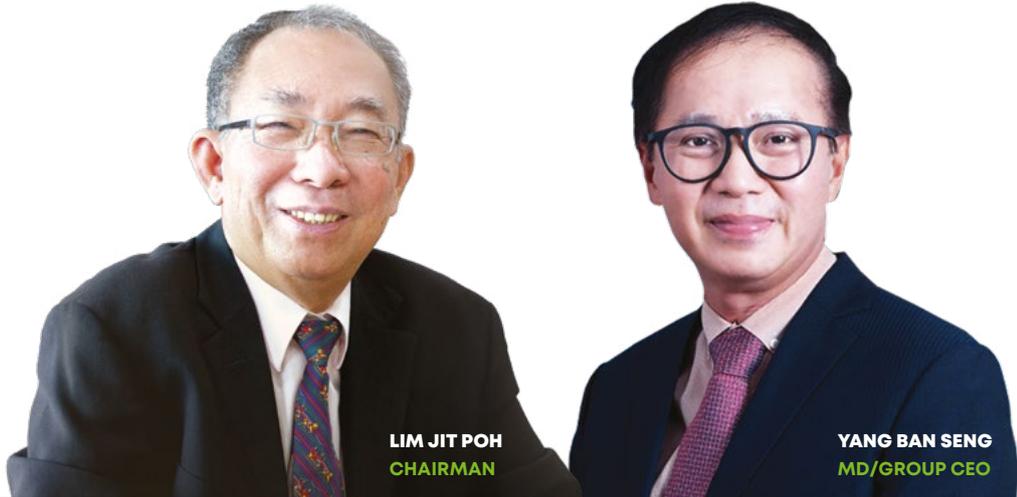


MESSAGE FROM THE CHAIRMAN AND MD/GROUP CEO



LIM JIT POH
CHAIRMAN

YANG BAN SENG
MD/GROUP CEO

2020 is a tumultuous year. From the first reported infection in the Chinese city of Wuhan, the coronavirus (COVID-19) outbreak soon spread to become a global pandemic, upending economies, businesses and livelihoods. As a global land mobility operator, the ComfortDelGro Group is badly affected.

The reach and impact of the global COVID-19 pandemic necessitates that the Group strengthen its focus on the social dimension of our sustainability effort. Our key priority is to ensure the health and safety of our staff, commuters and stakeholders, and to minimise exposure of COVID-19 risks on public transport. Where necessary, financial support is also extended to our business partners, including granting of rental reliefs to our cabbies over the COVID-19 period. We understand the criticality to save lives, protect livelihoods and to keep trust with our stakeholders over this difficult period.

Although vaccines are now available, the recovery from this COVID-19 crisis will be long and uncertain. The global crisis has exposed inadequacies, risks and inequalities in the management of the environment and across communities. As an enterprise that believes in long-term value creation, the Group will continue to commit ourselves to the Environmental, Social and Governance (ESG) targets, and further our investments in sustainability to create long-term growth for the Group. The Board will continue to provide oversight, with the support of Management, to accelerate our ESG investments and efforts. We are all responsible to build back better in a post COVID-19 world.

To accelerate Singapore's efforts against climate change, Ms Grace Fu, Minister for Sustainability and the Environment of Singapore, has recently announced the launch of a multi-ministry Singapore

Green Plan 2030. The ComfortDelGro Group is keeping up to-date with the Green Plan and will align with the targets to advance the whole-of-nation sustainability agenda. We are mindful of the carbon emissions from our business operations and have first set our 2030 ESG targets in 2019. We will review these targets as the Government firms up concrete plans to push forward the sustainability agenda.

**ENABLING AN ENERGY EFFICIENT
TRANSPORT SYSTEM**

As a global land transport operator, the ComfortDelGro Group is committed to minimise the environmental impact of our operations. The Group has committed to halve our Greenhouse Gas (GHG) emission intensity by 2030. Despite having some of our plans derailed by the COVID-19 pandemic, we remain cautiously optimistic that we will meet the target. To-date, over 50% of our Singapore taxi fleet is petrol-electric hybrid vehicles. In the People's Republic of China where we operate taxis in nine cities, all new vehicles have to be electric vehicles. To-date we have 4,083 CNG and electric vehicles out of our combined fleet of 10,345 taxis. In Melbourne, Australia, we have taken delivery of 40 out of 50 petrol-electric buses financed under a green loan, making CDC Victoria the largest hybrid bus operator in the city.

SBS Transit, our public transport operator in Singapore, pro-actively partners the Land Transport Authority to experiment and learn about the operations and maintenance of green vehicles. It has since taken delivery of 20 electric buses for trials along two bus routes. In London, our Metroline business continued its efforts to progressively replace its fleet with electric buses. Today, Metroline operates a fleet of 90 double deck electric buses on two routes.

The Group is also committed to improving the reliability and efficiency of our public transport services. In 2020, the Mean Kilometres Between Failure (MKBF) of our North East Line and Downtown Line were 2.04 million train-km and 2.09 million train-km respectively. The improved reliability will help in steering commuters towards using public transport that consumes less energy per passenger km compared to private vehicles.

In 2020, the Group Sustainability Office also participated in the Assessing Low-Carbon Transition (ACT) for Transportation study initiated by the Carbon Disclosure Project (CDP), a leading global disclosure provider of ESG ratings to investors. Based on our preliminary projects and plans, the findings concluded that our Group is on the right path to transit to a low-carbon fleet.

Several projects have been delayed because of the COVID-19 pandemic. These include the hydrogen bus trial in London, as well as the plan to install an additional 2MWP of solar photovoltaic (PV) panels at our Downtown Line Gali Batu Depot. We are working closely with the stakeholders to ensure the resumption of these projects in 2021.

**ENHANCING THE SAFETY AND WELL-BEING OF THE
COMMUNITY AND OUR PEOPLE**

Our Group's focus on safety is not only embedded in our policies, procedures and trainings, but also reflected by our response to the COVID-19 pandemic. From the onset of the outbreak, the Group and its businesses are able to rapidly step up their business continuity plans and to introduce various safe distancing measures. Cleaning regimes were enhanced at all premises and vehicles to minimise the risk of the virus spread and to ensure the health and safety of our commuters and staff. We also distributed

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masks, sanitisers and disinfectants to our staff and cabbies. Group Procurement worked tirelessly to ensure our stockpile of essentials remain healthy. At the peak of the pandemic, supplies had to be coordinated across geographies to mitigate shortages. The Group continued its public transport operations to provide services to frontline healthcare workers and ensure the continuity of essential services. We have implemented telecommuting to allow our staff to work from home where possible, thereby minimising the risk of infection spread. To allay our staff's anxieties over this period, online wellness workshops are regularly held to provide advice on physical and mental well-being.

Being acutely aware of the impact of the circuit breaker and lockdowns to the livelihoods of our cabbies, the Group also took the unprecedented decision to waive the rental of our taxis over the lockdown periods in 2020. Beyond rental waivers, we partnered various food and beverages entities to provide delivery services via the newly developed ComfortDelivery App, to supplement our cabbies' income over the circuit breaker period. The Group's Board and Senior Management also took a voluntary cut in Directors' fees and pay respectively, to demonstrate solidarity with Singaporeans and our business partners over this difficult period.

Beyond the pandemic, the Group continues to invest and explore safety initiatives and technology. The predictive anti-collision system introduced by ComfortDelGro Bus is a success, and plans are underway to procure more of such systems. In 2020, passenger injury across the Group has decreased and there were zero road fatalities.

As a responsible mobility operator, ComfortDelGro will continue to prioritise road and passenger safety.

In 2020, the Group continued to give back to our communities, including the poor, the elderly and the sick. We donated over S\$1.44 million to various charities and welfare organisations. In light of the pandemic, we have also mobilised additional resources to help the community. Moove Media, our advertising arm, sponsored the acrylic face shields at several food courts to allow diners to eat-in safely. To enable disadvantaged families that may not be well-equipped for home-based learning during the lockdown, Moove Media upcycled cardboards into 70 tables and donated them to the homes of these students.

During the year, CabbyCare, our Taxi Business' cabby volunteer group in Singapore, made over 1,015 free trips to deliver meals and library books to the needy. In recognition of ComfortDelGro Taxi's significant contributions in improving workers' lives and livelihoods, it was awarded the National Trade Union Congress (NTUC) May Day award in 2020.

ENGRAINING A CULTURE OF INNOVATION AND STRONG GOVERNANCE

In 2020, all three listed companies in the ComfortDelGro Group emerged top 20 in the Singapore Governance and Transparency Index (SGTI). This is a significant milestone for the Group, and we will remain committed to fostering a culture of strong governance.

We continue to invest in innovation and digitalisation. A Group Chief Digital Officer has been brought in to accelerate our digital transformation. At the Board

level, a Digital Committee was set up to provide guidance and oversight to our digital effort. Across our businesses, a global digital challenge was initiated in 2020 to source for solutions to improve business operations and to identify new opportunities. We were encouraged by the submissions and the ideas.

In the wake of the pandemic where working from home became a norm, we have strengthened our cybersecurity measures, and mandated cybersecurity trainings for all staff. We are glad that there have been no major cybersecurity or personal data breaches across the Group.

CONTINUING OUR SUSTAINABILITY JOURNEY

As climate change issues become more pertinent, there is an urgent need for collective efforts from everyone. The Group has set our sustainability targets, and has put in-place plans for a greener fleet transition. But we will need to do more. We are happy to announce that beyond reporting and compliance, the Group has decided to commit to the Science-Based Target Initiative (SBTi), an international project to limit global warming to less than 2°C of pre-industrial level. ComfortDelGro will be the first mobility operator in this region to take up this challenge. It will entail developing our transition plans and having the plans approved over the next 24 months. This will involve the Group committing to the use of clean energy, to building a sustainable enterprise and to playing our part to combat climate change.

We are thankful that our efforts in sustainability has been recognised when ComfortDelGro was selected as one of five Singapore companies to be included in the 2020 Dow Jones Sustainability

Index (DJSI) – Asia Pacific. This is the second year that the Group has been included in this prestigious index. We also maintained our rating in the top fifth percentile of the Sustainalytics ESG assessment in 2020.

We thank our Staff, Partners and Stakeholders for their support in our sustainability journey during this difficult year. There is a lot more to do, and we look forward to your continuing support and partnership.

LIM JIT POH
CHAIRMAN

YANG BAN SENG
MD/GROUP CEO