ENABLING A CLIMATE-FRIENDLY AND SUSTAINABLE TRANSPORT SYSTEM

COMFORTDELGRO RECOGNISES THE ROLE IT PLAYS AS A GLOBAL MOBILITY PROVIDER IN ACCELERATING CLIMATE ACTION. TOGETHER WITH OUR SUBSIDIARIES, WE PLACE SUSTAINABLE ENVIRONMENTAL PERFORMANCE AT THE FOREFRONT OF OUR OPERATIONS. WE STRIVE TO MINIMISE OUR IMPACTS ON THE ENVIRONMENT AND ENABLE A CLIMATE-FRIENDLY TRANSPORT SYSTEM.

ENABLING A CLIMATE-FRIENDLY AND SUSTAINABLE TRANSPORT SYSTEM

BEHIND OUR ELECTRIFICATION

Left to right: Gene Goh, Paul Welsford, Ang Soo Hock (CEO, ComfortDelGro Engineering), Freddie Chew and Kumaran SO Balasubramanian.

> I ONLY HAVE TWO WORDS FOR MY ELECTRIFICATION JOURNEY – NO REGRETS.

PAUL WELSFORD
HEAD OF COMMERCIAL

Backed by strong belief in clean energy and passion to pursue a sustainable future, members of the team were excited to spearhead ComfortDelGro's electrification journey. As Freddie Chew, General Manager, shared, the transition to cleaner energy is a natural progression for the Fuel Sales business as they reviewed their corporate strategy.

There were inevitable encounters of difficult and stressful situations, late nights and intense discussions in the beginning. They managed, however, to harness one another's strengths and diverse backgrounds, aligned their goals and charge forward. "Our team is made up of members from diverse backgrounds who are open to the sharing of views and expertise. This makes up a great team to move forward with," said Gene Goh, Head of Technology.

It has been such a learning journey for the team. They have gained a more holistic view of the industry and an in-depth understanding of how EV chargers work. It is also crucial to be familiar with regulatory obligations, technical standards and safety precautions for the design, installation and operation of chargers.

While the journey ahead will not be a straight road, the team is thankful for all the support they've received from the authorities, ComfortDelGro management and partners, and is focused on getting the EV chargers up and going.

Behind ComfortDelGro's electrification journey, we are proud to have dedicated people to pioneer and champion our cause.

> THE URA AND LTA TENDER SAW 19 INDUSTRY PLAYERS PARTICIPATING IN THE BID, AND WE WERE EXHILARATED WHEN WE WERE NOTIFIED OF OUR WIN!

KUMARAN SO BALASUBRAMANIAN
HEAD OF OPERATIONS & MAINTENANCE

ENABLING A CLIMATE-FRIENDLY AND SUSTAINABLE TRANSPORT SYSTEM

CLIMATE CHANGE ADAPTATION AND MITIGATION

Adapting and mitigating climate change and its influence on our business with climate-friendly and sustainable mobility products and services

WHY THIS MATTERS TO US

The transportation sector is heavily reliant on fossil fuels and accounts for about one-fifth of global GHG emissions. Despite being one of the sectors most heavily affected by the COVID-19 pandemic, the transition to a post-COVID world shows a likelihood of increased emissions due to growing demands and the limited uptake of alternative fuel and energy sources.

With bus, taxi and rail operations in seven countries, we acknowledge our ability to influence and pivot towards a sustainable transportation sector. By actively transitioning our fleet to more efficient and cleaner transportation, we aim to significantly reduce our GHG emissions and contribute to mitigating the impacts of climate change. Our ultimate goal is to move people further, longer, and faster with less resources and cleaner options.

HOW WE MANAGE THIS

Our key strategies to enable a climate-friendly and sustainable transport system are to electrify our fleet, improve efficiencies, and transit to clean, renewable energy. In February 2021, we committed to achieving the 1.5°C ambition through the Science Based Targets initiative (SBTi). This is a testament to our decarbonisation efforts to adapt and mitigate the impacts of climate change. Widely recognised as the leading science based target setting authority, the SBTi is a collaboration between the Carbon Disclosure Project, the United Nations Global Compact, World Resources Institute and the World Wide Fund for Nature. We worked to develop our emission reduction targets for Scope 1, 2 and 3 and our targets are pending approval by the SBTi technical expert committee. More details on the emission reduction targets can be found later in the chapter.

In addition, ComfortDelGro embarked on a journey in 2021 to understand the physical and transition risks and opportunities presented by climate change for our business. We are underway to align with the Task Force on Climate-Related Financial Disclosures (TCFD). We are expected to publish a full report later in 2022. Through a series of climate risk workshops, it illuminated two key findings: 1) the impacts ComfortDelGro face due to climate change and 2) the impacts ComfortDelGro has on the climate and natural environment. It reinforced our ambitions to drive climate-friendly mobility solutions that would reduce GHG emissions for our operations and that of our business partners.

ENABLING A CLIMATE-FRIENDLY AND SUSTAINABLE TRANSPORT SYSTEM

CLIMATE FRIENDLY MOBILITY

Since 2015, we started to phase out our Internal Combustion Engine (ICE) vehicles in favour of hybrid or electric vehicles (EVs). As we adopt cleaner vehicle technologies, we work closely with vehicle manufacturers, fuel and electricity providers to provide valuable feedback on performance and areas of improvements.

Our existing ICE fleet continue to meet the latest standards (Euro 5 or higher). These standards ensure that vehicles produce lower levels of harmful exhaust emissions such as nitrogen oxide, carbon monoxide, hydrocarbons and particulate matter. This leads to improved fuel efficiencies as well as reduced pollutants and GHG emissions. We also employ route optimisation and on-demand services to further increase operational efficiencies and improve environmental performance.

UNDERTAKING ACTIONS IN MITIGATION AND ADAPTATION OF OUR CLIMATE RISKS

In 2021, ComfortDelGro initiated a groupwide assessment of our most pertinent physical and transitional climate risks. We assessed the risk according to our regional locations including Singapore, China, Australia, UK and Ireland. Our key business units in each region identified the major impacts and the subsequent business or financial implications. Our preliminary findings indicate the following physical and transitional risks to be most pertinent and impactful to our operations. The impacts include, but are not limited to, increased repair and maintenance costs, reduced asset values, higher fuel and supply chain costs, higher staff spending, loss of working man-days as well as reputational costs. The final results will be published in our TCFD report in 2022.

	SINGAPORE	AUSTRALIA	UK/IRELAND	CHINA
PHYSICAL RISKS				
More frequent/intense floods (River or Flash Floods)	●	●	●	●
Higher mean temperatures and more frequent/intense heatwaves	●	●	●	●
Windstorms	●	●	●	●
Rising sea levels	●		●	
Increasing water scarcity		●		
TRANSITIONAL RISKS				
Carbon pricing	●	●		●
Policies and regulations moving towards a low carbon economy	●	●	●	●
Developments and shifts in innovation and technologies	●	●	●	
Changing consumer preferences towards low carbon products and services			●	

ENABLING A CLIMATE-FRIENDLY AND SUSTAINABLE TRANSPORT SYSTEM

SUSTAINABLE PRODUCTS AND SERVICES

With the transition of our fleet, we aim to provide sustainable mobility solutions to all our customers. ComfortDelGro Engineering partnered with TÜV SÜD to train technicians in the automotive industry. In addition to traditional ICE vehicle repairs, there will be a focus on the safe handling of high voltage systems in hybrid and EVs. This partnership will set industry standards and enable more skilled technicians to be readily available as Singapore works towards a more sustainable future. The MoU signing ceremony was held in September 2021 at TÜV SÜD's newly opened flagship office and witnessed by Deputy Prime Minister Heng Swee Keat.

In the UK, Metroline has partnered with Transport for London (TfL) to launch 20 environmentally friendly hydrogen fuel cell double deck buses. The Mayor for London, Sadiq Khan, launched the hydrogen double deck bus in June 2021.

These new hydrogen fuel cell double deck buses are first being introduced on route 7 between East Acton and Oxford Circus. The hydrogen buses join a fleet of over 500 electric buses – one of the largest fleets in Western Europe. The aim is to make all buses in London zero emission by 2030.

Hydrogen used in a fuel cell is free from harmful emissions, where water is the the only by-product. The buses will reduce the level of harmful nitrogen oxide released and thereby improving the air quality and health of Londoners. Passengers will benefit from smoother, quieter journeys due to fewer vibrations and will be able to take advantage of free-to-use USB charging points.

From 2023, the hydrogen will be even greener as it will be produced by electrolysis powered by a direct connection to an offshore windfarm. This means that it will reduce ComfortDelGro's Scope 3 emissions required to power the hydrogen buses.

A new state of the art fuelling station completed by Danish engineering firm Nel Hydrogen will top up each hydrogen fuel cell bus just once per day in as little as five minutes.

In addition to around £6 million of funding from TfL, more than £5 million of funding has been provided by European bodies - by the Fuel Cells and Hydrogen Joint Undertaking, and the Innovation and Networks Executive Agency (INEA), an executive agency of the European Commission – as well as £1 million from the Office of Zero Emission Vehicles. With sustained financial support from the Government, TfL could look to accelerate its plans for a zero-emission bus fleet from 2037 to 2030 in order to reduce carbon emissions and address the public health emergency caused by dirty air.

"HYDROGEN IS AN EXTREMELY PROMISING RENEWABLE FUEL FOR PUBLIC TRANSPORT VEHICLES AND WE ARE LOOKING FORWARD TO PROVING ITS APPLICATION ON LONDON'S ROADS. THE HYDROGEN BUSES ARE AN EXCITING NEW ADDITION TO OUR FLEET, AND HIGHLIGHT METROLINE'S CONTINUED DEDICATION TO MAKING LONDON'S STREETS GREENER. OUR ENGINEERING TEAMS HAVE BEEN HARD AT WORK PREPARING THE BUSES FOR SERVICE AND WE ARE PROUD TO BE OPERATING THE FIRST HYDROGEN POWERED DOUBLE-DECK BUSES IN LONDON IN THE HOPE THAT IT WILL FURTHER SHOWCASE THE APPLICATION OF SUSTAINABLE VEHICLES IN THE CAPITAL."

SEAN O'SHEA
CEO AT METROLINE

ENABLING A CLIMATE-FRIENDLY AND SUSTAINABLE TRANSPORT SYSTEM

A FIRST-HAND ACCOUNT OF DRIVING A HYDROGEN BUS

Driving one of these buses is Constantin Bichescu. Based at Perivale garage, Mr Bichescu has been with the company since 2016 and has an exceptional performance record, with Operations Managers at the garage calling him "an asset to Perivale garage."

Speaking about his experience driving the zero emission bus, Mr Bichescu says, "It makes me feel good knowing that we are not polluting the environment. It is very smooth, there is no comparison with other buses - the hydrogen bus is the best." He isn't the only one that thinks so, with a range of enthusiastic responses from customers too. "Children seem to be fascinated with the hydrogen bus and many customers have given positive feedback - even other drivers from different companies and different routes," he explains.

As a driver at the forefront of Metroline's initiative to build a greener fleet, Mr Bichescu is in no doubt that hydrogen vehicles will be the way forward for more environmentally friendly buses in the future; "When you are in traffic and you can see the emission coming from other vehicles it makes you really appreciate the hydrogen bus. "This is better for our environment and our health", he says..

"

CHILDREN SEEM TO BE FASCINATED WITH THE HYDROGEN BUS AND MANY CUSTOMERS HAVE GIVEN POSITIVE FEEDBACK - EVEN OTHER DRIVERS FROM DIFFERENT COMPANIES AND DIFFERENT ROUTES.

"

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OUR PERFORMANCE AND LOOKING FORWARD

OUR FLEET COMPOSITION AND TRANSITION PLAN

In Singapore, our public transport operator, SBS Transit, partnered with the Land Transport Authority (LTA) to introduce an additional 10 electric buses into their fleet, increasing the total number of electric buses from 20 to 30. SBS Transit continues to operate the 25 diesel hybrid buses, previously procured by LTA. The authority targets to operate 100% cleaner energy public bus fleet by 2040 and for all new public bus purchases from March 2020 to be cleaner energy bus models. SBS Transit welcomes this cleaner fleet transition and is ready to partner with LTA to support and operate these buses in future.

As Singapore's largest taxi operator, ComfortDelGro Taxi is expected to put up to 400 electric taxis on the road in 2022. With this move, we are confident that we will achieve our target to put 1,000 electric taxis on the roads by 2023. We are also cognisant of our duty to our drivers. We engage with them to ensure that these new vehicle models are not only comfortable and safe to drive but also easy to operate and maintain.

In order to ensure success in our fleet electrification, it is important to invest in infrastructure support. The ComfortDelGro Engineering-ENGIE consortium won 479 out of 632 charging station for EVs which marks the first step to bolster the local electric charging infrastructure. This is the first tender by the Urban Redevelopment Authority (URA) for EV chargers and supports the Singapore Green Plan 2030 to have 60,000 charging points nationwide. The chargers to be installed comprise of 192 x 22kW AC chargers, 279 x 7kW AC chargers and 8 x 50kW DC chargers, in the Central, East and West regions of Singapore. Installation has begun in the end of 2021, and is targeted to be completed by third quarter in 2022. ComfortDelGro Engineering currently operates four 24-hour Direct Current (DC) fast charging stations at its workshops located at Braddell and Loyang.

ComfortDelGro Bus is also slated to operate a fully electrified private fleet of shuttle buses at the National University of Singapore (NUS) and Nanyang Technological University (NTU) campuses in 2022. In NUS, the buses will continue to serve the eight existing shuttle bus routes covering the NUS Kent Ridge campus, University Town and NUS Bukit Timah campus daily from 7am to 11pm, including public holidays. In NTU, about 20 electric buses will serve four shuttle bus routes on campus. These buses will be wheelchair accessible and equipped with a telematics system, an anti-fatigue system as well as forward and side collision warning systems. These two multi-year contracts are valued at S$50 million and marks the beginning of how ComfortDelGro and its private mobility offerings can support our clients' sustainable mobility ambitions.

EV charger installed at URA Centre.

ENABLING A CLIMATE-FRIENDLY AND SUSTAINABLE TRANSPORT SYSTEM

ELECTRIC BUS TRIALS IN SINGAPORE

In July 2021, ComfortDelGro Bus trialled an electric bus as part of the NUS shuttle service. This is in support of the ComfortDelGro-NUS Smart and Sustainable Mobility Living Lab, a research collaboration between NUS and ComfortDelGro. The electric bus provides mobility-related data that supports various research projects under the Living Lab.

ComfortDelGro Bus also supported their clients' sustainable mobility aspirations by conducting on-site electric bus trials. One of the recent partnership was with Sentosa Development Corporation as they plan to electrify all of its on-island public transport by 2025.

In the UK and Ireland, our biggest bus operator, Metroline, continues to uphold their commitment to establishing a climate-friendly fleet. As described in the earlier section, the launch of the hydrogen buses by Metroline signals our commitment to more sustainable products and services. Metroline is currently operating 835 greener hybrid, electric and hydrogen buses. 100% of its ICE vehicles are compliant with Euro 6 Standard.

In Australia, CDC Victoria was a commendable finalist in Healthy Environment category of the 2021 Premier's Sustainability Awards. We were the first public transport operator in Australia to implement the use of automatic geofencing technology to deliver enhanced environmental performance by cutting emissions and limiting engine noise. Operating on Melbourne's track bus services, 48 of 50 of the Volvo hybrid buses have shown to reduce nitrogen oxide and particulate emissions by

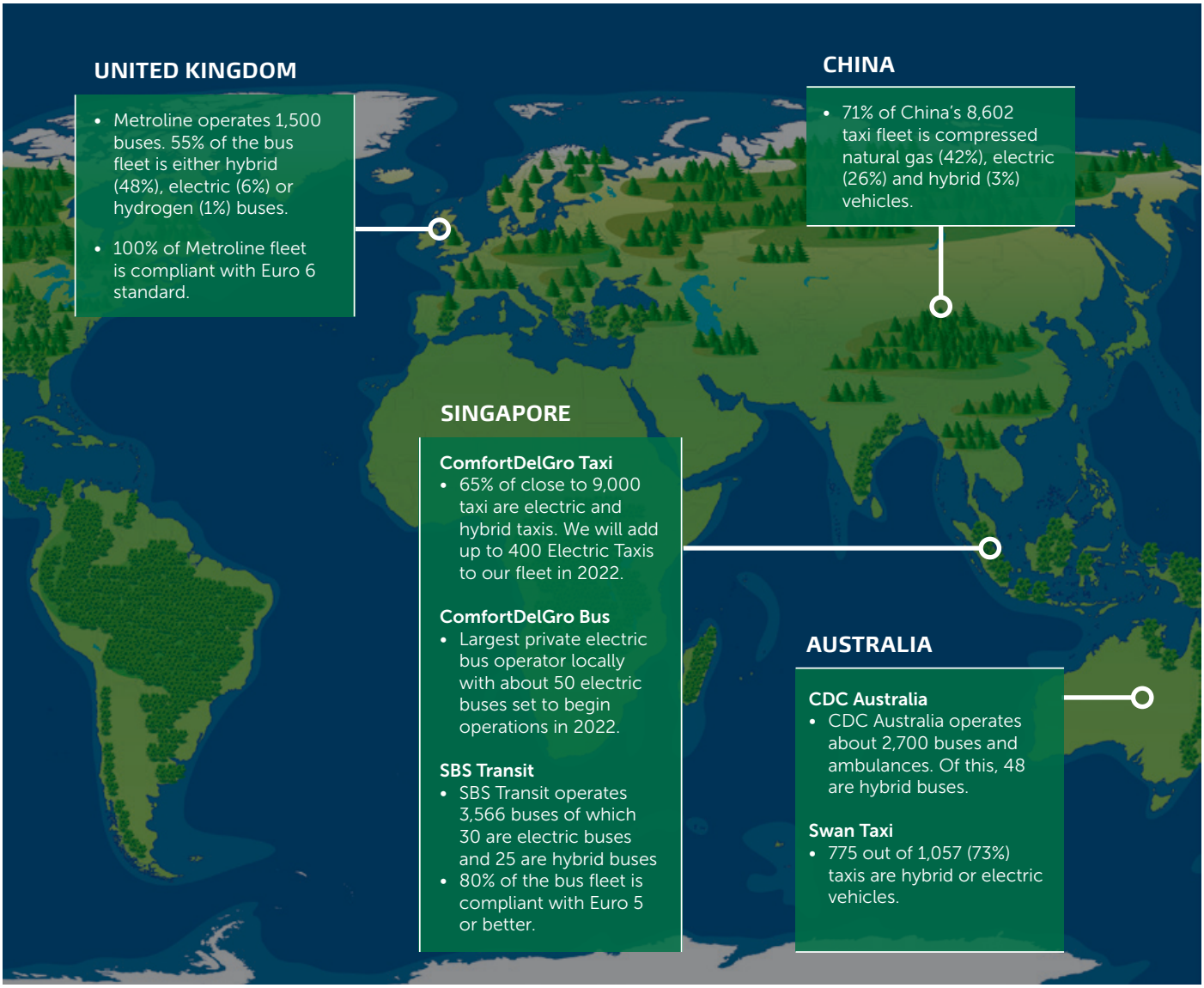
ENABLING A CLIMATE-FRIENDLY AND SUSTAINABLE TRANSPORT SYSTEM

up to 50% and reduce fuel and CO_2 emissions by up to 40%. Our Australia operations are continuing with their transition plans, to implement 50 hybrid buses by mid-2022.

In China, our operations are demonstrating a drastic and ambitious transition towards climate-friendly vehicles. Supported by regulations, 71% of our taxi fleet in China are already using hybrid, compressed natural gas (CNG) and electric vehicles. This is a more than 30% increase from 2020. We target to transit China's taxi fleet to 100% electric vehicles by 2030.

An overview of our fleet can be assessed in the diagram below.

GREENING OUR FLEET ACROSS THE WORLD



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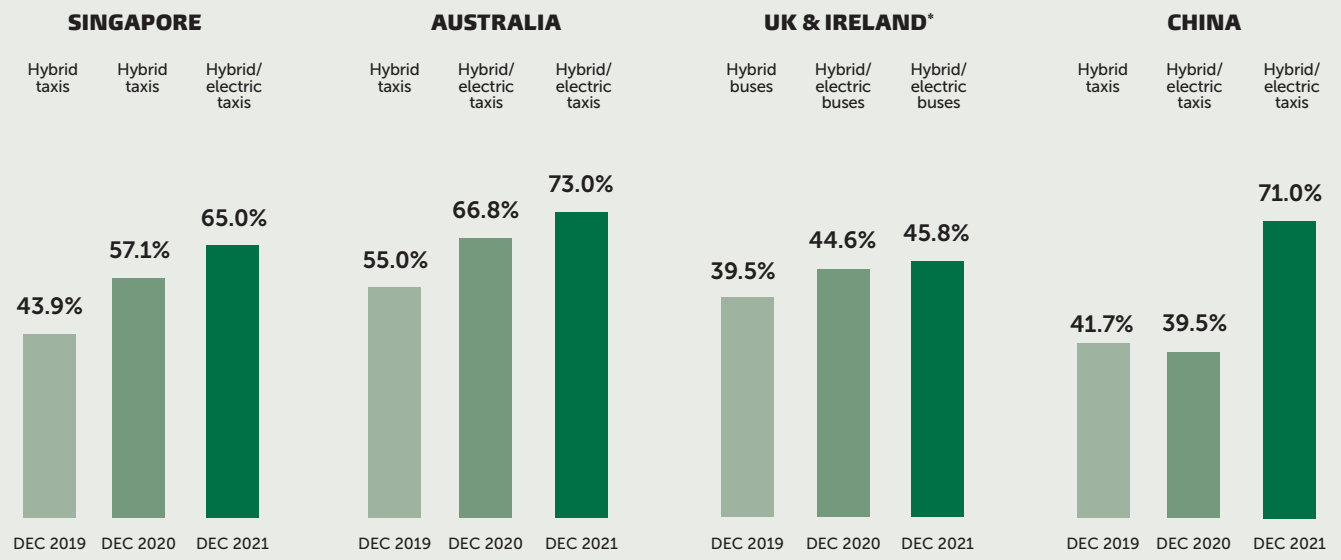
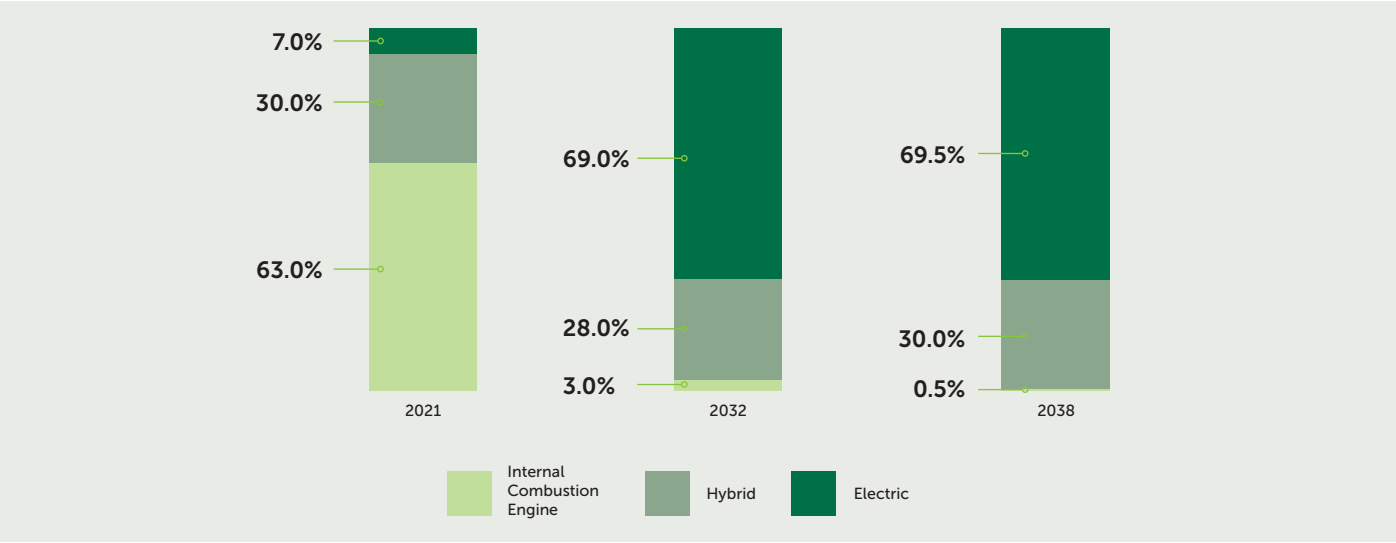
PROPORTION OF HYBRID TAXIS/BUSES ACROSS GEOGRAPHIES



* 2019 and 2020 figures for UK and Ireland were restated to include all fleet in the region.

In 2021, we undertook a revision of our transition plans and have set more ambitious targets. For our global operations, we are aiming to increase adoption of cleaner, less pollutive vehicles. We consider (1) our vehicles' lifespans, (2) regulatory requirements on transport vehicles and (3) forecasted commercial trends in the industry. It is expected that the pace of conversion will accelerate over time due to the maturation of supporting infrastructure and regulations that discourage or ban new ICE vehicles.

FLEET TRANSITION PLAN



We will monitor and review our fleet transition plan periodically to ensure that we account for technological advancements and developments in commercially-viable clean vehicles.

By optimising our fleet to higher standard of environmentally friendly operations, we can influence our peers and clients transit to climate-friendly and sustainable mobility solutions. In the near future, we plan to set a net-zero target and will work towards reducing as much emissions as possible and only offsetting those that are hard-to-abate. For these unavoidable emissions, ComfortDelGro will consider high quality and reliable carbon credits projects as part of our decarbonisation strategy.

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EMISSIONS AND AIR QUALITY

Decarbonising our operations and reducing harmful vehicular emissions in line with global standards for better environment outcomes and well-being

WHY THIS MATTERS TO US

As discussed in the earlier section, ComfortDelGro has committed to the SBTi and taken steps to reduce planet-warming GHGs as part of our climate change mitigation efforts. Besides rapid decarbonisation to reduce our GHG emissions, it is pertinent to reduce other harmful air emissions such as Nitrogen Oxides (NOx), Sulphur Oxides (SOx) and Particulate Matters (PM). These pollutants are well known to have adverse effects on the ozone layer, as well as on human health.

Today, more than half of the global population resides in cities and up to 70% are projected to live in urban areas by 2030. In such high-density urban settings, efforts to improve air quality can contribute to better health outcomes for commuters and road users. As a transport operator, it is hence crucial to examine the vehicular emissions of our fleet closely and transit to greener and cleaner options.

HOW WE MANAGE THIS DECARBONISATION PLAN

For GHG emission reduction in line with the 1.5°C scenario, we have formed a sound fleet transition plan that would minimally halve our Scope 1 and 2 emissions in a ten-year timeframe (ie. by 2032). This is a step up from our previous commitment to the "Well Below 2°C" scenario in a 15-year timeframe.

While ComfortDelGro is not required to set a Scope 3 decarbonisation target under the SBTi standards, we have undertaken a Scope 3 SBTi-aligned reduction target of over 60% to demonstrate our commitment and ambition. Companies are required to set Scope 3 targets if their Scope 3 emissions are more than 40% of their total emissions. Our SBTi targets are currently under review with the SBTi and will be announced upon completion of the validation process.

Our commitment to SBTi requires annual review of our performance in emission reduction to ensure that we are decarbonising in line with our science based targets. We use our real-time data collection system to monitor and measure the fuel and energy use of our operations. Emissions are then calculated based on the GHG Protocol. Our business units and colleagues are engaged on ComfortDelGro's decarbonisation and transition plans through working group sharing, quarterly training webinars and bimonthly newsletters.

ACCOUNTING FOR SCOPE 1, 2 AND 3 GHG EMISSIONS

ComfortDelGro began monitoring our emissions in 2015 and were previously reporting on locations in which we had significant operational control. In 2021, we undertook a recalculation of our GHG inventory according to GHG Protocol to include all of ComfortDelGro's operations under the operational control approach. As such, we have broadened our scope and included the GHG emissions from our China operations in this year's reporting.

We established 2019 as the baseline year as this was the year before the COVID-19 pandemic. This meant that the GHG emissions would be a closer representation of our emissions as global economy recovers and our business activities pick up. This baseline year also falls in line with the SBTi requirements.

All GHG emissions are calculated in carbon equivalent (CO_2e), accounting for all appropriate greenhouse gases, including methane (CH_4) and nitrous oxide (N_20).

ComfortDelGro has calculated our Scope 1, 2 and 3 emissions according to the GHG Protocol. Our Scope 1 emissions are primarily from the fuel use in our fleet. Our Scope 2 emissions result from our electricity consumption across our operations and Scope 3 emissions are calculated for all relevant categories to ComfortDelGro.

Out of the 15 Scope 3 categories in the GHG Protocol, ComfortDelGro undertook a screening process to determine the relevant Scope 3 categories. Our significance boundary was established at 5%. After the screening process, we adopted spend-based, distance-based and average data approaches for relevant categories and used readily available information to calculate our Scope 3 emissions. The Scope 3 emission categories include:

- Purchased Goods & Services (Category 1)
- Capital Goods (Category 2)
- Fuel and Energy Use Not Captured in Scope 1 and Scope 2 (Category 3)
- Business Travel (Category 6)
- Employee Commute (Category 7)
- Downstream Leased Assets (Category 13)
- Investments (Category 15)

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OUR PERFORMANCE AND LOOKING FORWARD GHG EMISSION PERFORMANCE

ComfortDelGro is on track to achieving our 20% emission intensity reduction targets from 2015 level. In 2021, we have achieved 17% reduction. Informed by our SBTi decarbonisation plans, we have also established additional emission targets. We will continue to report our emissions performance on an annual basis in order to demonstrate our transparency and commitment to our decarbonisation targets.

Greenhouse Gas (GHG) Emissions – ComfortDelGro Group[1]

GHG EMISSIONS (TCO_2E)	2019	2020*	2021	% CHANGE FROM BASELINE YEAR 2019**
Scope 1 (Direct Emissions)	969,665	756,097	744,805#	-23%
Scope 2 (Indirect Emissions from Electricity)	206,098	183,173	192,982	-6%
Scope 3 (All Other Indirect Emissions)	621,609	482,202	550,095	-12%
Total Scope 1 + 2 emissions	1,175,763	939,270	937,787	-20%
Total Scope 1 + 2 + 3 emissions	1,797,372	1,421,472	1,487,882	-17%

Out of our total Scope 1 emission figure, biogenic CO_2 emissions from our bio-diesel consumption is 71,946 tonnes CO_2e.

We have restated our 2019 and 2020 emissions to include our China operations. This ensures a fair and accurate comparison of our performance over the years.

Scope 3 Emissions Breakdown– ComfortDelGro Group

CATEGORY	PG&S (CATEGORY 1)	CAPITAL GOODS (CATEGORY 2)	FUEL & ENERGY (CATEGORY 3)	BUSINESS TRAVEL (CATEGORY 6)	EMPLOYEE COMMUTE (CATEGORY 7)	DOWNSTREAM LEASED (CATEGORY 13)	INVESTMENTS (CATEGORY 15)
2019							
Total tCO_2e	102,504	111,439	381,220	154	20,400	2,650	3,243
% of Scope 3 total	16.5%	18%	61.3%	0.0%	3.3%	0.4%	0.5%
2020							
Total tCO_2e	89,964	44,067	322,280	-	20,400	3,538	1,952
% of Scope 3 total	18.8%	9.1%	66.8%	0.0%	4.2%	0.7%	0.4%
2021							
Total tCO_2e	93,500	50,660	380,818	-	20,400	2,709	2,008
% of Scope 3 total	17.0%	9.2%	69.2%	0.0%	3.7%	0.5%	0.4%

Emission Intensity 2021[2] – ComfortDelGro Group

EMISSION INTENSITY (TCO_2E/ S$M REVENUE)	2019	2020*	2021	% CHANGE FROM BASELINE YEAR 2019**	% CHANGE AGAINST COMFORTDELGRO'S 2015 TARGET OF 20% EMISSION INTENSITY REDUCTION FROM 319
Scope 1 + 2	301	290	265	-12%	-17%
Scope 3	159	149	155	-2%	As this is the first year we are reporting on Scope 3 emissions, we plan to set a Scope 3 emission intensity reduction target in line with of SBTi ambition in future reporting.

* 2020 was an anomaly year due to the COVID-19 pandemic.
** 2019 selected as baseline year as it was the last 'normal' year of business prior to the COVID-19 pandemic. This also aligns with the SBTi requirements for establishing a baseline year.
1 All calculations are completed in accordance with the GHG Protocol. Emission factors for specific regions are used where possible. DEFRA emission factors are used where no regional emission factors are available.
2 Emission Intensity is calculated for Scope 1 + 2 emissions only to allow for reporting against performance targets committed previously.

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AIR QUALITY

With the transition to a cleaner fleet, we hope to significantly reduce the pollutant emissions from our vehicles and improve air quality for our people, patrons, communities and planet. 2021 marks the first year we are disclosing our fleet's NOx, SOx and PM air emission data. We are currently only disclosing for Singapore-based operations due to the complexity of data collection for overseas operations. The air emission data are prepared in accordance to the Sustainability Accounting Standards Board (SASB) Road Transportation and Car Rental and Leasing industry standards. More details are available in Appendix 2. We intend to include our overseas operations in future reporting of relevant SASB indicators.

Air Quality Emissions for Singapore (2021) – ComfortDelGro Group

AIR QUALITY EMISSIONS	2021
NOx	317,104.65 kg NO_xe/km
SOx	1,508.29 kg SO_xe/km
PM10	13,784.73 kg PM10/km

Calculated based on per passenger km.

ENERGY AND FUELS

Increasing efficiency of energy and fuel use in our operations

WHY THIS MATTERS TO US

With rise in global energy prices, it has become more economically and environmentally sound to reduce fuel and electricity consumptions across our operations. While our fuel use will reduce as a result of our fleet electrification, ComfortDelGro will continue to improve its energy efficiencies in the intermediate transition phase.

Coupled with the growing expectation to shift away from fossil fuel-based energy sources, ComfortDelGro has forayed into green ventures such as solar power and other renewable energy sources.

HOW WE MANAGE THIS

Our energy and fuel use are considered in two dimensions. Firstly, energy used by our vehicle fleet and secondly, fuels used by our brick-and-mortar operations (e.g. stations, depots, workshops, offices).

ComfortDelGro has implemented energy-efficient design principles and energy-saving technologies in our brick-and-mortar operations where applicable, to reduce our energy consumption. These include:

- Eco-Office certification for our offices
- Energy saving escalators that reduce speed when not in use
- Energy efficient lighting (LEDs)
- Outdoor air supply regulation and carbon dioxide sensors
- Natural lighting at entrances
- Retrofitting and replacement of air-conditioning systems with energy-efficient alternatives

For fuel and driving efficiency, we have implemented the following solutions:

- Regenerative braking systems that store kinetic energy and reduce wear and tear on mechanical brakes.
- Driving behavioural training including, proper acceleration and braking techniques, switching off engines when stationary, filling up to a three-quarter tank and decluttering vehicles to maintain lighter loads. This training is deployed across our operational regions, and is conducted on an annual basis for all drivers.

Through our cloud-based data management portal, we are able to monitor performance on a real-time basis and identify operations with high energy consumption. We then engage with Business Units on possible mitigation measures to reduce consumption or increase energy efficiency.

Our vehicle transition plans include a significant shift into hybrid and electric vehicles, and this requires us to pre-empt and manage the projected increase in electricity usage. ComfortDelGro is exploring to supply EV charging stations in Singapore with renewable energy sources. We are also pleased to share that ComfortDelGro Engineering has entered into a Joint Venture with ENGIE South East Asia this year that seeks to develop and manage solar solutions. The partnership will kick off with the installation and operation of rooftop solar panels at the three ComfortDelGro Engineering site locations. The renewable energy generated will be used to power the automotive workshops, and serve as the pilot site for feeding solar power into fast charging stations.

One of the long term goal of this JV is to meet the preliminary target of 50 MWp renewable energy capacity by 2030, which is equivalent to powering up 12,500 four-room housing flats.

ENABLING A CLIMATE-FRIENDLY AND SUSTAINABLE TRANSPORT SYSTEM


Solar panels installed at Gali Batu Depot

POWERING EV CHARGING STATIONS WITH RENEWABLE SOLAR ENERGY

By the end of 2022, fully electric ComfortDelGro taxis and private electric vehicles could very well be fast charging at EV charging stations located on premises powered by solar power harnessed from rooftop solar panels.

Our second joint venture with ENGIE South East Asia - ComfortDelGro ENGIE Solar Pte Ltd - which targets to operate by second half of 2022 once it obtains customary regulatory approvals, intends to install and operate rooftop solar panels atop three of our buildings at Loyang, Pandan and Ubi for a start. Apart from these buildings, our automotive workshops will also run on renewable energy deployed from these rooftop solar panels. Our Solar JV also plans to offer solutions to our customers and business partners that are looking to deploy renewable energy to their own buildings.

Ang Soo Hock, Chief Executive of ComfortDelGro Engineering, said: "Beyond the electrification of our vehicle fleet is the need to build charging farms powered by renewable energy on our premises that offer fast charging solutions to our cabbies as well as the public EV users."

ComfortDelGro Engie will also leverage the solar JV to offer EV charging solutions using renewable energy, as part of its pledge to play a major role in deploying 60,000 EV charging points across the Republic under the Singapore Green Plan 2030.

OUR PERFORMANCE AND LOOKING FORWARD

In Singapore, we continuously renovate our facilities and buildings to improve their energy efficiency based on the Building Construction Authority's (BCA) Green Mark guidelines. Our Singapore Head Office was retrofitted in 2019 with a more energy efficient air-conditioning system, which saved up to 20% of electricity annually. We have also fitted LED lightings for 90% of our head office. In 2021, 21 offices have received the Eco-office certification by the Singapore Environment Council. As part of the requirements, we have established an Energy Management Policy Plan and a Green Building User Guide to provide guidance to our Business Units on energy management for buildings and facilities. We target for 100% of our offices to be certified by Green Mark/ Eco-Office certification by 2030.

The figures below include all ComfortDelGro Group operations, including both our Singapore listed operations, SBS Transit and VICOM. For details on the specific performance of these two entities, please refer to their Sustainability Reports.

Going ahead, we plan to review our targets to reflect our ambition in reducing overall energy consumption and increasing renewable energy generation capacity and use.

ENABLING A CLIMATE-FRIENDLY AND SUSTAINABLE TRANSPORT SYSTEM

Fuel Consumption 2021 – ComfortDelGro Group

FUEL TYPE	2019	2020*	2021	% CHANGE FROM BASELINE YEAR 2019**
Bio-blend Diesel B20 (in litres)	-	-	34,016,891	-
Diesel (in litres)	331,332,976	252,762,130	217,276,303	-34%
Petrol (in litres)	32,658,433	33,264,997	38,830,319	+19%
CNG (in litres)	15,051,082	15,813,088	22,698,690	+51%

Percentage of Fuel Consumption 2021 – ComfortDelGro Group

FUEL TYPE	2019	2020*	2021	% CHANGE FROM BASELINE YEAR 2019**
Renewable (Bio-diesel)	0%	0%	11%	+11%
Non-renewable (Diesel and Petrol[1])	96%	95%	82%	-14%
Natural Gas	4%	5%	7%	+3%

Electricity Consumption 2021 – ComfortDelGro Group[1]

ENERGY TYPE	2019	2020*	2021	% CHANGE FROM BASELINE YEAR 2019**
Electricity Purchased (kWh)	499,794,946	444,914,841	468,051,266	-6%
Renewable Electricity Purchased (kWh)	0	0	0	-
Renewable Electricity Generated (kWh)	2,063,689.5	1,743,025	2,393,358	+16%

Energy Intensity 2021 – ComfortDelGro Group

ENERGY INTENSITY TYPE	2019	2020*	2021	CHANGE FROM BASELINE 2019**
Total Fuel Intensity[2] (litres/ S$M Revenue)	97,163	93,086	88,410	-9%
Total Electricity Intensity[3] (kWh/ S$M Revenue)	128,116	137,209	132,281	+3%

* 2020 was an anomaly year due to the COVID-19 pandemic.
** 2019 selected as baseline year to align with GHG emission reduction boundary. 2019 was also the last 'normal' year of business prior to the COVID-19 pandemic.
1 Electricity consumption is calculated with both location-based and market based methods.
2 Includes renewable and non-renewable fuels.
3 Includes electricity purchased.

ENABLING A CLIMATE-FRIENDLY AND SUSTAINABLE TRANSPORT SYSTEM

RESOURCE STEWARDSHIP

Optimising our use of natural resources including water and to minimise waste and other harmful environmental impacts

Waste

WHY THIS MATTERS TO US

With exponential growth of human population and depleting natural resources, it is increasingly challenging for our planet to support the overconsumption and waste generated. As a global corporate citizen, it is hence important for ComfortDelGro to be responsible steward for the resources used in our operations and to minimise negative impact to the environment.

Global waste has seen a significant increase during the COVID-19 pandemic, with recycling rates falling across Asia, Europe and the United States. Without effective end-of-life management of our waste, adverse impacts will continue to rise, not only for the ecosystems that surround us, but ultimately for the people and communities that make up our global population. Across our operations, ComfortDelGro seeks to be part of the solution and keep up with our waste management regime.

For a transport operator like ComfortDelGro, as we transit our fleet to EVs, it is necessary to look at the potential waste problem of EV batteries. Together with like-minded partners, it is important to collaborate and consider how end-of-life EV batteries can be recycled and refurnished for a second life.

HOW WE MANAGE THIS

Most of the waste generated in our operations is a result of day-to-day activities, as well as commuter waste. This waste is handled by authorised contractors and is incinerated or disposed in landfills. Large-scale operational waste, such as batteries, engine oil, tyres and metals are recycled or reused. ComfortDelGro complies with all waste-related regulations in each location of operation.

Another key waste stream generated by our operations is the decommissioning of vehicles. In order to responsibly manage the end-of-life treatment of our vehicles, ComfortDelGro sends decommissioned vehicles to scrap yards, where valuable materials are recovered for reuse and recycling. Hazardous waste generated by the repair and maintenance of our vehicles are aptly dealt with by specialist contractors.

In all of our operational regions, Governments have established clear priorities in the management of waste. In Singapore, under its Waste Masterplan, it aims to increase our overall recycling rate to 70% and reduce waste-to-landfill per capita per day by 30% by 2030. In the UK, it aims to recycle 65% of municipal waste and reduce the amount of waste sent to landfill to 10% by 2035. Under Australia's National Waste Policy Action Plan, the government aims to significantly increase the use of recycled content by governments and industry and reduce total waste generated in Australia by 10% per person by 2030. Lastly in China, it aims to build up its waste infrastructure and reuse 60% of its trash by 2025.

ComfortDelGro supports these national waste strategies and participates in various waste initiatives. For example, we participated in the Say Yes to Waste Less campaign led by Singapore's National Environment Agency (NEA) in October 2021. This marks our third year participating in the initiative that aims to educate the public on cutting down single-use disposables and to use reusables for their food and beverage takeaways and purchases. As most of our staff were working from home during the campaign period, we crafted a special edition newsletter to engage our staff on reducing single-use disposables and how they could participate in the campaign activities.

We also deploy recycling bins for paper, plastic and cans in our premises. To reduce paper waste in our bus depots, technicians have been issued tablets which have a Bus Mobile Maintenance System (BMMS) installed. Beyond using the tablet to complete checklists when completing maintenance works, the tablet and BMMS system enable the technicians' access to work instructions, drawings and electrical schematics. It also allows for access to manufacturer portals, enabling access to detailed maintenance information.

ComfortDelGro monitors and measures our waste disposal. We report our waste data to the NEA in line with Section 30A of Singapore's Environmental Public Health Act. Areas of high consumption are identified and reduction initiatives are implemented accordingly.

Additionally, all employees are educated on reduction measures and responsible stewardship of waste. In 2021, we conducted two webinars on sustainability which saw close to 200 staff attending the live sessions. Regular e-newsletter on waste and other sustainability topics were also sent to employees to educate and engage them. This is part of our efforts to promote "Green Culture" in our company.

ENABLING A CLIMATE-FRIENDLY AND SUSTAINABLE TRANSPORT SYSTEM

Waste Generated 2021 – ComfortDelGro Group

TOTAL WASTE GENERATED (IN TONNES)	2019	2020*	2021	% CHANGE FROM BASELINE YEAR 2019**
Hazardous	3,446	3,197	3,816	+10.7%
Non-Hazardous	3,599	2,623	2,512	-30.2%
E-Waste	3.07	4.43	4.06	+32.2%
Total	**7,048.07**	**5,824.43**	**6,332.06**	**-10.2%**

Waste Directed to Disposal 2021 – ComfortDelGro Group

WASTE DIRECTED TO DISPOSAL (TONNES)	2019	2020*	2021	% change from baseline year 2019**
		Hazardous Waste		
Landfill	1,779	2,339	1,725	-3.0%
Incineration	0	1	576	-
Total	1,779	2,340	2,301	+29.3%
		Non-Hazardous Waste		
Landfill	882	455	619	-29.8%
Incineration	885	652	535	-39.5%
Total	1,767	1,107	1,154	-34.7%

Waste Diverted from Disposal 2021 – ComfortDelGro Group

WASTE DIVERTED FROM DISPOSAL (TONNES)	2019	2020*	2021	% CHANGE FROM BASELINE YEAR 2019**
		Hazardous Waste		
Recycling	1,592	782	1,440	-9.5%
Reuse	75	75	75	0.0%
Total	1,667	857	1,515	-9.1%
		Non-Hazardous Waste		
Recycling	1,832	1,486	1,318	-28.0%
Reuse	0	28	9	-
Total	1,832	1,514	1,327	-28.0%

Note: Waste data is currently not reported for the China region as they are working on collating the information. 2021 is the first year we are reporting on the sustainability performance of our China region.

ENABLING A CLIMATE-FRIENDLY AND SUSTAINABLE TRANSPORT SYSTEM

Water

WHY THIS MATTERS TO US

Water in undeniably a scarce resource. As climate change impacts are being felt across the globe, water-scarce regions in particular are experiencing sudden negative changes such as droughts. At the current consumption rate, it is anticipated that two-thirds of the global population may face water shortages by 2025.

Water scarcity is a key concern in some of the countries in which we operate, leading ComfortDelGro to assume responsibility over the effective and efficient management of water for our organisation.

HOW WE MANAGE THIS

The bulk of our water use is for the washing of vehicles. In Singapore, we have implemented the use of reclaimed NEWater for non-potable uses such as washing of vehicles. Other uses of water include general office operational use, such as pantries and lavatories. Business Units that achieved the Eco-Office Plus awards have also educated their staff on water conservation measures. Since 2019, all of the water fittings in our Head Office were replaced to adhere to Public Utilities Board's Water Efficiency Labelling Scheme (WELS). In 2020, our Braddell premises was awarded the Water Efficient Building (WEB) Basic Certification.

At VICOM, SETSCO's Construction Technology Division began a water recycling initiative in 2019 where recycled water is used to cure concrete cubes before they are tested for compressive strength. This initiative helps save up to 2,160 cubic metres of water a year, which is nearly the volume of an Olympic-sized swimming pool.

A key climate risk identified in our Australia operations was water scarcity. Australia, as a water scarce nation, already considers sustainable water use as a standard mode of operation. Our Australian business units currently make use of water recycling initiatives and have invested in infrastructure to capture water and wastewater. Additionally, there are communications to the public on responsible water use and water savings.

MAKING EVERY DROP COUNT IN AUSTRALIA

CDC Victoria commenced harvesting, storing, and recycling some of its water consumption when the Oakleigh depot was built in 2012. The use of recycled water reduced the water consumption from South East Water (water corporation in south-eastern suburbs) by 62% per annum.

The water is harvested from the workshop roof into 3 large tanks (current capacity 90,000 litres) for storage. Consumption is split into several areas, but largely the water is used for washing the buses.

Bus washing is firstly done by recycled water, which is captured in a triple interceptor pit (tank overflow goes into water authority system), then pumped through a recycling tank to capture sediment, and cleanse the water. Buses are finally rinsed with fresh tank water.

This harvesting and recycling of water reduce our requirements from our dams by 2,120 kilolitres per annum.

ENABLING A CLIMATE-FRIENDLY AND SUSTAINABLE TRANSPORT SYSTEM

Water Withdrawn by Source 2021 – ComfortDelGro Group

TOTAL WATER WITHDRAWN BY SOURCE (MEGALITRES)	2019	2020*	2021	% CHANGE FROM BASELINE 2019**
Utilities (Municipal)	2,270.48	1,833.04	2,582.28	+14%
Rainwater	0.77	1.26	1.95	+154%
Utilities (SG:NEWater)	30.27	41.47	36.96	+22%
Total	**2,301.52**	**1,875.77**	**2,621.19**	**+14%**

Water Withdrawn in Water Stressed Areas by Source 2021 – ComfortDelGro Group

WATER WITHDRAWN IN WATER STRESSED AREAS BY SOURCE (MEGALITRES)[2]	2019	2020*	2021	CHANGE FROM BASELINE 2019**
Utilities (Municipal)	210.60	226.58	271.96	+29%
Rainwater	0.77	1.26	1.95	+154%
Total	**211.37**	**227.85**	**273.92**	**+30%**

2 Water stressed business units include: East China, North China, CDC Victoria, CDC NSW, Metroline and CityFleet

Water Intensity 2021 – ComfortDelGro Group

ENERGY INTENSITY TYPE	2019	2020*	2021	CHANGE FROM BASELINE 2019**
Total Water Intensity (megalitres/S$M Revenue)	5.90	5.78	7.41	+26%

OUR PERFORMANCE AND LOOKING FORWARD

ComfortDelGro will continue to enhance our responsible stewardship performance to increase ambition across our operations. ComfortDelGro has not identified any non-compliance within the organisation with environmental laws and/or regulations. We will consider incorporating targets and initiatives relating to more specific waste streams such has EV batteries in the future.