



ComfortDelGro Corporation Limited

Stakeholder Engagement Framework

1. OBJECTIVE

ComfortDelGro Corporation (“**ComfortDelGro**” or “**the Group**” or “**we**” or “**our**”) is an international multimodal transportation provider that is trusted by millions of customers every day to get them where they need to be. We thrive on connecting people and engaging with our stakeholders to understand their needs.

The objective of this **Stakeholder Engagement Framework** is to establish a standardised and coordinated method for documenting and engaging with all our stakeholders. This involves identifying key stakeholders and relationship-holders and listening to their opinions and concerns to address their needs appropriately. Through stakeholder engagement we strive develop and maintain relationships to support business objectives and manage potential issues or crises.

ComfortDelGro is committed to an open, honest and collaborative interaction with our stakeholders, in a manner that contributes to the long-term sustainable value that benefits both our stakeholders and our organisation.

2. SCOPE

The scope of this document applies to the Group and its subsidiaries, without prejudice to region or business unit. The Stakeholder Engagement Framework applies to all employees, whether an authorised company spokesperson or not, when undertaking stakeholder engagement activities.

3. OUR RELEVANT STAKEHOLDERS

ComfortDelGro’s primary stakeholders encompass various groups that is crucial to our operations and play a vital role in shaping the sustainable success of the Group’s business operations.

Stakeholders are identified through comprehensive assessments that considers their interests, expectations and influence on the Group’s operations. In identifying relevant stakeholders, the following attributes are considered a priority:

- a) **Impact** – groups or individuals who are directly or indirectly impacted by the Group’s activities or projects, or on whom the business is dependent on to gain licence to operate
- b) **Responsibility** – groups or individuals to whom the business has, or in the future may have, legal, commercial, operational or ethical/moral responsibility to/for
- c) **Influence** – groups or individuals who may impact the business’s strategic or operational decision-making
- d) **Diverse perspectives** – groups or individuals whose different views can reveal new insights and opportunities

ComfortDelGro's main stakeholder groups belong to the following categories*:

**Please note that this is a non-exhaustive list and the Group and/BUs may have other stakeholder groups to consider.*

Stakeholder Group	Objective
Customers	Commuters and drivers: Promoting a culture of service excellence and workplace safety to ensure that our customers, including those that belong to vulnerable groups (minorities, the elderly and people with disability), drivers and frontline workers experience safe and reliable journeys across all our services. Businesses and other customers: Delivering on our commitment, upholding good governance and maintaining a positive relationship with our customers.
Employees	Maintaining direct and open communication with employees to better understand their needs and concerns. Facilitating employee engagement initiatives to gain insights and foster a healthy and responsible corporate culture.
Regulatory authorities, Government organisations and Policymakers	Upholding good governance and maintaining a positive relationship between the business and relevant regulators and key policymakers through constructive dialogue. ComfortDelGro aims to be closely informed of any policy developments that may impact our businesses, and if possible, engage in government initiatives, policy working groups, public consultations and seminars/conferences.
Unions and Industry associations	Ensuring regular engagement and productivity meetings with key union leaders and establish strong labour management relations grounded on good tripartite collaboration. Upholding good governance and positive relationships between the business and relevant industry associations. To participate or partner with local and international industry associations that support or promote the goals of the business and/or our partners (e.g. drivers).
Vulnerable Groups, Local Communities and Cultural Organisations	Given that the nature our operations have a direct impact on local communities, engaging with vulnerable groups, such as women, the elderly, individuals with disabilities, minorities, and indigenous populations will ensure that our services and operations are grounded by our social responsibility to the communities that we serve. Facilitating meaningful participation and soliciting feedback from vulnerable groups and cultural organisations that represent the communities we operate in will enable us to address their specific needs and concerns, thereby better informing our strategic decision-making and day-to-day operational practices.
Academic Institutions and Think Tank Groups	Acknowledging and considering the views of academics and think tank groups on key issues within the industries that we operate in. Maintaining good working relationship with these groups and potentially leveraging them as partners and thought leaders in the industry.

Shareholders and Investors	Disseminating accurate and pertinent information in a transparent and timely manner. Addressing queries and ensuring shareholders have a thorough understanding of the Group's business strategies, financial performance and growth.
Partners & Suppliers	Maintaining sustainable, long-term relationship with suppliers and potential business partners across our supply chain. Ensuring fair and responsible practices, we extend our standards across our supply chain, requiring partners and suppliers to adhere to the same level of rigour through our Global Supplier Code of Conduct.
Press & Media	Ensuring the delivery of correct and proper news and information to the public through the press and proactively protect the Group's reputation.

4. APPROACH TO STAKEHOLDER ENGAGEMENT

The Group has identified a staged approach to stakeholder engagement:

- a) **Identification** – Identifying and subsequently regularly updating stakeholders that are relevant to the business or specific project. This includes identifying issues of interest of each stakeholder.
- b) **Mapping and prioritisation** – Mapping the stakeholders' based on their current relationship with ComfortDelGro, level of influence, impact and attitude towards the Group, its business or other issues that are relevant for our business. Determine which stakeholders to prioritise and engage with.
- c) **Engagement** – Different stakeholders will require different engagement strategies. Prior to engaging with stakeholders, it is recommended to create an engagement roadmap, including objective, key messages and approach.

5. PRINCIPLES OF STAKEHOLDER ENGAGEMENT

Different stakeholders will require different engagement strategies. Prior to engaging with stakeholders, it is recommended to create an engagement roadmap, including objective, key messages and approach.

The following principles should be applied thoroughly when conducting stakeholder engagement on behalf of the Group and its subsidiaries:

- **Focus:** Ensure that objectives and goals of engagement are clear and relevant to the context of the business or project
- **Inclusive:** Ensure to include all relevant stakeholders, including vulnerable groups, such as minorities, women, seniors, and indigenous people as appropriately
- **Timely:** Make certain that an engagement is conducted in a timely manner. Planning an engagement schedule will ensure the inclusiveness of relevant and significant stakeholders
- **Respectful:** Ensure that the engagement approaches are considerate for all groups, such as culture, minorities, vulnerability, context, locations, language, etc. Moreover, confidentiality of information should also be considered
- **Transparent:** Ensure to conduct the engagement in a transparent manner. This includes contact channels, engagement approach, communication, actions, and outcomes from the engagement

6. ENGAGEMENT GUIDELINES

ComfortDelGro welcomes constructive dialogue with relevant stakeholders, recognising its fundamental role in fostering understanding, collaboration and long-term sustainable success of the Group.

We embrace all forms of dialogue to ensure inclusivity and responsiveness. Engagement methods may include, but is not limited to: written correspondence, one-on-one meetings, roundtables and expert meetings, customer and investor meetings and calls, industry and investor conferences, employee townhalls and surveys, governmental and regulatory interactions and community outreach programs.

When applicable, the outcome and findings from these engagement opportunities with stakeholders should be documented. Any feedback from stakeholders should be recorded and evaluated.

Stakeholder Feedback Mechanism

The Group has an established Whistleblowing Policy which allows employees and/or external parties to report any business misconducts without fear of retaliation, discrimination, or adverse consequences. All reports of incidents, including information or evidence provided, are handled with discretion, and we strive to maintain the confidentiality of the information provided, within the limits of the law.

In line with the Group's Whistleblowing Policy, feedback and grievance channels must be put in place for all stakeholders, including members of the local community, to report any misconduct and voice

suggestions, complaints, comments or concerns without fear of adverse consequences. These feedback channels must be made available on each of the Business Unit's website. At the Group level, stakeholders can provide feedback via the email address <info@comfortdelgro.com>. This information can be found on the corporate website: www.comfortdelgro.com.

S/N	Description of Amendment	Document Owner	Approved By	Approved Date
1	First release	Group Corporate Affairs	Managing Director / Group CEO	29 April 2025
2	Amendments to list of stakeholder groups	Group Corporate Affairs	Managing Director / Group CEO	06 March 2026