
# ENVIRONMENT: ENABLING A CLIMATE-FRIENDLY AND SUSTAINABLE TRANSPORT SYSTEM

AS A GLOBAL MOBILITY PROVIDER, COMFORTDELGRO IS COGNISANT OF ITS ROLE IN DRIVING CLIMATE ACTION. ALONGSIDE WITH OUR SUBSIDIARIES, ENVIRONMENTAL SUSTAINABILITY IS AT THE CORE OF OUR OPERATIONS. AS SUCH, WE STRIVE TO MINIMISE OUR ENVIRONMENTAL FOOTPRINT AND CREATE A CLIMATE-FRIENDLY TRANSPORT SYSTEM.

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## CLIMATE CHANGE ADAPTATION AND MITIGATION

At ComfortDelGro, we play our part in the mitigation and adaptation of climate change by providing climate-friendly transport and sustainable mobility products and services.

### WHY THIS MATTERS TO US

The transportation sector which is traditionally heavily reliant on fossil fuels, accounts for close to two-fifth of global GHG emissions[15]. ComfortDelGro actively contributes to the global transition towards a low-carbon economy by shifting its operations towards more efficient and greener transportation. As a large transport provider operating in seven countries, we are conscious of our environmental footprint and emissions. At the same time, we recognise that we are in a forefront position which gives us influence over society's transition towards cleaner energy transportation systems.

### HOW WE MANAGE THIS

ComfortDelGro strives to reduce our environmental impact caused by emissions through various measures, policies, and initiatives. This includes, but is not limited to, measures taken to electrify our fleet, improve energy efficiency and invest in clean, renewable energy. In 2022, our emissions reduction targets have been validated by the SBTi, reflecting our firm commitment and our decarbonisation efforts in mitigating and adapting to climate change. These targets are consistent with the reductions required to limit global warming to 1.5°C above pre-industrial levels, the most ambitious goal of the Paris Agreement.

In July 2022, we published our inaugural TCFD report that identified the physical and transition climate risks and opportunities that are relevant to our businesses. In preparation of this report, a groupwide climate-risk assessment and climate-scenario analysis was undertaken to understand the physical and transition risks and opportunities presented by climate change, for the regions where ComfortDelGro's operations and assets are located. Using 2019 as the baseline year, the potential impacts of these risks and opportunities on ComfortDelGro were identified. As we continue to refine our understanding of risks and opportunities presented by climate change, we will strive to integrate them into ComfortDelGro's overarching sustainability strategy and implement this into the operations of respective business units for effective management of relevant climate-related risks and opportunities. For more information, please refer to our 2022 TCFD report here.

This financial year, ComfortDelGro aims to enhance our TCFD disclosure by assessing our climate risks and opportunities in greater details. We are currently in the process of collecting and refining business unit specific and geographic specific climate data. This will be ready in our standalone TCFD report which will be released later in 2023. The following table summarises our TCFD findings and disclosures this year.



15 Source: International Energy Agency (IEA) on Global transport emissions from transport

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| TCFD RECOMMENDATIONS | SUMMARY OF DISCLOSURES |
|---|---|
| Governance | ComfortDelGro has established a governance framework to manage our ESG risks and opportunities, with the Board of Directors taking overall responsibility in climate-related decision making. A Board level Sustainability Committee was formalised in April 2021 to provide Board oversight on sustainability-related strategic and investment decisions.<br><br>The Management Sustainability Committee reviews ComfortDelGro's sustainability performance against targets quarterly and reports to the Sustainability Committee and Board.<br><br>Sustainability is part of the Group Corporate Affairs Division, led by the Group Chief Corporate Affairs Officer. ComfortDelGro's Group Chief Sustainability Officer ("CSO") is responsible for reporting climate-related issues, its targets and progress to the Board. The CSO also co-chairs the Environmental, Social and Governance Working Groups, which seeks to assess and review ESG progress, identifying potential sustainability initiatives for implementation across the Group and its Business Units. |
| Strategy | Assets and countries in scope: Singapore, Australia, the UK, Ireland, China<br><br>Baseline year: 2019<br><br>Time horizons for scenario analysis:<br>• Short-term: up until 2030<br>• Medium-term: 2030-2050<br>• Long-term: 2050-2080<br><br>Scenario explored:<br>• 1.5°C warming<br>• > 3°C warming<br><br>Transition risks:<br>• Carbon pricing<br>• Changing customer expectations<br>• Low carbon economy transition policies & regulations<br>• Reputational risks<br>• Technology shifts<br><br>Physical risks:<br>• Floods<br>• Heatwaves<br>• Storms and cyclones<br>• Wildfires<br>• Rising sea levels<br>• Water scarcity<br><br>Further information and detail on the preliminary climate assessment can be found in our TCFD Report 2022. |

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| TCFD RECOMMENDATIONS | SUMMARY OF DISCLOSURES |
|---|---|
| Risk management | ComfortDelGro's TCFD working group conducted the climate risk assessment that screens the most pertinent physical (chronic and acute) climate risks and transition risks applicable to each geography of operation, at a country level.<br><br>We are planning to follow up by performing the climate risk assessment at the regional level and will disclose the processes for assessing the potential size and scope of the identified climate-related risks.<br><br>The process to assess the climate-related risks is aligned to ComfortDelGro's enterprise risk management methodology and depending on the severity of the climate risks identified, these are then incorporated into the business' enterprise risk management frameworks and risk registers. |
| Metrics and targets | Based on our material topics, we have established key metrics to measure and monitor our environmental performance, including our Scope 1, 2 and 3 emissions. These can be found in this Sustainability Report. |

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## OUR INITIATIVES

### CLIMATE FRIENDLY MOBILITY

A cornerstone of our climate change adaptation and mitigation efforts is the phasing out of our Internal Combustion Engine ("ICE") vehicles and the introduction of hybrid or electric vehicles ("EV"). Since the validation of our emissions reduction targets by SBTi in 2022, we have been actively monitoring and engaging in initiatives to reduce our GHG emissions through our fleet transition to cleaner energy vehicles. To do so, we collaborate with vehicle manufacturers, fuel, and electricity providers to advance our clean vehicle technologies. In 2022, we achieved a 25.95% and 8.63% reduction in Scope 1 and Scope 2 emissions respectively, from the baseline year of 2019.

For our existing fleet of ICE vehicles, we ensure that they meet the latest standards or its equivalent – Euro 5 or higher so that the vehicles produce lower levels of harmful exhaust emissions such as nitrogen oxide, carbon monoxide, hydrocarbons, and particulate matter. This also results in improved fuel efficiencies as well as reduced air pollutants and GHG emissions.

In Singapore, bus routes under our private mobility services are optimised through an established Fleet Management System and route optimisation exercises are conducted on a regular basis. In the UK and Australia, our drivers are trained to employ telematics solutions to track route data to ensure the efficient optimisation of operations. In China, to further optimise fuel and reduce emissions, we employ route optimisation through car-hailing app and on-demand services that receives orders nearby and autonomously, to increase operational efficiencies.


### SUSTAINABLE PRODUCTS AND SERVICES

ComfortDelGro collaborates and partners with peers and industry leaders to accelerate our climate action and push forward in our transition towards cleaner energy vehicles.

#### SMART MOBILITY EXPERIENCE CENTRE

- ComfortDelGro Bus is thrilled to launch Singapore's first Smart Mobility Experience Centre ("SMEC") at Nanyang Technological University, Singapore ("NTU") for its new fleet of electric buses.
- The SMEC is the first such centre open to members of the public. It is equipped with state-of-the-art systems that track real-time passenger ridership, location of the buses and associated GHG emissions.
- The interactive features of the SMEC are open to the public round the clock, and visitors can look forward to an engaging experience through touchscreen panels.


#### VEHICLE LEASING PROGRAMME

- In 2022, ComfortDelGro Rent-A-Car ("CRAC") became a proud partner of DHL and Singapore Airport Terminal Services ("SATS") through our vehicle leasing programme for electric Citroen e-Dispatch vans. This has marked the beginning of an exciting cleaner energy vehicle journey with our clientele.

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**METROLINE PARTNERED WITH VOLVO BUS UK AND IRELAND TO PURCHASE 48 ZERO EMISSIONS SINGLE DECK BUSES, KNOWN AS THE VOLVO BZL ELECTRIC ("BZL").**

### ELECTRIC BUSES

- In 2022, ComfortDelGro Bus began their operation of Singapore's largest electrified private bus fleet in the National University of Singapore ("NUS") tender to provide shuttle bus services at its campus. The multi-year contract, which is valued at more than S$30 million, is for the electrification of the University's entire fleet of shuttle service buses.

- Metroline partnered with Volvo Bus UK and Ireland to purchase 48 zero emissions single deck buses, known as the Volvo BZL Electric ("BZL"), set for rollout in London in second half of 2023. Metroline has purchased 39 double-deck StreetDeck Electroliner battery-powered electric vehicle ("BEVs") with Wrightbus in November 2022 to support zero emission bus services across London and Hertfordshire, increasing our BEV purchases by 87 in 2022.

- In November 2022, CDC commenced a Zero Emissions Bus Trial in Melbourne's south-eastern suburbs, in partnership with the Victorian Department of Transport and industry leaders in April 2022.

### GREEN HYDROGEN PARTNERSHIP

- CDC has entered into a Major Green Hydrogen Partnership with Australian sustainable energy and vehicle suppliers which would allow it to operate two hydrogen powered fuel cell electric buses in Geelong. CDC's two fuel cell electric ("FECV") buses are scheduled to service customers from late 2023.

- Metroline was Transport for London's first bus partner to operate hydrogen buses and has since been operating a fleet of 20 hydrogen fuel cell double decker buses from 2021, which were the first of its kind in England.

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## OUR PERFORMANCE AND LOOKING FORWARD

### OUR FLEET COMPOSITION AND TRANSITION PLAN

As one of the largest land transport companies in the world, ComfortDelGro has been working continuously towards decarbonisation, growing our global fleet of cleaner energy car fleet to 65% in 2022. To support the transition to EVs, we provide training to our drivers in the operation and technical aspects of the electric vehicle to ensure they are comfortable and safe to drive them.

With increasing reliance on EVs alongside Singapore's Green Plan 2030 of having 60,000 charging points nationwide, having the infrastructure and tools to run our electric taxi fleet is crucial. With this vision, ComfortDelGro Engineering installed its first direct current fast charging station at our head office in 2018. Building on these experiences, ComfortDelGro Engineering partnered ENGIE Southeast Asia under a consortium arrangement and won a contract to install and operate 481 charging stations under the pilot LTA-URA tender in 2021. With its consortium partner, a joint venture, ComfortDelGro ENGIE ("CDG ENGIE") was formed in 2021. In 2022, the joint venture and its parent companies won a second contract to install and operate another 4,509 charging points in a LTA-HDB large-scale tender.

SBS Transit, a subsidiary of ComfortDelGro, has begun to transition its operated fleet of buses to electric buses. As one of Singapore's largest public transport providers, they now operate 31 electric buses and 25 hybrid buses. SBS Transit has worked closely with the LTA to continuously increase the total number of electric buses in its fleet in accordance with LTA's target of ensuring that Singapore's entire fleet of public buses utilises cleaner energy by 2040.

In 2022, ComfortDelGro Bus begun its services in the NUS and NTU campuses operating fully electric fleets of shuttle buses, making up the largest electrified private bus fleet in Singapore. The electric buses are wheelchair accessible and equipped with a telematics system that keeps track of the different aspects of the driving patterns, including the amount of time spent idling and turning corners. Currently, we have 31 operational e-buses across NUS' campuses and 18 e-buses across NTU's campuses to serve the commuting needs of the two institutions. In collaboration with Sentosa Development Corporation, we aim to electrify all public transport within Sentosa Island by 2025. Towards the goal, we have successfully placed two operational city e-buses on trial within Sentosa in December 2022. ComfortDelGro Bus also supports the sustainability efforts of Singapore General Hospital's ("SGH") campus through the pilot use of an electric shuttle bus. Data of the bus will be collected over the 6-month trial to gain insights for the electrification of the whole shuttle bus fleet.

Metroline, our biggest bus operator in the UK, continues to move forward with the transition towards a climate-friendly fleet. The launch of the hydrogen buses by Metroline serves as testament to our commitment for more sustainable products and services. Metroline currently has 852 greener hybrid, electric and hydrogen buses, an increase of 23 buses from 2021. The remaining ICE vehicle in Metroline's fleet are all compliant with Euro 6 or Zero Emissions ("ZE") standards.

In Australia, CDC Victoria was the first public transport operator to implement automatic geofencing technology, and the largest hybrid bus fleet operator of the country. This technology aids in the delivery of enhanced environmental performance through reduced emissions and limited engine noise. As we allow hybrid buses to be programmed and operated in "electric only mode" within designated areas, such as near schools, shopping strips, hospitals, we are able to curb the noise pollution and our hybrid buses have shown a 30% reduction in nitrogen oxide and particulate emissions alongside a 30% reduction of fuel and carbon emissions.

Similarly, our operations in China are on an ambitious transition towards a cleaner energy fleet of vehicles. In 2022, with the addition of over 900 EVs, we have transited 65% of our China taxi fleet to cleaner energy vehicles.

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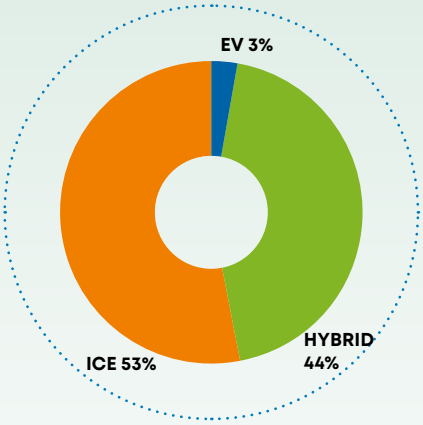
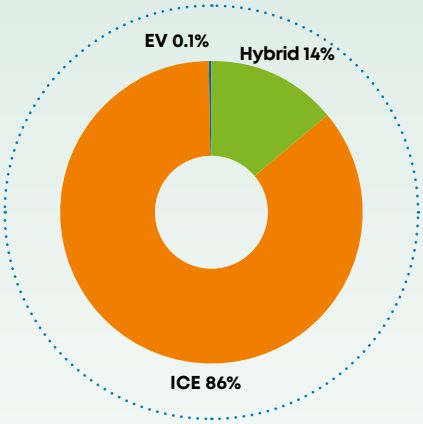
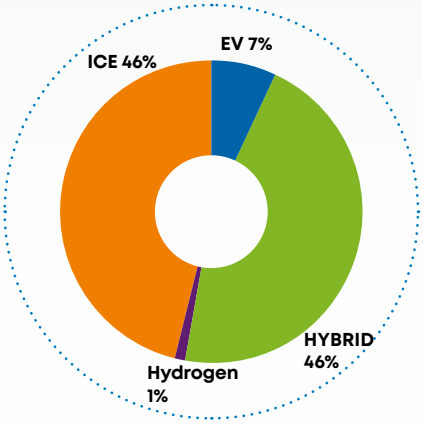
### SINGAPORE FLEET VEHICLES BY FUEL TYPE, 2022



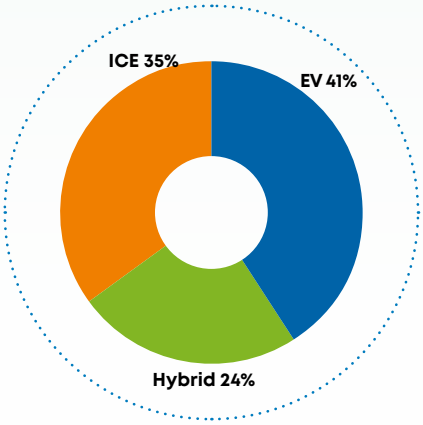

### AUSTRALIA FLEET VEHICLES BY FUEL TYPE, 2022




### UK & IRELAND FLEET VEHICLES BY FUEL TYPE, 2022




### CHINA FLEET VEHICLES BY FUEL TYPE, 2022




HYBRID ICE EV HYDROGEN

Moving forward, we aim to increase the rate by which we adopt cleaner and environmentally friendly vehicles globally. To do so, we will monitor and review our fleet transition plan regularly to account for the technological advances, regulatory requirements, and developments of commercially viable clean vehicles.

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## EMISSIONS

As climate action is urgently demanded, decarbonising our operations to reduce our emissions and improve air quality is of fundamental importance at ComfortDelGro.

### WHY THIS MATTERS TO US

ComfortDelGro have committed to emissions reduction targets validated by the SBTi. As a transport operator, we are mindful of our impact on the environment from operating our fleet of vehicles. We have taken steps to reduce our GHG emissions and harmful air pollutants resulting from our business activities and operations.

### HOW WE MANAGE THIS

Aligning ourselves with the 1.5°C scenario, our decarbonisation plan outlines the targets and steps we need to take to reduce our Scope 1, 2 and 3 emissions. Our decarbonisation plan is shared throughout our business units through working group sharing, training webinars and newsletters relating to sustainability updates, achievements, and initiatives across the group.

### ACCOUNTING FOR SCOPE 1, 2 AND 3 GHG EMISSIONS

In 2022 we undertook a detailed assessment of our GHG inventory to include all of our operations under the operational control approach, in alignment with the GHG Protocol. Our scope of operations encompasses all our operations[16] in Singapore, Australia, the UK, China, Ireland and New Zealand.

While preparing for the submission to the SBTi last year, we established 2019 as our baseline year for GHG calculations in order to capture a closer representation of our operations before the COVID-19 pandemic. All GHG emissions are calculated in carbon dioxide equivalents ($CO_2e$), including the accounting and reporting of the six greenhouse gases covered by the Kyoto Protocol including methane ($CH_4$) and nitrous oxide ($N_2O$) in the GHG Protocol.


The majority of our Scope 1 emissions are attributed to the tail-pipe emissions from our fleet. Our Scope 2 emissions primarily comprise our electricity consumption across our operations, including rail traction power. For our Scope 3 emissions, we undertook a preliminary screening exercise to determine which of the categories would be most pertinent to our emissions and operations. We then selected the most pertinent categories and undertook more detailed emissions calculations based on the requirements stated by the GHG Protocol. The Scope 3 categories that we addressed include:

| SCOPE 3 CATEGORY | SCREENED OR CALCULATED |
|---|---|
| Category 1: Purchased goods & services | Calculated |
| Category 2: Capital goods | Calculated |
| Category 3: Fuel- and energy-related activities not included in Scope 1 & Scope 2 | Calculated |
| Category 4: Upstream transportation and distribution | Screened |
| Category 6: Business travel | Calculated |
| Category 7: Employee commute | Screened |
| Category 8: Upstream leased assets | Calculated |
| Category 11: Use of sold products | Screened |
| Category 12: End-of-life treatment of sold products | Calculated |
| Category 15: Investments | Screened |

16 Malaysia has been excluded in the calculation of our GHG inventory in 2022. Our GHG inventory includes carbon dioxide equivalent ($CO_2e$) emitted by our own business vehicles.

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## OUR PERFORMANCE AND LOOKING FORWARD

### GREENHOUSE GAS EMISSIONS

| GHG EMISSIONS ($tCO_2e$)[17] | 2019 (BASELINE YEAR) | 2021 | 2022 | % CHANGE FROM BASELINE YEAR 2019 |
|---|---|---|---|---|
| Scope 1 (Direct emissions) | 997,721 | 744,805 | 718,810 | -25.87% |
| Scope 2 (Indirect emissions from electricity) | 206,028 | 192,982 | 188,322 | -8.63% |
| Scope 3 (All other indirect emissions) | 645,038 | 550,095 | 494,545 | -20.44% |
| Total Scope 1 + 2 emissions | 1,203,749 | 937,787 | 907,132 | -22.85% |
| Total Scope 1 + 2 + 3 emissions | 1,848,787 | 1,487,882 | 1,401,677 | -22.02% |

### SCOPE 3 EMISSIONS BREAKDOWN

| CATEGORY[18] | EMISSIONS ($tCO_2e$) 2019 (BASELINE YEAR) | SHARE OF TOTAL EMISSIONS | EMISSIONS ($tCO_2e$) 2022 | SHARE OF TOTAL EMISSIONS |
|---|---|---|---|---|
| Category 1: Purchased goods & services | 95,329 | 14.78% | 144,041 | 29.13% |
| Category 2: Capital goods | 103,638 | 16.07% | 64,053 | 12.95% |
| Category 3: Fuel and energy used not captured in Scope 1 and Scope 2 | 381,220 | 59.10% | 197,975 | 40.03% |
| Category 4: Upstream transportation and distribution | 14,976 | 2.32% | 14,567 | 2.95% |
| Category 6: Business travel | 154 | 0.02% | 126 | 0.03% |
| Category 7: Employee commute | 20,400 | 3.16% | 20,400 | 4.13% |
| Category 8: Upstream leased assets | 2,650 | 0.41% | N/A | N/A |
| Category 11: Use of sold products | 23,389 | 3.63% | 42,915 | 8.68% |
| Category 12: End-of-life treatment of sold products | 39 | 0.01% | 29 | 0.01% |
| Category 15: Investments | 3,243 | 0.50% | 10,439 | 2.11% |

| EMISSIONS INTENSITY ($tCO_2e$/S$M REVENUE) | 2019 (BASELINE YEAR) | 2022 | % CHANGE FROM BASELINE YEAR 2019 |
|---|---|---|---|
| Scope 1 + 2 | 309 | 240 | -22.39% |
| Scope 3 | 159 | 131 | -17.91% |

17 All calculations are completed in accordance with the GHG Protocol, whereas our Scope 3 emissions were calculated using a mix of US EPA and DEFRA 2021 and 2022 emission factors.

18 Through the process of SBTi submission and validation, as well as through our updated 2022 emissions exercise, emissions were redistributed within our Scope 3. These restatements have been captured in this report, particularly in Category 1 (Purchased Goods and Services), Category 2 (Capital Goods) and Category 8 (Upstream leased assets). This is due to improved data collection and refined methodologies.

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## ENERGY AND FUELS

### WHY THIS MATTERS TO US

We recognise that optimising our fuel and energy use and transitioning to cleaner fuels and energy is paramount to minimising the negative environmental impacts from our operations. We actively seek to improve energy and fuel efficiency in our operations through electrification of our fleets, investing and exploring opportunities in renewable energy such as solar power. In doing so, we hope to reap positive environmental and economic benefits for our company and those around us.

### HOW WE MANAGE THIS

We actively manage our energy and fuels on two dimensions; firstly, the energy and fuel used by our vehicle fleet and secondly, fuels and energy used by our brick-and-mortar operations such as stations, depots, workshops, and offices.

In our stations, depots, and offices, we have implemented energy efficient designs and measures to reduce our energy and electricity usage. Our measures include:

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

In efforts to achieve the Eco-Office certification by the SEC, we have established an Energy Management Policy and a Green Building User guide that provides our Singapore business units with the necessary guidance on energy management for our buildings and facilities, overseen by the Group Sustainability Office. We also continue to retrofit our offices based on the Building Construction Authority's ("BCA") Green Mark guidelines to ensure energy efficiency.

Tapping into renewable energy, we have installed solar power generation systems in some of our offices and depots, and continue to explore opportunities to increase our solar generation capacity.

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

- New generation trains are designed with regenerative braking systems that store kinetic energy and reduce the wear and tear of mechanical brakes.
- Driver behavioural training such as proper acceleration and braking techniques, as well as switching off engines when stationary.

To effectively monitor the performance of our vehicles, fleets, and operations, we utilise our cloud-based management portal that tracks our energy performance on a real-time basis. With the portal, we are able to identify operations that have high energy consumption and engage the necessary Business Units to strategise on mitigation and reduction measures.

### OUR PERFORMANCE AND LOOKING FORWARD

We have been increasing our renewable energy generation capacities at various sites of our operations, to support our decarbonisation aspirations. In 2022, our renewable energy generated grew more than 1.2 fold to 4,664,660 kWh from 2019. At the same time, our renewable energy generation capacity increase by 164% to 4.885 MWp from 2019.

In March 2022, ComfortDelGro Engineering and ENGIE Southeast Asia incorporated a second joint venture ComfortDelGro ENGIE Solar, to offer deployment of solar energy systems for commercial buildings. The strategic partnership is centred around the joint development and management of solar solutions as part of the Group's decarbonisation journey. This has propelled ComfortDelGro Engineering to install rooftop solar panels at its Loyang and Pandan sites.

Moving forward, we aim to:

- Increase solar PV output to 8 MWp by 2030
- Continue to investigate renewable energy options for adoption in our business

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FUEL TYPE

| FUEL TYPE | 2019 (BASELINE YEAR) | 2020 | 2021 | 2022 | % CHANGE FROM BASELINE YEAR OF 2019 |
|---|---|---|---|---|---|
| Bio-blend diesel B20 (in litres) | – | – | 34,016,891 | 32,297,101 | N/A |
| Diesel (in litres) | 331,332,976 | 252,762,130 | 217,276,303 | 207,793,438 | -37.3% |
| Petrol (in litres) | 32,658,433 | 33,264,997 | 38,830,319 | 40,017,809 | 22.5% |
| CNG (in $m^3$) | 15,051,082 | 15,813,088 | 22,698,690 | 25,937,804 | 72.3% |

ELECTRICITY CONSUMPTION

| ENERGY TYPE | 2019 (BASELINE YEAR) | 2020 | 2021 | 2022 | % CHANGE FROM BASELINE YEAR OF 2019 |
|---|---|---|---|---|---|
| Electricity Purchased (kWh) | 499,794,946 | 444,914,841 | 468,051,266 | 490,803,782 | -1.8% |
| Renewable Electricity Generated (kWh) | 2,063,690 | 1,743,025 | 2,393,358 | 4,664,660 | 126% |

ENERGY INTENSITY

| ENERGY INTENSITY TYPE | 2019 (BASELINE YEAR) | 2020 | 2021[19] | 2022 | % CHANGE FROM BASELINE YEAR OF 2019 |
|---|---|---|---|---|---|
| Total Purchased Electricity Intensity (kWh/S$M Revenue) | 128,116 | 137,209 | 132,281 | 129,815 | 1.3% |

19 Energy Intensity for 2021 was restated due to a restatement of revenue for 2021. Refer to ComfortDelGro Annual Report 2022, page 24..

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## RESOURCE STEWARDSHIP

Another key component of our environmental sustainability efforts is the responsible use of natural resources such as water; and the minimisation of waste and other harmful environmental impacts.

### WASTE

#### WHY THIS MATTERS TO US

With operations around the world, ComfortDelGro acknowledges its role in responsibly managing the resources used in our operations as well as the waste we generate.

Without effective end-of-life and waste management, it could cause negative implications to both human and environmental health. Thus, we take on measures and initiatives that help to reduce the impacts of our waste. As we move towards EVs, we also take into consideration the potential waste that EV batteries have and collaborate with like-minded companies to find innovative and practical solutions to managing our end-of-life cycle battery waste.

#### HOW WE MANAGE THIS

The waste at ComfortDelGro is primarily attributed to our day-to-day activities and commuter waste. In all our waste management processes, we comply with all waste-related regulations in each operational location. Our waste is handled by authorised contractors and other consumables such as batteries, engine oil and tyres are recycled or reused where possible.

For our offices, we work to better manage our waste by establishing better waste management systems. When our vehicles reach the end of their life cycle, our vehicles are scrapped and any recoverable materials are collected for reuse or recycling. Any hazardous waste generated in our operations such as the repair and maintenance of our vehicles are responsibly handled by specialist contractors.


In all regions of our operations, regulators and governments have established priorities and targets in the management of waste. Singapore's Waste Masterplan outlines its plan to increase overall recycling rate to 70% and reduce daily waste-to-landfill per capital by 30% by 2030. In the UK, they aim to recycle 65% of municipal waste and reduce the amount of waste sent to landfills to 10% by 2035.

ComfortDelGro engages in a number of waste initiatives to show our commitment to supporting these national waste strategies. Singapore's NEA Say Yes to Waste Less campaign is one such initiative that we have actively participated in in the last few years. This year marks the fourth year of our participation in this initiative, aiming to educate the community on reducing single-use disposables.

In our office premises, we have placed recycling bins for paper, plastic, and cans. We have also switched to digital tablets with our Bus Mobile Maintenance System ("BMMS") installed to reduce paper waste at our bus depots. The BMMS helps to promote efficiency of our bus operations as it enables our bus captains and technicians to complete checklists when completing maintenance works and access work instructions, drawings, and electrical schematics.

#### OUR PERFORMANCE AND LOOKING FORWARD

At ComfortDelGro's offices and workshops, we monitor, measure, and report our waste data in alignment with local regulations. In areas and operations of high consumption and generation of waste, initiatives to manage and reduce waste are identified and implemented accordingly.

In our efforts to inculcate responsible consumption within our company, we encourage our employees to adopt responsible waste disposal. Posters are put up on noticeboards, pantries and toilets to encourage responsible consumption of electricity and water, recycling and educate employees on responsible waste management. Our waste generated in 2022 increased by 60% from 2021 due to the inclusion of additional data by our subsidiary not reported previously.

Moving forward, we have set targets to continuously improve our waste management systems to reduce our footprint on the environment.

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WASTE GENERATED

| TOTAL WASTE GENERATED (TONNES) | 2019 (BASELINE YEAR) | 2021[20] | 2022 | % CHANGE FROM BASELINE YEAR 2019 |
|---|---|---|---|---|
| Hazardous | 3,446 | 3,984 | 4,525 | 31% |
| Non-Hazardous | 3,599 | 4,327 | 6,753 | 88% |
| E-Waste | 3 | 3 | 5 | 54% |
| Total | 7,048 | 8,314 | 11,283 | 60% |

WASTE DIRECTED TO DISPOSAL

| WASTE DIRECTED TO DISPOSAL (TONNES) | 2019 (BASELINE YEAR) | 2021 | 2022 | % CHANGE FROM BASELINE YEAR 2019 |
|---|---|---|---|---|
| **Hazardous Waste** | | | | |
| Landfill | 1,779 | 2,296 | 2,369 | 25% |
| Incineration | 0 | 23 | 5 | N/A |
| Total | 1,779 | 2,318 | 2,374 | 25% |
| **Non-Hazardous Waste** | | | | |
| Landfill | 882 | 619 | 1,109 | 20% |
| Incineration | 885 | 820 | 3,041 | 71% |
| Total | 1,767 | 1,438 | 4,150 | 57% |
| **E-waste** | | | | |
| Incineration | – | 0.1 | 0.2 | N/A |
| Total | – | 0.1 | 0.2 | N/A |

WASTE DIVERTED FROM DISPOSAL

| WASTE DIVERTED FROM DISPOSAL (TONNES) | 2019 (BASELINE YEAR) | 2021 | 2022 | % CHANGE FROM BASELINE YEAR 2019 |
|---|---|---|---|---|
| **Hazardous Waste** | | | | |
| Recycled | 1,592 | 1,591 | 2,076 | 23% |
| Reused | 75 | 75 | 76 | 2% |
| Total | 1,667 | 1,666 | 2,152 | 23% |
| **Non-Hazardous Waste** | | | | |
| Recycled | 1,832 | 1,413 | 1,343 | -36% |
| Reused | 0 | 1,476 | 1,260 | N/A |
| Total | 1,832 | 2,889 | 2,603 | 30% |
| **E-waste** | | | | |
| Recycled | - | 1 | 2 | N/A |
| Reused | - | 1 | 2 | N/A |
| Total | - | 2 | 4 | N/A |

20 Waste for 2021 was restated due to an improvement in our data collection methodologies, resulting in more accurate data being captured.

# ENVIRONMENT: ENABLING A CLIMATE-FRIENDLY AND SUSTAINABLE TRANSPORT SYSTEM

## WATER

### WHY THIS MATTERS TO US

In our operations, the majority of our water consumption stems from the washing and maintenance of our taxis, cars, buses and trains to ensure the safety and hygiene for our commuters. Good management of our water consumption is important to us at ComfortDelGro.

### HOW WE MANAGE THIS

We have put in measures to manage our water consumption in Singapore such as the use of reclaimed NEWater for non-potable uses such as vehicle washing, general office operational use, pantry use and lavatories, and recycle the water used for train and bus cleaning – our train and bus washing machines are equipped to collect, filter, and recycle approximately 80% of the water used in the washing process. We also continued to ensure efficient and responsible use of water through the replacement of our taps at the wash basins and toilet flushing systems and sprays with water efficient fittings for our office premises.

We work towards more efficient water management systems for our office premises through the relevant green building certifications in the countries we operate in. For Singapore, we align ourselves with the Singapore Environmental Council by obtaining Eco-Office certification for our office premises where possible. We will also be looking into obtaining equivalent office building certifications for the rest of our global operations.

### OUR PERFORMANCE AND LOOKING FORWARD

As a result of our water saving measures and initiatives ComfortDelGro's water consumption fell by 18% in 2022 as compared to 2021. In 2022, over 60% of our offices in Singapore received the Eco-Office certification, including 6 office premises improving on the award tier due to energy efficiency measures and better waste and water management.

Moving forward, ComfortDelGro has set targets to consistently enhance our resource stewardship through our targets for office buildings. We aim for 50% of all office buildings globally to be environmentally friendly (i.e. Eco-Office certified or their equivalent) by 2030, and 100% by 2050. We will also continuously improve our water management practices to reduce our footprint on the environment.

WATER WITHDRAWAL

| TOTAL WATER WITHDRAWN BY SOURCE (MEGALITRES) | 2019 (BASELINE YEAR) | 2020 | 2021[21] | 2022 | % CHANGE FROM BASELINE 2019 |
|---|---|---|---|---|---|
| Utilities (Municipal) | 2,271 | 1,833 | 1,983 | 1,447 | -36% |
| Utilities (SG:NEWater) | 30 | 42 | 97 | 87 | 190% |
| Rainwater | 0.8 | 1 | 2 | 19 | 2,279% |
| Groundwater[22] | – | – | 429 | 634 | N/A |
| Total | 2,302 | 1,876 | 2,510 | 2,188 | -5% |

WATER CONSUMPTION

| TOTAL WATER CONSUMPTION | 2019 (BASELINE YEAR) | 2020 | 2021 | 2022 | % CHANGE FROM BASELINE 2019 |
|---|---|---|---|---|---|
| Total Water Consumption (Megalitres) | 2,302 | 1,876 | 2,510 | 2,188 | -5% |

WATER INTENSITY

| WATER INTENSITY | 2019 (BASELINE YEAR) | 2020 | 2021[23] | 2022 | % CHANGE FROM BASELINE 2019 |
|---|---|---|---|---|---|
| Total Water Consumption Intensity (Megalitres/S$M Revenue) | 0.591 | 0.578 | 0.717 | 0.579 | -2% |

21 Water for 2021 was restated due to an improvement in our data collection methodologies, resulting in more accurate data being captured.
22 Groundwater for 2022 increased by 32% from 2021 due to the inclusion of additional data by our subsidiary not reported previously.
23 Water Intensity for 2021 was restated due to a restatement of revenue for 2021. Refer to ComfortDelGro Annual Report 2022, page 24.