

COMFORTDELGRO

SUSTAINABILITY REPORT 2018



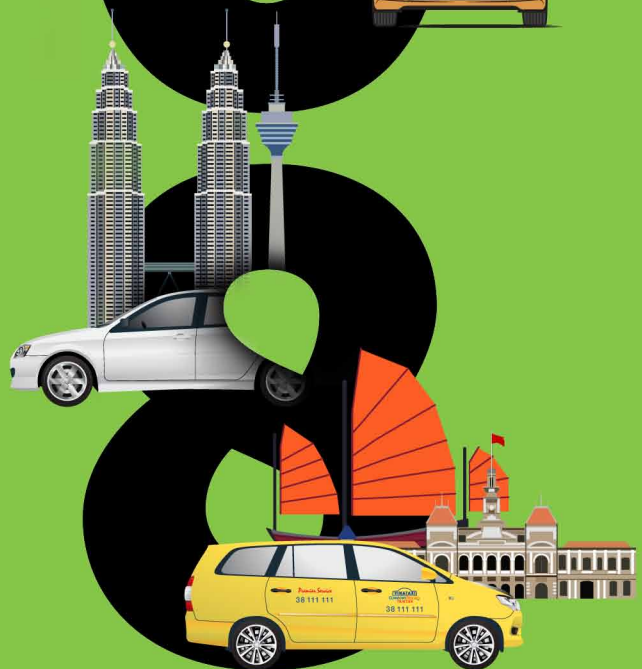
FULLY-ELECTRIC TAXIS ON TRIAL



DUAL-FUELLED TAXIS IN CHINA

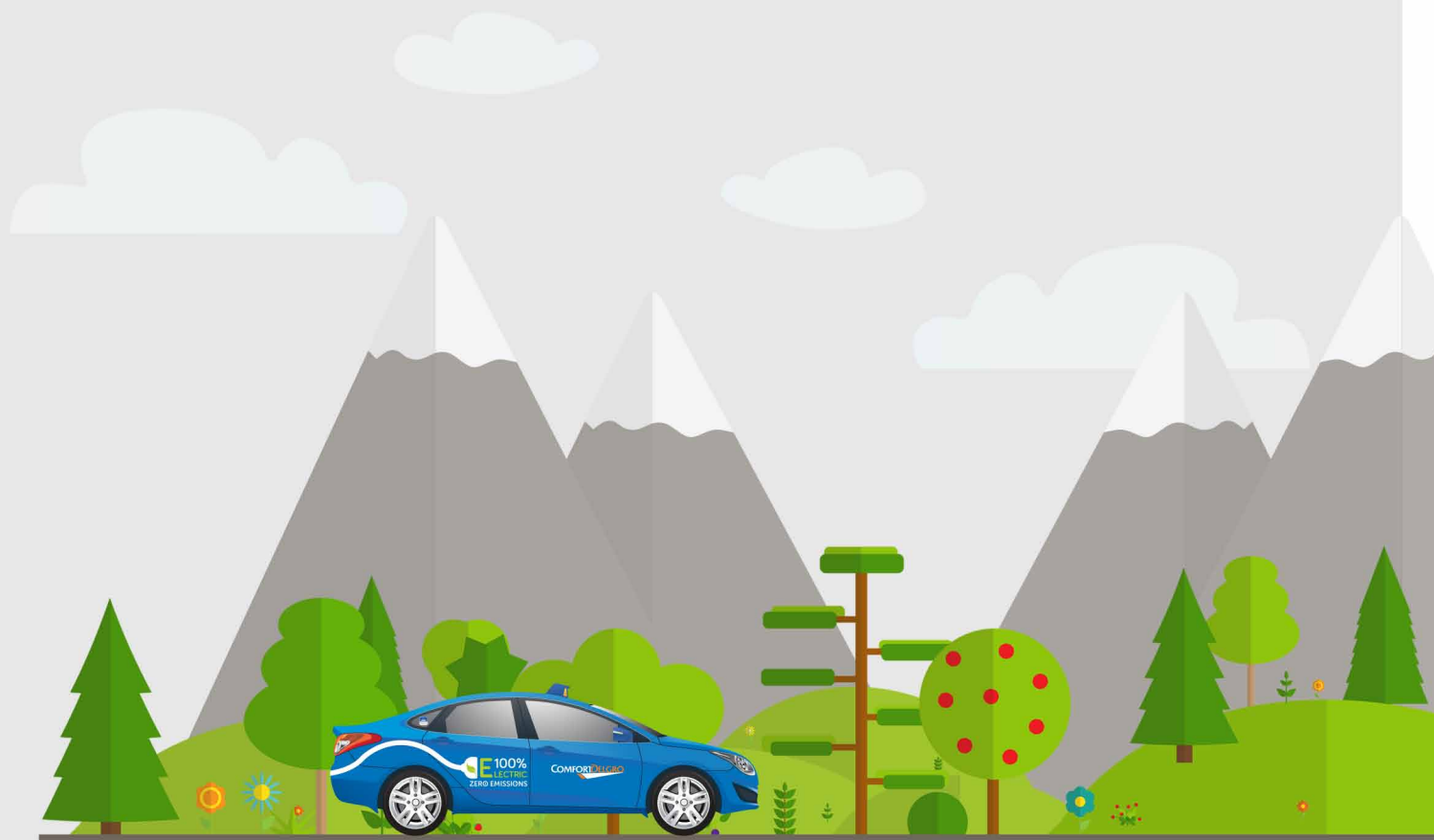


OVER S\$1.15 MILLION DONATED TO CHARITY AS A GROUP



CONTENTS

- 01** About this Report
- 02** Statement by the Board
- 04** ComfortDelGro in Focus
- 06** Materiality
- 08** The Green Statement
- 09** Environment
- 13** Health & Safety
- 24** Supply Chain
- 28** Our Stakeholders and Partners
- 30** Our People
- 38** Reaching Out
- 41** Our Approach to Sustainability
- 42** GRI Content Index



ABOUT THIS REPORT

ComfortDelGro Corporation Limited reaffirms our commitment to sustainability, with the publication of our fourth standalone Sustainability Report prepared in accordance with the Global Reporting Initiative's (GRI) Standards: Core option.

The report focusses on topics which have been deemed as material to ComfortDelGro's businesses and key Stakeholders, based on the economic, environmental and social impact caused by our everyday activities. A Materiality Assessment was conducted in FY2015 and the assessment has been reviewed internally and remains valid.

To affirm the importance of having a sustainability strategy on our corporate agenda, the position of Group Chief Risk & Sustainability Officer (GCRSO) was created in November 2018. The GCRSO is responsible for the development of the Group's global sustainability strategy, and will drive and deepen our sustainability efforts, so as to create shared value for the Group and our Stakeholders.

Your feedback is welcome and you can reach us at sustainability@comfordelgro.com.

REPORTING PERIOD AND SCOPE

This Sustainability Report articulates ComfortDelGro's sustainability ambition across all our operations around the world, and provides a detailed account of performance where data is currently available. It is based on the Group's financial year from 1 January to 31 December 2018 and is produced annually.

As SBS Transit and VICOM are also listed on the Singapore Exchange, we have produced their figures separately in this Sustainability Report.

This Sustainability Report supplements ComfortDelGro's Annual Report 2018, which can be found on our corporate website www.comfordelgro.com. It underscores our commitment to keep all Stakeholders – Customers, Employees, Investors, Business Partners, Regulators and Community members – abreast of efforts and developments in the field of Environmental, Social and Governance (ESG). In accordance with our efforts to be more environmentally friendly, this Report is only available on our website.

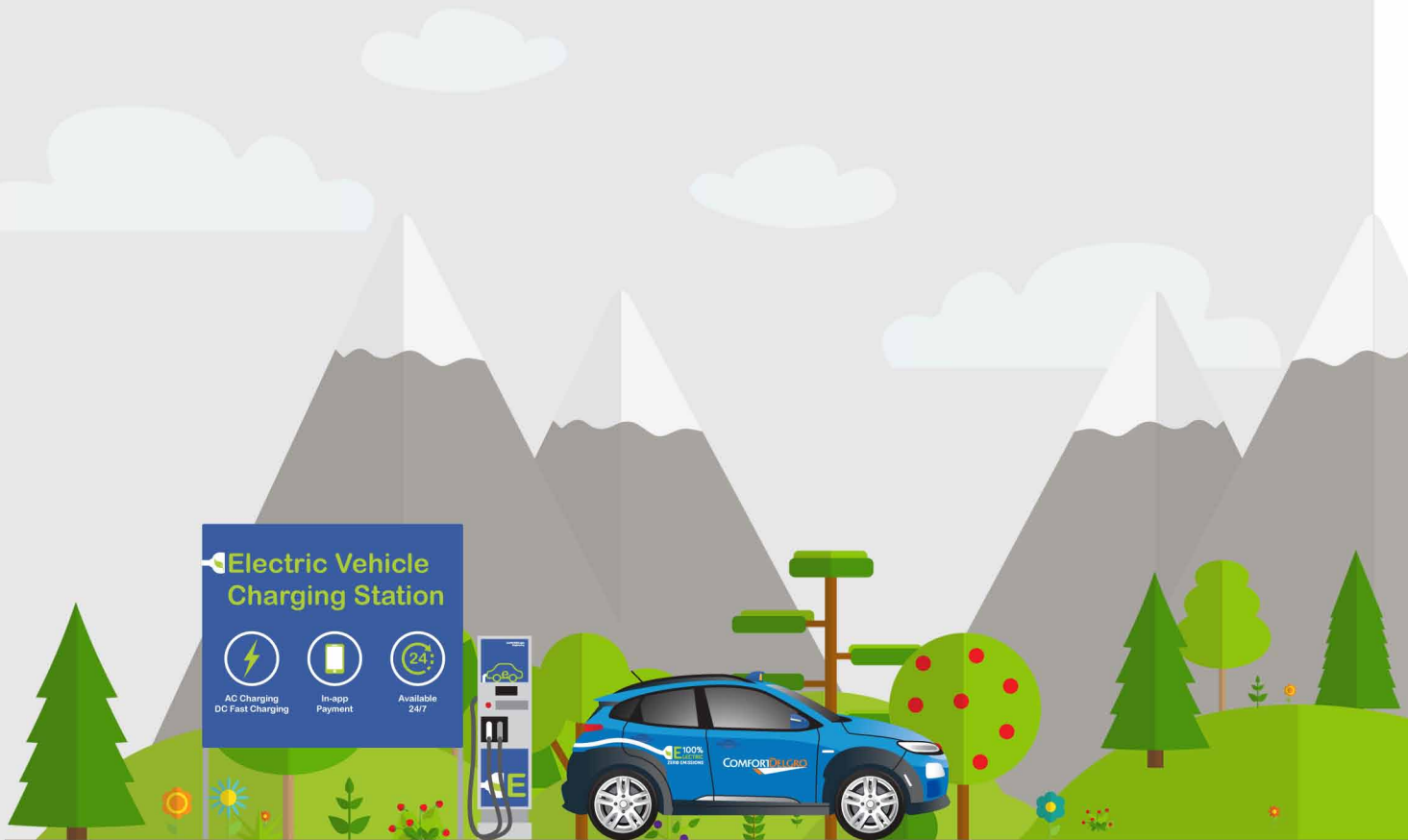
INDEPENDENT CONSULTANCY

An independent Sustainability consulting firm, Paia Consulting, was appointed to provide external assistance with the development of the contents of this Report, in line with the GRI Standards. We intend to seek external assurance in the future.



STATEMENT BY THE BOARD

Sustainability is a key pillar of the Group's overall strategy and one that the Board pays close attention to. In particular, we consider environmental, social and governance (ESG) issues as part of our strategic formulation.



Our global sustainability strategy focusses on three key areas: our products, our planet and our people.

Being in the land transport business, we are cognisant that the delivery of our services has a direct impact on the environment. To this end, we have and continue to work closely with Regulators as well as vehicle manufacturers and suppliers to reduce our overall carbon footprint. We are encouraged by the advancement of technology and are keeping close tabs on developments in the field of Green technology. We are already operating hybrid buses and taxis, and have been working with manufacturers and Regulators on electric vehicle trials. Certainly, technological advancements will have a significant impact on the way we operate and our environmental footprint.

Our people, and the people we serve, is another area of focus. From the health and safety of our employees to the support for the socially disadvantaged, we are constantly looking at ways to improve. Our employees are committed to projects and activities that contribute to society and help protect the environment.

ESG matters as determined by our Stakeholders and deemed to be material to value creation are integrated into our balanced scorecard, which is used to set objectives, drive behaviours, measure performance and determine remuneration. The Board has reviewed and approved the material issues, and has delegated the management and monitoring to Senior Management.

For more information on risk management, please refer to pages 85 to 87 in the ComfortDelGro Annual Report 2018.

Corporate governance is also something that the Board watches closely. As a company that conducts business on a global scale, we are committed to nurturing a corporate culture that encourages employees to act ethically and with a strong sense of mission in meeting the needs of customers and to ensuring transparent management and fair decision-making. In this regard, the adoption of the corporate auditor system has helped us increase the effectiveness of the auditing and monitoring functions fulfilled by Auditors. Moreover, we are enhancing the management oversight function of the Board of Directors by implementing appropriate measures such as reviewing the terms of reference of all Board Committees.

For more information on corporate governance, please refer to pages 60 to 81 in the ComfortDelGro Annual Report 2018.

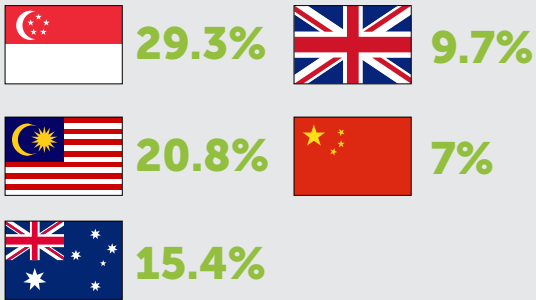


COMFORTDELGRO IN FOCUS

SOCIAL IMPACT

5

Major Nationalities
In Our Workforce



Female Employees
Across The Group

13%



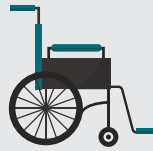
Employees Who Are
Over 50 Years Old
Across The Group

36.7%

Donations To Charity By
The Group In 2018



over
S\$1.15 Million



Accessibility
On Buses*



Passenger Injury Rate Per
Million KM



Accident
Frequency Rate

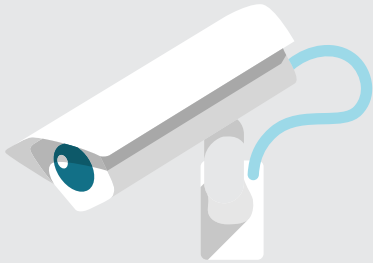


Accident
Severity Rate



* Singapore operations refer to SBS Transit, United Kingdom operations refer to Metroline and New Adventure Travel, Australian operations refer to ComfortDelGro Corporation Australia

ENVIRONMENTAL IMPACT



Number Of Vehicles And Stations Fitted With CCTVs Or In-Vehicle Cameras

99%

Singapore

97%

United Kingdom

90%

Australia

Electricity Consumption**



481,170,994

(kWh)

Greenhouse Gas Emissions*



1,157,916

(Tonnes CO₂e)

Waste Collected**



7,476

(Tonnes)

Water Used**



2,423,621

(M³)

Paper Including Cartons, Recycled***



51,025

(KG)

Paper Used****



36,095

(Reams)

* Excludes operations in China, Vietnam and Malaysia

** Excludes operations in Vietnam and Malaysia

*** Data available only for Singapore

**** Data available only for Singapore and the United Kingdom

MATERIALITY

Materiality guides ComfortDelGro on issues to focus on for long-term sustainability. An in-depth materiality assessment based on internal and external stakeholder expectations was conducted in 2015.

The issues that have been identified as material to us are environmental and social issues that reflect significant impacts of our operations, or could substantively influence the assessments and decisions of our Stakeholders. Based on international best practice, we have made an initial prioritisation of the issues using the internationally accepted AccountAbility 5-Part Materiality Test model, embedded in the AA1000 standard.

The materiality assessment involved ComfortDelGro’s Senior Management as well as External Stakeholders. Their rating is shown in the diagram provided. The Board has reviewed and approved the material issues, and has delegated the management and monitoring to Senior Management.

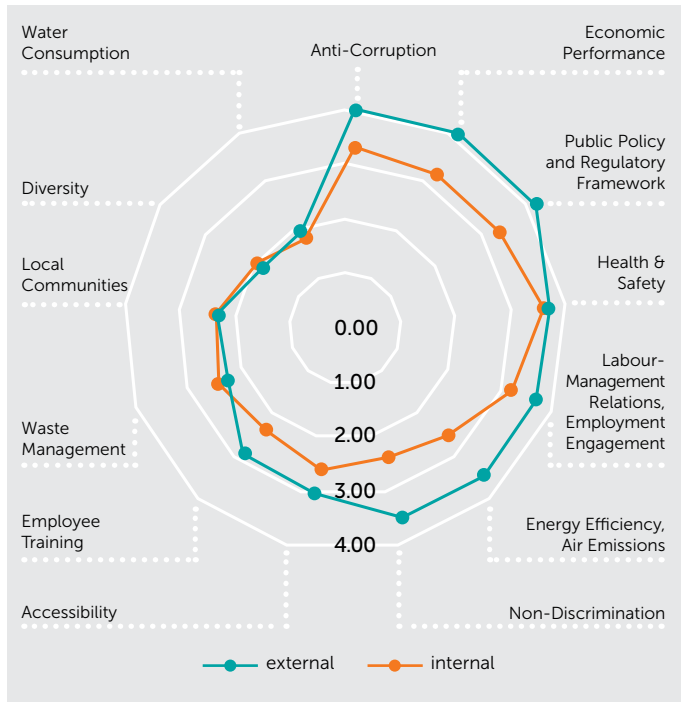
Table: List Of Material Issues

| Level | Issue |
|---------------|--|
| High | Anti-Corruption (I&E) |
| | Economic Performance (I&E) |
| | Energy Efficiency, Air Emissions (I&E) |
| | Health & Safety (I&E) |
| | Labour-Management Relations, Employee Engagement (I) |
| | Non-Discrimination (I&E) |
| | Public Policy and Regulatory Framework (I&E) |
| Medium | Accessibility (E) |
| | Diversity (I&E) |
| | Employee Training (I) |
| | Local Communities (E) |
| | Waste Management (I&E) |
| | Water Consumption (I&E) |

Topic boundaries, in terms of whether impacts are relevant to internal or external stakeholders, were considered during the materiality assessment. (I = Internally relevant, E = Externally relevant)

[GRI102-46, GRI102-47]

Diagram: Ranking Of Material Issues By Stakeholders



ANTI-CORRUPTION

Business and ethical integrity are pillars of our corporate psyche. The ComfortDelGro Group does not tolerate corruption in any part of its business. Our fight against corruption is guided by the following principles:

- The ComfortDelGro Group shall not participate in or endorse any corrupt practices.
- Representatives of the Group shall not offer Customers, Potential Customers, Suppliers, Consultants, Governments, Agencies of Governments, or any representative of such entities, any rewards or benefits in violation of applicable laws or established business practices stricter than applicable laws, in order to obtain or retain business or to gain any other improper advantage.
- Our employees shall not accept payments, gifts or other kinds of reimbursement from a third party that could affect or appear to affect their objectivity in their business decisions.
- We believe in full transparency and according equal treatment to all existing and potential Suppliers.

ECONOMIC PERFORMANCE

ComfortDelGro believes in creating long-term economic value for our Shareholders as well as the key Stakeholders by adopting responsible business practices and growing the business in a sustainable manner. Details of the Group’s economic performance for 2018 can be found in our Annual Report 2018.



HEALTH & SAFETY

As a land transport Group, managing the health and safety of our customers, our employees and the public is not just a priority, it is a necessity. With close to 43,300 vehicles plying the roads in seven countries, we have in place stringent checks, systems and processes to ensure that safety and health is never compromised. Safety requirements are incorporated in tender documents for relevant products and services. We have also invested heavily in training and re-training courses, and run safety awareness and training programmes to instil a safety and security conscious culture in employees at all levels. This safety focus continues to be strongly reflected in the Group's policies, procedures and training.

LABOUR-MANAGEMENT RELATIONS, EMPLOYEE ENGAGEMENT

Our people are undoubtedly our most valued assets. Without them, we would not be where we are today. Indeed, we strongly subscribe to the view that a happy and motivated workforce will ultimately translate into happy and satisfied customers. In the long run, this can only result in growth for the organisation.

To this end, we provide equal opportunities to our staff, invest in comprehensive training to develop them to their maximum potential and engage them actively in what we do. Significantly, as an employer, we ensure that all terms and conditions of employment, along with policies and procedures, comply with relevant regulations.

PUBLIC POLICY AND REGULATORY FRAMEWORK

ComfortDelGro engages with Governments at many different levels to help shape public policy and regulations that support the land transport sector. We also work closely with Regulators, Association Partners and Unions on issues which affect our business and our Stakeholders.

ENVIRONMENTAL IMPACTS: ENERGY USE AND AIR EMISSIONS, WATER CONSUMPTION AND WASTE MANAGEMENT

The ComfortDelGro Group is committed to managing and minimising the impact of our business operations on the environment, including along our supply chain. Our commitment to the environment is steadfast. Whether it is the vehicles we run or the buildings we operate in, we are committed to ensuring that our Green Quotient is kept high.

We endeavour to continue to improve the management of our environmental impacts by reducing resource usage and minimising waste. We are firmly committed to investing in new, more environmentally friendly vehicles, so as to reduce our emissions footprint.



DIVERSITY AND NON-DISCRIMINATION

ComfortDelGro embraces diversity. We believe in creating an inclusive environment where our employees treat each other equally, honestly and with respect. We want to nurture a culture where diverse perspectives can help drive our Group forward.

We strive to provide a fair and supportive work environment for all our employees, regardless of their age, sex, marital status, sexual orientation, disability, race, colour, nationality, ethnic or national origin, religion, or affiliation to any political party or trade union. We aim to employ people who reflect the diverse nature of society and we value each of our employees for the contribution they make, both individually, and as part of the Group.

Our policy applies to recruitment and selection, terms and conditions of employment including pay, promotion, training, transfer, references and every other aspect of employment.

ACCESSIBILITY

As a provider of land transport services, accessibility is a critical part of our business focus. We are committed to providing our services equitably to serve all Customers – independent of age or ability. To this end, we invest extensively in systems, processes and new technologies including wheelchair-accessible and low-floor buses. We are also committed to making our workplace accessible to our employees. For example, ramps and lift access as well as wheelchair-accessible restrooms are available at many of our buildings both locally and overseas.

EMPLOYEE TRAINING

ComfortDelGro invests continually in its employees to develop their skills and talent. We ensure that employees understand their responsibilities and are given access to necessary training to equip them to do their jobs better.



LOCAL COMMUNITIES

ComfortDelGro is committed to community contribution in all the regions we operate in. We actively reach out in various areas including education, welfare, disaster relief and health. Community engagement forms an important part of our business not only because it breeds trust and familiarity, but because it gives a human face to the business. We also find that our employees tend to be happier when they feel that they have made a difference in the lives of others.

While most of the material issues are relevant to all our Business Units, issues like Public Policy, Accessibility and Local Communities are most relevant for our bus and train businesses. Environmental material issues are of highest significance for our bus, train and taxi businesses.

THE GREEN STATEMENT

The ComfortDelGro Group of Companies aims to minimise the impact of its activities on the environment by ensuring continuous improvement in environmental performance whilst bearing in mind prevailing technical and operational constraints. The Group is also committed to complying with all statutory and regulatory requirements.

Our overall goal in environmental management is to minimise the harmful effects of our operations across Singapore, the United Kingdom, Ireland, China, Australia, Vietnam and Malaysia on the environment. By striving to reduce the environmental footprint of each passenger journey, ComfortDelGro can contribute to reductions in air pollution from road transport and carbon dioxide emissions. A complete elimination of harmful emissions is however not possible and we will explore how best we can offset any negative impact we have on the environment.

We endeavour to continue to improve the management of our environmental impacts by reducing resource usage and minimising waste. We will continue to make on-going investments in new vehicles so as to reduce our emissions profile and we will continue to support research into alternative fuels.



ENVIRONMENT

Man's activities have impacted the climate system in many ways and the awareness of climate change has grown steadily over the years. Harmful emissions directly and indirectly cause the loss of biodiversity and have severe environmental, social, health and economic consequences. These pose tough challenges to Governments and companies alike as they strive to come up with strategies, policies and actions to reduce and halt the impact on our environment. There is an urgent need to innovate and target for sustainable growth so that the present and future generations can enjoy a clean and sustainable environment.

The ComfortDelGro Group is committed to minimising the environmental impact of its operations. In fact, the very nature of a large part of our business is to try to steer communities away from the use of private cars. Indeed, studies have found that public transport, on average, consumes 3.4 times less energy per passenger kilometre than automobiles. This ratio is even more favourable during rush hour.

As we reinforce our commitment to the environment, we have set a short-term target of reducing carbon emissions by 1-3% over the next one to three years.

We endeavour to continue to improve the management of our environmental impact by reducing resource usage and minimising waste. We are firmly committed to investing in new, more environmentally friendly vehicles, so as to reduce our emissions footprint. In fact, Business Units such as ComfortDelGro Taxi, have even stopped purchasing diesel vehicles.

We effectively manage energy efficiency, air emissions, waste and water consumption. Our environmental policy has been implemented for more than a decade under the supervision of our Green Committee, involving Senior Management and all relevant Business Units/Central Functions. ComfortDelGro compiles the necessary data and reviews its performance regularly, deciding on and implementing improvement measures.

Our longer term environmental goals are:

- To improve our emissions profile per passenger journey and per passenger kilometre;
- To reduce waste and to increase the proportion of waste reused/recycled;
- To improve the environmental management standards across the Group;
- To continue to encourage and promote the use of public transport so as to ensure a modal shift away from car use;
- To continue to support initiatives on research and trial the use of alternative fuels;
- To continuously work at inculcating and strengthening the Green Culture amongst the staff.

To achieve this, we will:

- Identify, assess and actively manage all material aspects of our environmental impact;
- Continually improve the environmental performance and minimise impact through resource and energy management and pollution prevention;

- Manage our carbon footprint and energy consumption through use of technology, process improvements, energy optimisation and other efficiency measures; and
- Adopt plans and measures throughout our operations and infrastructure to mitigate the longer term risks of climate change.



VEHICLE EMISSIONS PROFILE

ComfortDelGro has always been among the first adopters of the Government's Green Policies in deploying suitable vehicles for service in support of the environment. All over the world, we are converting our fleets to higher standards, with hybrids and electric vehicles (EVs). In all, Green vehicles make up slightly more than half of our close to 43,300-strong vehicles worldwide.

A significant trend in the transport industry is the roll-out of cleaner, less pollutant vehicles – namely electric, hybrid, fuel cells or Compressed Natural Gas (CNG).

Car manufacturers are responding to this demand by going electric or hybrid in their new models. They are also promising that their vehicles can travel for comfortable distances in between charging.

In Singapore, we expect to phase out diesel in our taxi operations by 2024. In fact, ComfortDelGro Taxi had put two fully-electric Hyundai Ioniq taxis on trial in July 2018. Unlike existing electric taxis here that takes a couple of hours to charge, this electric Ioniq taxi – the first of its kind here – charges fully in just under 30 minutes. A fully charged electric Ioniq taxi travels more than 200km, but the cost of charging it fully is only a-third of the cost of diesel for the same distance.

In January 2019, ComfortDelGro expanded its EV trial with the latest Hyundai long-range fully electric vehicles. The Hyundai Kona Electric taxi comes with a 64 kWh lithium polymer battery – twice the power of the battery of the fully electric Hyundai Ioniq. This means that this EV model is able to travel up to about 350km when fully charged. And, with Direct Current (DC) fast



ENVIRONMENT

charging capabilities, the vehicle fully charges up in just slightly more than an hour.

To support the EV trial, ComfortDelGro became the first in Singapore to introduce DC fast charging for EV for commercial use. The Terra 54 CG charging station, is operated by the Group's wholly-owned subsidiary ComfortDelGro Engineering in partnership with global EV charging software and solutions provider, Greenlots.

As at December 2018, our taxi fleet in Singapore comprised 18.3% Euro 4 taxis, 63.3% Euro 5 taxis, 2% Euro 6 taxis and 16.5% hybrid taxis.

In China, we invest in dual-fuelled taxis that run on both CNG and petrol. Over 70% of the fleet in China is environmentally friendly CNG vehicles. Nanjing ComfortDelGro Dajian Taxi operates a total of 679 CNG-driven taxis while Chengdu ComfortDelGro Taxi operates a total of 488 CNG-driven taxis.

We do not just buy Green vehicles, we also work hand in hand with our vehicle manufacturers and fuel suppliers in the field of Green Engineering, providing them with valuable feedback about the engineering performance of prototype vehicles and fuel technologies.

From 1 January 2018, diesel vehicles have to meet the Euro 6 emission standards, up from Euro 5 previously. In line with this, our listed subsidiary, VICOM had added Euro 6 and JPN 2009 into its scope of emission tests.

In 2018, ComfortDelGro Engineering bought a purposed built machine from Italy for the re-conditioning of the diesel exhaust particulate filter (DPF). This machine uses hydro-chemical effect to treat choked DPF making it more environmentally friendly. It is also capable of treating severely choked DPFs which would otherwise be disposed as scrap. To-date, 1,385 DPFs have been reconditioned.

Our global bus fleet is also at the forefront of Green technology.



In Australia, ComfortDelGro Corporation Australia (CDC) in Victoria had succeeded in its endeavour to introduce the largest hybrid bus fleet in Melbourne. As part of its deliverables under the new metropolitan bus contract, 50 of its diesel buses will be replaced with Volvo Euro 6 hybrid vehicles. Mechanics were also trained in preparation for the new technology.

In United Kingdom (UK), Metroline is keeping in line with its philosophy to maintain a young, environmentally friendly fleet. Hybrid buses make up more than 20% of its fleet of 1,830 buses. After launching the world's first all-electric, zero-emission double deck bus service in London in 2018, Metroline began operations of the existing Route 46 using 23 fully-electric single deck buses. In 2019, it will be commencing operation of fully-electric double deck buses on Route 43 at Holloway and Route 134 at Potters Bar.

In 2018, SBS Transit, our listed subsidiary and a major public bus operator in Singapore, had 3,471 buses in its fleet, of which 78% is Euro 5-compliant or better. This was an increase of 244 buses or 11% compared to the previous year. This also meant that its fleet emit less pollutants into the environment, thereby reducing its carbon footprint. The average age of its fleet was about seven years. It also operated a total of 222 bus routes in 2018, up from 208 in 2017, while the mileage of its buses increased to 203.3 million km in 2018, up from 191 million km in 2017.

In October 2018, it received 25 of 50 Volvo B5LH diesel hybrid buses (DHBs) that have been procured by the Land Transport Authority (LTA) for fleet trials. These DHBs are expected to be more emissions friendly to the environment and also reduce operations and maintenance cost by up to 23%. The six-month trials started in December 2018 and had been deployed across three different bus services.



ENERGY EFFICIENCY

Being in the land transport business, energy efficiency ranks high on our priority list. This is especially important given the amount of time our vehicles spend on the road. Most of our taxis, for example, run practically non-stop as the bulk of them operate on dual shifts.

In all, our operations consumed about 1,077 GJ of fuel in 2018.¹ We are closely monitoring the development of renewable energy sources and will explore the adoption of such energy sources when it is feasible to do so.

Better fuel efficiency was achieved through initiatives like EcoDrive in the UK and Scania Optimise in Australia, where drivers are trained on how to maximise fuel efficiency. In the Optimise system, the driving performance of drivers is tracked and weekly reports provided to show them how they have performed in reducing emissions and fuel consumption.

¹ Fuel sources include petrol, diesel, CNG, and the gas supply in the United Kingdom (UK).

Table 1: Electricity Consumption

| Electricity Consumption ² (kWh) | 2017 | 2018 |
|---|-------------|--------------------------|
| ComfortDelGro | 401,904,408 | 481,170,994 |
| SBS Transit | 366,492,666 | 447,333,433 ³ |
| VICOM | 5,388,303 | 5,091,584 |

SBS Transit took over the operation of the newly-built Ulu Pandan Bus Depot in July 2018, which was purpose built to house 470 buses. The 102,000 square metres depot is the first to have the Photovoltaic Solar Panel System, which comprises more than 2,000 solar panels generating about 2,500kWh of electricity. The depot is expected to consume about 70% of the solar energy and the remaining 30% can be sold back to the power grid, with the proceeds translating to a net saving of about 30% in electricity costs.

Table 2: Greenhouse Gas Emissions

| Carbon Dioxide Equivalent (tonnes) | 2017 ⁴ | | 2018 | |
|---------------------------------------|-------------------|---------|---------|---------|
| | Scope 1 | Scope 2 | Scope 1 | Scope 2 |
| ComfortDelGro | 959,739 | 168,431 | 956,731 | 201,185 |
| SBS Transit | 370,874 | 153,634 | 396,397 | 187,522 |
| VICOM | 268 | 2,259 | 364 | 2,134 |

In 2018, Greenhouse Gas emissions from fuel and electricity for our major bus, taxi and rail businesses in Australia, Singapore and the UK registered carbon emissions of about 1,157,916 tonnes of CO₂ equivalent⁵.



RIGOROUS MAINTENANCE

Under the LTA regulations, all buses must go for half-yearly Roadworthiness Certification conducted by authorised inspection centres. This inspection involves checking the steering, oil leakage, suspension system, corrosion, brakes and smoke emission. The bodywork of buses is also checked for passenger safety and the buses put through a Chassis Dynamometer Smoke Test. SBS Transit achieved a 100% pass rate for 2018.



WASTE MANAGEMENT

Day-to-day operational waste and waste generated from the commuters contribute to the bulk of the general waste of the business. These wastes are generally removed by authorised contractors to be disposed at landfills or incinerated.

As for hazardous wastes, they are typically generated from the repair and maintenance of vehicles. Similarly, the hazardous wastes are collected within specific containers and removed by specialist contractors. This ensures that all hazardous items are responsibly disposed.

In 2018, our businesses generated 7,476 tonnes of waste materials (Table 3), which include batteries, engine oil, tyres, metal, drums, papers and cartons⁶.

Table 3: Waste Disposal

| Waste ⁶ (tonnes) | 2017 | 2018 |
|----------------------------------|-------|-------|
| Non-hazardous waste not recycled | 2,162 | 1,958 |
| Hazardous waste | 4,207 | 3,676 |
| Waste sent for recycling | 1,610 | 1,842 |
| Total | 7,979 | 7,476 |

Recycling bins are placed at strategic locations in our offices to encourage staff to recycle. Recycling days are also organised where employees are encouraged to bring paper, plastic and cans from their homes for "deposit" into the bins.

In our Singapore bus depots, our technicians started the use of tablets instead of paper checklists and forms when carrying out maintenance works. Using the Bus Mobile Maintenance System (BMMS), they obtain work instructions, drawings, electrical schematics and parts information to carry out their work. They are also able to access the bus manufacturers' portal to obtain more detailed bus maintenance information from their e-manuals. The use of the BMMS not only improves efficiency and storage, but also reduces paper usage.

Paper consumption in our Singapore and the UK's operations decreased from 38,992 reams in 2017 to 36,095 reams in 2018. A total of 51,025kg of paper and cartons was collected for recycling in Singapore in 2018 – a decrease from 70,505kg in 2017.

² Electricity consumption for ComfortDelGro includes Singapore, Australia, China and the UK.

³ Increase in SBS Transit's electricity consumption due to inclusion of Downtown line Phase 3 operations which opened in October 2017.

⁴ 2017 emissions figure restated due to data entry error.

⁵ Greenhouse Gas emissions excludes operations in Vietnam, China and Malaysia.

⁶ Waste disposal includes Singapore, Australia, China and the UK.

ENVIRONMENT



WATER

The most significant use of water in the Group pertains to the washing of vehicles.

The new Singapore Ulu Pandan Bus Depot is the first to use NEWater for non-potable uses such as bus washing. This will result in savings in potable water consumption of more than 9,000m³ per year, which is equivalent to the size of nearly four Olympic-sized swimming pools.

Table 4: Water Consumption

| Water Consumption (m ³) | 2017 | 2018 |
|-------------------------------------|------------------------|-----------|
| ComfortDelGro | 2,053,966 ⁷ | 2,423,621 |
| SBS Transit | 885,886 | 1,169,867 |
| VICOM | 41,921 | 42,597 |

Water consumption for ComfortDelGro increased from 2,053,966 to 2,423,621 cubic metres in 2018⁸.



SUPPORTING COMMUNITY INITIATIVES

On Eco Action Day, which fell on 5 June 2018, ComfortDelGro Group organised an e-waste collection drive. Close to 500 items, including handphoned, laptops, monitors, keyboards, cables, earphones, and even shredders were collected in two months and eventually sold to a recycling vendor.

VICOM and SETSCO also supported the “Eco Action Day Recycling Campaign” by donating 4,500 sets of newspapers



⁷ Water consumption for 2017 restated due to the data entry error.
⁸ Water consumption for 2018 includes Singapore, Australia, China and the UK.

to Willing Hearts, a charity that operates a soup kitchen, for its food preparation.

In addition, VICOM and SETSCO supported PROJECT ‘RETHINK Plastic’ which was organised by the Singapore Environment Council (SEC) to promote the three Rs – Reduce, Reuse and Recycle. Through this project, 350 bookmarks created from recycled plastics were sponsored as door gifts during the Singapore Environmental Achievement Award 2018.

Nanjing ComfortDelGro Daijian Taxi continued with their cultivation of 500 trees that were planted in 2012, in order to reduce the environmental footprint of each passenger’s journey.

Besides organising various Green events throughout the year, ComfortDelGro also actively encourages staff to use water and electricity responsibly. Tips on how to save water, electricity and other resources – not just in the office but at home too – are regularly communicated to staff, either through emails or through notice board posters.



EXTERNAL RECOGNITION

ComfortDelGro first received the Eco Office Label from SEC in December 2009. We were recertified in 2012, 2015 and then again on 16 March 2018. Each certification lasts for three years from the date of certification.

Having met both the technical competence requirements and management system requirements, the VICOM Emission Test Laboratory successfully cleared the International Standard ISO/IEC 17025:2005 surveillance assessment by the Singapore Accreditation Council in August 2018.

VICOM completed and cleared the surveillance assessment in accordance to the International Standard ISO 9001:2015 in October 2018.

SETSCO has been accredited as a Certification Body for the Water Efficiency Labelling Scheme (WELS) products administered by Public Utilities Board (PUB). WELS is a mandatory grading system with 0/1/2/3 tick rating denoting the water efficiency level of a product. It is administered by PUB and covers taps and mixers, dual-flush low capacity flushing cisterns, urinal flush valves and waterless urinal, washing machines and dishwashers for household use. It is mandatory for suppliers and retailers to obtain the relevant water efficiency labels for their products before advertising and displaying them for sale in Singapore.

HEALTH & SAFETY

Table 1: Health and Safety Statistics of Singapore, the United Kingdom, Ireland and Australia

| Statistics | Singapore | | | United Kingdom and Ireland | | | Australia | | |
|--|-----------|-----------------------|----------|----------------------------|--------|--------|-----------|---------------------|--------|
| | Year | 2016 | 2017 | 2018 | 2016 | 2017 | 2018 | 2016 | 2017 |
| Road & Passenger Safety | | | | | | | | | |
| Total Mileage ('mil)(km) | 2,514.51 | 2,091.92 ^r | 1,810.69 | 93.50 | 112.37 | 101.70 | 74.55 | 77.4 ^r | 81.40 |
| Passenger Injuries ¹ | 555 | 610 | 788 | 1,203 | 991 | 1,088 | 253 | 215 ^r | 294 |
| Vehicle Collisions | 2,200 | 784 ^r | 583 | 4,862 | 3,986 | 3,252 | 2,330 | 2,913 ^r | 2,450 |
| Workplace Health & Safety | | | | | | | | | |
| Accident Frequency Rate ² (AFR) | 1.87 | 1.79 ^r | 1.83 | 9.77 | 1.02 | 3.25 | 30.01 | 41.44 ^r | 42.17 |
| Accident Severity Rate ³ (ASR) | 24.96 | 42.69 ^r | 37.34 | 8.23 | 43.45 | 20.84 | 227.87 | 297.63 ^r | 399.53 |

The health and safety of our customers, employees, relevant Stakeholders and the public is of critical importance to us as a Group. With close to 43,300 vehicles plying the roads in seven countries, we have in place stringent checks, systems and processes to ensure that health and safety is never compromised. As passenger injury rate for every kilometre travelled increased in 2018, we will continue to invest heavily in training and re-training, and focus on running awareness and training programmes to instil and reinforce a safety and security conscious culture in employees at all levels. This focus continues to be strongly reflected in the Group's policies, procedures and training.

YEAR IN REVIEW

Road and passenger safety has, and will continue to be, a key area of focus for the Group. Since 2016, our health and safety statistics cover our businesses in the United Kingdom (UK) and Australia, in addition to Singapore. Accident statistics were recorded and reported in line with each country's safety reporting regulations⁴.

There had been no incidents of non-compliance with regulation and voluntary codes concerning the health and safety impacts of products and services during their life cycle.

SINGAPORE⁵

For 2018, the Group's vehicles in Singapore made trips totalling 1,810.69 million kilometres⁶. The bulk of this was made by our taxis (87%). Public scheduled buses accounted for about 11.2% of total distance travelled.

Accidents resulting in 788 injury cases were recorded, 781 of which were from SBS Transit. This translated into 3.39 passenger injuries¹ per one million kilometre travelled in Singapore, which was higher than 2017. There were, unfortunately, two passenger fatalities. The first was caused by an SBS Transit bus hitting a pedestrian at a signal-controlled crossing, while the second incident happened when a car rear-ended a moving SBS Transit bus, resulting in a passenger sustaining fatal injuries. In terms of vehicle collisions, we averaged 0.32 collisions for every one million kilometres with a total of 583 collisions⁷, out of which 364 were from SBS Transit.

¹ Passenger injuries data excludes taxi passenger injuries for Singapore businesses. For overseas operations, passenger injuries and vehicle collision data are reported for company-owned vehicles that are driven by employees only.

² Accident Frequency Rate (AFR) refers to the number of workplace accidents per million man-hours worked.

³ Accident Severity Rate (ASR) refers to the number of man-days lost to workplace accidents per million man-hours worked.

⁴ The AFR and ASR for Australia are higher when compared against the Group due to the 'no-fault' compensation system in Australia that necessitates the inclusion of all injuries and illnesses that would be deemed compensable in accordance with local legislation.

⁵ All Singapore businesses, including SBS Transit and VICOM.

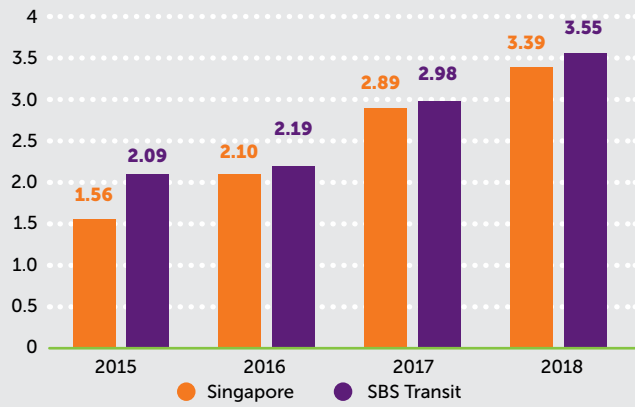
⁶ Includes mileage clocked by scheduled and unscheduled buses, trains, learner driver and car rental vehicles as well as taxis.

⁷ Includes accidents that involved our scheduled and unscheduled buses, learner driver vehicles, as well as taxi accidents that were within the Land Transport Authority's Quality of Service (QoS) accident criteria. Excludes non-traffic accidents on board scheduled buses.

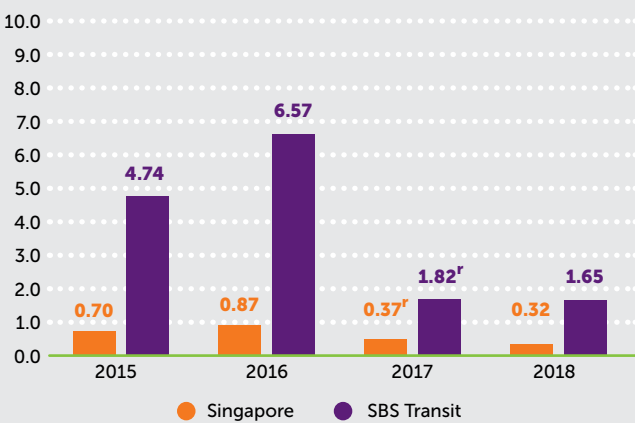
^r Restated figure. All of Australia's 2017 figures have been restated due to a duplication error. Singapore's 2017 mileage has been restated due to reconciliation process with the Land Transport Authority. Total number of vehicle collisions in 2017 have been restated due to a reclassification. Singapore's 2017 AFR and ASR were restated after an internal verification exercise.

HEALTH & SAFETY

Passenger Injury Rate
Per Million KM



Vehicle Collision Rate
Per Million KM



To reduce such accidents, SBS Transit increased its efforts in safety training and re-training. It had, in 2018, installed Mobileye – a smart camera that is able to detect, analyse and monitor road conditions while the vehicle is moving and provide real-time audio visual warning via a display unit to the driver – in about one-third of its buses. It also trialled Mobileye Shield+, a system that scans blind spots as the bus travels in a straight motion or navigates a curve so that Bus Captains (BCs) are aware of vulnerable road users such as motorcyclists, cyclists and pedestrians.

Tapping on telematics, SBS Transit uses the SAfe Green Eco System (SAGE) that provides real-time feedback through audio and visual alerts upon detecting events such as harsh braking or harsh acceleration. Its “Golden Eye” system, on the other hand, features an Artificial Intelligence (AI) Box that sends visual, audio and even haptic alerts to BCs via a display unit on board the buses if signs of fatigue and distractions are detected.

The Group recorded zero workplace fatalities in Singapore. A total of 76 non-fatal workplace injuries⁸, resulting in 1,552 lost days⁹ in 2018, were recorded. Of these cases, the majority involved male employees. A very small proportion of incidents involved contract workers. Analysing the data, we see that workplace non-fatal injuries were mainly due to:

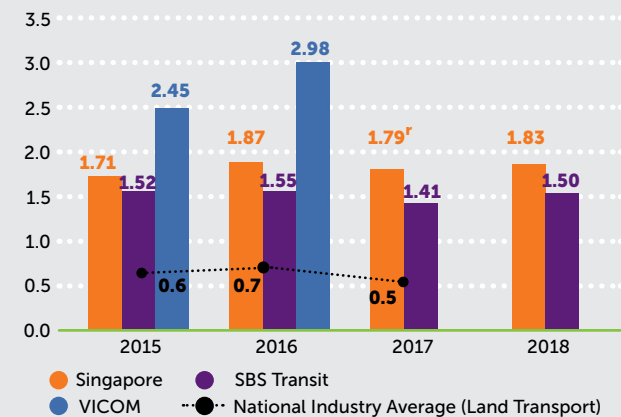
- Slips, Trips and Falls (38%);
- Injured By or Struck Against Moving or Stationary Objects (30%); and
- Work-related Traffic Accidents/Struck by Moving Vehicle (19%).

Table 2: Incident Types in Singapore

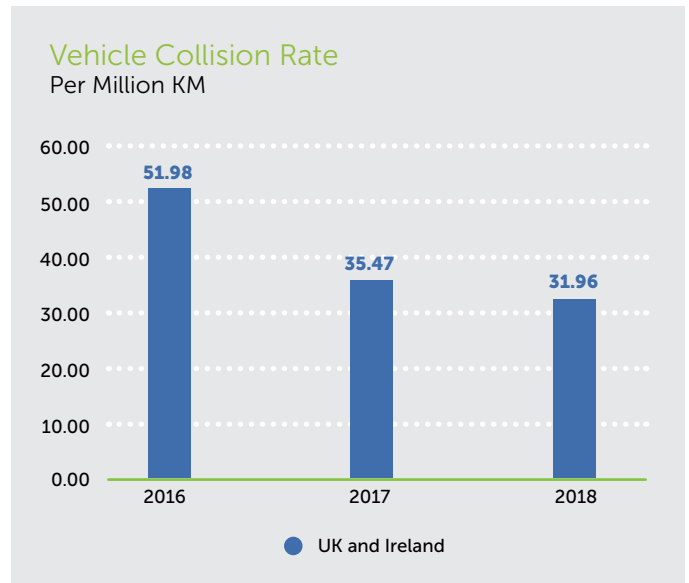
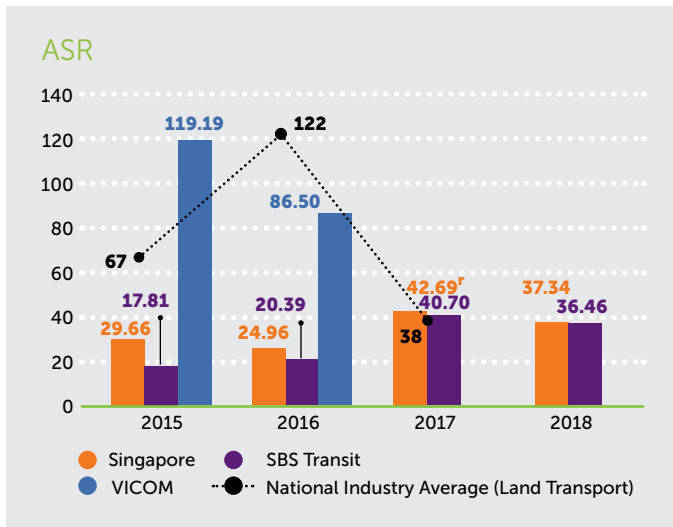
| Incident Types | Number |
|--|--------|
| Slips, Trips and Falls | 29 |
| Injuries By or Struck Against Moving or Stationary Objects | 23 |
| Work-related Traffic Accidents /Struck by Moving Vehicles | 15 |
| Assaults | 3 |
| Fall from Height | 2 |
| Caught between Objects | 2 |
| Exposure to Fire/Extreme Temperature /Harmful Substance | 1 |
| Over-exertion | 1 |

The Accident Frequency Rate (AFR) of 1.83 was higher than the previous year of 1.79 and the 2017 National Industry Average of 0.5¹⁰. On the other hand, Accident Severity Rate (ASR) of 37.34 for 2018 was lower than the 2017 figure of 42.69 as well as the 2017 National Industry Average of 38¹⁰. We will continue to work towards reducing the AFR in 2019.

AFR



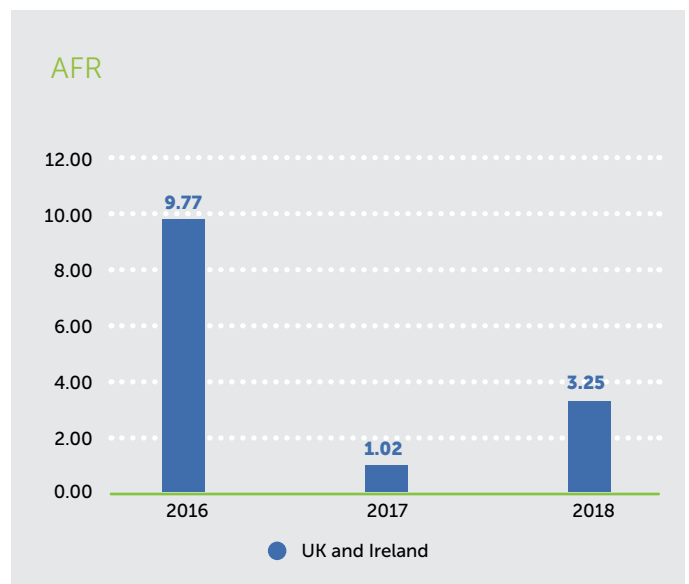
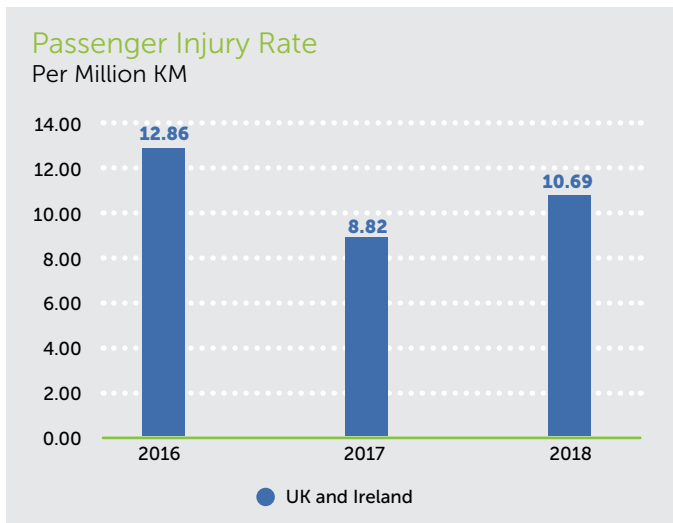
^r Restated figure. Singapore and SBS Transit’s 2017 vehicle collision rate per million kilometres and per million journeys have been restated due to reclassification and reconciliation process with LTA.



UNITED KINGDOM AND IRELAND¹¹

In the UK, Metroline adopted One Vision 2020, a corporate transport safety strategy that seeks to effectively tackle, reduce and eradicate its liability incidents by 2020.

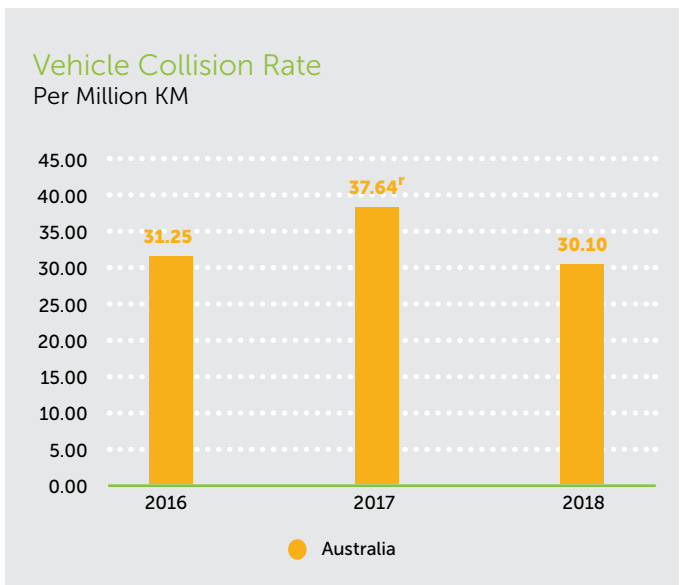
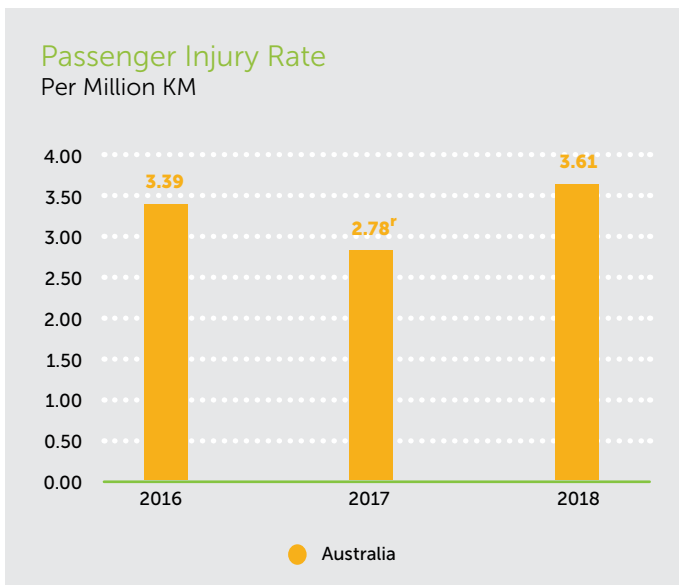
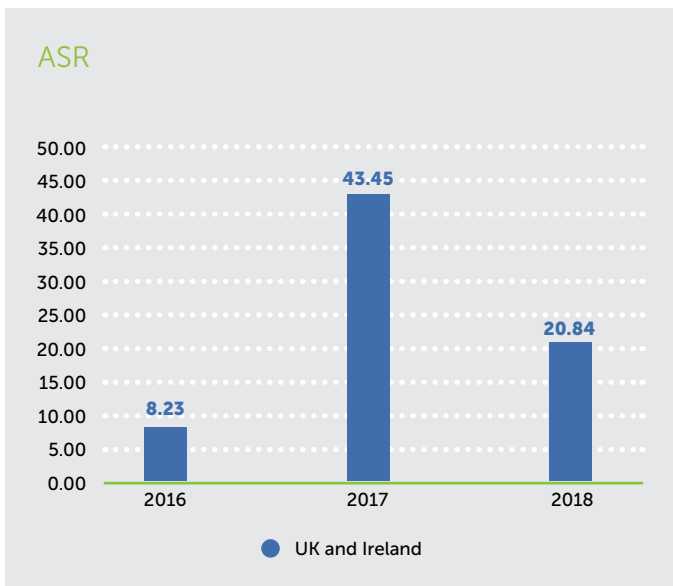
Our vehicles travelled a total of 101.7 million kilometres, of which Metroline buses accounted for a total of 99.5 million kilometres in 2018¹². There were 1,088 recorded injury cases in our scheduled bus business during the year, translating into 10.69 passenger injuries per one million kilometres travelled, which was higher than 2017 but lower than 2016. Unfortunately, a Metroline bus had struck a pedestrian, resulting in one fatality. In terms of vehicle collisions, we averaged 31.96 collisions for every one million kilometres with a total of 3,252 collisions, which was a reduction as compared to 2017.



8 Does not include injuries of our taxi hirers, who are not employees of the Group.
 9 Lost days are defined as days that could not be worked as a result of a worker or workers who are unable to perform the usual work because of an occupational accident or disease.
 10 Source: Singapore Yearbook of Manpower Statistics 2018 by the Ministry of Manpower. Figures for 2018 are not available as at date of report preparation.
 11 Passenger injuries and vehicle collision data are reported for buses only.
 r Restated figure. Singapore's 2017 AFR and ASR were restated after an internal verification

HEALTH & SAFETY

As for workplace injuries, our businesses in the UK recorded zero fatalities. However, a total of 52 workplace injury cases – involving more males than female employees – were registered, resulting in 334 lost days in 2018. These were due to slips, trips and falls within garages and road traffic collisions. Injuries included cuts and burns, shoulder and whiplash injuries. Compared to 2017, the AFR was higher at 3.25, while the ASR was lower at 20.84. We will work towards reducing the AFR.



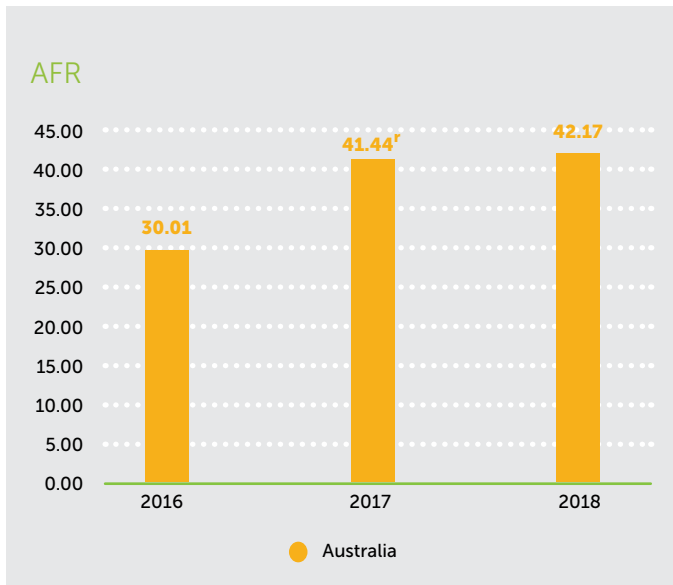
AUSTRALIA¹³

In Australia, ComfortDelGro Corporation Australia (CDC) buses travelled a total of 81.4 million kilometres in 2018.

A total of 294 injury cases was recorded during the year, translating into 3.61 passenger injuries per one million kilometres travelled. There was a fatality recorded for the year. A pedestrian, who intended to commit suicide, had jumped right in front of a moving CDC bus. In terms of vehicle collisions, CDC averaged 30.10 collisions for every one million kilometres with a total of 2,450 collisions.

As for workplace injuries, we recorded 202 cases due mainly to accidents as well as slips, trips and falls. Injuries sustained, including musculoskeletal injuries, specifically strains and sprains of backs, upper arms and legs, as well as general lacerations and contusions, resulted in 1,914 lost days in 2018. About 87.6% of the injured were male employees. We will continue to work towards reducing both the AFR, which was 42.17 and the ASR, which was 399.53 in 2019¹⁴.

12 All routes that Metroline operates on behalf of Transport for London (TfL) were included except school routes.
 13 Does not include passenger injury of our taxi business as taxi drivers are not employees of the Group.
 14 The AFR and ASR for Australia are higher when compared against the Group due to the 'no-fault' compensation system in Australia that necessitates the inclusion of all injuries and illnesses that would be deemed compensable in accordance with local legislation.
 r All of Australia's 2017 figures have been restated due to a duplication error.



WORKPLACE SAFETY & HEALTH COMMITTEES

One of the ways in which the Group manages its health and safety issues is through its Workplace Safety & Health (WSH) Committees (See Annex A).

Singapore

In Singapore, all our Business Units (BUs) have dedicated WSH Committees. This decentralised approach is more effective as it enables us to engage staff at the BU level. It also instils in them a sense of ownership over health and safety issues that arise from day-to-day operations. Senior Management is involved actively in the Committees.

ComfortDelGro Driving Centre, in particular, has an Accident Review Committee which was formed to evaluate and assess accidents, as well as develop learning points before providing counsel for preventive measures. The Committee has a high participation rate from its Management and staff. Findings from the review are shared during monthly dialogue sessions with staff and new instructors before they are deployed on the ground.

United Kingdom

In the UK, Metroline's WSH Committees, which are decentralised, meet at least every quarter and are responsible for all local health and safety issues. Scottish Citylink Coaches has a WSH Committee that meets every quarter, while CityFleet Networks in London has both a centralised Risk Management Committee and Company Emergency Response Team (CERT), which meet every six months.

Australia

Each of the depots in CDC has a Workplace Health & Safety (WHS) Committee comprising Management and staff representatives. These teams meet every quarter – sometimes even monthly.

A General Manager-Safety & Risk, jointly appointed by CDC, reviews and streamlines all safety, risk and workers' compensation across the broader business. He is also in charge of creating and implementing Business Continuity Plans for both operations in New South Wales and Victoria.

Swan Taxis formed an Occupational Safety and Health (OSH) Committee in 2017. It also has a three-member Incident Response Group and an eight-member Crisis Management Group, headed by the CEO, who meets them when required.

^r All of Australia's 2017 figures have been restated due to a duplication error.

HEALTH & SAFETY

China

In China, some BUs have WSH while for others, Management takes the lead in conducting health and safety briefings as well as organising regular emergency exercises to ensure its staff are responsive at all times. In Guangzhou, in place of a WSH Committee is a nine-member Safety Production Committee, which meets once a quarter.

Vietnam

In Ho Chi Minh City, Vietnam Taxi has fire-fighting teams as regulatory requirements. It also has a Labour Safety Committee since 2017, comprising four members led by a Management representative.



EMERGENCY PREPAREDNESS

To respond appropriately to potential emergency situations, all our BUs regularly assess operational and safety risks related to their operations and take adequate precautionary measures.

For example, ComfortDelGro Driving Centre, which builds its entire business model on safe and responsible driving, conducts mandatory safety briefings for all learners. It also sends its driving instructors for first aid training, which is certified once every two years. In 2018, 21 driving instructors underwent first aid training to equip them with the necessary skills should accidents happen while practical training is being conducted.

SETSCO also trained its first aid assistants to ensure they are equally ready should designated first-aiders be unavailable. Various company-wide emergency drills simulating gas leaks and fires are also conducted to improve the awareness and emergency response of all staff.

SBS Transit conducted two bus disruption exercises and three rail disruption exercises with North East Line (NEL) and Downtown Line (DTL) in 2018. A joint exercise with the Singapore Civil Defence Force that puts response and rescue operations to the test during emergencies was also carried out on DTL, while exercises testing contingency plans during a flood were carried out on both lines.

In China, Guangzhou Xin Tian Wei Transportation Development's Tianhe Bus Station carried out fire drills to test its staff's knowledge of the evacuation process. CDC in Sydney and Melbourne held "toolbox" talks that focus on safe work practices.

All public buses in Singapore, Australia and the UK are equipped with call out buttons that allow our bus drivers to speak to the Operations Control Centre when there are emergencies. Similarly, our taxis in Singapore, Western Australia (WA), China and the UK come with distress buttons that taxi drivers can activate whenever they require emergency help.



BRINGING FIRE-FIGHTING TRAINING CLOSER TO THE PUBLIC

We do not just contain fire-fighting training within the Group.

For the whole month of August in 2018, car owners who had their vehicles inspected at the VICOM Inspection Centre in Sin Ming, had the opportunity to learn how to put out both a car and a kitchen fire with a fire extinguisher – training that is not typically available to members of the public – for free.

Each training session, which was no more than 10 minutes, included a demonstration on how to use a fire extinguisher, as well as hands-on fire extinguishing training under the guidance of a trainer from Lingjack Engineering Works, an established manufacturer of the Combat brand fire-fighting equipment.



TRAINING, PROTECTIVE EQUIPMENT & PREVENTIVE MEASURES

ComfortDelGro constantly puts a high emphasis on training to safeguard and improve safety standards, both at the workplace and for our passengers. We also ensure that all staff are adequately protected with the proper protective gear depending on their vocation.

At SBS Transit, all new BCs undergoing basic training are schooled in safe and defensive driving. Training is intensive and spans between 31 and 46 days, before they obtain the Omnibus Driver's Vocational Licence. The new BCs have to undergo practical training and pass the Class 4A driving test stringently administered by the Traffic Police. Upon completion of the training, BCs are then paired with Service Mentors, who would accompany them on their trips and share with them practical safety.

Experienced BCs are also sent for refresher training courses. They are also regularly briefed and reminded to observe safe driving habits through actual case studies. Pedestrian Drills, Junction Drills and Bus Stop Drills are continually conducted. Random spot checks are held to ensure that all BCs comply with these safety drills.



In NSW, CDC communicates customer service and safety messages to its bus drivers at its depots using diamond-shaped signs. These were first developed and launched by Hillsbus in 2013, but have since been introduced at depots of Hunter Valley Buses, Blue Mountains Transit and Qcity Transit in Queanbeyan. Bus marshals are also put through rear door loading safety training to ensure they are able to assist passengers safely.

In Victoria, CDC installed security screens on its buses to protect bus drivers from unruly passengers. It also introduced on-board voice announcements to eliminate the need for bus drivers to ask passengers for fares, and thereby the risks of them being verbally and physically assaulted by passengers.

In our global taxi operations, stringent screening of new taxi drivers, including going through their past safety records, is conducted before any agreement is inked. New taxi drivers have to go through an induction briefing, comprising basic service training that also highlights the importance of safe driving.

To incentivise safe driving for taxi drivers, ComfortDelGro taxi drivers who maintain accident-free records for four consecutive years would not have to pay their share of repairs should they unfortunately meet with one thereafter. Drivers who are accident-prone are sent for defensive driving courses at ComfortDelGro Driving Centre. Upon completion of the defensive driving course, taxi drivers' accident records are monitored. Those involved in yet another accident within the six-month period would have their service contracts revoked.

In China, safety is an integral part of monthly meetings and dialogue sessions that our Shenyang and Chengdu taxi companies have with their taxi drivers. Similarly, there are incentives and remedial training in place to shape safe practices and behaviour.

All our staff, including SBS Transit's bus and rail engineering staff and VICOM staff, are trained and qualified by accredited training agencies to perform their various jobs in accordance with stipulated regulation. When required, SETSCO staff will also attend safety orientation and site familiarisation courses organised by clients in the construction, shipyard, marine and oil/petrochemical sectors.

For staff that are exposed to prolonged noise or radiation over-exposure risks, we have provided the necessary personal protection equipment (PPE), including ear muffers or thermoluminescent dosimeter badges. The staff are also sent for annual medical check-ups. Other operations and technical staff are also provided with PPE such as boots, ear-plugs, safety vests, eye-wears and gloves.



PREVENTIVE MAINTENANCE CHECKS & VEHICLE INSPECTION

Our vehicle fleets in Singapore undergo regular preventive maintenance checks.

ComfortDelGro taxis are checked once a month, while buses are checked once every 45 to 60 days. Rental cars undergo six-monthly preventive maintenance checks as part of road safety measures.

As part of regulatory requirement, private rental vehicles that are at least three years old are inspected at our vehicle inspection and testing Business Unit, VICOM, to ensure they meet safety standards for roadworthiness. Buses and training vehicles are inspected yearly, and taxis half-yearly even during their first year.

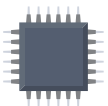
In the UK, our London buses go through inspections as well, while our inter- and intra-City coaches are inspected every 28 days by subcontractors in line with the requirements laid by the Department of Transport. Taxi drivers under our radio circuit networks conduct daily basic checks of their taxis and have them serviced every 6,000 to 8,000 miles to ensure their roadworthiness.

HEALTH & SAFETY



Our Australian buses are maintained once a month in accordance with manufacturers' recommendations. Buses in NSW are inspected twice a year, while buses in Victoria are inspected once a year. As for taxis, the State Government's Department of Transport requires all taxis to undergo an annual inspection as part of the licensing agreement.

In Vietnam, taxis are also serviced at every 5,000 kilometres, which is around once every month, while in China, taxi companies like Jilin ComfortDelGro Taxi conducts inspection on its taxis to ensure they do not pose safety hazards while they are on the roads.



TECHNOLOGY

At ComfortDelGro, we are always finding new ways to leverage on technology to improve the way we do things. Safety is no exception.

SBS Transit continues to put its BCs through a mandatory "Driving Skills Enhancement Programme" to obtain an objective assessment of their driving competency with areas identified for improvement. This is done using the Vigil Vanguard system, which comprises motion sensors, cameras and mapping software. The BCs' driving behaviour is closely reviewed to help them improve on their areas of weaknesses.

At the ComfortDelGro Driving Centre, the Driver Assessment Tool is used to help trainees improve their driving skills. The tool uses real-time video recording, GPS tracking technology and telematics to track, observe and measure the trainee's performance.

In 2018, SBS Transit completed installing 1,000 of its buses with Mobileye, a smart camera that is able to detect, analyse and monitor road conditions while the vehicle is moving and provide real-time audio-visual warning via a display unit to the driver. SBS Transit also tested Mobileye Shield+ in 10 of its buses at the Bukit Merah depot. This system scans the blind spots as the bus travels in a straight motion or navigates curves so that BCs are aware of vulnerable road users such as motorcyclists, cyclists and pedestrians. Similarly, CDC installed Mobileye in more than 1,000 of their buses in NSW and Victoria.

SBS Transit also uses the SAGE which provides real-time feedback through audio and visual alerts upon detecting events such as harsh braking or harsh acceleration. Its "Golden Eye" system, on the other hand, features an AI Box that sends visual, audio and even haptic alerts to BCs via a display unit on board the buses if signs of fatigue and distractions are detected. The SAGE and Golden Eye systems are in addition to the GoRoute and HATT systems that had been introduced previously.

Metroline did something similar. It filmed the bus routes that its probationary bus drivers practise on, and added animation to the footage to help them identify risk areas. In 2018, it extended the trial of audible alerts on 30 buses from Willesden Garage. Research focussed on the effectiveness of the alerts was undertaken by Leicester University. Results were mixed with divided opinion about the volume and frequency of the alerts. Whilst the trial has concluded, acoustic conspicuity is an integral feature in the Transport for London's new specification for new bus orders placed in 2019.



Our scheduled buses come with speed limit devices that prevent them from accelerating beyond 60kmh. Similarly, the Mobile Data Terminal in our taxis comes with speed alerts that prompt our drivers to slow down when they have exceeded the speed limit.

To better manage and control visitors' entry into its premises, SBS Transit, which rolled out an online electronic visitor management system at its bus depots in April 2016, also rolled out the same system at all its train depots and stations in 2018.

As for surveillance on board our vehicles, nearly all our public transport service vehicles in Singapore have CCTVs or in-vehicle cameras. In the UK, all Metroline buses are equipped with CCTVs. Down Under, all Swan taxis have in-vehicle cameras, while 90% of the public transport service of CDC is equipped with this capability.

Table 3: Vehicles and Stations with CCTVs or In-vehicle Cameras in Singapore, the United Kingdom and Australia

| Country | Singapore | United Kingdom | Australia |
|---|-----------|----------------|-----------|
| Percentage of vehicles and stations with CCTV or in-vehicle cameras | 99% | 97% | 90% |



TAPPING ON TELEMATICS

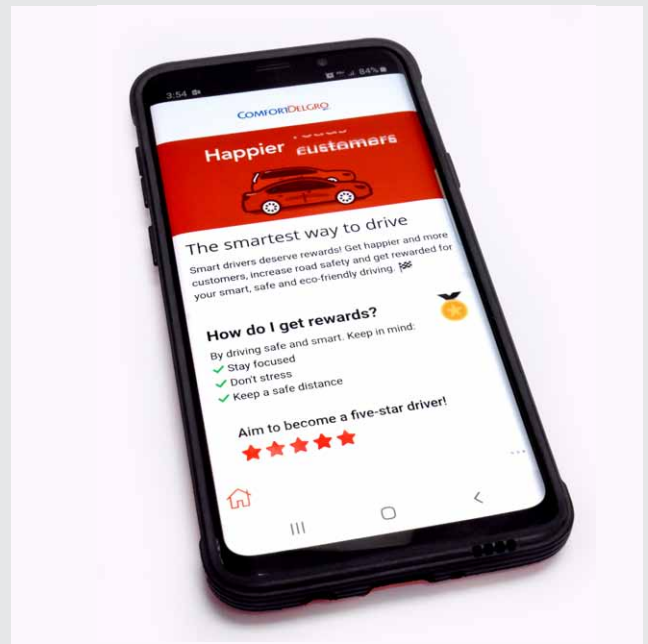
In November 2018, the Group put advanced telematics devices to trial in about 100 of our vehicles, including taxis, private buses, rental vehicles and "learner" cars for four months. Data collected by these solutions was used to help ComfortDelGro's drivers achieve safer and smarter driving habits. Taxi drivers were able to get real-time feedback on their driving patterns on a cell phone or tablet, while learner driver instructors were able to assess the performance of their trainees in detail.

These telematics solutions were:

- CDG Eye – a smartphone solution that utilises technology developed by Greater Than, a Swedish AI and technology service provider. Using advanced algorithms, CDG Eye tracks and assesses how drivers accelerate, retard and speed, rating drivers with stars and points after each trip. It also "gamifies" the environment by ranking the drivers against one another, with the top five drivers receiving monetary rewards every week.
- GreenRoad Driver Behaviour Solution – an in-vehicle solution that coaches the driver while he or she is behind the wheel, every minute of every journey. Displaying "green" when the driving is safe and smooth and "yellow" or "red" when the driving is risky, GreenRoad enables the driver to self-correct immediately, resulting in better driving, fewer collisions, better fuel economy and safer roads for all. With the ability to rate over 150 manoeuvres, GreenRoad is able to give drivers concrete feedback on how to improve their cornering, lane-changing, acceleration and braking skills, and to track their progress according to a motivating "Safety Score".

Metroline in London has also been using two fleet safety systems, including GreenRoad, for the last five years. CDC in NSW has installed the Verizon Telematics, which focusses on improving driver behaviour and provides remedial and preventive incident training, at its Northmead Depot.

Similarly, ComfortDelGro Engineering has installed CarTrack devices on 16 of its 18 corporate vehicles, comprising both trucks and vans, to monitor the driving behaviour of its drivers. This device, which taps on Global Positioning System (GPS) tracks the vehicles to ensure that they do not deviate from official routes, and helps detect poor driving habits. Data is then collected and reports are assessed through an application.



HEALTH & SAFETY



COMMUNITY ENGAGEMENT AND INITIATIVES

While the importance of safe driving cannot be emphasised enough, passengers and other road users also have a role to play in ensuring safety standards are adhered to.

In Singapore, the Group, through ComfortDelGro Driving Centre and SBS Transit, engaged the community through several road safety talks throughout the year. ComfortDelGro Driving Centre collaborated with the Traffic Police in the Road Safety Park initiative to conduct over 620 hours of road safety talks and reached out to about 30,200 Primary School students. SBS Transit, on the other hand, conducted 78 school assembly talks and visits to our bus and train premises and reached out to 29,275 students.

Apart from engaging schools, ComfortDelGro Driving Centre also partnered Borneo Motors Singapore to provide complimentary half-day Drive Safe Course to new Toyota vehicle owners. Existing Toyota vehicle owners can attend the same course through Toyota's loyalty programme. About 30 Toyota vehicle owners completed the Drive Safe Course in January 2019, with more owners scheduled to undergo it during the year.

This partnership is part of the "Start Your Impossible" global initiative launched on 28 September 2018 by Borneo Motors Singapore and Toyota Motor Asia Pacific to mark the manufacturer's commitment and support towards the creation of a more inclusive, sustainable and mobile society. Under this initiative, celebrated local athlete, Mr Joseph Schooling, will be supporting the promotion of ComfortDelGro Driving Centre's Drive Safe Course.

For SBS Transit, safety campaigns were carried out at a number of stations of the NEL and DTL to remind elderly commuters to travel safely on escalators.

To reduce slips, trips and falls on board their buses, CDC buses in Sydney and Melbourne had stickers designed to remind customers of the importance of safety on the upper decks of double deck buses.



In Perth, Swan Taxis' Colour Taxis Scheme, which was rolled out in 2016 was so well-received that it went on to launch the Pink Taxis WA service in Northbridge and the Central Business District in June 2018. These strikingly pink taxis are driven by female drivers for women and families who may feel unsafe travelling in taxis driven by male drivers. To-date, 11 such pink taxis are catering to this need.



RECOGNITION

A number of our BUs in Singapore has obtained the Occupational Health and Safety Advisory Services (OHSAS) 18001:2007 and bizSAFE certifications. These include ComfortDelGro Bus, ComfortDelGro Engineering, Moove Media, SBS Transit's NEL as well as VICOM.



In 2018, ComfortDelGro Bus received the Champion Award in the "Non-public Bus Fleet" category by the Singapore Road Safety Council at the Singapore Road Safety Awards Fundraising Gala Dinner. Two ComfortDelGro taxi drivers and one SBS Transit BC were also awarded in the "Safe Driver" and "Most Improved Driver" categories for their good driving record and safe driving behaviour at the same event.

On 18 December 2018, CDC in NSW attained ISO 55001 for Asset Management and ISO 45001 for Occupational Health and Safety Management Systems. The internationally recognised accreditations underscore CDC's commitment towards maintaining key assets and safety management system to a high standard.

Annex A: Workplace Safety & Health Committees Across the Group

| Country | Business Unit | Workplace Safety & Health Committee or Similar | Company Emergency Response Team or Similar | Risk Management Committee | Other Safety- related Committees | Nil |
|-----------------------|---|--|--|---------------------------|----------------------------------|-----|
| Singapore | All Business Units with the exception of: | ✓ | ✓ | ✓ | | |
| | ComfortDelGro Driving Centre | ✓ | ✓ | ✓ | ✓ | |
| | ComfortDelGro Rent-A-Car | | | ✓ | | |
| | SBS Transit | ✓ | ✓ | | | |
| Australia | CDC in NSW | ✓ | ✓ | | | |
| | CDC in Victoria | ✓ | | | ✓ | |
| | Swan Taxis | ✓ | ✓ | | ✓ | |
| China | East China | | ✓ | | ✓ | |
| | North China | | | | | ✓ |
| | South China | | ✓ | | ✓ | |
| | West China | ✓ | | | | |
| Ireland | ComfortDelGro Irish Citylink | | | | | ✓ |
| United Kingdom | CityFleet Networks | | ✓ | ✓ | | |
| | Metroline | ✓ | | | | |
| | Scottish CityLink Coaches | ✓ | | | | |
| Vietnam | Vinataxi | | | | ✓ | |
| Malaysia | CityLimo Leasing (M) | | | | | ✓ |

SUPPLY CHAIN

OUR SUPPLIERS

Our suppliers are our partners. Without the goods and services they provide, we would not be able to run our businesses. Working closely with them, we explore ways to increase efficiency and productivity through the procurement of supplies and services which help improve our processes and grow our businesses. We are committed to treating our suppliers fairly, and with respect. We pay our bills on time, every time and are transparent in all our contracts and negotiations.

OUR PURCHASES

Energy and direct material & services used for the operation and maintenance of our fleets form majority of our purchases. In 2018, we purchased over 1,500 hybrid taxis and fully electric taxis.

Percentage Of Value Of Purchase By Type

| | 2017 | 2018 |
|--|------|------|
| Energy (E.g. Electricity, Diesel) | 54% | 51% |
| Direct Material & Services (E.g. Automotive parts, Consumables and Vehicle Maintenance Services) | 33% | 23% |
| Assets (E.g. Vehicles, IT Hardware, Workshop equipment) | 1% | 12% |
| Indirect Material & Services (E.g. Facility Management, IT, operating supplies) | 12% | 13% |

About 90% of our spend is with 38 suppliers, of which 35 of them have worked with us for more than five years. We have long-term contracts of three years or more with 203 suppliers.

EQUAL OPPORTUNITY

We believe in full transparency and according equal treatment to all existing/prospective suppliers. Our team regularly conducts market insight exercises and encourages tender participation from different industry players. In 2018, at least 300 companies participated in our tenders for the first time.

Businesses have an equal opportunity to submit their bids for any contract through our sourcing platform which has built-in functions to safeguard the confidentiality of submitted bids.

Specifications are written to allow bidders the freedom to best meet the requirements of the tender and to foster supplier interest and encourage innovation.

SUPPLIER SELECTION

We select our suppliers based on multiple criteria, including but not limited to the supplier's technical capabilities, service quality, supply assurance, environmental responsibility, safety records, financial stability and cost competitiveness. A structured decision matrix approach is used with assigned weightage that reflects the relative importance of each selection criterion.

Suppliers are also given a "Supplier Ethics Policy" (refer to pages 26 to 27) which clearly articulates what is required of them in terms of fair practice, ethical conduct, as well as social and environmental responsibility. From February 2018, this Supplier Ethics Policy is embedded in all tender documents. We refrain from dealing with Suppliers who are unable to comply with our policy.

All recommendations for award are approved in accordance to the financial authority limits delegated by the ComfortDelGro Board.

RISKS IDENTIFICATION AND MITIGATION

Fraud and Corruption Risk

All officers administering and approving contracts in which they or their close relatives have significant interests are required to declare and recuse themselves from handling these contracts. Staff in the procurement and purchasing team make a declaration on conflict of interest annually. All members of the Procurement Category team are to attend a workshop on "Procurement Fraud Prevention & Detection" within their first two years of service. The workshop equipped our staff on effective internal controls within the procurement process, as well as the prevention and detection of procurement fraud.

OBJECTIVE OF THE "PROCUREMENT FRAUD PREVENTION & DETECTION" WORKSHOP

Delivered by Management Development Institute of Singapore (MDIS)

- Gain a thorough understanding of the vulnerability of the procurement function to fraudulent activities
- Understand consequences of procurement fraud to prepare for adverse circumstances
- Explore different kinds of procurement fraud and how they can occur
- Recognise the red flags of procurement fraud
- Learn about effective deterrent, preventive and detective measures to help reduce the occurrence of procurement fraud
- Find out about the four-step process to proactive procurement fraud prevention

About 68% of the contracts by value were established through competitive sourcing exercises, including 49% through public tenders. The rest of the contracts were established with suppliers who are sole source, or incumbents with whom we leveraged existing contract volumes.

Supply Risk

For key purchase categories, the award strategy often includes multiple suppliers from different geographical locations. Where multiple suppliers are not feasible due to various reasons, the Business Continuity Plan of the sole supplier is scrutinised and assessed.

Legal Risk

More than 95% of our contracts with suppliers apply one of our four Standard Terms & Conditions. These contracts contain insurance and limitations of liability clauses. Where supplier's contracts are used, we engage our lawyers to vet through the terms to ensure that they are fair and reasonable.

Price Risk

Where product prices are driven by the volatile commodity prices, an indexed formula is used. This allows our Treasury Department to mitigate cost fluctuation through hedging.

Environmental, Health and Safety Risk

Depending on the nature of purchases, safety rules detailing Environmental, Health and Safety requirements are included in tender documents. Suppliers are required to undertake to comply with the rules. For complex projects, suppliers are required to complete a risk assessment before commencing work.

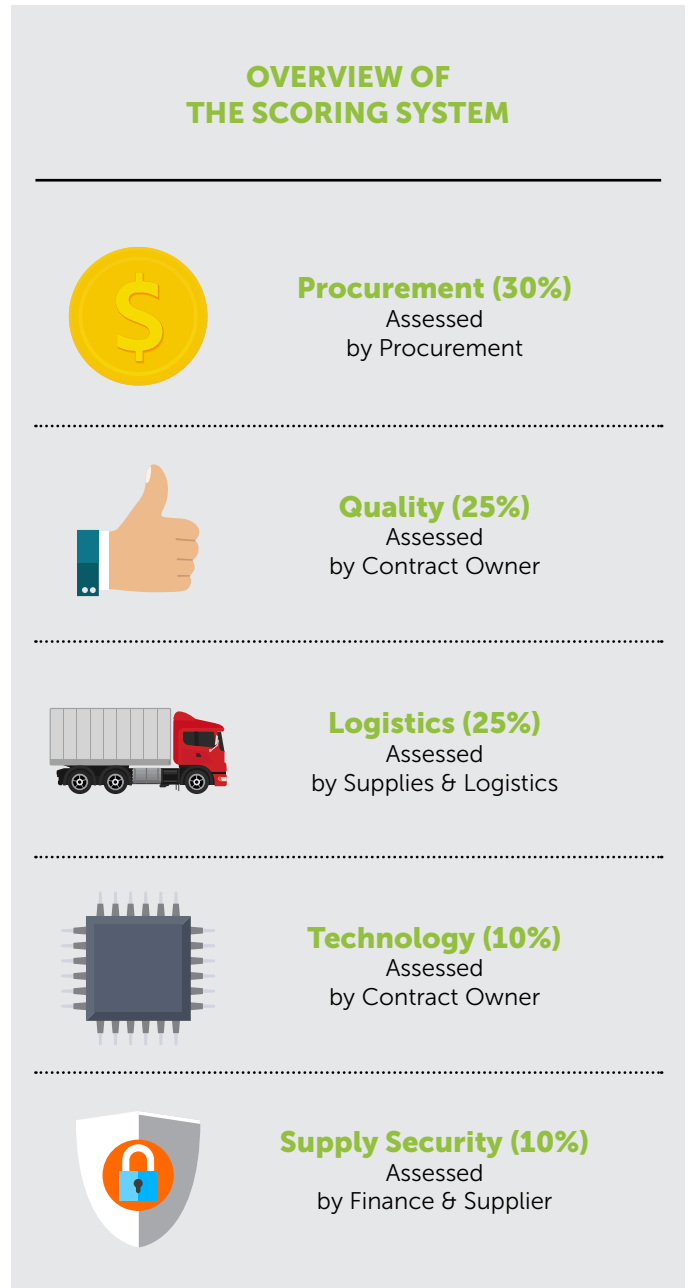
SUPPLIER ONBOARDING

Suppliers seeking to provide goods and/or services to ComfortDelGro are required to complete a Supplier Profile Questionnaire which provides us with information about their company, experiences, track records, financial status, quality management system and compliance to local and international standards. This enables us to assess the risks of buying from the supplier.

SUPPLIER PERFORMANCE MANAGEMENT

We ensure that our suppliers' performance meets the expectations defined in the contract and against market norms through our Supplier Performance Management exercise. Our key suppliers undergo regular appraisals to ensure costs are kept in check, service standards are kept high and risks are mitigated. The ultimate intent is to identify potential issues and their root causes so that they can be resolved as quickly as possible.

In 2018, 14 strategic suppliers* across six key categories were assessed on five pillars: Procurement, Quality, Logistics, Technology and Supply Security.



We highlighted areas of strengths and weaknesses to the suppliers and followed up with action plans to improve on areas where they did not fare as well. Ten suppliers scored very well and have since been included into our preferred suppliers list for future contracts.

*Data available for Singapore only.

SUPPLIER ETHICS POLICY

ComfortDelGro Group Procurement Policies & Procedure Manual

ComfortDelGro Corporation Limited and its subsidiaries worldwide (hereinafter collectively referred to as "ComfortDelGro") procures a wide range of goods or services from various businesses, companies, corporations, persons and entities, including their employees, agents and representatives (hereinafter collectively referred to as "Suppliers"), in the course of its business operations.

As such, ComfortDelGro requires its Suppliers to operate in accordance with the principles in this Supplier Ethics Policy ("Policy") and in full compliance with all applicable laws and regulations. Suppliers are required to adhere to all local laws (including antitrust, anti-competition, anti-corruption and anti-fraud policies), maintain high ethical standards, have clear health and safety policies, strict environmental policies, and adopt fair employment practices.

It is the responsibility of Suppliers to ensure their employees and representatives understand, comply and act consistently with this Policy. Failure to adhere to this Policy may result in disqualification from consideration for business, and/or future business, with ComfortDelGro.

1. COMPLIANCE WITH LAWS AND REGULATIONS

1.1. Abidance with the Law

Suppliers' business operations, as well as all goods and services supplied to ComfortDelGro, must fully comply with the laws and regulations of the countries where Suppliers' operations are based as well as where goods and services are provided to ComfortDelGro.

1.2. Use of Fair Business Practices

Suppliers must practise fair competition in accordance with local antitrust and competition laws. Activities that restrict competition must be avoided. Commercial decisions, including prices, terms of sale, division of markets and allocation of customers, must be made independent of understandings or agreements with competitors.

2. ETHICS AND CONFLICT OF INTEREST

2.1. Anti-Corruption Stance

Suppliers must conduct their business with integrity, transparency and honesty. ComfortDelGro does not condone any corrupt practices such as bribery, extortion or embezzlement in all business interactions. Suppliers are prohibited from offering, paying, soliciting or receiving (whether directly or otherwise) any form of bribe as inducement or reward for any business transaction with or involving ComfortDelGro. The term "bribe" broadly includes any illicit advantage such as (but is not limited to) cash, cash equivalents, property, loans, commissions, services, benefits in kind or other advantages.

2.2. Anti-Fraud Stance

In the same vein, ComfortDelGro does not condone any fraudulent practices such as intentional deception, misappropriation of resources or manipulation of data. Suppliers are prohibited from altering or falsifying records, failing to account for monies received or knowingly providing false information for any business transaction with or involving ComfortDelGro.

2.3. Gifts and Entertainment

ComfortDelGro is committed to conducting all business without undue influence. The Policy requires it to exercise good judgment and practise moderation in receiving business gifts and entertainment.

Suppliers must not offer or give gifts or hospitality (including kickbacks, favours, cash, gratuity, entertainment or anything of value) to any ComfortDelGro employee that is intended as, or may be viewed as an attempt to improperly influence business decisions. In addition, ComfortDelGro employees are prohibited from accepting initial public offering (IPO) stock from any Supplier.

Employees will respectfully decline entertainment, gifts or other benefits that could in any way be construed as, or give the appearance of, attempting to influence business decisions in favour of any person or organisation with whom ComfortDelGro may have business dealings.

2.4. Conflicts of Interest

Suppliers should seek to avoid any conflicts of interest that may adversely influence their business relationship with ComfortDelGro. Suppliers must disclose all actual, potential or perceived conflicts of interest situations and/or relationships promptly to ComfortDelGro.

3. WORKPLACE HEALTH, SAFETY AND QUALITY

3.1. Healthy and Safe Working Environment

Suppliers must have in place health and safety protection policies and management systems to provide a secure working environment. They must be designed to promote the general health of employees and reduce work-related injury and illness. For example, protective equipment and tools must be provided and replaced/maintained regularly.

3.2. Safety

The safety of all goods and services supplied must be ensured through appropriate policies, implementation and monitoring.

3.3. Quality

Suppliers' policies and management systems must be developed to ensure that the quality of all goods and services are as specified in their contracts with ComfortDelGro.

4. CORPORATE SOCIAL AND ENVIRONMENTAL RESPONSIBILITY

4.1. Corporate Social Responsibility

ComfortDelGro is committed to building positive relationships with the communities in which we live and work by showing our support and care for the poor, the sick, the underprivileged and the aged. Suppliers are encouraged to support us and also seek similar opportunities in area of Corporate Social Responsibility.

4.2. Environmental Responsibility

Local environmental laws and practices such as those pertaining to waste disposal (proper handling of toxic and hazardous waste, segregation where regulated, etc), air emissions and pollution must be complied with. Suppliers must endeavour to minimise the impact of their operations on the environment.

5. NON-DISCRIMINATORY AND ETHICAL EMPLOYMENT

5.1. Non-Discriminatory Employment

Suppliers shall apply fair and ethical standards in their employment practices. This includes non-discrimination in employment, recruitment, advertisements for employment, compensation, termination, upgrading, promotions, and other conditions of employment against any employee or job applicant on the bases of race, ethnicity, gender, national origin, age, religion, marital status, disability, sexual orientation or gender identity.

5.2. Ethical Employment

Suppliers will comply with all national laws on wages and working hours as well as local standards regarding child labour and minimum age.

6. USE OF INFORMATION

6.1. Insider Trading

Suppliers must not trade in the securities of ComfortDelGro either directly or through an intermediary while in possession of inside information (i.e. confidential material, non-public information) relating to ComfortDelGro nor should they pass such information on to others.

6.2. Proprietary Information

Any information used by Suppliers in their business relationship with ComfortDelGro that is either not public and/or proprietary must be protected against loss and infringement. Any disclosure or use of such information other than for officially stated purposes must first be authorised by ComfortDelGro.

7. ETHICAL CONCERNS

If any Supplier has an actual or potential ethical concern related to the Policy, they can make use of the ComfortDelGro Alert Line.

COMFORTDELGRO ALERT LINE

The ComfortDelGro Alert Line comprising the following personnel has been set up to facilitate the reporting of incidents and the handling of information or evidence on matters that will give rise to whistle blowing:

Group Chief Human Resource Officer

DID: +65 6383 7083

Email: ghro@comfortdelgro.com

Group Chief Internal Audit Officer

DID: +65 6383 7010

Email: giao@comfortdelgro.com

In addition, Suppliers can also have direct access to **Managing Director/Group CEO**

DID: +65 6383 7110

Email: gceo@comfortdelgro.com

OUR STAKEHOLDERS AND PARTNERS

ComfortDelGro is guided by the principle of creating sustainable value for its Stakeholders – be they Customers, Shareholders, Employees, Partners or Regulators. [GRI102-40]

Key Stakeholders are identified as part of the Risk Management process, based on the extent in which they can affect or are affected by the operations of the Group. [GRI102-42]

Given the significant roles they play, ComfortDelGro reaches out actively to key Stakeholders through various channels.



CUSTOMERS

Good customer service is a fundamental aspect of our business. In fostering a customer-centric culture, a “customer first” mindset permeates through the Group and a robust customer engagement process is adopted.

To this end, employees are equipped with the necessary skills and knowledge to provide customers with a best-in-class experience. Courses that are conducted include technical training courses like “Scania Optimise Programme” and “WSQ Perform Basic Maintenance of Bus Engine System” as well as service-centric training like “WSQ Project a Positive and Professional Image” and “WSQ Project Go-the-Extra-Mile Service”.

Frontline staff in all our businesses actively engage customers through various means including outreach programmes where potential and existing customers are invited to visit our operations



once every few months. We also reach out to our customers through information counters, hotlines, as well as monthly Meet-the-Managers sessions.

Customers are encouraged to send us their feedback through customer questionnaires, online feedback forms or via our fully-manned service hotlines. Other than product and service enquiries, the key areas of concern amongst customers are safety, accessibility and the overall service experience.



SHAREHOLDERS

We are committed to disseminating accurate and pertinent information to the market in a timely manner as part of good Corporate Governance. Our Investor Relations (IR) programme balances regular, effective and fair communications with Shareholders and the investment community with the need to safeguard commercial sensitivities. The IR team works closely with Senior Management to proactively carry out this engagement programme. Feedback and views gathered are regularly reported to Senior Management and the Board of Directors.

During the year, the IR team met some 330 groups of investors, analysts and equity sales personnel over 170 meetings. The team also addressed queries from investors through emails, telephone calls and the online enquiry form.

Besides face-to-face office meetings and conference calls, we also participated in eight investor conferences and non-deal roadshows in Singapore, Kuala Lumpur, Hong Kong, Tokyo and Taipei. These platforms provide direct access to a wide cross-section of existing and new institutional investors from around the world. To reach out to retail investors in Singapore, an investor presentation was held at the SGX auditorium.

We organised face-to-face briefings for the media and sell-side analysts for the full-year results and conducted dial-in conference calls with sell-side analysts for the other quarterly results. Three post-results luncheons were organised where we met fund managers based in Singapore after the full-year FY2017 results and the second and third quarter results for FY2018.

ComfortDelGro attracts active research coverage from sell-side analysts and the stock is now covered by 15 local and international research houses. Some 190 reports on the Company and the industry were published during the year. The IR team has regular interactions with the analysts to ensure a thorough understanding of our business models and strategies, operations and financial performance and growth opportunities.

Shareholders have the opportunity to interact with the Board and Senior Management at our Annual General Meeting. Voting is by way of electronic polling for greater transparency in the voting process and the detailed results are announced immediately at

the Meeting and subsequently released to the Singapore Exchange (SGX). All material announcements are posted in the IR section of the corporate website to ensure equal and timely access to information.

At the Singapore Corporate Awards 2018 held on 18 July 2018, ComfortDelGro won the Bronze Award for Best Investor Relations in the Big-Cap category.

At the 19th Securities Investors Association Singapore (SIAS) Investors' Choice Awards 2018 held on 25 September 2018, VICOM was the Winner of the Singapore Corporate Governance Award for the Mid-Cap category and Runner-up for the Most Transparent Company Award in the Services category.



EMPLOYEES

With a global workforce of close to 24,700, employee engagement is a critical aspect of our human resource management. Talent management and succession planning rank high on ComfortDelGro's priority list.

Through regular employee engagement programmes including seminars, training courses, quarterly newsletters and weekly dialogue sessions, we are able to encourage critical thinking and innovation, build team spirit and groom the next generation of leaders.

Managers are empowered and encouraged to hold regular feedback sessions with their subordinates. The annual appraisal performance session serves as a platform for employees to discuss their work performance and map out their career progression. Common issues raised by employees include training and remuneration.

More information can be found on pages 30 to 37.



PARTNERS AND SUPPLIERS

We work closely with our partners and suppliers to ensure the smooth delivery of our services. We recognise our dependency on the timely delivery of key parts and components and the quality of our subcontractors. This is a key risk which we have identified and which we manage diligently. We also have in place detailed Risk Management contingency plans where needed. More information can be found in the ComfortDelGro Annual Report 2018.

As a responsible corporate citizen, we also strongly believe in ensuring compliance in all our operations and businesses. We do not condone any corrupt practices or anti-competitive behaviour. We have a strict procurement policy which, among other things, conducts supplier assessment to ensure there is no adverse impact on society. Among other things, suppliers are required to have strict environmental policies, adopt fair employment practices, have clear health and safety policies, and adhere to strict anti-corruption policies.

For example, Business Units (BUs) such as ComfortDelGro Taxi engages its partners such as its cabbies about twice a month and once a week or a quarter with its suppliers. Similarly, SBS Transit engages its contractors regularly about various safety issues and through its annual Safety & Health Programme & Education (SHAPE).

More information can be found on pages 24 to 27.



REGULATORS

ComfortDelGro is firmly committed to complying with all legal and regulatory requirements.

As the provision of public land transport services is highly regulated, the Group, through our various BUs, holds regular weekly dialogue sessions with the various Regulators including the Land Transport Authority, the SGX, the National Environment Agency and the Ministry of Manpower.

A range of topics are discussed at such meetings, including unfolding trends, new technologies, safety, competition, environmental and accessibility issues.

Where Regulators seek consultation in reviewing existing and emerging policies, we are responsive and strive to provide constructive feedback.

[GRI102-43, GRI102-44]

OUR PEOPLE

Our people are undoubtedly our most valued asset. They are at the heart of our success. Without them, we would not be where we are today. We strongly believe that a happy and engaged workforce translates into providing a higher standard of service for our customers. In the long run, this can only result in growth for our organisation.

Our people are guided by a common Vision which is "To be the world's land transport operator of choice." Our Vision, Mission, Strategies and Core Values are prominently displayed to serve as constant reminders of our corporate aspiration and how we must never sway from our core values of honesty, integrity and ethics.

OUR STRATEGIES FOR SUCCESS:



Look Beyond the Horizon

- Innovate and be receptive to new ideas and opportunities
- Solve problems in a prompt and effective manner
- Anticipate and embrace change



Do the Right Things – Right

- Never take our eyes off the ball
- Deploy people and assets for value enhancement
- Admit and learn from mistakes



Grow our Talent Base

- Set the performance bar above industry norms
- Give credit where credit is due
- Reward equitably

OUR CORE VALUES:



Results Orientation

We will:

- Set challenging goals
- Focus on results
- Identify and solve problems
- Have a sense of urgency and ownership



Commitment

We will:

- Anticipate our customers' needs and constantly upgrade ourselves to provide them with outstanding service
- Foster an environment of trust by engaging the communities we serve
- Reward our shareholders by delivering steady and sustainable results through growth in our businesses
- Care for our staff by providing a challenging environment with ample opportunities for growth and development. Build on staff capabilities through effective recruitment, training and career planning so as to develop their full potential. Promote teamwork, initiative and creativity
- Stay committed to the authorities by complying with regulatory requirements



Integrity and Ethics

We will:

- Conduct our affairs in a manner consistent with the highest ethical and professional standards
- Engage in fair and honest business practices
- Show respect for each other, our customers, business partners, suppliers, shareholders, the authorities and the communities we operate in
- Communicate in a factual, honest and prompt manner
- Be open and transparent in our dealings
- Exhibit strong environmental stewardship

DIVERSITY AND EQUAL OPPORTUNITIES

In 2018, the ComfortDelGro Group employed 24,697 employees, representing an increase of 12.7% or 2,779 staff over the previous year. The increase generally came from acquisitions and business growth.

Operating in seven countries, our workforce varies in size according to our business needs. In Singapore, which is our Headquarters (HQ), our staff strength in 2018 was 13,823. In the United Kingdom (UK) and Ireland, it was a total of 6,113 while in Australia, it was 3,805. In China, we had 815 staff, followed by Vietnam with 101 and Malaysia with 40.

We believe that diversity in the workplace is fundamental to growth and professional development. It benefits both the individual and the Corporation as it brings new perspectives to the way we work and operate through different ideas, skills and attitudes. A diversified workforce – whether in terms of gender, race or nationality – also means that we have access to the widest talent pools.

Starting at the Board level, three out of our 11 Board Directors are women. Female representation on our Board has been increasing over the past two years. From just one since 2007, we have appointed two more female Directors – one in 2018 and another in 2019 – bringing the female representation on our Board to 27%. This also exceeds the target of 20% by 2020 set by the Council for Board Diversity whose patron is the President of the Republic of Singapore.

In our businesses, which are traditionally male-dominated, 87% of our employees are males. However, the number of female employees has been on the rise. In 2018, the number of female staff increased by 135 or 4.4% compared to the year before. This was partly due to recruitment initiatives to encourage female employees to join/re-join the workforce and the shift in cultural norms and gender paradigms.

With land transport being an essential means for the population to get around, our businesses are generally not affected by seasonal demand. Hence, in 2018, on a global average, slightly more than 91% of our people were engaged on permanent contracts with 87.7% of them being males. Close to 94% continued to hold full-time positions, of which 87.5% were males.

Our employees' ages range from below 30 years old to over 70 years old. Despite their age differences, they work together and learn from each other. While we value the young for the spark and ingenuity they bring to the workplace, older workers are, and continue to be, a valued part of our workforce. They tend to be mature, reliable and bring a wealth of experience with them. In 2018, one in every two of our employees was between 30 and 50 years old. Those over 50 years old made up 36.7% of our global workforce while the under 30s was 12%. This age profile is not significantly different from those of 2017.

As a global Group, we have a broad mix of nationalities among our staff, with Singaporeans accounting for the majority at 29.3%. The other nationalities include Malaysians (20.8%), Australians



(15.4%), British (9.7%), Chinese (7%), Vietnamese (0.4%) and Irish (0.2%). We also have a small representation of other nationalities accounting for about 17.2% in all. This includes the Indians, Pakistanis, Polish and Romanians.

In spite of our diversity, we have an all-inclusive work culture, where people of different age groups, ethnicities and genders work together in harmony. To this end, we provide equal opportunities to our staff, and ensure that all terms and conditions of employment, along with policies and procedures, comply with relevant regulations and strict human rights and labour practices.

We implement our guiding principles in a non-discriminatory manner, paying particular attention to the rights and needs of, as well as the challenges faced by individuals who may be at heightened risk of becoming vulnerable or marginalised. We believe that regardless of age, sex, marital status, sexual orientation, disability, race, colour, nationality, ethnic or national origin, religion, or affiliation to any political party or trade union, all our staff should be treated equitably and given fair opportunities to grow and develop in accordance to their levels of competence.

In Singapore, as a member of the Tripartite Alliance of Fair and Progressive Employment Practices, a national agency helmed by the Singapore National Employers Federation and the National Trades Union Congress, we have pledged our commitment to adhere to fair employment practices. We adhere to the five key principles of fair employment practices – recruiting and selecting employees on the basis of merit, treating them fairly and with respect, providing them with equal opportunities for training and development, rewarding them based on their ability, performance, and contribution and abiding by labour laws and the Tripartite Guidelines.

In employee recruitment, our advertisements do not state age, race, gender or religion as preferences or requirements.

At the workplace, we strongly subscribe to zero tolerance for discrimination where employees are selected based on competence and merit. Employees who feel discriminated against can lodge

OUR PEOPLE

a report to the Management, Union or the Authorities in charge of employment matters in the different countries that we operate in.

In 2018, there were six reports of discrimination filed with the Employment Tribunal against UK's Metroline. One case has been withdrawn and the other five cases are scheduled for a hearing by the Tribunal in 2019.

For ComfortDelGro Corporation Australia in New South Wales (CDC NSW), the Anti-discrimination Board concluded in 2018 that no action would be taken against the Company concerning the outstanding case of 2017 where a staff reported that he was bullied and harassed by colleagues at the workplace.

GROWTH AND DEVELOPMENT

To sustain our business needs, we continued to recruit staff to cater to expansion in operations as well as fill vacancies due to attrition.

In 2018, we recruited 4,219 employees with 56.6% of them for our Singapore businesses and 25.5% for our UK operations. These new staff comprised 17.1% of our total workforce and with 86.3% being male employees.

For the same period, 3,543 staff or 14.3% left the Company. Of this, 32.3% were due to staff reaching their retirement age, completing their employment contracts, being subject to disciplinary proceedings or other reasons. Those who left our employment voluntarily formed 9.7% of our staff strength.

Our absenteeism rate for 2018 was 2%, similar to 2017.

As a Group we believe that our people are at the heart of our success. Be it new or experienced employees, we invest continually in them to develop their skills and talent. We ensure that they understand their responsibilities and are given access to necessary training to equip them to do their jobs better.

For non-executive staff, training is structured to cater to operational needs where the subjects cover technical aspects, safety and soft skills. These include Class 4 and 5 driving, defensive driving, preventive maintenance, report writing and customer service training. For instance, in China's Guangzhou Xin Tian Wei Development Transportation Company, staff attended "Automated Equipment Safety Training" and "Service Standards and Etiquette" classes.

Executive staff attend training sessions which are aimed at enhancing their functional knowledge as well as skills in finance, decision-making, leadership and people management. They also attend training to implement regulatory and key management programmes such as Occupational Health and Safety, Business Continuity Planning and Enterprise Risk Management. For instance, executives in CDC Victoria attended a "Managing Through Change" training programme while those in SBS Transit attended a course on "The Five Levels of Leadership and the 360-Degree Leader".

In 2018, our employees across the Group averaged 33.8 hours of training, which is about 6 hours or 20.7% more than in 2017. Male employees clocked in slightly more than 35 hours of training

while female employees attended 25 hours of training on average. Executives clocked in 32.7 hours of training while non-executives attended close to 34 hours of training on average.

As part of staff development, all employees receive performance and career development reviews at least once a year. We practise an open system in our employee appraisals where the supervisor conducts a review with the staff based on his/her performance. Employees are assessed on their competency and contributions while executive level staff are also measured on their achievement of their key performance tasks and targets.

As part of our rigorous process, to ensure a steady pipeline of quality management staff, our high-performing staff are subject to a Promotion Board to assess their general management, people and leadership attributes. Besides the psychometric tools used for recruitment, senior Business Unit (BU) Heads and Group Officers are also actively involved in the assessment and recruitment of high potentials.

We also have in place various programmes and processes that focus on key areas, including building management bench strength, talent management, succession planning, performance management and compensation and benefits.

EMPLOYEE ENGAGEMENT

We believe that engaged employees are motivated to do better. For this reason, ComfortDelGro actively engages its employees through various platforms and avenues.

At the start of every year, at our Corporate HQ, our Chairman and Managing Director/Group Chief Executive Officer (MD/Group CEO) meet Senior Management at a breakfast meeting where they lay out the challenges that are expected in the months ahead. Action plans and strategies are also discussed at this annual meeting which is also attended by the Heads of the overseas BUs, where possible.

Our MD/Group CEO personally meet up with employees as part of his broader staff engagement efforts. In 2018, engagement sessions continued to be held with specialist staff, employees from the BUs and union representatives. This allowed Management to better understand the workplace challenges, identify areas for improvement, and, also appreciate the contributions of our employees.

On a regular basis, briefing sessions, dialogues and conferences are organised by Management to share information and align business goals and objectives with employees and for employees to share concerns and make suggestions. New hires attend an induction programme to orientate them to our culture, values and businesses.

Besides dialogues and sharing of information, we also believe in recognising staff for their contributions. Long Service Awards are presented to staff in recognition of their faithful years of service to the Company. For example, our Bus and Taxi BUs in Australia hand out awards to staff who have served for between five and 35 years.

Apart from this, employees who provide quality service to customers receive recognition for their good efforts. Internal awards include the Employee of the Month and CEO commendation awards which are held either on a quarterly or annual basis by the different BUs.

Our employees also receive prestigious external awards for their outstanding contributions. In 2018, 11 staff from our Singapore BUs – ComfortDelGro Engineering, ComfortDelGro Taxi and SBS Transit – received the Outstanding Award from the President of the Republic of Singapore at the National Kindness Award – Transport Gold ceremony. At the UK Coach Awards, Mr Peter Knight, Operations Director of Scottish Citylink Coaches, received the “Young Coach Industry Professional Award” and Mr Jim Orr, a Despatch Controller, won the gold award in the “Unsung Heroes” category.

Three cabbies – Mr Huang Zhi Jun, Mr Zhong Wei and Mr He Mao Xue – from Chengdu ComfortDelGro Taxi were recognised as outstanding cabbies by the City Transport Bureau and the National Taxi Association. Ten other cabbies from Nanning Comfort Transportation also made us proud when they were presented with the “Courteous Role Model Award” by Nanning Taxi Association for their good service and excellent driving record.

More than just work, we also seek to create a positive environment for our people where they can have fun and de-stress. We believe that having healthy employees is important to our productivity. Hence, we actively promote a healthy lifestyle through activities such as bowling competitions, cross-country runs, yoga, Zumba, brisk walking and jogging sessions. In 2018, the Group organised a charity cross-country run and leisure walk which drew the participation of 930 local staff. Together they clocked about 2,500km and donated 12,240 bowls of rice to needy families.



LABOUR-MANAGEMENT RELATIONS

ComfortDelGro believes in developing and sustaining a harmonious tripartite labour-management relationship. In fact, labour relations is a key function of daily life in the organisation. Globally, 80% of our staff across our businesses are covered by Collective Agreements.

Working hand-in-hand in the spirit of mutual respect and trust, Management and Union constantly collaborate to improve the welfare and well-being of employees. To ensure that communication channels are always kept open, employees are elected and appointed as Union representatives by union members to provide the crucial link between Management and Union.

In 2018, our Singapore businesses continued to honour the Collective Agreements signed in 2017 for a three-year period. When there are major changes to working conditions that may affect the well-being of employees due to operational requirements, the changes to be effected are always first discussed with the Union. It is only when an agreement or a consensus is reached that the changes are announced for implementation. A reasonable time frame of between one and three months' notice is typically given to the affected staff and are communicated officially in writing through letters, circulars or emails. Briefing sessions are organised to communicate any changes where needed.

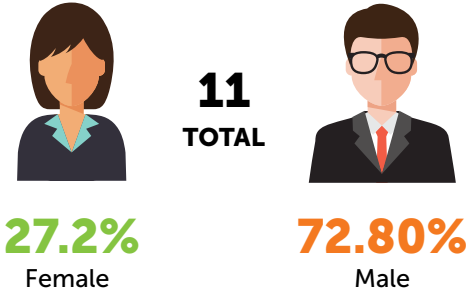


On a global level, ComfortDelGro also recognises employees who go beyond their call of duty to carry out their jobs. It has been conferring the annual Passion Award on deserving employees since 2008 with past winners coming from the UK, Australia, China and Singapore. The winner is invited to Singapore to receive the award and also given a S\$5,000 cash prize with an all expenses paid trip to one of the seven countries we operate in – depending on where the winner hails from.

In 2018, Mr Deng Ziliang, a Service Controller with SBS Transit, was the winner. Driven by passion in his job, he had responded to the call for help on his rest day when the MRT line was disrupted due to a flooding incident. Although it was not in his job scope, he rushed down to the scene and led the convoy of bridging buses, whose Bus Captains were unfamiliar with the shuttle routes, to assist affected commuters in continuing with their journeys.

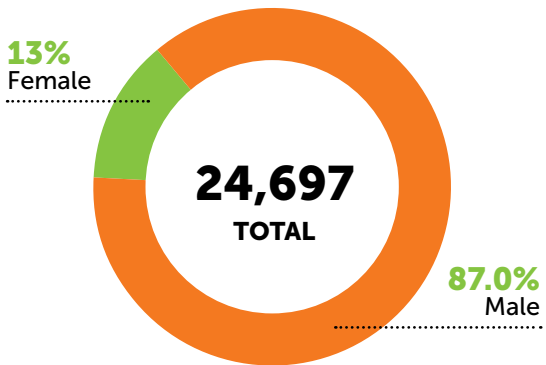
OUR PEOPLE AT A GLANCE

ComfortDelGro Corporation's Board of Directors By Gender



| | | | |
|--------------------|-----------------|---------------|-------------|
| SBS Transit | 20.0% Female | 80.0% Male | 10 Total |
| VICOM | 22.2% Female | 77.8% Male | 9 Total |

Employees By Gender



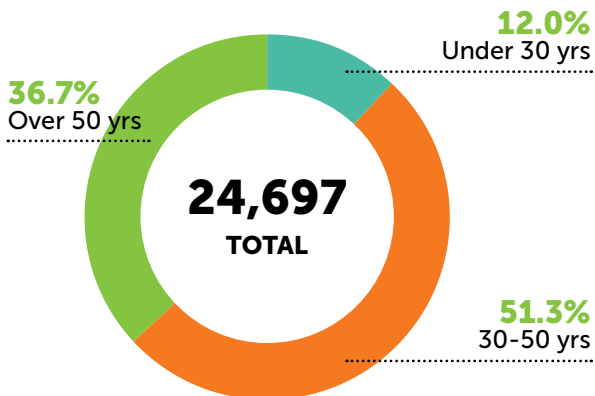
Employees By Category



| | | | |
|--------------------|-----------------|---------------|-----------------|
| SBS Transit | 10.0% Female | 90.0% Male | 11,036 Total |
| VICOM | 23.7% Female | 76.3% Male | 865 Total |

| | | | |
|--------------------|------------------------|--------------------|-----------------|
| SBS Transit | 8.3% Execs & above | 91.7% Non-execs | 11,036 Total |
| VICOM | 48.2% Execs & above | 51.8% Non-execs | 865 Total |

Employees By Age



| | | | | |
|--------------------|-----------------------|--------------------|----------------------|-----------------|
| SBS Transit | 14.0% Under 30 yrs | 48.7% 30-50 yrs | 37.3% Over 50 yrs | 11,036 Total |
| VICOM | 23.1% Under 30 yrs | 57.2% 30-50 yrs | 19.7% Over 50 yrs | 865 Total |

Employees

By Country, Gender, Employment Type and Contract

Singapore: **13,823**

| | Type of Contract | | Type of Employment | |
|--------|------------------|-----------|--------------------|-----------|
| | Permanent | Temporary | Full-time | Part-time |
| Male | 79.3% | 7.3% | 84.7% | 1.9% |
| Female | 11.5% | 1.9% | 12.4% | 1.0% |
| Total | 90.8% | 9.2% | 97.1% | 2.9% |

United Kingdom & Ireland: **6,113**

| | Type of Contract | | Type of Employment | |
|--------|------------------|-----------|--------------------|-----------|
| | Permanent | Temporary | Full-time | Part-time |
| Male | 89.7% | - | 87.8% | 1.8% |
| Female | 10.3% | - | 9.5% | 0.9% |
| Total | 100% | - | 97.3% | 2.7% |

Australia: **3,805**

| | Type of Contract | | Type of Employment | |
|--------|------------------|-----------|--------------------|-----------|
| | Permanent | Temporary | Full-time | Part-time |
| Male | 76.0% | 15.0% | 68.5% | 22.5% |
| Female | 7.5% | 1.5% | 5.7% | 3.3% |
| Total | 83.5% | 16.5% | 74.2% | 25.8% |

China: **815**

| | Type of Contract | | Type of Employment | |
|--------|------------------|-----------|--------------------|-----------|
| | Permanent | Temporary | Full-time | Part-time |
| Male | 39.0% | 20.8% | 59.8% | - |
| Female | 27.1% | 13.1% | 40.2% | - |
| Total | 66.1% | 33.9% | 100% | - |

Vietnam: **101**

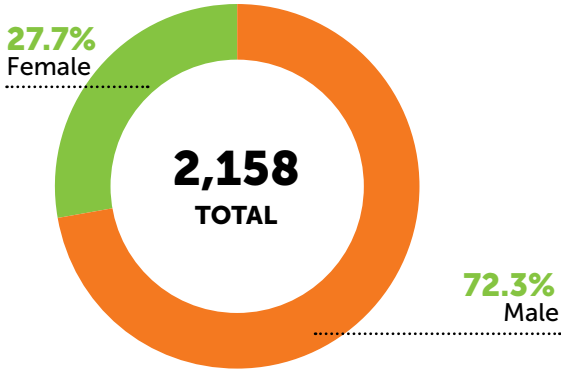
| | Type of Contract | | Type of Employment | |
|--------|------------------|-----------|--------------------|-----------|
| | Permanent | Temporary | Full-time | Part-time |
| Male | 63.4% | - | 44.6% | 18.8% |
| Female | 36.6% | - | 32.7% | 3.9% |
| Total | 100% | - | 77.3% | 22.7% |

Malaysia: **40**

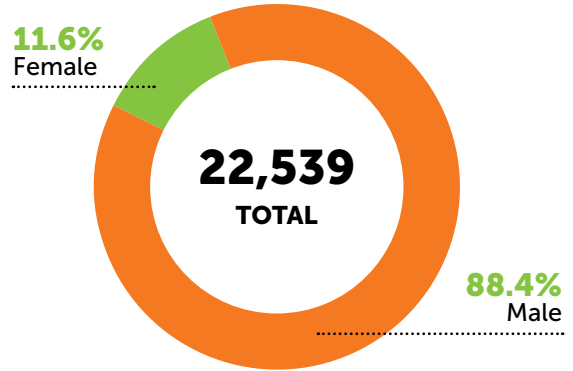
| | Type of Contract | | Type of Employment | |
|--------|------------------|-----------|--------------------|-----------|
| | Permanent | Temporary | Full-time | Part-time |
| Male | 17.5% | 55.0% | 72.5% | - |
| Female | 7.5% | 20.0% | 27.5% | - |
| Total | 25.0% | 75.0% | 100% | - |

OUR PEOPLE AT A GLANCE

Executives And Above
By Gender



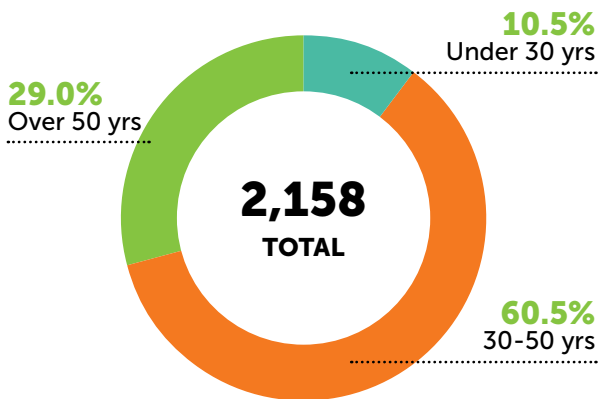
Non-Executives
By Gender



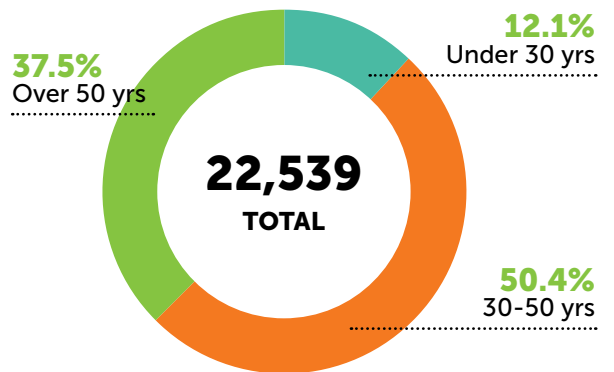
| | | | |
|--------------------|-----------------|---------------|--------------|
| SBS Transit | 20.2% Female | 79.8% Male | 911 Total |
| VICOM | 19.9% Female | 80.1% Male | 417 Total |

| | | | |
|--------------------|-----------------|---------------|-----------------|
| SBS Transit | 9.2% Female | 90.8% Male | 10,125 Total |
| VICOM | 27.2% Female | 72.8% Male | 448 Total |

Executives And Above
By Age



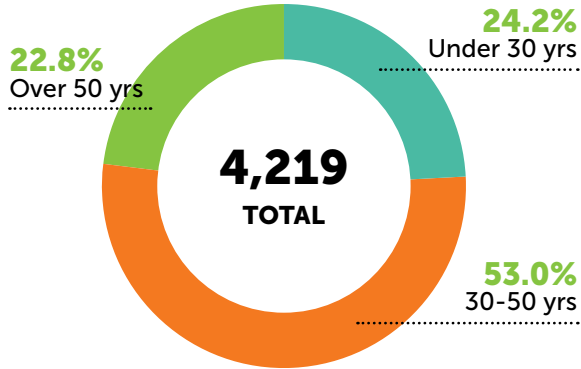
Non-Executives
By Age



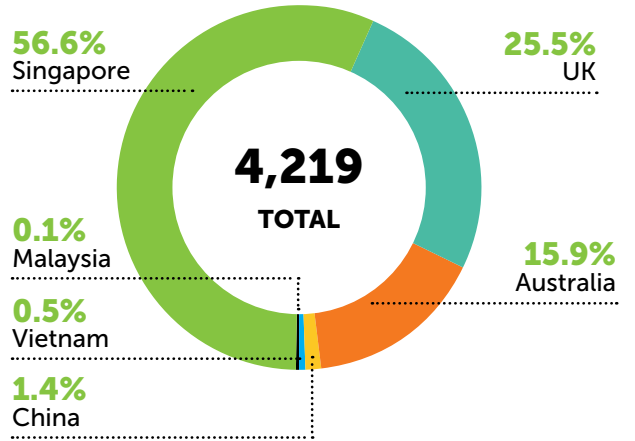
| | | | | |
|--------------------|-----------------------|--------------------|----------------------|--------------|
| SBS Transit | 10.2% Under 30 yrs | 56.4% 30-50 yrs | 33.4% Over 50 yrs | 911 Total |
| VICOM | 15.3% Under 30 yrs | 66.2% 30-50 yrs | 18.5% Over 50 yrs | 417 Total |

| | | | | |
|--------------------|-----------------------|--------------------|----------------------|-----------------|
| SBS Transit | 14.4% Under 30 yrs | 48.1% 30-50 yrs | 37.5% Over 50 yrs | 10,125 Total |
| VICOM | 30.4% Under 30 yrs | 48.9% 30-50 yrs | 20.8% Over 50 yrs | 448 Total |

New Hires
By Age

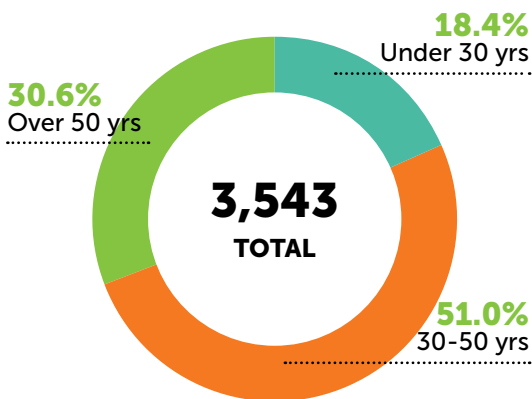


New Hires
By Countries



| | | | | |
|--------------------|-----------------------|--------------------|----------------------|----------------|
| SBS Transit | 25.2% Under 30 yrs | 50.8% 30-50 yrs | 24.0% Over 50 yrs | 1,765 Total |
| VICOM | 43.5% Under 30 yrs | 53.4% 30-50 yrs | 3.1% Over 50 yrs | 161 Total |

Staff Turnover
by Age
(voluntary and involuntary)



| | | | | |
|--------------------|-----------------------|--------------------|----------------------|----------------|
| SBS Transit | 14.9% Under 30 yrs | 47.2% 30-50 yrs | 37.9% Over 50 yrs | 1,252 Total |
| VICOM | 37.6% Under 30 yrs | 56.4% 30-50 yrs | 6.0% Over 50 yrs | 117 Total |

Data has been collected by the individual Business Units using a standard template to ensure consistency in understanding and uniformity in data submission. The completed templates are submitted to the Group Human Resource's Singapore corporate office twice a year for review and compilation.

REACHING OUT

At ComfortDelGro, community engagement is not just a catchphrase. It is an integral part of our moral fabric – closely intertwined with everything that we do.

Our guiding principle is simple: Pursue benefits for both the business and the society concurrently. This two-pronged approach involves us finding ways to develop our business whilst creating a sustainable environment. In all that we do, we are constantly looking at ways in which we can help the communities we operate in to grow – in tandem with our businesses.

We believe that business should not just be governed by the mind – but the heart and soul as well.

In our business, moving people between destinations is central to everything we do. We are continually looking at new and better ways to do this – and to find ways to reach out to an even wider range of commuters.

The nature of our business involves community engagement in most of our operations. Nearly all of our operations have implemented local community engagement or development programmes.



ACCESSIBILITY

As a provider of land transport services, accessibility is a critical part of our business focus. We are committed to providing our services equitably to serve all customers – independent of age or ability.

To this end, we have invested substantially in wheelchair-friendly buses that are capable of transporting persons-in-wheelchairs (PIWs) safely and comfortably.

In Singapore, the United Kingdom (UK) and Australia, drivers of our wheelchair-friendly bus services are trained in the correct way to deploy the ramps and assist the passengers. In the UK and Scotland, all of Metroline bus services and Scottish Citylink Coaches are wheelchair accessible, while 98% of our buses operated by SBS Transit in Singapore, 82% of New Adventure Travel (NAT) Group's coaches and 67% of our buses operated by ComfortDelGro Corporation Australia (CDC) in Australia are wheelchair accessible.

To better serve the visually-impaired and the hearing-impaired commuters, SBS Transit is supporting the Land Transport Authority in a six-month trial in which assistive technologies are employed to make it easier for them to travel on public buses. Audio announcements are also available at bus stops to allow visually-impaired commuters to hear the approaching service number, and when they are on board the bus, hear the next

stop destination. Audio announcements are transmitted to the hearing-impaired via special hearing aids. Bus Captains are also alerted to commuters with special needs at the bus stop ahead through a display unit.

Apart from our buses, our taxis are also disabled-friendly.

Our taxi drivers are trained to assist PIWs in the correct way. We continue to reach out to the disabled by giving them free or subsidised rides.

In Singapore, ComfortDelGro Taxi has been providing subsidised rides to members of the Handicaps Welfare Association under the Handicare Cab Scheme since 1999. To-date, we have subsidised a total of 69,260 trips worth close to S\$400,000.

The Company also waived the current booking fee up to three times a day for all guide dog handlers. SBS Transit also worked with the Guide Dogs Association of Singapore to produce an educational video for the public on what to expect when they encounter visually-impaired commuters travelling with guide dogs.

In Western Australia (WA), Swan Taxis, a strong advocate of Guide Dogs WA had raised funds through its annual Charity Car Wash to co-sponsor Skipper the trainee guide dog in 2018. It also raised another A\$15,000 (S\$15,124.50) for the adoption of Harvey, a second guide dog under training.

CabbyCare Charity Group (CabbyCare), our Taxi Business' cabby volunteer group, sponsored taxi vouchers to various individuals and organisations such as the Singapore Association of the Visually Handicapped as well as made over 150 free trips for the Children's Cancer Foundation's Wishlink Foundation, the Kidney Dialysis Foundation, St Hilda's Community Services Centre, and Singapore General Hospital's Amputees Support Group as they went on their community outings.





A S\$150,000-GIFT FROM COMFORTDELGRO TO NEEDY SENIORS

In July 2018, the Group gifted S\$150,000 to three voluntary welfare organisations, which included a refurbished nine-seater ComfortDelGro bus with a hydraulic lifter to Blossom Seeds, and S\$100,000 worth of free medi trips for Dorcas Home Care Service and Thye Hua Kwan Moral Society’s medical escort and transport service for their needy elderly patients. In 2018, a total of 645 medi trips, worth S\$35,475 in fares, were made.

In China, we not only gave the disabled free rides on Disability Day, but through Nanjing ComfortDelGro Dajian Taxi and Shanghai City Qi Ai Taxi Services, also contributed a total of RMB419,000 (S\$85,517.90) to the Employment Fund for the Handicapped.

As the only driving school approved by the Authorities to train disabled students since 2010, Chengdu ComfortDelGro Qing Yang Driving School trained 24 such students in 2018, bringing the total to 584 to-date. Our driving centre in Singapore, on the other hand, waived the membership fee of private driving instructors who train handicapped learner drivers.



LOCAL COMMUNITIES

ComfortDelGro is committed to community contribution in all geographies that we operate in. We actively reach out in various areas including education, welfare, disaster relief and health.

For 2018, the Group continued to care for the poor, the elderly and the sick, donating over S\$1.15 million to various charities and welfare organisations.

Serving the Elderly Poor and Supporting the Needy

We have, since 2005, been contributing to NTUC Eldercare, which provides social day care services to the elderly poor. To-date, we have contributed a total of S\$1.85 million to this cause.

We have also been partnering the Lions Befrienders Service Association (Singapore) (Lions Befrienders) to reach out to the elderly poor seniors. 2018 was the ninth year of the second five-year cycle partnership that we have with Lions Befrienders.

During the year, we continued to help improve the living conditions of the seniors through the Home Improvement Programme (HIP) Fund by purchasing new electrical appliances as well as replacing old furniture with new ones. In 2018, S\$26,500 was used to purchase these items. In all, over S\$256,300 has been used to-date.

To give the Lions Befrienders seniors a break from their usual routine, ComfortDelGro staff brought them on all-expenses paid excursions in 2018, including a trishaw ride in July, a Singapore Chinese Orchestra concert in November and a shopping spree at a hypermart in December. Moove Media contributed goodie bags for the seniors and volunteers for these activities.

In May 2018, ComfortDelGro Rent-A-Car delivered packages consisting of basic necessities, including rice, oil, canned food, tissue paper and soap to 47 Lions Befrienders seniors.

VICOM celebrated Chinese New Year with seniors from the Thye Hua Kwan@Indus and also celebrated the Mid-Autumn Festival with seniors from the Thong Kheng Seniors Activity Centre by spending some joy time with them at the Gardens by the Bay in October 2018.

Moove Media’s subsidiary, GobblerCo, continued to support the elderly, disabled and low-income individuals or families by distributing food and essential items. In April 2018, GobblerCo organised its first “Gift It Forward” donation drive in conjunction with its super sale. This donation drive raised almost S\$2,000 worth of groceries for 600 families. Similarly, its second “Gift It Forward” donation drive raised about S\$3,000 worth of groceries for 600 needy families.

It also continued to empower the needy by helping them become their own “bosses” through its “TOWKAY” programme that was launched in September 2016.



REACHING OUT

To support needy families residing in the South East District, over 50 ComfortDelGro Taxi staff participated in the 3M Step Up Challenge and clocked 15,000 minutes in a Zumba Fitness Programme in exchange for 500 safety and household items, while about 930 ComfortDelGro Group staff walked a total of 2,448 kilometres under the 'Walk for Rice' initiative to raise 12,240 bowls of white and brown rice for the needy families.

CabbyCare continues to deliver meals, bread and library books to the needy for free. In 2018, it was estimated that CabbyCare made over 3,140 trips and the fares forfeited from these three-hour trips amount to about S\$235,500. On Christmas Day, ComfortDelGro Taxi collected call levies of completed taxi booking jobs and donated close to S\$30,000 to CabbyCare so that it could continue to provide free trips.

During the year, SBS Transit continued to offer free travel on the North East Line to the elderly residents of the Kwong Wai Shiu Hospital when they went on their excursions. The Group's engineering arm, ComfortDelGro Engineering, continued to provide maintenance services at subsidised rates to charitable organisations under the National Council of Social Services.

In Wales, the New Adventure Travel Group, one of ComfortDelGro's newest acquisitions in 2018, sponsored coach travel for a choir that originated from a poor town in Croatia to an event organised by its regular client, the Cwmbach Male Voice Choir, an all-male seniors choir established since 1921. It also continued to provide free bus services for the Ynysybwl Village's annual music festival in Cwm Clydach.

In Ho Chi Minh City, Vietnam Taxi (Vinataxi) continued to sponsor the Lawrence S Ting Charity Walk that supports the poor and needy in Districts 7, 8, Bình Chánh and Nhà Bè.

Engaging the Young

Apart from the elderly poor, children are very much on our minds too.

In Australia, CDC donated to schools in Sydney for their awards, while in Melbourne, it pledged A\$14,570 (S\$14,690.93) towards providing students from Melbourne's West with stored value or MYKI cards for travel on buses, trains and trams.

In the UK, Metroline apprentices helped strip and refurbish an old bus that was no longer fit for revenue service into a stationary library and donated it to a school to help encourage students to read in a more fun and exciting environment.

Our taxi companies in China also continued to provide free taxi trips to needy students during the country's National Education Entrance Examination.

In Vietnam, Vinataxi sponsored 100 million VND (S\$5,862) towards the tenth Phu My Hung Children's Day event, which provided 12,000 children in Ho Chi Minh City with a day of fun, food and games.

Caring for the Sick

Our businesses are also firm supporters of non-profit organisations that look after the sick and the terminally-ill.

In Singapore, ComfortDelGro Taxi and CabbyCare participated in the Children's Cancer Foundation's (CCF) Hair for Hope for the fifth year. A total of S\$12,000 was donated to CCF by both ComfortDelGro Taxi and CabbyCare, bringing the contribution to S\$152,000 since CabbyCare started participating in Hair for Hope in 2014.

In addition, ComfortDelGro Taxi and CabbyCare, together with Madam Lim Choo Eng, wife of the late ComfortDelGro Cabby Cheng Teck Hock, forked out a combined total of S\$72,000 to sponsor three new haemodiafiltration machines to the Kidney Dialysis Foundation.

VICOM continued their outreach to Star PALS, a palliative home care service for children and youth with life-threatening or life-limiting conditions, through donation boxes placed in its seven inspection centres. It also organised a workshop for 40 underprivileged children from Star PALS in December 2018 and gifted them vouchers as part of their goodie bags.

Elsewhere, our businesses continued their support towards various medical care and research establishments in cash or in kind. In the UK, Metroline opened the doors of Potters Bar Bus Garage and Holloway Bus Garage to the public and donated proceeds from admission fees towards charities, including those supporting cancer researches as well as the British Heart Foundation.

CityFleet Networks also made donations towards cancer and palliative care, while ComfortDelGro Irish Citylink staff sold daffodils on Daffodil Day to raise funds for the Irish Cancer Society.

In Australia, Swan Taxis donated over A\$7,000 (S\$7,058.10) towards various medical establishments including the Breast Cancer Foundation, Pek Care International, and the Princess Margaret Hospital Foundation that supports children undergoing life-threatening treatments.



ENGAGING THE YOUTH THROUGH ANTI-GRAFFITI WORKSHOPS

CDC continued to collaborate with the Western Bulldogs' popular youth leadership programme to conduct anti-graffiti workshops for 119 students so as to clamp down on vandalism. During these sessions, youths aged between 14 and 16 smeared and removed graffiti from a bus so that they could better understand how painstaking and costly the entire cleaning process was.

OUR APPROACH TO SUSTAINABILITY

ComfortDelGro is committed to safeguarding the interests of our Stakeholders for sustainable growth, at the highest governance level. The Board has reviewed and approved the material issues, and has delegated the management and monitoring to Senior Management.

Environmental, Social and Governance (ESG) matters as determined by our Stakeholders and deemed to be material to value creation are integrated into our balanced scorecard, which is used to set objectives, drive behaviours, measure performance and determine remuneration.

We hold ourselves to high standards of corporate governance and business and ethical conduct. Our governance policies and practices are in line with the principles and guidelines set out in the Code of Corporate Governance issued by the Monetary Authority of Singapore on 2 May 2012.

We also have in place a robust Enterprise Risk Management Risk Framework which enables our Group and Business Units to understand the nature and complexity of the risks involved in the operations and provides a systematic process to identify and review the risks and prioritise resources to manage them.

Environmental and social issues rank high on our priority list which is why we have incorporated such considerations into our decision making processes. For example, we are sensitive to the levels of emissions of our vehicles and weigh this against costs when renewing our fleets. Safety considerations are also included in the performance assessments of our operations while our Group-wide Green Committee lead on improvements in environmental issues. Our risk-based approach is aligned to the precautionary principle. We are a proud signatory to the United Nations Global Compact (UNGC).

We are equally committed to respecting the privacy of every individual and adhering to relevant legislation such as the Personal Data Protection Act 2012, Singapore ("PDPA"). We have put in place adequate and robust Information Technology (IT) security systems and operating processes to ensure data security by adopting the ComfortDelGro IT Risk Management Framework. The security measures are constantly updated to meet the ever-changing threat levels. Staff are also reminded of the need to adhere to the Act and to be mindful of our customers' privacy.

More information on risk management can be found on pages 85 to 87 in the ComfortDelGro Annual Report 2018.



GRI CONTENT INDEX

| GRI STANDARD NUMBER | DISCLOSURE NUMBER | CHAPTER / REMARKS | PAGE NUMBER |
|------------------------------------|---|--|------------------------------|
| GRI 101: Foundation 2016 | | | |
| General Disclosures | | | |
| | Organisation Profile | | |
| GRI 102 : General Disclosures 2016 | 102-1 Name of the organisation | About this Report | 1 |
| | 102-2 Activities, brands, products, and services | Annual Report, Operations Review | AR 36-58 |
| | 102-3 Location of Headquarters | Back cover | Back cover |
| | 102-4 Location of operations | Annual Report, Global Footprint | AR 2-3 |
| | 102-5 Ownership and legal form | ComfortDelGro Corporation Limited as well as its subsidiaries SBS Transit Ltd and VICOM Ltd are listed at the Singapore Stock Exchange. | |
| | 102-6 Markets served | Annual Report, Operations Review | AR 36-58 |
| | 102-7 Scale of the organisation | Annual Report, Global Footprint Annual Report, Group Financial Highlights | AR 2-3 AR 17-19 |
| | 102-8 Information on employees and other workers | Our People No significant number of different employment contracts, of non-permanent employees or of supervised workers. No significant variations in employment numbers. | 31-32 |
| | 102-9 Supply chain | Supply Chain | 24-25 |
| | 102-10 Significant changes to the organisation and its supply chain | Annual Report, Operations Review | AR 36-58 |
| | 102-11 Precautionary Principle or approach | Our Approach to Sustainability | 41 |
| | 102-12 External initiatives | Our Approach to Sustainability Our People | 41 31 |
| | 102-13 Membership of associations | Our People | 33 |
| | Strategy | | |
| GRI 102 : General Disclosures 2016 | 102-14 Statement from senior decision-maker | Statement by the Board | 2-3 |
| | Ethics and Integrity | | |
| GRI 102 : General Disclosures 2016 | 102-16 Values, principles, standards, and norms of behaviour | Our People Our Approach to Sustainability | 30 41 |
| | Governance | | |
| GRI 102 : General Disclosures 2016 | 102-18 Governance structure | Annual Report, Corporate Governance About this Report Our Approach to Sustainability Health & Safety | AR 60-81 1 41 17-18 |
| | Stakeholder Engagement | | |
| GRI 102 : General Disclosures 2016 | 102-40 List of Stakeholder groups | Our Stakeholders and Partners | 28-29 |
| | 102-41 Collective bargaining agreements | Our People | 33 |
| | 102-42 Identifying and selecting Stakeholders | Our Stakeholders and Partners | 28 |

| GRI STANDARD NUMBER | DISCLOSURE NUMBER | CHAPTER / REMARKS | PAGE NUMBER |
|-------------------------------------|---|--|----------------------------|
| | 102-43 Approach to Stakeholder engagement | Our Stakeholders and Partners | 28-29 |
| | 102-44 Key topics and concerns raised | Our Stakeholders and Partners | 28-29 |
| | Reporting Practice | | |
| GRI 102 : General Disclosures 2016 | 102-45 Entities included in the consolidated financial statements | Annual Report, Directories About this Report | AR 88-91 1 |
| | 102-46 Defining report content and topic Boundaries | Materiality | 6 |
| | 102-47 List of material topics | Materiality | 6-7 |
| | 102-48 Restatements of information | Environment Safety | 11-12 13-17 |
| | 102-49 Changes in reporting | About this Report | 1 |
| | 102-50 Reporting period | About this Report | 1 |
| | 102-51 Date of most recent report | March 2018 | 1 |
| | 102-52 Reporting cycle | About this Report | 1 |
| | 102-53 Contact point for questions regarding the report | About this Report | |
| | 102-54 Claims of reporting in accordance with the GRI Standards | This report has been prepared in accordance with the Global Reporting Initiative's (GRI) Standards: Core option. | |
| | 102-55 GRI content index | GRI Content Index | 42-46 |
| | 102-56 External assurance | About this Report | 1 |
| Topic Specific Disclosures | | | |
| | Economic Performance | | |
| GRI 103 : Management Approach 2016 | 103-1 Explanation of the material topic and its Boundary | Materiality Annual Report, Operations Review | 6 AR 36-58 |
| | 103-2 The management approach and its components | Annual Report, Chairman's Statement Annual Report, Operations Review | AR 4-10 AR 36-58 |
| | 103-3 Evaluation of the management approach | Annual Report, Operations Review | AR 36-58 |
| GRI 201 : Economic Performance 2016 | 201-1 Direct economic value generated and distributed | Annual Report, Group Financial Highlights Reaching Out | AR 17-19 38-40 |
| | Anti-Corruption | | |
| GRI 103 : Management Approach 2016 | 103-1 Explanation of the material topic and its Boundary | Materiality Supply Chain Our Stakeholders and Partners | 6 26 29 |
| | 103-2 The management approach and its components | Materiality Supply Chain Our Stakeholders and Partners Annual Report, Risk Management | 6 24, 26 29 AR 87 |
| | 103-3 Evaluation of the management approach | Annual Report, Risk Management | AR 87 |
| GRI 205 : Anti-Corruption 2016 | 205-1 Operations assessed for risks related to corruption | Materiality Supply Chain Our Stakeholders and Partners | 6 24, 26 29 |
| GRI 205 : Anti-Corruption 2016 | 205-3 Confirmed incidents of corruption and actions taken | In 2018, there was no incident of corruption reported. | |

GRI CONTEXT INDEX

| GRI STANDARD NUMBER | DISCLOSURE NUMBER | CHAPTER / REMARKS | PAGE NUMBER |
|------------------------------------|--|---|-----------------|
| | Energy | | |
| GRI 103 : Management Approach 2016 | 103-1 Explanation of the material topic and its Boundary | Materiality The Green Statement Environment | 7 8 9-11 |
| | 103-2 The management approach and its components | The Green Statement Environment | 8 9-11 |
| | 103-3 Evaluation of the management approach | The Green Statement Environment | 8 9-11 |
| GRI 302 : Energy 2016 | 302-1 Energy consumption within the organisation | Environment | 10-11 |
| | Water | | |
| GRI 103 : Management Approach 2016 | 103-1 Explanation of the material topic and its Boundary | Materiality Environment | 7 9, 12 |
| | 103-2 The management approach and its components | Environment | 9, 12 |
| | 103-3 Evaluation of the management approach | Environment | 9, 12 |
| GRI 303 : Water 2016 | 303-1 Water withdrawal by source | Environment About 97% of water consumed by the Group in 2018 is from municipal water supplies, and about 3% is from rainwater. Data includes washing of taxis on ComfortDelGro's premises. | 9, 12 |
| | Emissions | | |
| GRI 103 : Management Approach 2016 | 103-1 Explanation of the material topic and its Boundary | Materiality The Green Statement Environment | 7 8 9-10 |
| | 103-2 The management approach and its components | The Green Statement Environment | 8 9-10 |
| | 103-3 Evaluation of the management approach | The Green Statement Environment | 8 9-10 |
| GRI 305 : Emissions 2016 | 305-1 Direct (Scope 1) GHG emissions | Environment Emission factors for Scope 1 emissions are sourced from the World Resources Institute's GHG Protocol tools for stationary combustion (version 4.1) and for transport or mobile sources (version 2.6). | 11 |
| GRI 305 : Emissions 2016 | 305-2 Energy indirect (Scope 2) GHG emissions | Environment Emission factors for Scope 2 emissions are from Singapore's Energy Market Authority, Australia's Department of the Environment and Energy, the UK's Department for Environment, Food & Rural Affairs, and Sustainable Energy Authority of Ireland. CO ₂ , CH ₄ and N ₂ O are included in the calculations for Australia and the UK, while only CO ₂ is included for Singapore. | 11 |
| | Effluents and Waste | | |
| GRI 103 : Management Approach 2016 | 103-1 Explanation of the material topic and its Boundary | Materiality The Green Statement Environment | 7 8 9, 11 |

| GRI STANDARD NUMBER | DISCLOSURE NUMBER | CHAPTER / REMARKS | PAGE NUMBER |
|--|---|--|--------------------|
| | 103-2 The management approach and its components | The Green Statement Environment Supply Chain | 8 9, 11 27 |
| | 103-3 Evaluation of the management approach | The Green Statement Environment | 8 9, 11 |
| GRI 306 : Effluents and Waste 2016 | 306-2 Waste by type and disposal method | Environment | 11 |
| | Labour-Management Relations | | |
| GRI 103 : Management Approach 2016 | 103-1 Explanation of the material topic and its Boundary | Materiality Our People | 7 33 |
| | 103-2 The management approach and its components | Our People | 33 |
| | 103-3 Evaluation of the management approach | Our People | 33 |
| GRI 402 : Labour-Management Relations 2016 | 402-1 Minimum notice periods regarding operational changes | Our People | 33 |
| | Occupational Health and Safety | | |
| GRI 103 : Management Approach 2016 | 103-1 Explanation of the material topic and its Boundary | Materiality Health & Safety | 7 13 |
| | 103-2 The management approach and its components | Health & Safety Supply Chain | 13-23 26 |
| | 103-3 Evaluation of the management approach | Health & Safety | 13-23 |
| GRI 403 : Occupational Health and Safety 2016 | 403-2 Types of injury and rates of injury, occupational diseases, lost days, and absenteeism, and number of work-related fatalities | Health & Safety | 13-17 |
| | 403-3 Workers with high incidence or high risk of diseases related to their occupation | Health & Safety | 14,19 |
| | Training and Education | | |
| GRI 103 : Management Approach 2016 | 103-1 Explanation of the material topic and its Boundary | Materiality Our People | 7 32 |
| | 103-2 The management approach and its components | Our People | 32 |
| | 103-3 Evaluation of the management approach | Our People | 32 |
| GRI 404 : Training and Education 2016 | 404-1 Average hours of training per year per employee | Our People | 32 |
| | 404-3 Percentage of employees receiving regular performance and career development reviews | Our People | 32 |
| | Diversity and Equal Opportunity | | |
| GRI 103 : Management Approach 2016 | 103-1 Explanation of the material topic and its Boundary | Materiality Our People | 7 31 |
| | 103-2 The management approach and its components | Our People | 31 |
| | 103-3 Evaluation of the management approach | Our People | 31 |
| GRI 405 : Diversity and Equal Opportunity 2016 | 405-1 Diversity of governance bodies and employees | Annual Report, Corporate Governance Our People | AR 63 31, 34-37 |

GRI CONTEXT INDEX

| GRI STANDARD NUMBER | DISCLOSURE NUMBER | CHAPTER / REMARKS | PAGE NUMBER |
|---|---|--|------------------|
| | Non-discrimination | | |
| GRI 103 : Management Approach 2016 | 103-1 Explanation of the material topic and its Boundary | Materiality Our People | 7 31-32 |
| | 103-2 The management approach and its components | Our People | 31-32 |
| | 103-3 Evaluation of the management approach | Our People | 31-32 |
| GRI 406 : Non-discrimination 2016 | 406-1 Incidents of discrimination and corrective actions taken | Our People | 31-32 |
| | Local Communities | | |
| GRI 103 : Management Approach 2016 | 103-1 Explanation of the material topic and its Boundary | Materiality Reaching Out | 7 38 |
| | 103-2 The management approach and its components | Reaching Out | 38-40 |
| | 103-3 Evaluation of the management approach | Reaching Out | 38-40 |
| GRI 413 : Local Communities 2016 | 413-1 Operations with local community engagement, impact assessments, and development programmes | Reaching Out | 38 |
| | 413-2 Operations with significant actual and potential negative impacts on local communities | Reaching Out | 38-40 |
| | Public Policy | | |
| GRI 103 : Management Approach 2016 | 103-1 Explanation of the material topic and its Boundary | Materiality Our Stakeholders and Partners | 7 29 |
| | 103-2 The management approach and its components | Materiality Our Stakeholders and Partners | 7 29 |
| | 103-3 Evaluation of the management approach | Our Stakeholders and Partners | 29 |
| GRI 415 : Public Policy 2016 | 415-1 Political contributions | ComfortDelGro has no political affiliations nor did it make any political contributions during the year. | |
| | Customer Health and Safety | | |
| GRI 103 : Management Approach 2016 | 103-1 Explanation of the material topic and its Boundary | Materiality Health & Safety | 7 13 |
| | 103-2 The management approach and its components | Materiality Environment Health & Safety | 7 11 18-23 |
| | 103-3 Evaluation of the management approach | Environment Health & Safety | 11 18-23 |
| GRI 416 : Customer Health and Safety 2016 | 416-1 Assessment of the health and safety impacts of product and service categories | All of our operations are regularly assessed for health & safety improvements. Also see chapter Health & Safety. | 19-21 |
| | 416-2 Incidents of non-compliance concerning the health and safety impacts of products and services | Health & Safety | 13 |
| | Accessibility | | |
| GRI 103 : Management Approach 2016 | 103-1 Explanation of the material topic and its Boundary | Materiality Reaching Out | 7 38 |
| | 103-2 The management approach and its components | Materiality Reaching Out | 7 38-39 |
| | 103-3 Evaluation of the management approach | Reaching Out | 38-39 |
| Non-GRI | Percentage of wheelchair accessible buses | Social Impact | 4 |

All rights reserved. Some information in this Sustainability Report constitute 'forward looking statements', which reflect ComfortDelGro's current intentions, plans, expectations, assumptions and beliefs about future events and are subject to risks, uncertainties and other factors, many of which may be outside ComfortDelGro's control. You are urged to view all forward looking statements with caution. No information herein should be reproduced without the express written permission of ComfortDelGro Corporation Limited. All information herein is correct at the time of publication. For updated information, please contact our Corporate Office.



ComfortDelGro Corporation Limited

205 Braddell Road
Singapore 579701

Mainline (65) 6383 8833
Facsimile (65) 6287 0311
www.comfortdelgro.com
Company Registration No. 200300002K