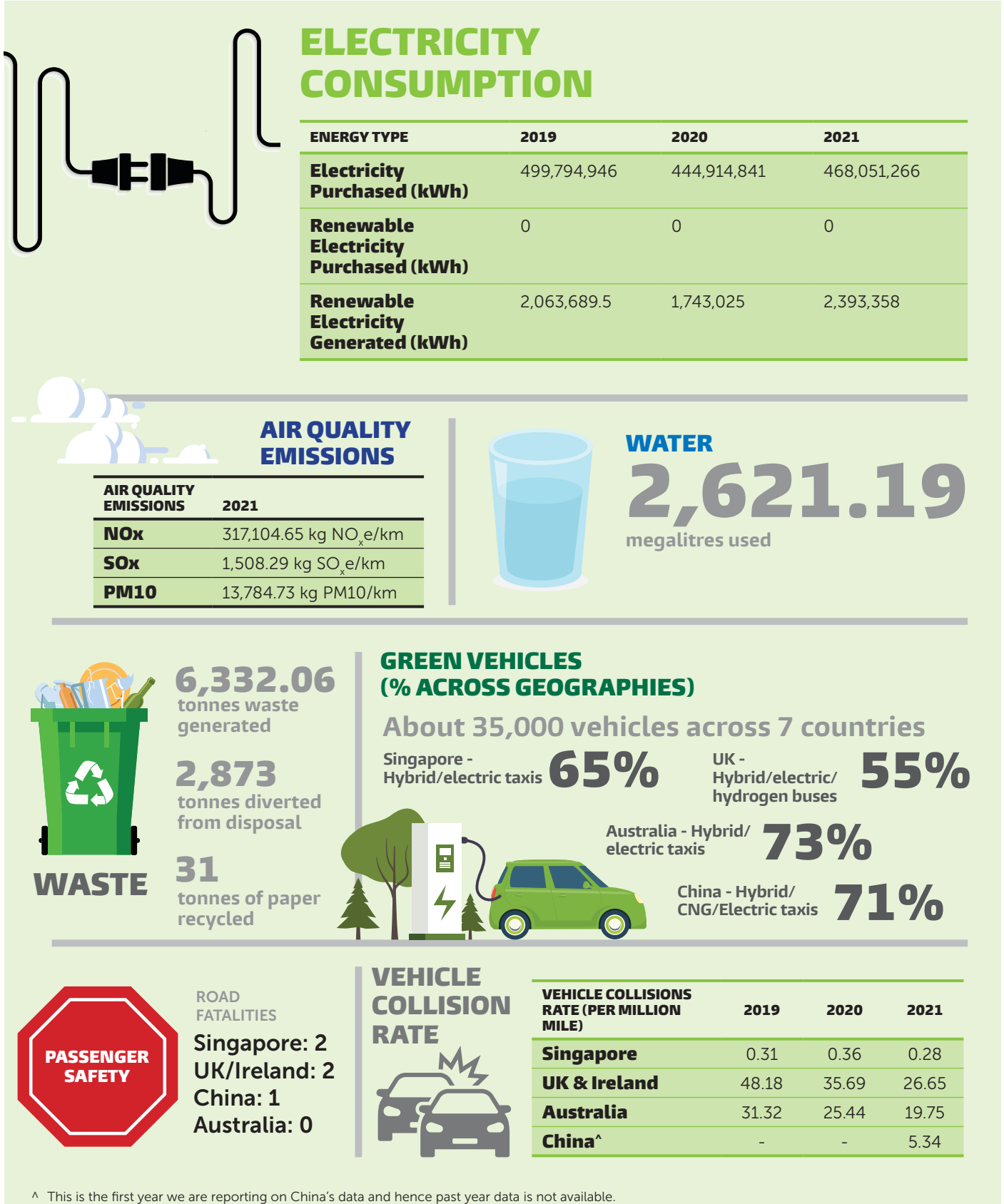
FUEL TYPE	2019	2020	2021
Bio-blend Diesel B20 (in litres)	-	-	34,016,891
Diesel (in litres)	331,332,976	252,762,130	217,276,303
Petrol (in litres)	32,658,433	33,264,997	38,830,319
CNG (in litres)	15,051,082	15,813,088	22,698,690

This is the first year we have included the data from our China's operations in our Sustainability Report. We have restated past years' environmental data (i.e. emissions, fuel and electricity consumption) to ensure a fair comparison of our environmental performance over time.

* This is our first year reporting on our Scope 3 emissions

2021 IN REVIEW

KEY SUSTAINABILITY PERFORMANCE METRICS AT A GLANCE



2021 IN REVIEW

KEY SUSTAINABILITY PERFORMANCE METRICS AT A GLANCE



ACCESSIBILITY FOR BUSES

Wheelchair Accessibility of Public Buses

	2021
Singapore	100%
UK & Ireland	100% (up from 90% in 2020)
Australia	100%

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

	2021
Singapore	98.2%
UK & Ireland	82.2%
Australia	64% (up from 57% in 2020)

In our overseas operations, regional road infrastructure is not always designed to operate low-floor wheelchair accessible buses. The regional bus operations are therefore constrained from operating low-floor wheelchair accessible vehicles.



WORKPLACE SAFETY

0 work-related fatalities across our operations

WORKPLACE INJURY RATE (WIR) PER 100,000 EMPLOYEES*	2019	2020	2021
Singapore	457.4	455.1	714
UK & Ireland	480.8	616.2	356.7
Australia	2,189.9	1,008.8	1,929.4
China[^]	-	-	738.6



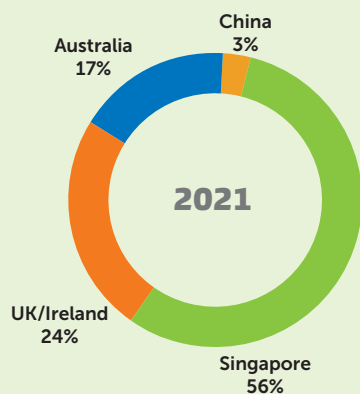
DIVERSITY METRICS

FEMALE EMPLOYEES
 2021: 14.3%
 2020: 14.6%
 2019: 14.3%

EMPLOYEES AGED ABOVE 50-YEAR-OLD
 2021: 43.3%
 2020: 40.8%
 2019: 40.1%

NATIONALITIES
 Singaporean: 31%
 Malaysian: 19%
 British: 16%
 Australian: 14%
 Chinese: 6.4%

WORKFORCE SIZE BY COUNTRIES



DONATIONS

2021: S\$2.07million
 2020: S\$1.44million
 2019: S\$1.24 million



TRAINING HOURS

2021: 20.2 hr
 2020: 18.6 hr
 2019: 28.2 hr

* Workplace Injury Rate (WIR) for Singapore falls below the 971 per 100,000 employed persons for the Transportation and Storage industry. The statistics is published by Ministry of Manpower in the Workplace Safety and Health Report 2020. According to the Labour Force Survey, the WIR in UK/Ireland falls below 1,770 per 100,000 employed persons for the industry. Australia has a "no-fault" system of workers' compensation for work-related injuries and benefit systems which indirectly led to relatively high workplace injury reports and long medical leaves.

[^] This is the first year we are reporting on China's data and hence past year data is not available.

2021 IN REVIEW

FINANCIAL PERFORMANCE AT A GLANCE

At ComfortDelGro, we believe that sustainability is critical to creating long-term shared value for all our stakeholders. We work hard to steer our business towards long-term economic and market growth while maintaining strong environmental, social and ethical responsibilities. We look beyond short-term profits, focusing on generating positive change and value to the economy and our stakeholders for the long-term.

The full year Group revenue increased by 9.1% to \$3.5 billion as economies staged gradual recoveries. Excluding Government assistance grants, the Group went back into the black with an

operating profit of \$125.4 million, compared to the full year operating loss of \$47.6 million previously. Including the various Government COVID-19 assistance packages which amounted to \$84.6 million, the Group registered an operating profit of \$210.0 million. The net profit attributable to shareholders increased by 114.0% to \$130.1 million. For more details, please refer to ComfortDelGro Annual Report 2021.

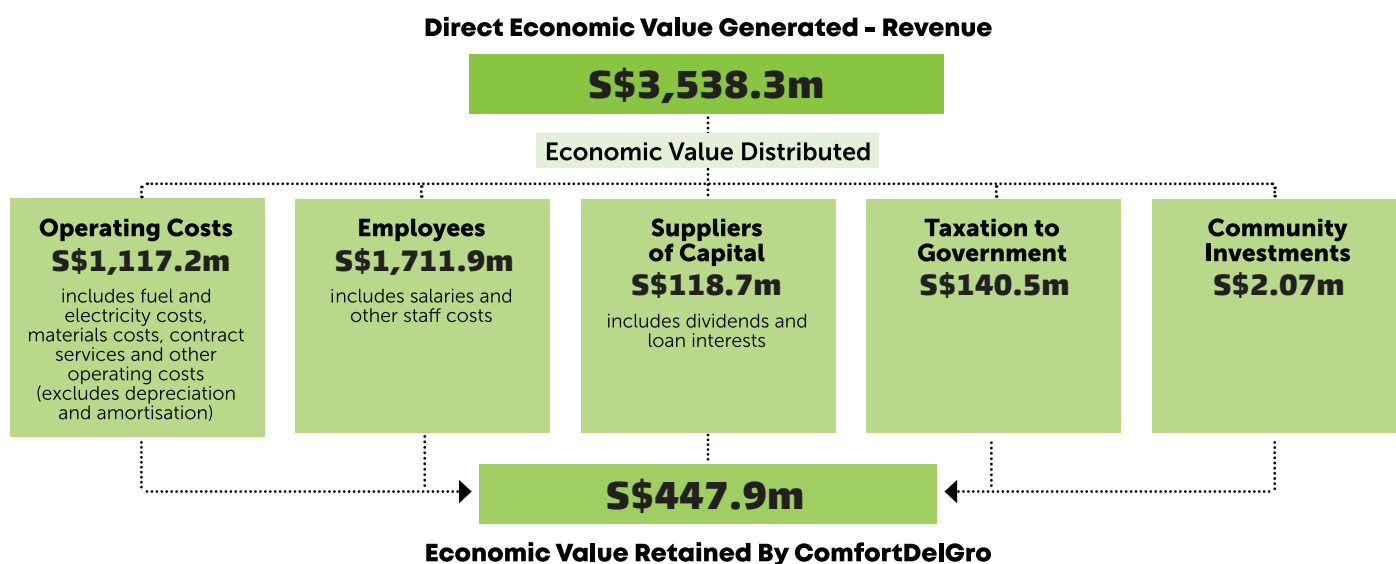
We distributed around 87% of our economic value to our suppliers, employees, government and community. Economic value retained in 2021 is S\$447.9 million.

GROUP FINANCIAL HIGHLIGHTS

FINANCIAL SUMMARY	2019	2020*	2021
Revenue (S\$mil)	3,901.1	3,242.6	3,538.3
Operating Profit (S\$mil)	415.8	121.7	210.0
Profit Attributable to Shareholders (S\$mil)	265.1	60.8	130.1
EBITDA ** (S\$mil)	864.2	613.2	635.3
Earnings per ordinary share (cents)	12.24	2.81	6.00

* Certain comparative figure have been restated due to a change in accounting policy

**EBITDA excludes impairment and net gain/(loss) on disposal



AWARDS AND ACCOLADES

COMFORTDELGRO ACHIEVEMENTS

Member of

Dow Jones Sustainability Indices

Powered by the S&P Global CSA

The DJSI distinction reflects being a sustainability leader in the industry. ComfortDelGro is the only Singaporean transport company to be included, and 2021 marks the 3rd year we have received this prestigious credential.



In January 2021, ComfortDelGro and its subsidiary, SBS Transit, were honoured with the GreenDNA certification in recognition as champions of environmental stewardship in Singapore.

With a specific focus on the adoption of a Low Carbon Lifestyle and the incorporation of sustainable mindsets, GreenDNA is a recognised accreditation that certifies the encoding of such green practices into the DNA of organisations and individuals. These mindset shifts attention to reduce use of resources and advocates for circular business practices.

MSCI ESG RATINGS

AA

CCC B BB BBB A AA AAA

MSCI ESG Research provides ESG Ratings of companies according to exposure to industry-specific ESG risks and the ability to manage those risks relative to peers. In 2021, we have received an "AA" rating, an improvement from our "A" rating in 2020.



FTSE4Good

The FTSE4Good Index Series is designed by FTSE Russell to measure the performance of companies demonstrating strong Environmental, Social and Governance (ESG) practices. ComfortDelGro is proud to remain as a constituent of the FTSE4Good Index Series in 2021.

AWARDS AND ACCOLADES



The Singapore Environment Council (SEC) has developed an enhanced Eco Office certification which aims to guide offices in the implementation of environmentally conscious practices such as reducing waste, optimizing resource consumption (paper, water, electricity). The certification consists of a tiered approach, with 'Elite' being the top category. It is only awarded to offices that have achieved excellence in environmental performance and sustainability messaging amongst employees.

We are proud to report that 21 offices received the Eco Office certification, of which 16 were classified in the top "Elite" tier.

"ELITE" CATEGORY

ComfortDelGro Corporation Limited
 ComfortDelGro Engineering Pte Ltd - Braddell
 ComfortDelGro Engineering Pte Ltd - Loyang
 ComfortDelGro Engineering Pte Ltd - Pandan
 ComfortDelGro Engineering Pte Ltd - Ubi
 SBS Transit Ltd - Ang Mo Kio Bus Depot
 SBS Transit Ltd - Bedok North Bus Depot
 SBS Transit Ltd - Braddell HQ
 SBS Transit Ltd - Bukit Batok Bus Depot
 SBS Transit DTL Ltd - DTL Depot
 SBS Transit Ltd - Hougang Bus Depot
 SBS Transit Ltd - NEL Depot
 SBS Transit Ltd - Seletar Bus Depot
 SBS Transit Ltd - SPLRT Depot
 SBS Transit Ltd - Soon Lee Bus Depot
 SBS Transit Ltd - Ulu Pandan Bus Depot

"CHAMPION" CATEGORY

ComfortDelGro Rent-a-Car Pte Ltd

"PROFESSIONAL" CATEGORY

ComfortDelGro Driving Centre Pte Ltd
 Setsco Services Pte Ltd
 VICOM Ltd

"PREMIUM" CATEGORY

Moove Media Pte Ltd

OUR SUBSIDIARIES' ACHIEVEMENTS

CITYCAB

LAND TRANSPORT AUTHORITY ANNUAL SAFETY AWARD CONVENTION

Public Transport Safety Award
 (Point-to-Point Operator) Merit Award
Merit Award

COMFORTDELGRO AUSTRALIA

NSCA FOUNDATION AND GIO WORKERS COMPENSATION'S 28TH ANNUAL NATIONAL SAFETY AWARDS OF EXCELLENCE

Received Highly Commended award in the Best Communication of a Safety Message category

QUEENSLAND BUS INDUSTRY AWARDS

Winner of the 2021 Environmental/Innovation Award

SBS TRANSIT

SINGAPORE CORPORATE AWARDS 2021 (SPECIAL EDITION)

SBS Transit was awarded with the "Corporate Excellence and Resilience Award" (Mid-Cap) at the Singapore Corporate Awards 2021 (Special Edition). This prestigious award is a strong affirmation of our commitment to strong corporate governance despite challenging circumstances.

SECURITIES INVESTORS ASSOCIATION (SINGAPORE) (SIAS) INVESTORS' CHOICE AWARDS

In 2021, SBS Transit was awarded with the "Shareholder Communication Excellence Award" (Mid-Cap) as well as Runner-up for the "Most Transparent Company Award" (Industrials).

LAND TRANSPORT AUTHORITY ANNUAL SAFETY AWARD CONVENTION

Public Transport Safety Award (Bus Operator)
Excellence Award

- PT203 Bukit Merah Bus Package

Merit Award

- PT212 Jurong West Bus Package

Public Transport Safety Award (Rail Operator)
Excellence Award

- North East Line

VICOM

SIAS INVESTORS' CHOICE AWARDS

Runner up to Shareholder Communication Excellence Award in Mid Cap Category

SINGAPORE GOVERNANCE AND TRANSPARENCY INDEX

Ranked 21st out of 519 listed companies surveyed