

ComfortDelGro Corporation Limited Investor Relations Policy

ComfortDelGro Corporation Limited ("CDG" or the "Company") is committed to engaging its shareholders and the investment community through regular, effective and fair communications, in compliance at all times with the requirements for disclosure of information under applicable laws including the Listing Rules of the Singapore Exchange Securities Trading Limited ("SGX-ST").

The Investor Relations ("IR") function of the Company is performed by the IR team.

The IR team serves as an intermediary between the Company and its shareholders, and the investment community. Through effective information disclosure and dialogue, the Company aims to further enhance its corporate transparency and maintain the trust of its stakeholders.

1. Policy Principles

- 1.1. The Company's IR Policy outlines the principles and framework for the Company to provide investors, analysts and other IR stakeholders with balanced, clear and pertinent information on matters pertaining to and/or affecting the Company and its subsidiaries (collectively, the "Group").
- 1.2. In the conduct of its IR activities, the Company will comply with all applicable securities laws and regulations.
- 1.3. All material information relating to the Group will be disclosed by the Company in an accurate and timely manner through SGXNET. All disclosures submitted to SGX- ST through SGXNET shall also be made available on the Company's website (www.comfortdelgro.com).
- 1.4. Should there be any inadvertent disclosure of material information to a select group, the Company shall ensure that the same information is disclosed publicly to all shareholders as promptly as possible, through SGXNET and on the Company's website.

2. Communications Principles

- 2.1 The Company will communicate only through the Group Chief Corporate Affairs Officer, the IR team or any designated senior spokespersons who will establish and maintain regular dialogue with shareholders to solicit and understand their views, as well as respond to queries from members of the investment community or media.
- 2.2 The Company does not respond to rumours or market speculation. However, if rumours indicate that material information may have been leaked or where there are unusual market or trading activities that could be attributable to such rumours or market speculation, clarifications will be made promptly through announcements via SGXNET.
- 2.3 The Company will provide reasonable access to analysts and the media to enable them to formulate informed opinions of the Company and its developments but will not seek to influence those opinions.
- 2.4 From the end of each financial quarter until the announcement of the respective period's business updates or financial results (as applicable), the Company does not comment on industry outlook nor on the Group's business performance and financial results. This applies to quarterly business update announcements, as well as half-year and full-year results announcements.

3. Communication with Shareholders and Investment Community

- 3.1 The Company is committed to treat all shareholders fairly and equitably and engage with shareholders and the investment community through various platforms, including (where appropriate):
 - (i) The Company's general meetings, namely the Annual General Meeting ("AGM") and as and when necessary, Extraordinary General Meeting ("EGM");
 - (ii) Media briefings and quarterly analysts' briefings for quarterly business update announcements, as well as the half-year and full-year financial results;
 - (iii) Announcements via SGXNET in compliance with the SGX-ST Listing Rules;
 - (iv) Investors' meetings, local / overseas roadshows and conferences;
 - (v) Annual reports and sustainability reports;
 - (vi) Media releases and statements; and
 - (vii) Corporate website (<u>www.comfortdelgro.com</u>)

4. Shareholders' Meetings

- 4.1 The Company's general meetings, especially the AGMs, are the principal communication platforms provided for shareholders to give them the opportunity to communicate their views and concerns, if any, on the Company directly to the Board of Directors and the Company's senior management. The Company encourages shareholders to participate constructively at these meetings.
- 4.2 All shareholders will be sent a copy of the notice of AGM/EGM, which lists all items of business to be transacted at the general meeting, within the required notice period prior to the AGM/EGM. Shareholders will be informed of the rules, including voting procedures that govern these general meetings.
- 4.3 The notices of AGM/EGM will also be announced via SGXNET, the Singapore Business Times and the corporate website.
- 4.4 All members of the Board, the Company's key management personnel and the external auditors of the Company will endeavour to be in attendance at general meetings to address shareholders' queries.
- 4.5 All shareholders are entitled to attend and vote at general meetings in person or by proxy. Shareholders can appoint proxies to attend, speak and vote at general meetings in their absence:
 - Shareholders who are not relevant intermediaries may appoint not morethan two proxies.
 - Shareholders who are relevant intermediaries may appoint more than two proxies.
- 4.6 Shareholders may also lodge questions in advance of the general meetings relating to the businesses of the general meeting. The Company will endeavour to address all substantial and relevant questions in accordance with the timelines stipulated by SGX.
- 4.7 Since the COVID-19 pandemic, the Company has been taking every opportunity to make use of digital means to communicate with shareholders and hold hybrid meetings for its shareholders, with real-time communication and real-time live voting. Wherever appropriate, we will conduct hybrid general meetings or hold meetings in such form as may be directed by the Authorities.
- 4.8 As part of the Company's sustainability efforts and to ensure more efficient engagement, the Company encourages all shareholders to give their express consent to receive communications to shareholders, including statutory notices for general meetings and other circulars, via email and digital platforms.

4.9 Detailed results of the votes cast for and against each resolution and the names of the independent scrutineers for each general meeting will be presented at the general meeting and announced via SGXNET on the same day of the meeting. The minutes of these meetings, which will include substantial and relevant comments or queries from shareholders relating to the agenda of the meeting and responses from the Board, Management and the external auditors, will be made available via SGXNET and on the Company's website within a reasonable time after the conclusion of the relevant meeting.

5. **Company Contacts**

5.1 Shareholders can contact the Company's Share Registrar:

SHARE REGISTRAR B.A.C.S. Private Limited 77 Robinson Road #06-03 Robinson 77 Singapore 068896

Direct: (65) 6593 4848

Email: main@zicoholdings.com

5.2 Shareholders and the investment community can contact the Company's IR team as follows:

Head, Group Investor Relations 205 Braddell Road Singapore 579701 Direct: (65) 6383 7076 Facsimile: (65) 6282 9526

Email at IR@comfortdelgro.com.
