



Sustainability Report for 2024



Table of contents



1

Introduction

- [3 Letter to Stakeholders](#)
- [4 2024 Report Highlights](#)
- [5 About this Report](#)
- [7 About NFI](#)
- [12 Our Awards + Accolades](#)
- [13 Sustainability at NFI](#)

2

Governance

- [17 2024 Board of Directors](#)
- [18 2025 Directors Skills Matrix](#)
- [19 Sustainability Governance](#)
- [20 Stakeholder Engagement](#)
- [21 Key Sustainability Topics](#)
- [22 Enterprise Risk Management](#)
- [23 Leading with Integrity](#)
- [24 Data + Cybersecurity](#)
- [25 Sustainable Supply Chains](#)

3

A Better Product

- [28 Working With Our Customers](#)
- [30 Vehicle Innovation Center](#)
- [32 Innovative Mobility Solutions](#)
- [35 Industry Partnerships](#)
- [37 Product Safety + Quality](#)

4

A Better Workplace

- [39 Workplace Culture](#)
- [41 Human Rights Statement](#)
- [42 Occupational Health + Safety](#)
- [43 Talent Acquisition + Workforce Development](#)
- [46 NFI Learning Institute](#)
- [48 Employee Compensation](#)
- [49 Respectful Workplace](#)
- [50 Labour Relations](#)
- [51 Freedom of Association](#)
- [52 Employee Well-being](#)
- [53 Team Spirit + Belonging](#)

5

A Better World

- [57 Culture + Inclusion](#)
- [58 Truth + Reconciliation](#)
- [59 Environmental Performance](#)
- [62 Supporting Education](#)
- [63 Community + Charitable Support](#)

6

Appendix

- [66 Sustainability Data Tables](#)
- [68 SASB Table](#)
- [69 TCFD Table](#)
- [71 Board Skills + Experience Descriptions](#)

Letter to stakeholders

In 2024, NFI continued its business recovery, supported by increased vehicle production, improved financial performance, and record results in the aftermarket segment. These outcomes were achieved despite ongoing challenges related to supply chains, inflation, and labour availability. Building on our momentum from 2023, we remained focused on delivering for our employees, customers, shareholders, and communities, all in line with NFI's purpose: **To Move People**.

Reflecting on 2024, our team made meaningful progress in our sustainability journey, and we are pleased to share our key achievements and milestones in the seventh edition of our annual Sustainability Report.

Our values and stakeholders guide our decisions, as we balance business growth and financial stability alongside social and environmental responsibilities. We view sustainability as the integration of environmental, social, and economic considerations into how we operate — with a focus on long-term resilience and responsiveness to stakeholder expectations.

In 2024, Board renewal was an especially important component of NFI's activities, with a thorough review completed by the Governance Committee, supported by a leading third-party search firm. Through this process we identified two new distinguished board members: Aziz Aghili, recognized for his expertise in manufacturing and supply chain operations, and Maryse Saint-Laurent, who brings extensive experience in corporate governance and capital markets. These strategic appointments enhanced the Board's collective capabilities in critical areas that will drive NFI's next phase of growth and innovation.

NFI's focus on providing propulsion-agnostic mobility solutions for the bus and coach industry remains a key tenet of our strategy and has supported NFI in gaining leadership positions in North America and the United Kingdom. Our offering includes a wide range of buses and coaches, alongside aftermarket parts, service, training, financing, infrastructure solutions, and workforce development. We are proud to have made great strides in supporting our customers low and zero-emission initiatives, from initial assessments to full deployment. From 2015 to 2024, we delivered 4,639 zero-emission buses ("ZEBs") that are estimated to have traveled over 240 million zero-emission service miles across six countries, contributing to reduced tailpipe emissions in those regions.

In 2024, we received a record number of new orders and delivered more zero-emission buses than in any year prior, with ZEB's accounting for 23% of total deliveries. More than 150 cities worldwide have an NFI ZEB in service or on order, and our backlog continues to hit record highs.

Beyond product performance, our work also intersects with social and environmental factors that affect our stakeholders, including our team members, partners, and our communities. While the scope of initiatives and related metrics is detailed in this report, we highlight a few key points here.

In 2024:

- ✓ We established a dedicated vehicle cybersecurity team responsible for the launch and maintenance of our cybersecurity management system while supporting teams across NFI in safety assessments and threat mitigation for key vehicle systems and network architecture.
- ✓ We invested \$12.9 million and over 365,000 hours in employee training to strengthen our workforce and expanded our community benefits framework across all subsidiaries to serve as a guiding framework for our hiring and workforce development efforts.
- ✓ We created a standardized responsible sourcing training program to equip our global purchasing and sourcing teams with the knowledge and skills to identify and mitigate risks related to conflict minerals, forced labour, and child labour in our supply chain.

In 2025, we are closely monitoring policy and trade issues that may impact our industry and have taken numerous actions to prepare for potential impacts. While these broader conditions create risks, our strategic focus on a propulsion-agnostic product offering, localized manufacturing, and improved contract structures provide us with the tools to respond to changing market dynamics. Building a strong culture and sense of belonging while prioritizing a respectful and inclusive workforce remains a priority as we provide opportunities for succession, growth, and advancement. We recognize that investing in our nearly 9,000 team members worldwide is essential to the ongoing success of our business and our strategic goals.

Our teams also monitor the environmental and climate impacts of our operations and are working to improve reporting. We plan to complete a double materiality assessment in 2026 to better understand and manage the risks and opportunities relevant to our business and stakeholders, and to align our future reports with the Global Reporting Initiative ("GRI") standard.

Sustainability-related goals are critically important to our business performance and growth. We focus on ongoing improvements to drive innovation, enhance operational efficiencies, deliver financial performance, and manage social and environmental factors across our value chain. We remain committed to the long-term stability of our business, and the health, safety, and well-being of our team members.

We invite you to explore our report and welcome any questions or feedback. Please feel free to contact us at sustainability@nfigroup.com.



Colin Robertson
Chair of the Board



Paul Soubry
President and Chief Executive Officer

2024 Report Highlights



Established a dedicated vehicle cybersecurity team



1,036

ZEBs delivered in fiscal 2024, 23% of total deliveries in 2024



Expanded Community Benefits Framework

across all subsidiaries to serve as a guiding framework for our hiring and workforce development efforts



Expanded our development opportunities through the Women of Steel Program

supporting youth and women in welding through hands-on training, mentorship, and career exploration in the industry



\$12.9M

Invested in NFI team member career development in 2024



\$456,597

donated to the United Way, supporting 21 different United Way agencies in the U.S. and Canada in 2024



NFI GROUP

Natalia Klumper
Senior Manager, Sustainability
NFI Group

My name is Natalia Klumper, Senior Manager for Sustainability at NFI Group.

Video: Introducing the Sustainability Report for 2024.

About this Report

NFI Group aims to provide its stakeholders with an annual overview of our Company’s products and operations, highlighting some key sustainability initiatives and priorities. This sustainability report (the “Report”) marks the seventh publication highlighting such activities and performance.

To develop this Report, NFI consulted with a broad range of internal and external stakeholders on regional and global levels, including key internal departments, customers, suppliers, investors, creditors, and community partners with the aim of presenting a clear and balanced disclosure of NFI’s sustainability activities and performance identified most relevant to NFI and its stakeholders. NFI aims to conduct a double (financial and impact) materiality assessment in 2026, and align our subsequent report with the GRI standards. NFI encourages you feedback on the topics described in this Report. Our sustainability team can be reached at sustainability@nfigroup.com.

Reporting Scope

This report includes certain sustainability metrics and data for NFI Group for the year ended December 31, 2024 unless otherwise indicated. Financial or fiscal information is aligned with financial statements for the year ended December 29, 2024. Unless otherwise indicated, all dollar amounts are expressed in U.S. dollars and references to “\$”, “US\$” and “U.S. dollars” are to the lawful currency of the United States. References to “C\$” are to the lawful currency of Canada. References to “UK£” and “£”, are to the lawful currency of the United Kingdom. Unless otherwise indicated, references in this Report to “we”, “us”, “our” or the “Company” refer to NFI Group Inc. (“NFI”) and all of its direct or indirect subsidiaries. As used herein, “North America” refers to Canada and the United States (or “U.S.”) and the “UK” refers to England, Scotland, Wales, and Northern Ireland.

The Company’s ownership, size, structure, or supply chain did not change significantly throughout the reporting period.

Definitions

NFI defines zero-emission buses and coaches (“ZEBs”) as buses or coaches with a trolley-electric, hydrogen fuel cell-electric, or battery-electric propulsion system that do not have normal combustion engines and produce no direct tailpipe emissions. Low-emission buses and coaches are buses or coaches with a hybrid-electric, or compressed natural gas propulsion system that result in lower tailpipe emissions compared to its diesel equivalents. One equivalent unit (or “EU”) represents one production “slot”, being one 30-foot, 35-foot, 40-foot, 45-foot heavy-duty transit bus, one double deck bus, one medium-duty bus, one cutaway bus or one motorcoach, whereas one articulated transit bus represents two EUs. An articulated transit bus is an extra-long transit bus (approximately 60 feet in length). In this Report, where deliveries are referenced, the reference refers to EUs delivered. In the context of our business, sustainability or sustainable operations represents a forward-looking objective to embed environmental stewardship, social responsibility, and economic resilience into the way we operate.



Video: NFI land acknowledgement by President and Chief Executive Officer, Paul Soubry

Land acknowledgement

NFI’s global headquarters is located on Treaty One Territory, the original lands of the Anishinaabeg, Cree, Oji-Cree, Dakota, Lakota, and Dene peoples, and the birthplace and homeland of the Métis Nation. We acknowledge that water for our global headquarters is sourced from Shoal Lake 40 First Nation. We respect and give honor to the Indigenous peoples’ history on this land and recognize First Nations, Métis, and Inuit peoples’ ongoing contribution in our neighborhoods and communities today.

Methodologies, assurance, and approval

Where relevant, the use of industry or international standards in data calculations has been noted in footnotes. However, not all data presented in this Report is derived from or directly aligned with such standards. Each year, we continue to strengthen our processes for collecting, validating, and managing environmental and operational data across our organization. This includes implementing enhanced internal controls, refining data collection methodologies, expanding team training, and leveraging digital tools to improve data traceability and quality assurance. As a result of data coverage and quality improvements identified after publication, some previously reported performance figures have been restated. These restatements are noted within footnotes.

In addition, in setting and implementing our strategy, objectives, metrics, and other actions regarding sustainability matters, and in preparing this Report, we have made various assumptions, including about political, economic, environmental, climatic, technological, scientific, and regulatory circumstances and trends. These assumptions are inherently subject to uncertainty and may not prove to be correct. If any of these assumptions prove incorrect, it could have a material impact on our sustainability matters and performance.

The terms “sustainability” and “sustainable”, as well similar terms used in this report, are evolving, and NFI may reconsider the use of such terms at any time, including in response to evolving sustainability-related market practices, taxonomies, methodologies, criteria and standards (“Sustainability Standards”).

There could be changes to the Sustainability Standards that governmental authorities, non-governmental bodies, the insurance and financial sectors, civil society, and NFI use to classify, measure, describe, evaluate, assess, report on, and verify environmental, social and governance and other business activities, including our sustainability matters and performance, or to evaluate the impact of sustainability activities. In some cases, these Sustainability Standards may not yet exist. NFI may update its sustainability objectives and its progress towards those objectives, as appropriate, in light of new and evolving Sustainability Standards.

Within this Report, there is data and information obtained from third-party sources. The use of third-party data and information must not be taken as an endorsement of such third party or its data or information or be construed as

granting any form of intellectual property. Although NFI currently believes these sources are reliable, it has not independently verified all third-party data and information, or assessed the assumptions underlying such data and information, and cannot guarantee its accuracy. In some cases, data and information may be limited in quality, inconsistent or unavailable. These factors could have a material impact on our sustainability matters and performance.

This Report contains hyperlinks and references to third-party websites and other sources. Each such hyperlink and reference is provided solely for the reader’s convenience, and any information available at these sources is not included or incorporated by reference into this Report. NFI has not independently verified and cannot guarantee the accuracy or completeness of any information available at these sources and takes no responsibility for such information.

This Report has been reviewed and published with the approval of NFI’s senior executives and the Board of Directors. The performance data within has been validated by internal management, and is reported to certain jurisdictional regulatory authorities in such form as is required by such authorities. Independent assurance was not required for this Report.

Other

Photos, images, and videos included in this Report were taken at various points over the past few years.

This Report has been prepared for information purposes only and not to promote, either directly or indirectly, any business interest.

Forward-Looking Statements

This Report contains “forward-looking information” and “forward-looking statements”, within the meaning of applicable Canadian securities laws, which reflect the expectations of management regarding the Company’s future growth, financial and operational performance and objectives and the Company’s vision, strategic initiatives, plans, business prospects and opportunities, including the Company’s social, economic, environmental, and governance-related impacts and objectives. The forward-looking information in this Report is included to assist the Company’s stakeholders in understanding these matters. This information may not be appropriate for other purposes. The words “believes”, “views”, “anticipates”, “plans”, “expects”, “intends”, “projects”,

“forecasts”, “estimates”, “guidance”, “goals”, “objectives”, “targets” and similar expressions such as “may”, “will”, “should”, “could”, “would” are intended to identify forward-looking statements. These forward-looking statements reflect management’s current expectations regarding future events and speak only as of the date of this Report (or as otherwise indicated). By their very nature, forward-looking statements require management to make assumptions and involve significant risks and uncertainties; they should not be read as guarantees of future events, performance or results; and give rise to the possibility that management’s predictions, forecasts, projections, expectations, or conclusions will not prove to be accurate. Management’s assumptions may not be correct and the Company’s future growth, financial and operational performance (including with respect to environmental or social matters) and objectives and the Company’s vision, strategic initiatives, plans, business prospects and opportunities may not occur or be achieved.

The Company cautions readers and investors not to place undue reliance on these forward-looking statements and information as a number of risk factors could cause the Company’s actual results to differ materially from the expectations expressed in such forward-looking statements. These factors – many of which are beyond the Company’s and management’s control and the effects of which are difficult to predict – include risks related to general economic and market factors; risks related to the Company’s business environment; risks related to the Company’s operations, strategy, financing, capital structure, tax, regulatory compliance, reputation, environmental and social risk; and the risks discussed in the “Risk Factors” section of the Company’s Annual Information Form and other disclosure documents filed with the Canadian securities regulatory authorities and available on SEDAR at www.sedarplus.ca. The Company cautions that the foregoing list of risk factors is not exhaustive and other factors could materially adversely affect the Company’s future growth, financial and operational performance (including with respect to environmental or social matters) and objectives and the Company’s vision, strategic initiatives, plans, business prospects and opportunities. Except as required by law, the Company does not undertake to update any forward-looking statement, whether written or oral, that may be made from time to time by the Company or on its behalf. The Company provides no assurance that forward-looking statements and information will prove to be accurate, as actual results and future events could differ materially from those anticipated in such statements.

About NFI

We are recognized as a leader in propulsion-agnostic bus and coach mobility solutions designed to meet the diverse needs of our customers.

With over 100,000 buses and coaches estimated to be in service around the world, NFI continues to deliver transit technology to address the complex environmental and social demands of communities today and into the future.



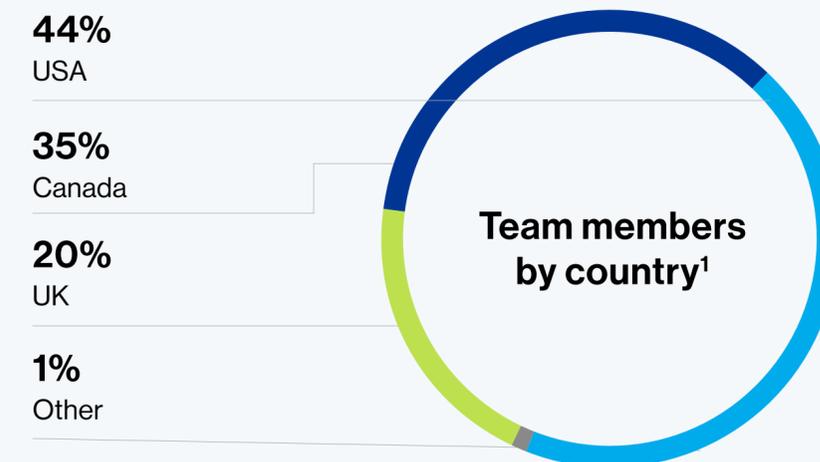
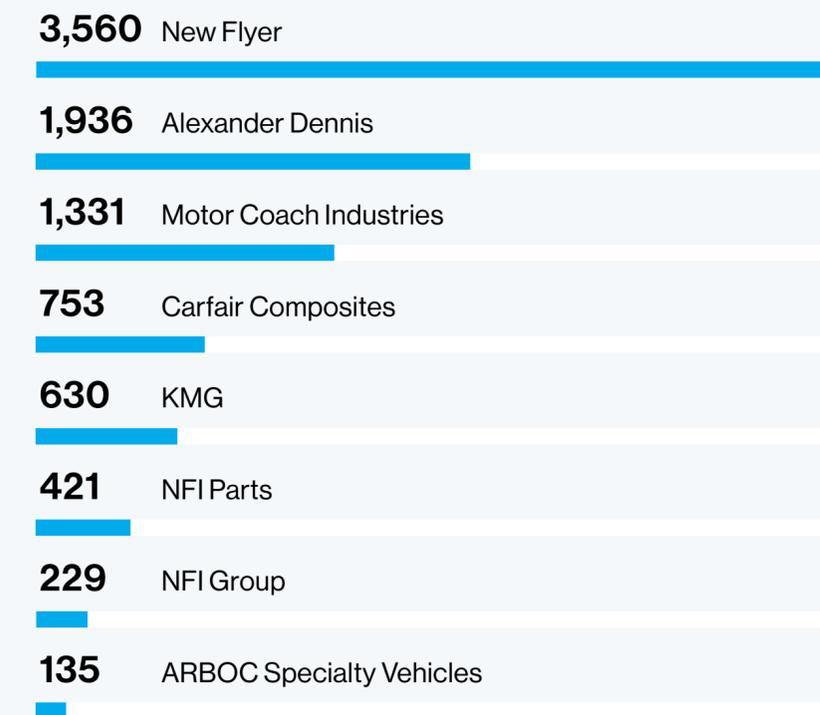
- 63% Transit
- 20% Aftermarket
- 14% Motorcoach
- 3% Medium Duty + Cutaway



- 79% North America
- 20% United Kingdom + Europe
- 1% Asia Pacific ("APAC")

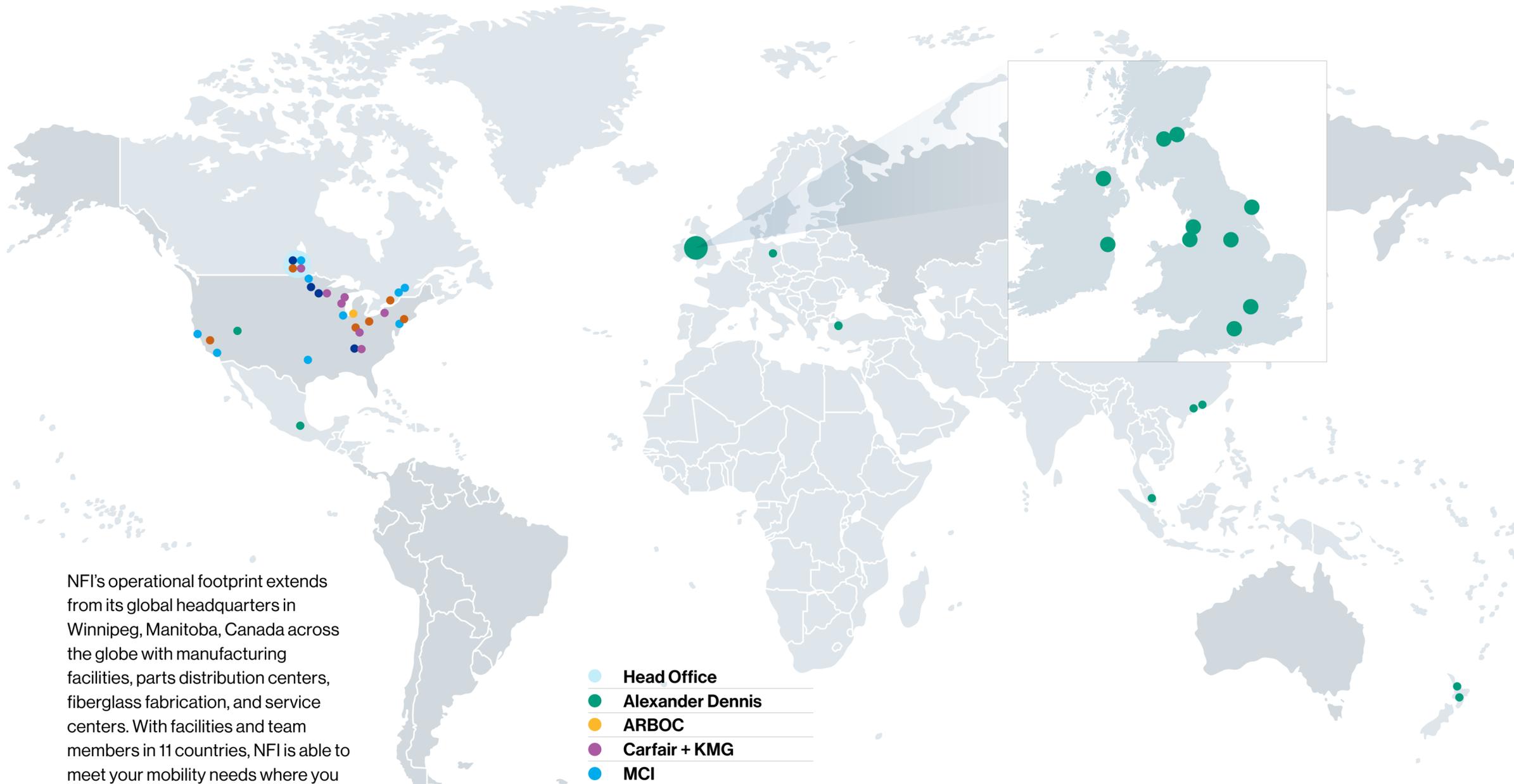
Our people

8,995 team members globally¹



¹ Metrics include full time and part time employees

Our facilities



NFI's operational footprint extends from its global headquarters in Winnipeg, Manitoba, Canada across the globe with manufacturing facilities, parts distribution centers, fiberglass fabrication, and service centers. With facilities and team members in 11 countries, NFI is able to meet your mobility needs where you are. For a full listing of NFI locations visit nfigroup.com/locations.

- Head Office
- Alexander Dennis
- ARBOC
- Carfair + KMG
- MCI
- New Flyer
- NFI Parts

North America

- 7** Manufacturing facilities
- 5** Parts distributions centers
- 7** Service centers
- 7** Fiberglass and parts fabrication facilities
- 1** Build partner

Europe and International

- 3** Manufacturing facilities
- 8** Parts distribution and service centers
- 3** Engineering, procurement, and design facilities
- 3** Build partners
- 1** Service center partner

Our family of brands



Single and double deck bus manufacturer
alexander-dennis.com



Low-floor cutaway and medium-duty bus manufacturing
arbocsv.com



Fiber-reinforced plastics ("FRP") and composite technologies
carfaircomposites.com



Part fabrication



Motorcoach manufacturing
mcicoach.com



Heavy-duty transit bus manufacturing
newflyer.com



Parts organization
nfiparts.com



Motorcoach manufacturing

NFI We Move People

NFI's mission, vision, and values all tie back to our overarching purpose: We Move People. Our vision represents the path we are on and where we want to go. Our mission is a representation of the work we do every day. Our values are core to our operations, reflecting our culture and how we work as a team, and what we aspire to achieve.

Mission

To design, deliver, and support market-leading bus and motorcoach solutions that are safe, accessible, efficient, and reliable.

Vision

To lead the evolution of sustainable on-road mass transportation and mobility.

Our core values



Safety

The health and well-being of our team members and the safety of our products are our top priorities.



Quality

We strive for excellence in our products, services, and all that we do.



Integrity

We act with honesty, transparency, and integrity, treating each other with respect in a diverse, equitable, and inclusive workplace.



Accountability

We take responsibility for our actions, seeking to build trust and earn a reputation for excellence and reliability.



Teamwork

We work with our team members, our supplier partners, and our customers to pursue mutual benefits.



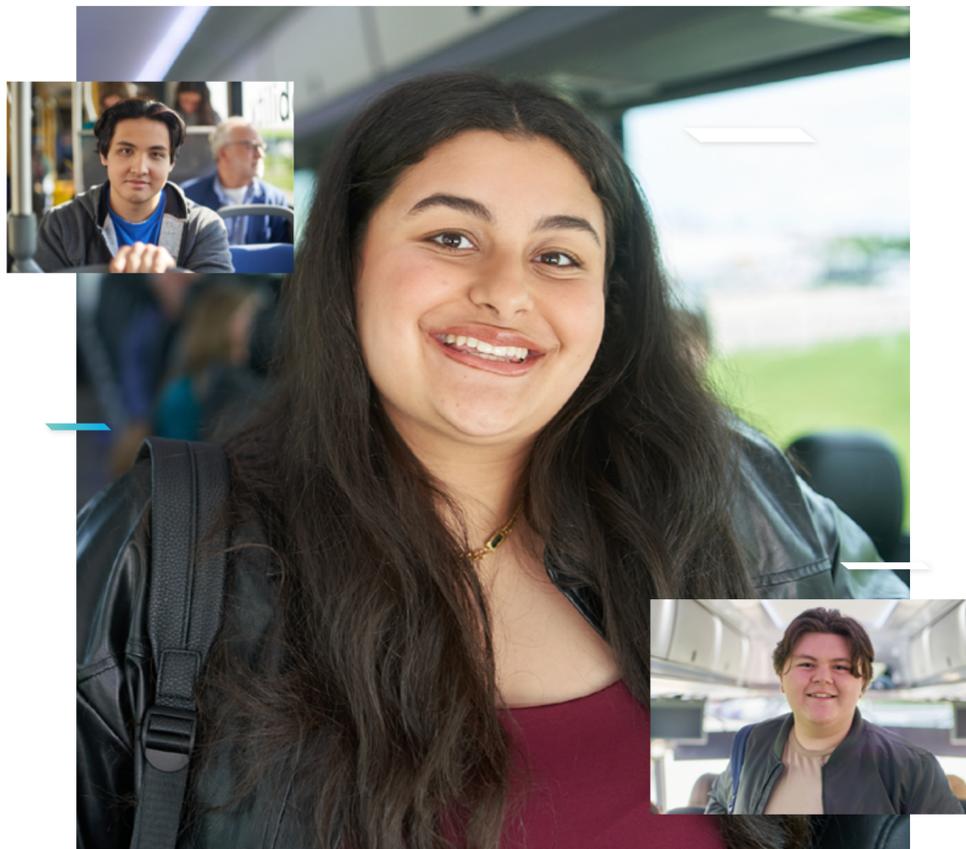
Sustainability

We seek long-term success for our business, our communities, and the environment through responsible sourcing, lean manufacturing, and sustainable operations.



Stakeholder Wheel

NFI considers the interests of all our stakeholders in our decision making process. Our Stakeholder Wheel, adopted in 2009, incorporates the vision to deliver long-term sustainable value, and is underpinned by our purpose.



NFI's mobility solutions ecosystem

Buses + Coaches



Infrastructure Solutions



Workforce Development + Training



Financing



Connected Vehicles + Diagnostics



Parts, Publications + Service



Our awards + accolades

Our company

NFI awarded the Spirit of Winnipeg recognizing our impact on the community

In June 2024, NFI was awarded the Spirit of Winnipeg Award by the Winnipeg Chamber of Commerce at the **15th Annual Spirit of Winnipeg Awards Gala**. The Spirit of Winnipeg Award recognizes an outstanding effort and commitment to make Winnipeg a better, more prosperous community through corporate leadership and social responsibility.

“ **Recognition with awards like the Spirit of Winnipeg help us reflect on how impactful our actions are for our communities.**”

We are proud to call Winnipeg our global headquarters and to be one of the largest employers in the city. Our teams are incredibly hard working and are dedicated to providing the best possible experience to our customers, while also going above and beyond supporting our communities through volunteering and charitable giving.”



— **Janice Harper**
Executive Vice President, People and Culture, NFI

New Flyer received CME’s Top Participating Company Award



In 2024, New Flyer received the Top Participating Company award from the Canadian Manufacturers & Exporters’ (“CME”) Manitoba Consortium for Sustainable Improvement. This award recognizes CME’s partners excelling in fostering LEAN practices aimed at improving efficiency by reducing waste and increasing value for customers, leadership development, safety, and more. New Flyer was proud to receive this honor for the third time, following previous recognitions in 2015 and 2016.

“ **This top participation award recognizes the dedication of the New Flyer team and reflects NFI’s commitment to actively engaging in initiatives that create a meaningful impact in our workplaces and communities.**”



— **Chris Stoddart**
President, North American Bus and Coach, NFI

Our board

Jannet Walker-Ford won the Inaugural WTS International Award

In May 2024, WTS International (an organization focused on promoting the advancement of women in the transportation industry) celebrated the barrier-breaking contributions of Jannet Walker-Ford, NFI Board Member, by surprising her as the first recipient of a new award named in her honor at its annual meeting in New Orleans. The annual Jannet Walker-Ford Breaking Barriers Award honors a WTS member who has overcome obstacles in their careers and eliminated barriers for others.



“ **I’m overwhelmed by this recognition and grateful to WTS and the women in transportation who came before me to make it possible.**”

They inspire our continued efforts to create and sustain a diverse and inclusive industry. I’m beyond proud to have this award named in my honor which will recognize the WTS members who continue to break barriers, take risks and lead with intention, empathy, and perseverance to advance women and advance transportation.”

— **Jannet Walker-Ford**, NFI Board Member

NFI's Sustainability Pledge – our foundation

Our Sustainability Pledge serves as our foundational commitment, guiding our daily actions, long term planning, and driving ongoing improvement. Our sustainability strategy is driven by the three pillars of our pledge:



**A better product.
A better workplace.
A better world.**

A Better Product

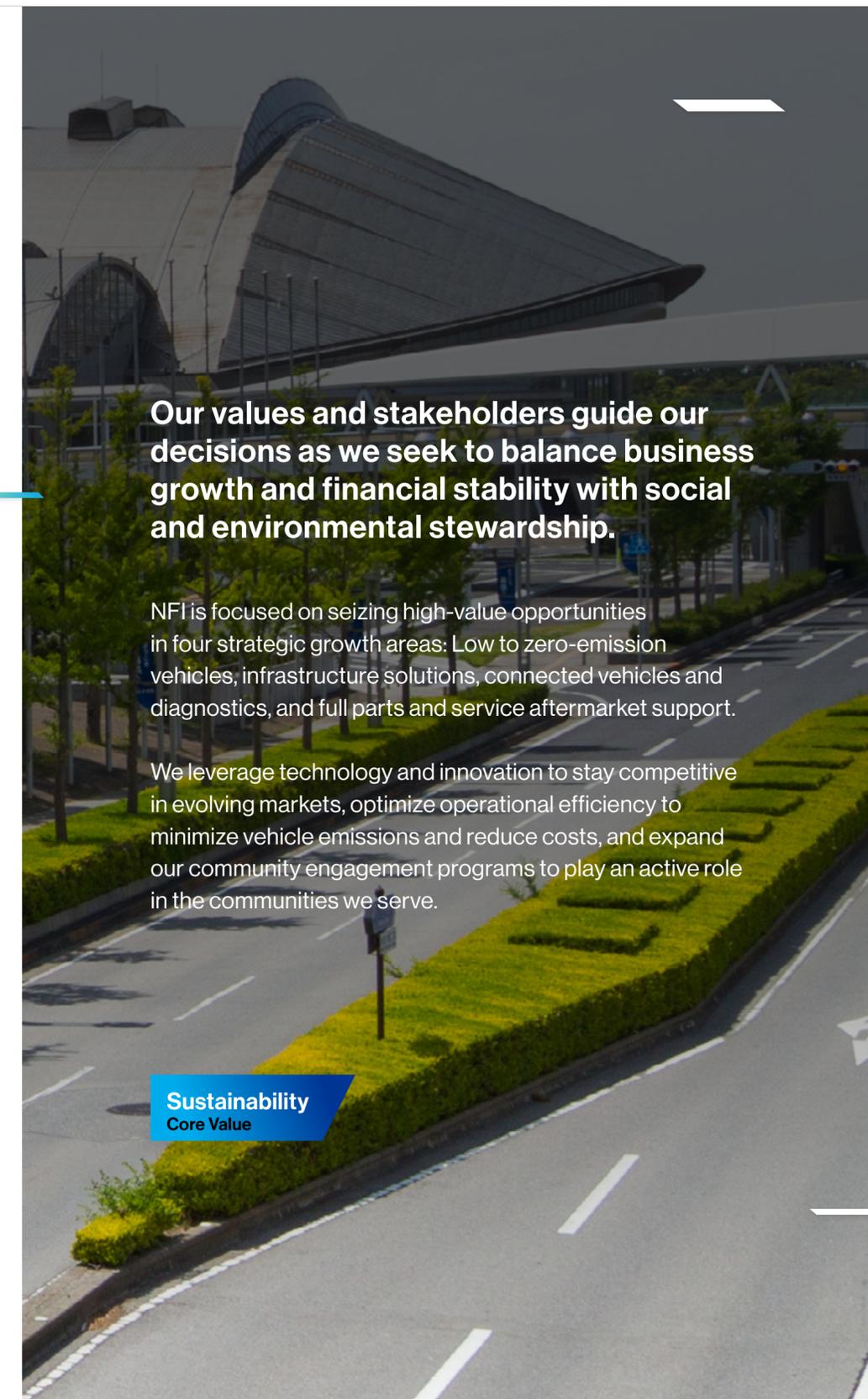
We are focused on innovation and continually improving our products to maintain high standards of safety and quality. Through advanced technology, materials, and design, we seek to improve product performance, comfort, and support infrastructure transitions.

A Better Workplace

We are committed to creating a workplace that supports our team health, safety, well-being, and career growth. By fostering an inclusive environment with meaningful opportunities through fairness and connection, we empower our employees to grow professionally and contribute to our broader mission of moving people.

A Better World

As a responsible corporate citizen, we aim to operate in a manner consistent with applicable laws and broadly accepted ethical standards. This includes taking reasonable steps to manage our impact on the environment and the communities in which we operate, while pursuing our business objectives.



Our values and stakeholders guide our decisions as we seek to balance business growth and financial stability with social and environmental stewardship.

NFI is focused on seizing high-value opportunities in four strategic growth areas: Low to zero-emission vehicles, infrastructure solutions, connected vehicles and diagnostics, and full parts and service aftermarket support.

We leverage technology and innovation to stay competitive in evolving markets, optimize operational efficiency to minimize vehicle emissions and reduce costs, and expand our community engagement programs to play an active role in the communities we serve.

Sustainability
Core Value

Our core values in action

NFI engages its team members to enhance existing processes through continual improvement across its value chain.

We are pleased to present our priority accomplishments in 2024:

 Expanded our diverse low- to zero-emission product and services portfolio.

 Contributed to community well-being through several employee led programs and raised \$451,597 through our United Way campaign for agencies throughout North America.

 Established a Company-wide, and business unit specific, employee engagement action plans focused on making team members feel valued, keeping team members informed, and building a great place to work.

 Invested \$12.9M and over 365,000 hours in employee training.

 Expanded Vehicle Innovation Center (“VIC”) learning series topics on advancing innovation and technology.

 Enhanced team member development and inclusion education and awareness training content across all businesses.

 Created a standardized responsible sourcing training program to equip our global purchasing and sourcing teams with the knowledge and skills to identify and mitigate risks related to conflict minerals, forced labour, and child labour in our supply chain.

 Established a dedicated vehicle cybersecurity team responsible for the launch and maintenance of our cybersecurity management system while supporting teams across NFI in safety assessments and threat mitigation for key vehicle systems and network architecture.

 Ratified four new labour agreements in North America and two new labour agreements in the UK, continuing our ongoing collaborations and cooperation with labour unions.

 Invested heavily in engineering and manufacturing improvements to increase the quality and reliability of MCI coaches, and an enhanced pre-owned coach program.

 Expanded our Community Benefits Framework (“CBF”) across all NFI Group subsidiaries to serve as a guiding framework for our hiring and workforce development efforts, while facilitating programs focused on unique community needs.



Advancing long-term sustainable growth

To us, being a sustainable business is about integrating environmental, social, and governance considerations into how we operate — balancing long-term resilience with evolving expectations from our stakeholders.



Governance

- ✓ Promoting responsible and transparent management by implementing clear policies and mandatory training requirements
- ✓ Upholding accountability through core values
- ✓ Leading with integrity



A Better Product

- ✓ Expanding industry partnerships and collaboration across our value chains to support our purpose
- ✓ Innovating to design, deliver, and support reliable bus and coach solutions
- ✓ Continuing to seek safety, quality, and environmental product enhancements where practicable
- ✓ Ongoing improvements to create manufacturing facilities with product line efficiencies



A Better Workplace

- ✓ Fostering employee engagement and teamwork through town halls, social committees, and appreciation events
- ✓ Prioritizing worker health and safety and continued ISO 45001 certification
- ✓ Championing a respectful, inclusive, and vibrant workplace culture through education and training
- ✓ Focusing on retention, workforce development and training, and Freedom of Association adherence
- ✓ Advancing our culture and inclusion roadmap through education and training



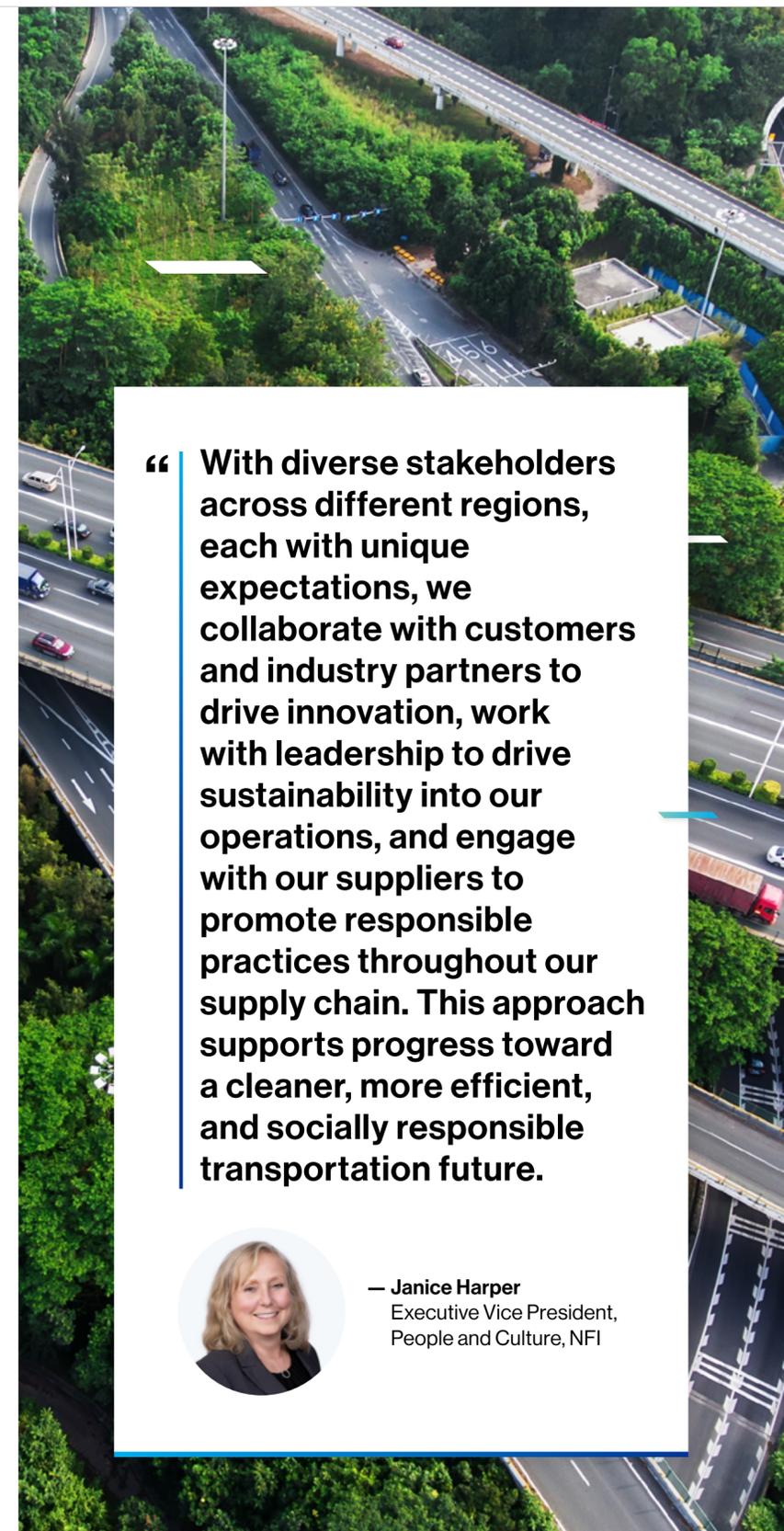
A Better World

- ✓ We track environmental metrics across our operations, such as energy consumption, waste, and water use to understand our performance and identify areas for operational improvement
- ✓ Promoting a sustainable supply chain through our Supplier Code of Conduct
- ✓ Maintaining ISO 14001 certification across our North American manufacturing sites supports ongoing improvements in how we manage environmental impacts within our operations
- ✓ Enhancing community workforce development initiatives, supported by our Community Benefits Framework
- ✓ Global community engagement and charitable initiatives

“ With diverse stakeholders across different regions, each with unique expectations, we collaborate with customers and industry partners to drive innovation, work with leadership to drive sustainability into our operations, and engage with our suppliers to promote responsible practices throughout our supply chain. This approach supports progress toward a cleaner, more efficient, and socially responsible transportation future.



— Janice Harper
Executive Vice President,
People and Culture, NFI





Governance



2024 board of directors



Carfair, St. Cloud, MN



New Flyer, Anniston, AL



Alexander Dennis, Larbert, UK



Alexander Dennis, Larbert, UK

Robust governance program

- ✓ Dedicated committees for Audit, Operations and Technology, and HR, Compensation and Corporate Governance
- ✓ Comprehensive governance framework
- ✓ Enhanced sustainability, governance, program, and policy development
- ✓ Whistleblower and Fraud Hotline

2024 Facts

100%
of Directors own shares

56%¹
of Directors are female

Directors have over 300 years of business and other relevant experience

¹ This statistic excludes members of NFI's management on the Board.

For more information, please read our [Management Information Circular](#)

2025 NFI Board skills and experience matrix

	 Aziz Aghili	 Larry Edwards Vice-Chair of the Board Lead Independent Director	 Adam Gray	 Paulo Cezar da Silva Nunes	 Anne Marie O'Donovan FCPA, FCA, ICD	 Colin Robertson CBE Chair of the Board	 Maryse Saint- Laurent KC	 Paul Soubry IC.D.D	 Jannet Walker-Ford	 Katherine S. Winter
 Gender Diversity	Male	Male	Male	Male	Female	Male	Female	Male	Female	Female
 Director Since	2025	2008	2012	2015	2024	2020	2025	2009	2023	2019
 Senior Leadership and People Resources	●	●	●	●	●	●	●	●	●	●
 Public Company Board Service	●	●	●	●	●	●	●	●	●	●
 Accounting, Finance and Risk Management	●	●	●	●	●	●	●	●	●	●
 Manufacturing and Operations	●	●		●		●		●		●
 Public and Private Commercial Vehicle Sector	●			●		●	●	●	●	●
 Government Relations				●			●	●	●	
 Sustainability					●		●	●	●	●
 Technology and Innovation	●				●				●	●
 Information Technology Security (Cybersecurity)					●				●	●
 Strategic Process	●	●	●	●	●	●	●	●	●	●
Committees										
 Audit	●	●			Chair		●			
 HR, Compensation, and Governanace				●	●		Chair		●	
 Operations and Technology	●	●	●			Chair			●	●

Sustainability governance

Guiding sustainability initiatives with effective leadership.

Accountability
Core Value

Governance + Business Integrity
Key Sustainability Topic

Board of Directors

(“Board”) oversees the Company’s sustainability program and approach, management’s execution against the approach, key sustainability initiatives, impacts, risks and opportunities, and reporting.

Board Human Resources, Compensation and Corporate Governance Committee

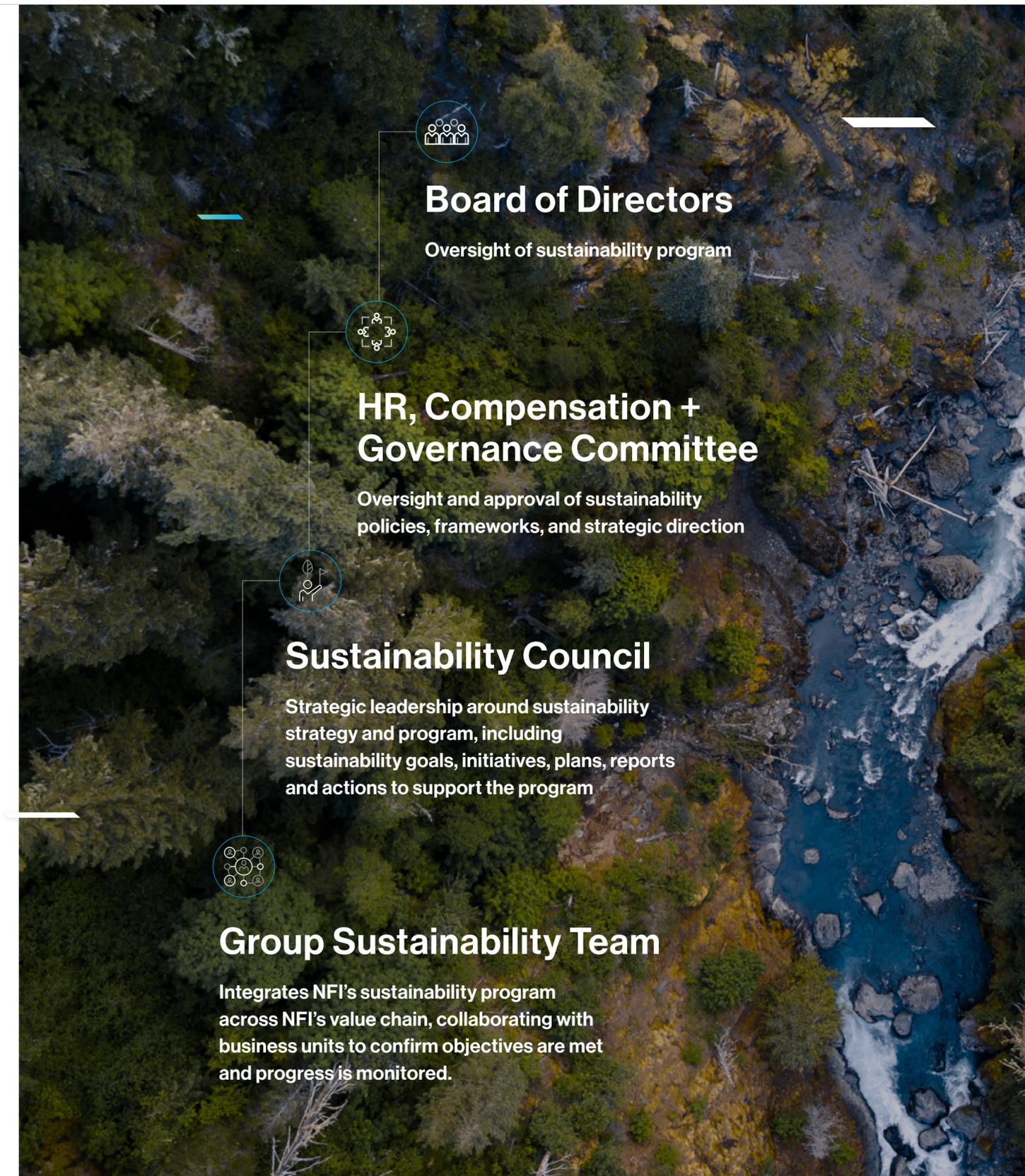
(“HRCG”) recommends to the Board the guidelines and practices related to corporate social responsibility (“CSR”) and sustainability matters, including approach, monitoring, impacts, risks and opportunities, performance and reporting, while overseeing, with the assistance of management, environmental and social matters for each category with respect to current and emerging trends to support effective risk management and to foster long-term sustainable value creation.

Sustainability Council

Provides strategic leadership to the Company’s sustainability programs, with a focus on strategic alignment and risk management. The Sustainability Council is comprised of NFI’s Group Leadership Team, and other functional experts, who support the HRCG through advisory activities and in executing assessments or decisions related to sustainability.

Group Sustainability Team

Develops and executes strategies to integrate the sustainability program across NFI’s value chain, while monitoring progress and ensuring the program’s objectives are met. The Group Sustainability Team collaborates closely with business units and functional teams to provide support and guidance for successfully implementing the actions that drive the program’s objectives.



Stakeholder engagement

Direct engagement with our stakeholders is core to our sustainability strategy and is used to gain strategic insight. Transparent communication allows our customers, investors, suppliers, and partners to receive accurate information and understand how their priorities shape our sustainability efforts. We collaborate across our value chain to understand our sustainability risks and opportunities. To keep stakeholders informed, we publish information on critical topics such as human rights, supplier conduct and policies, code of conduct, and anti-corruption policies. Additionally, our annual Sustainability Report and submissions to CDP's Climate questionnaires, and other sustainability assessments provide insights into our progress and commitments.

We encourage feedback from broad stakeholder groups, as these interactions help build trust and provide valuable opportunities for learning and collaboration.

Stakeholder Identification

Stakeholders are mapped by evaluating their interest in our business outcomes, the impact we have on their needs and expectations, and their influence on our operations. This enables us to prioritize engagement strategies and helps us manage the most critical relationships to drive shared benefits.

In 2024, engagement activities continued to focus on new business and innovation, community benefits and workforce development, and education.

Communicating with our stakeholders

Stakeholder engagement frequency:
Regular dialogue and periodic meetings



Labour Unions

- Meetings
- Joint committees and working groups to address various topics with the labour unions on all levels
- Town halls and Round tables



Investors, Shareholders + Financial Institutions

- Virtual and in-person meetings, including our annual general meeting
- Conferences and industry events
- NFI website
- SEDAR



Suppliers

- Meetings with strategic suppliers
- Vendor surveys and feedback questionnaires
- Dedicated audits of selected suppliers



Team Members

- Team member surveys
- Town halls
- CEO and Leadership webcasts
- Xpressline suggestion and feedback program
- Global and local internal communications
- Whistleblower line



Customers

- Industry-specific events and panel engagements
- Virtual and in-person meetings
- Press conferences
- Social media communications
- Customer surveys and reports
- Participation in tradeshows
- NFI's VIC and events
- Vehicle launch events
- NFI and subsidiary content
- NFI's Leading the Charge newsletter



Local Committees + NGOs

- Virtual and in-person meetings
- Participation and collaboration in working groups
- Meetings with representatives from NGOs and non-profit organizations
- Periodic meetings with schools and universities via workforce development



Industry Groups + Business Partnerships

- Thought leader discussions
- Industry-specific events and panel engagements
- Press conferences and webinars
- Social media communications
- Customer surveys and reports
- Participation in tradeshows
- NFI's VIC and events
- Vehicle launch events
- Participation in collaborative projects
- NFI and subsidiary websites

Strategic sustainability priorities

Sustainability Core Value

In 2022, we conducted a sustainability assessment to identify the needs and expectations of our multiple stakeholders. This was done by surveying our key internal and external stakeholders to determine sustainability factors by scale of importance to them. In 2023, we updated our list of sustainability factors to consider global socio-economic trends we believed to be business relevant. We concluded on 12 key sustainability topics relevant to both our stakeholders and our business strategy. NFI may conduct a double materiality assessment in 2026 and should it do so, NFI's sustainability strategy, initiatives, and priorities may change as a result.



NFI's Key Sustainability Topics

NFI identified 12 key topics for disclosure, listed in alphabetical order.



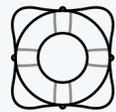
Climate Action



Community Engagement



Diversity + Equity



Employee Health + Safety



Employee Welfare



Environmental Impact of Products + Services



Environmental Management



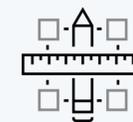
Governance + Business Integrity



Human Capital Development



Human Rights



Innovation, Research + Development



Sustainable Supply Chain

Enterprise risk management

Accountability Core Value

Understanding, managing, and mitigating risks is an important part of our corporate culture. Leaders across NFI are responsible to identify and manage risks that could impact our near- and long-term planning, and to realize opportunities.

At the core of our risk management program is our Enterprise Risk Committee (“ERC”), which meets ten times a year. The ERC, chaired by the Group Director, Audit and Risk Management Services, with membership from NFI’s executive leadership team and operational unit leadership, has responsibility to:

- Develop and communicate the Company’s risk management strategy and direction, and advise the Board Audit Committee (“Audit Committee”) on the Company’s overall risk appetite, tolerance and resilience, taking into account the current and expected macro-economic, political, business, and industry environments;
- Design, support, and promote the risk management and governance framework, policies, and procedures used to assess and manage these risks across the Company, including requesting regular risk assessments and management updates from owners (both of objectives and risks) on select risk topics as the ERC deems appropriate;
- Monitor the risks to achieving our plans and objectives, and supplement these risk evaluations with analysis of external risks published through external risk identification and rating agencies;
- Assess the severity of the risks based on pre-defined risk scales for financial, operational, strategic, safety, compliance, cultural, reputational, environmental, social and governance categories; and
- Develop and communicate monitoring and/or mitigation strategies for the most significant risks.

A formal risk register, based on a ranking of risks by impact, likelihood, and velocity, is maintained by our Audit and Risk Management team, reviewed by the ERC, and communicated quarterly to the Audit Committee. The most significant risks are reported to and discussed at each Audit Committee meeting, and the Board may provide feedback on these risks.

In addition, the ERC reports to the Audit Committee on the effectiveness of the systems and processes relating to risk management, any significant weaknesses or failings that have been identified, and the conclusions of any testing carried out by internal and/or external auditors and/or others.



Leading with integrity

NFI is committed to conducting its business activities with honesty, integrity and fairness, and to comply with legal and regulatory requirements.

We strive to deliver strong financial and operational performance, while following ethical and legal business practices. Each director, officer, team member, and agent of NFI is bound by the Code of Business Conduct and Ethics (the "Code"). Each team member is required to acknowledge and sign their obligation to adhere to the Code.

NFI Code training is conducted via NFI's learning management system and all leadership, administrative, and customer facing team members complete a knowledge assessment to test that they understand the Code and how it applies to them. All manufacturing team members complete a review of the policy through stand up meetings biennially.



Anti-corruption policy

NFI is committed to conducting its business free of corruption, bribery, and any improper influencing action when dealing with government and public officials.

NFI's anti-corruption principles govern relationships and interactions with public officials, payments, records of payments, and third-party dealings. Additionally, NFI team members within the scope of NFI's anti-corruption policy are trained to familiarize themselves with additional restrictions and specific requirements of the public agencies with whom they interact. Annual policy review is conducted for all administrative team members via NFI's learning management system.

The Ethics Officer (the Executive Vice President, General Counsel and Corporate Secretary, NFI) can be reached at ethics@nfigroup.com for questions or guidance.

Political advocacy

NFI does not make contributions of any kind (money, team member work time, goods or services), directly or indirectly, to political parties or candidates, or to promote or support ballot initiatives or measures, propositions or similar proposals or measures including through intermediary organizations such as political action committees, campaign funds, or trade or industry associations.

NFI's Political Contribution Policy is available at nfigroup.com/documents-charters



Reports of ethics or financial allegations may be submitted to the Ethics and Compliance Hotline on a confidential and anonymous basis, by phone or online using an independent third- party reporting service provided by NAVEX.

The NFI Code of Business Conduct and Ethics and the NFI Whistleblower Policy are available at nfigroup.com/documents-charters

Data + cybersecurity

Safety Core Value

NFI is committed to maintaining high standards of data protection and addressing evolving cybersecurity risks through our established data and cybersecurity policies, as well as our cyber risk management framework.

The more we rely on technology to collect, store, and manage information, the more diligent we must become to prevent security breaches. For this reason, we built our cybersecurity defenses based on National Institute of Standards and Technology Cyber Security Framework, the Center for Internet Security Critical Security Controls and International Organization for Standardization (“ISO”) Standards. These defenses create layers of protection. In 2024, we retained a third party to conduct an assessment and to confirm we are meeting these security standards.

NFI continues to update our NFI Group Data Privacy Policy outlining our commitment to comply with all applicable privacy laws in the countries in which we operate or conduct business. The applicable NFI subsidiaries comply with the General Data Protection Regulation (“GDPR”) regarding the use and management of personal data in regions in which GDPR applies.

Our Privacy and Data Security Incident Response Plan outlines workforce responsibilities and provides directions on how to report any suspected incidents. Additionally, we have disaster recovery processes and protocols to facilitate prompt recovery of lost data in an emergency. NFI invests in regular cybersecurity training for all team members with focus on how to detect scam and phishing emails, and how to protect company data. We encourage our team members to reach out to NFI’s ITS and Legal departments with questions or concerns.

Year after year, NFI will continually improve our data management and cybersecurity practices. We are focused on maintaining high standards of data protection and a robust governance framework to effectively manage cyber risks.

Accountability Core Value

NFI regularly reports to the IT Steering Committee, Enterprise Risk Committee, and Board of Directors to keep each group informed about cyber risks, and the actions taken to address them.

-  **Perimeter Defense**
-  **Privilege Escalation**
-  **Identity Defense**
-  **Detection**
-  **End-Point Defense**
-  **User Awareness**
-  **Response**

Product cybersecurity



2024 saw major progress and milestones achieved in pursuit of New Flyer and MCI’s ongoing product cybersecurity roadmap. This included the onboarding and formation of a dedicated Vehicle Cybersecurity Team that is responsible for launching and maintaining vehicle cybersecurity management system processes and procedures. This group directly supports other teams throughout NFI in conducting safety assessments and threat mitigation relative to key vehicles systems, and the vehicle network architecture as a whole. This newly established team will maintain ongoing support towards our goal of aligning our New Flyer and MCI vehicles designs to the ISO/SAE 21434 standard. They will also continue to support the launch of key implementations aimed at achieving product cybersecurity compliance, including vehicle incident response plans, supplier developer agreements, and continued refinement of vehicle penetration testing and vulnerability management initiatives.



At Alexander Dennis, its cybersecurity management system is certified by the UK’s Vehicle Certification Agency (“VCA”) and is based on the ISO/SAE 21434 standard. Teams conduct ongoing monitoring of the automotive cybersecurity threat landscape and work with external organizations such as VCA, the Society of Motor Manufacturers and Traders cybersecurity working group, and the UK Government’s Road Transport Information Exchange to share best practices to enhance product safety and cybersecurity. Alexander Dennis is also a UK expert member of the ISO 26262 functional safety working group and is actively participating in the development of the new edition of ISO 26262.

Sustainable supply chains

NFI seeks to do business with reputable business partners who are committed to ethical standards and business practices compatible with those set out in the NFI Group Supplier Code of Conduct. NFI remains dedicated to continually reviewing and enhancing our responsible sourcing policies and procedures.

Sustainable Supply Chain Key Sustainability Topic

Human Rights Key Sustainability Topic



Supply Chain Management

The following policies and codes together form NFI's supply management system for addressing supply chain environmental and social risks:

- ✓ Code of Business Conduct and Ethics
- ✓ Human Rights Statement
- ✓ Anti-Corruption Policy
- ✓ Whistleblower Policy
- ✓ Supply Chain Due Diligence Policy and related processes
- ✓ Conflict and Critical Minerals Policy
- ✓ Our policy with respect to the California Transparency in Supply Chains Act
- ✓ Supplier Code of Conduct (inclusive of provisions on Modern Slavery and Child Labour)

 NFI's Supplier Terms and Conditions may be requested through: nfigroup.com/supplier



NFI's **Code of Business Conduct and Ethics** prescribes the minimum moral and ethical standards of conduct required of all team members. This code is the foundation for subsequent policies and procedures associated with responsible sourcing.



NFI's **Human Rights Statement** outlines expectations respecting the human rights and dignity of individuals within our operations, supply chain, and communities in which we do business. This statement is a foundational piece of our policies and procedures of our responsible sourcing practices.



NFI's **Anti-Corruption Policy** represents mandatory requirements of the Company that all team members must conduct themselves in accordance to standards of fairness, honesty, integrity, and in compliance with all legal and regulatory requirements and corporate policies. These expectations are cascaded to our suppliers through the Supplier Code of Conduct.



NFI's **Whistleblower Policy** establishes the process for reporting internally any breaches or suspected breaches of the law, the Code of Business Conduct and Ethics, and/or corporate policies and procedures by team members. The expectations of this Policy are extended to our suppliers through our Supplier Code of Conduct.



NFI's **Supply Chain Due Diligence Policy** outlines the steps for our business, fundamental obligations in human rights, environmental protection, anti-corruption, and ethical business practices. The policy was first published in 2024 in line with the Organization for Economic Co-operation and Development's ("OECD") Due Diligence Guidance for Responsible Business Conduct and for Responsible Supply Chains of Minerals from Conflict-Affected and High-Risk Areas, and the UN Guiding Principles on Business and Human Rights. Informed by these same guidelines, NFI developed a Supplier Assessment Questionnaire and subsequent risk assessment framework to assess supplier commitments and actions in areas of human rights, environmental concerns, use of conflict or critical minerals, and compliance with applicable regulations. Using a risk-based approach, an initial group of suppliers were selected for assessment based on the type of products sold or geographical areas where they do business. NFI will continue to expand the scope of suppliers evaluated under this process.



NFI's **Conflict and Critical Minerals Policy** outlines the expectations of NFI and persons, organizations, other entities, and their contracted workers that supply NFI with products or services, regarding supply chain and disclosure requirements related to conflict and critical minerals. In 2024, we strengthened the implementation of this policy through a supply chain mapping of high-voltage batteries. As more of our products become electrified, the use of high-voltage batteries is increasing. High-voltage batteries and their inputs can come with a heightened risk of forced labour and child labour, as well as the possibility that certain of the inputs may be sold to finance armed conflict. To minimize these risks, suppliers must provide information on the critical or conflict minerals used in their products, the location of smelters or processors, and compliance with OECD guidelines and auditing requirements for their supply base. NFI has established internal controls to evaluate supplier questionnaires, provide feedback on responses, and work with suppliers on a time-based action plan when needed to address any perceived risks.



Consistent with the **California Transparency in Supply Chains Act**, NFI's policy assesses potential human rights impacts across our supply chain. We incorporate supplier visits and checks into our Supplier Approval and Risk Assessment processes.



NFI's **Supplier Code of Conduct** sets forth a robust set of supplier expectations to meet fundamental obligations in areas of human rights, labour, environment, anti-corruption, and ethical business practices. In 2024, the Code of Conduct was updated to enhance human rights and environmental requirements, and our suppliers' compliance with our Supply Chain Due Diligence Policy. Suppliers are also expected to cascade these expectations through their supply chain.

NFI's policies and codes can be found on our website: nfigroup.com/documents-charters

NFI has an Ethics and Compliance hotline where our team members and third parties can report situations in which they have a good-faith belief that any circumstances or action has violated our policies. Reports can be submitted through our website, by email, or by phone.
Dedicated internet website: nfigroup.ethicspoint.com
Email: ethics@nfigroup.com

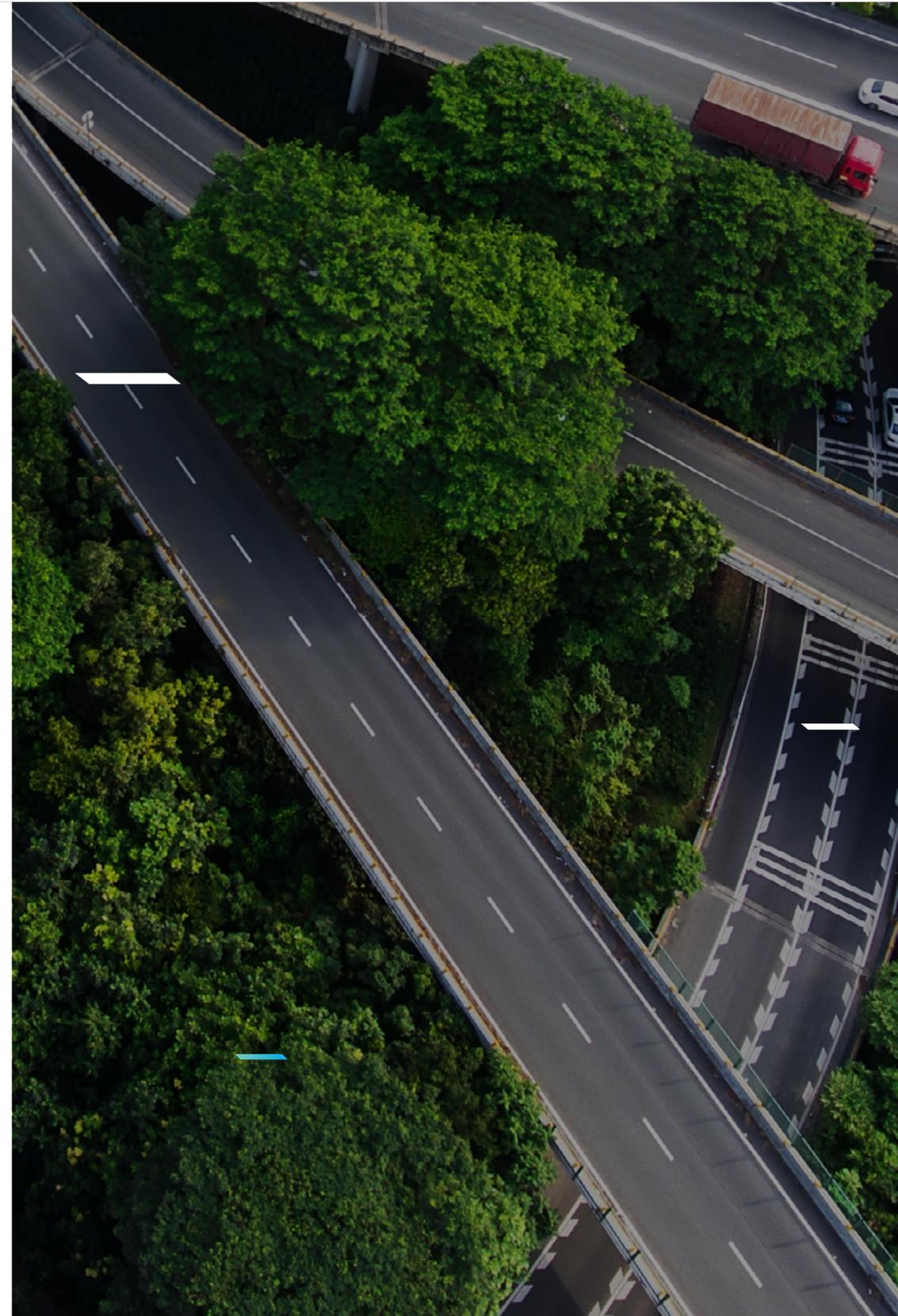
Reporting

In 2024, we proudly released our **inaugural North American Forced Labour in Canadian Supply Chains Report** as required by the *Canadian Fighting Against Forced Labour and Child Labour in Supply Chains Act*, and published our **UK annual report** as required by the *UK Modern Slavery Act 2015*. These reports outline the steps taken to prevent and reduce risks of forced labour and child labour in our North American and UK supply chains. Each report is updated annually and published on its respective company website.

As required by the US Department of Transportation, certain NFI subsidiaries provide opportunities for Disadvantaged Business Enterprises and Minority Women Business and Enterprises ("DBE/MWBE") businesses to participate in state and local procurements through sourcing materials and components for manufacturing. We maintain a DBE Program and report on DBE/MWBE goals and results. We continuously monitor developments in this area and may update our DBE program, reporting, or procurement practices as needed to align with new or revised Department of Transportation requirements.

Training

NFI provides training related to regulatory and legal requirements, internal policies and codes, and requirements of team members in support of responsible sourcing. In 2024, a standardized global training program was introduced for all team members who make purchasing or sourcing decisions. This training program includes an in-depth exploration of forced and child labour risks, how critical and conflict minerals may be found within our supply chain, NFI's obligations under various legislations, and NFI supplier's obligations under the NFI Code of Conduct and Supply Chain Due Diligence policies. The program is designed to provide our team members with the knowledge and tools necessary to support our responsible sourcing initiatives and uphold our commitment to ethical business practices.



NFI GROUP

A better product



A better product.
A better workplace.
A better world.



Working with our customers

Our customers and their passengers are what drives us to provide innovative solutions and consistently improve the rider experience with every new product development. Our approach to customer care and new products and services are guided by our mission to design and deliver bus and motorcoach solutions that are safe, accessible, efficient, and reliable.



We take a relationship-oriented approach that enables us to work closely with our customers to better understand their unique circumstances. Our diverse customer base ranges from large public transit agencies to small private operators, with all having the common goal of ensuring safe transportation for their passengers. Our services go beyond the design and manufacturing of vehicles. They include crucial support activities like technical assistance, aftermarket parts, infrastructure solutions, and workforce development.

15 Different ZEB models, and a variety of low-emission models in varying configurations enabling us to meet a wide variety of customer needs.

NFI offers educational programs, including those at our Vehicle Innovation Center, to help customers understand the new innovations being integrated into our vehicles and to provide insights on project planning and cost budgeting when adding any NFI vehicle to their fleet, regardless of the propulsion type. Our product demonstrations, pilot programs, and range and duty cycle projections offer a tailored understanding of how our product will fit into specific service routes.



The NFI Parts aftermarket business is dedicated to providing parts to maintain all NFI vehicles. This not only includes analyzing and providing quick resolutions to general customer issues, but supports meeting other customer requirements such as efficient packaging, restoration, and providing custom stocking plans that reduce obsolescence and carrying costs for all parties involved. Core to NFI's purpose of **We Move People**, NFI Parts strives to keep our customers moving by increasing vehicle up-time for their fleets to keep industries and businesses moving.

2024 Highlights



To efficiently support all customers across North America, New Flyer and MCI reorganized their service and customer care team by focusing on a defined support structure with clear points of contact for all customer inquiries to improve issue resolution timing, and to provide standardized structure and process across all New Flyer and MCI products.



The MCI Private sector team created significant improvements based on customer feedback to strengthen the reliability of MCI coaches through quality enhancements.



NFI Parts achieved over 98% on-time delivery, a record shipping performance to our customers, and we met our annual internal quality goal of 98% this year.



Alexander Dennis rolled out their Customer Quality Audit Program which sets the standard for vehicle quality scores and established year-end targets to drive continuous improvement.



Many New Flyer customers had major fleet deliveries of battery-electric buses in key cities including Madison, WI; Washington, DC; Toronto, ON; New York, NY; Hartford, CT; and Columbus, OH.



MCI private sector teams participated in the Zero Emissions Leadership Coalition to amplify the voices of our customers and to discuss the future of sustainable mobility for coaches, including battery-electric and fuel cell-electric technologies.



— **Jennifer McNeill**
Vice President, Sales and Marketing (Public Sector),
New Flyer and MCI

In 2024, NFI's Jennifer McNeill played a pivotal role in advancing public transit by serving on the boards of both the American Public Transportation Association ("APTA") and the Canadian Urban Transit Association. Additionally, she led as Chair of the Board for the Canadian Urban Transit Research and Innovation Consortium, a non-profit innovation consortium with a vision to make Canada a global leader in low-carbon smart mobility.

NFI actively engages with these groups and other organizations to support coordination between transit agencies and OEMs, promote informed decision-making around zero-emission bus technologies, and participate in initiatives aimed at improving the sustainability of public transit systems. NFI has also been an active contributor to key industry initiatives, including:

- ✓ The White House Roundtable on Clean Bus Manufacturing
- ✓ The APTA Bus Manufacturing Task Force
- ✓ The FTA Low-No Webinar
- ✓ Healthier Contracting Mechanisms
- ✓ Senate & House Bill Support: Bus Rolling Stock

Driving the Future: Welcome to the VIC

The Vehicle Innovation Center (VIC) is North America’s first innovation hub dedicated to the advancement of bus and coach technology.

In 2024, we provided customers with educational resources on evolving propulsion technologies through training events, gallery tours, ZEB demonstrations, technology webinars, and both hybrid and virtual learning formats. The VIC serves as a platform for delivering curated content focused on technical and operational topics, distinct from typical manufacturer training programs.

Customers have the option to visit the VIC in person to engage directly with VIC members and explore its features and amenities, or participate remotely at their convenience. Regardless of the topic or duration of the discussion, the VIC provides comprehensive flexibility to facilitate technology education for customers and other interested parties.





Training Events

For our customers, these multi-day events host guests in-person at the VIC where they are immersed in a multidisciplinary low- to zero-emissions program to learn both the battery-electric and fuel cell-electric technology approach of NFI products, from the atom up. Guests learn in our modern David Warren Innovation Room set within our VIC gallery, where they participate in real-life component displays to touch and feel the technology.



Technology Webinars

Our technology webinars are publicly accessible, enabling us to engage a diverse audience simultaneously. These webinars provide a platform to delve into advanced bus and coach technology from a current and future advancement perspective.



Gallery Tours

For those stopping by our Anniston campus, the VIC offers ad hoc gallery tours to showcase the future of mobility technology.



ZEB Demo Program

Equipped with our own tractor-trailer, mobile recharging/refueling assets, and our own fleet of ZEB vehicles, we bring the VIC to our customers and industry events all across North America. Our expert VIC team transports and accompanies the vehicles, hosting demonstrations through displays, inspections, and ride-alongs with our stakeholders.



Hybrid & Virtual Education

Customers have the option to visit the VIC in person to engage directly with VIC members and explore its features and amenities or participate remotely at their convenience. Regardless of the topic or duration of the discussion, the VIC provides significant flexibility to facilitate technology education for all stakeholders.

Highlights

In 2024, the VIC hosted over 1,600 attendees to 71 events, including:

45
on-site ZEB demonstrations

In 2024, we provided a three-part webinar learning series on EPA regulations, bus rapid transit innovations, and hydrogen fuel cell-electric technology.

Innovative and sustainable mobility solutions

Research + Development
Key Sustainability Topic

Environmental Impact of Products + Services
Key Sustainability Topic

NFI's primary areas of focus for driving sustainable innovation include improving vehicle efficiency, value, reliability, passenger experience, and connectivity while addressing customer needs with an emphasis on product quality, safety, and reduction of tailpipe greenhouse gas ("GHG") emissions and other air pollutants.

We collaborate with our suppliers on new products, designs, and technological advancements that address customer challenges through innovative, inclusive, and value-driven solutions. For our zero-emission product line, our battery and fuel cell suppliers are key to advancing vehicle range and efficiency, while our infrastructure and charging partners seek to provide seamless zero-emission adoption. Our technology providers contribute to data-driven transportation solutions, and we continually work with suppliers to eliminate multiple shipments into same locations to reduce freight miles and carbon footprint.



Zero-Emission Vehicles

- ✓ NFI's zero-emission vehicle lineup includes offerings from its subsidiaries: Alexander Dennis, MCI, and New Flyer.
- ✓ NFI ZEBs are estimated to have traveled over 240 million electric service miles since 2015.
- ✓ In 2024, Alexander Dennis next-generation vehicles achieved 97% grid-to-wheel (charging) efficiency, confirmed through Zemo Partnership Testing and is the best recorded in UK zero-emission bus certification to date.¹

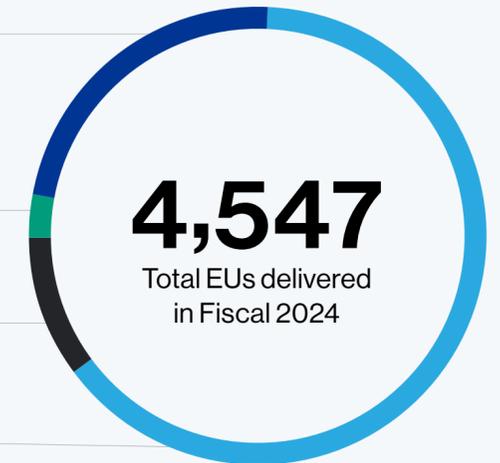
ZEB deliveries

1,036
Zero-Emission

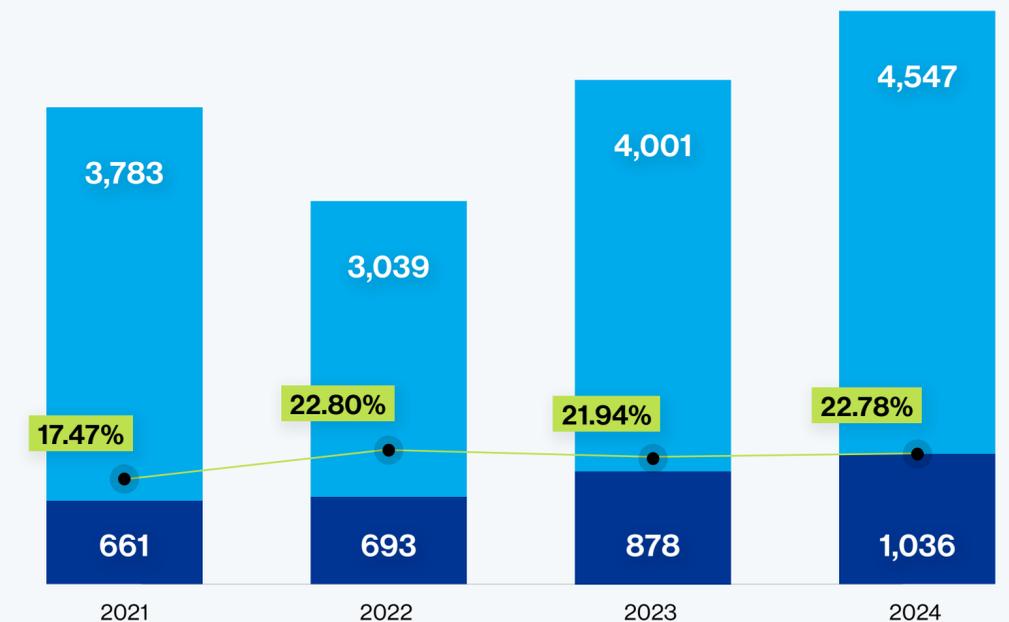
145
CNG

454
Hybrid

2,912
Diesel



■ Total ZEB deliveries
■ Total deliveries
— % of total deliveries that are ZEBs



¹ Zemo Partnership: <https://www.zemo.org.uk/work-with-us/buses-coaches/low-emission-buses/certificates-hub.htm>

Low-Emission Vehicles

- In 2024, New Flyer introduced its advanced Xcelsior® hybrid-electric bus with optional BAE Systems next-generation GEN 3 modular power control system to deliver improved reliability and serviceability, in comparison to the GEN 2 hardware.
- New Flyer hybrid-electric buses can immediately reduce greenhouse gas emissions and leverage NFI Connect™ to seamlessly switch from mechanical power to electric motors via GPS, reducing noise and avoiding emissions in designated zones.



In July of 2024, ARBOC successfully delivered the first of 221 CNG-powered kneeling cutaway buses to RTC of Southern Nevada.



New Flyer CNG buses are certified to meet Environmental Protection Agency (“EPA”) and National Highway Transportation Safety Administration (“NHTSA”) requirements under the Heavy-Duty National Program, which establishes standards aimed at reducing GHG emissions and fuel consumption for heavy-duty highway vehicles.

1 National Renewable Energy Laboratory: https://afdc.energy.gov/files/u/publication/financial_analysis_be_transit_buses.pdf
 2 U.S. Energy Information Administration: <https://www.eia.gov/petroleum/gasdiesel/>
 3 Altoona XE40 test report: <https://www.altoonabustest.psu.edu/bus-details.aspx?BN=2022-04>
 4 EIA Electric Power Monthly Report, Average Price of Electricity to Ultimate Customers by End-Use: https://www.eia.gov/electricity/monthly/epm_table_grapher.php?t=epmt_5_6_a
 5 Siemens Industry Inc.

Energy and Operational Savings

- New Flyer battery-electric technology lowers operational costs and reduces emissions: with no engine, intake or exhaust, customers can save up to \$120,000 in maintenance costs over the 12-year life of the bus based on industry averages.¹
- The battery packaging, developed by New Flyer, utilizes a single waterproof enclosure design that reduces weight and simplifies serviceability by reducing the number of parts by 15%.
- Fuel cost savings delivered by in-motion charging are up to \$520,000 over the 12-year life of the bus, based on industry averages.^{2,3,4}
- The Xcelsior CHARGE NG™ lightweight electric traction drive system provides up to 90% energy recovery.⁵

Autonomous Vehicles



Alexander Dennis continues the development of autonomous bus technology in the CAVForth2 project in partnership with Fusion Processing, a partnership dating back to 2019. CAVForth2 will utilize an autonomous version of Alexander Dennis’ next-generation Enviro100EV electric bus with an upgraded version of CAVStar® ADS, developed and supplied by Fusion Processing. This partnership is expected to create a modern, efficient, scalable, zero-emission, and autonomous Level 4 transportation solution.

Accessibility

- With more than 5,000 buses produced, ARBOC leads the low-floor small and mid-size bus industry, providing unsurpassed passenger accessibility and comfort over traditional standard floor cutaway vehicles. ARBOC’s fully accessible light- and medium-duty buses feature entry ramps versus conventional wheelchair lifts, and an optional kneeling suspension provides greater ease of ingress for all passengers.
- New Flyer has set the standard for accessibility in public transit with the industry-first SmartRider™ intelligent leveling technology. Available on all Xcelsior® models, SmartRider™ allows buses to kneel to varying heights, ensuring a smooth, level transition and minimizing the slope between the low-floor ramp and bus floor for an unparalleled passenger experience.
- Committed to providing an inclusive public transit experience, New Flyer offers advanced styling accessibility options. The Xcelsior® buses can be equipped with a range of accessibility features, including low-floor designs for easy boarding, ramps for wheelchair access, priority seating, wide doors, streetside doors, and interior/exterior bike racks.
- The innovative design of MCI’s D-Series electric vehicles provides easier boarding and greater independence. The electric D45 CRT LE CHARGE™ features a revolutionary patented low-entry vestibule, a seating area, and a ramp that significantly improve the boarding and ride experience for passengers with mobility needs.
- New Flyer offers an optional three-door configuration that includes a street-side door for the Bus Rapid Transit (“BRT”) application. Available on all Xcelsior® 40-foot and 60-foot buses, the three-door bus design enables faster, more flexible BRT platform boarding and enhanced passenger experience.

 New Flyer battery-electric Xcelsior CHARGE NG™ 40-foot bus featuring 3-door configuration for BRT [View the video](#)



Infrastructure

Through NFI Infrastructure Solutions™ (“NFI IS”), NFI provides tailored charging deployment services and hydrogen fueling solutions to seamlessly support our customers transition to a ZEB fleet. Since its launch in 2019, NFI IS has been delivering infrastructure project management services across North America, supporting the success of NFI ZEB deployments.

As of the end of 2024, NFI IS had delivered over 570 EV chargers providing 92+ MW of ZEB charging capacity.

NFI IS engages with public transit agencies in the deployment of both battery-electric and fuel cell-electric bus infrastructure projects and works with public and private operators of battery-electric coaches.

NFI IS deploys electric vehicle supply equipment and charging systems that comply with industry standards and are compatible with various types, makes, and models of electric vehicles.

This was made possible through the efforts and assistance from the Electric Power Research Institute, the Federal Transportation Administration, the American Public Transportation Association, and the Society of Automotive Engineers.

NFI IS provides customized hydrogen fueling solutions to assist customers in adopting hydrogen-powered vehicles as part of their fleet. In 2024, New Flyer released a guide to understanding hydrogen sourcing methods, investments, facilities, and safety requirements.



Catalogs available at:

https://www.newflyer.com/site-content/uploads/2024/02/Charger-Catalog_2024.pdf

<https://www.newflyer.com/site-content/uploads/2024/06/Understanding-Hydrogen-Fuel-Supply.pdf>



Connected technology

NFI Connect™ is a proprietary, advanced telematics solution available on all NFI vehicles from Alexander Dennis, MCI, and New Flyer. It provides customers with real-time fleet oversight through a live dashboard and alerts, creating opportunities to increase bus and coach uptime, with the potential to enhance safety and reduce costs while also supporting fuel savings and operational efficiencies.



Working together to support zero-emission mobility solutions

At NFI, we engage with partners, organizations, and industry experts across our value chains to develop, scale, and deploy technologies related to zero-emission transportation.

NFI has many key partners ranging from our supplier and dealer networks, our customers' organizations that NFI supports through annual memberships, and the universities, colleges, and research institutions we collaborate with.

Industry roundtables, government advocacy, and policy discussions help shape zero-emission transportation policies. We also routinely partner with transit agencies by participating in working sessions, association events, and meetings to gain insight into solving challenges faced in transitioning to a zero-emission transportation system.



Here are some of NFI's key industry partners supporting zero-emission transportation:

Teamwork Core Value

Innovation, Research + Development Key Sustainability Topic



Advanced Propulsion Centre UK

apcuk.co.uk



American Bus Association

buses.org



American Public Transportation Association

apta.com



Bus and Coach NI

busandcoachni.org



California Air Resources Board

arb.ca.gov



California Energy Commission

energy.ca.gov



CalSTA

calsta.ca.gov



CALSTART

calstart.org



Canadian Urban Transit Association

cutaactu.ca



Canadian Urban Transit Research & Innovation Consortium

cutric-crituc.org



Centre for Connected and Autonomous Vehicles

gov.uk



The Center for Transportation and the Environment

cte.tv



Confederation for Passenger Transport

cpt-uk.org



The International Association of Public Transport

uitp.org



ITxPT Technology Standards For Public Transport

itxpt.org



Making Hydrogen Happen

makinghydrogenhappen.com



NYSERDA

nyserda.ny.gov



Scottish Enterprise

scottish-enterprise.com



The Society of Motor Manufacturers and Traders Limited

smtt.co.uk



Transform Scotland

transform.scot



United Motorcoach Association

uma.org



UK Coach Operators Association

www.uk-coa.co.uk



UK Research and Innovation

ukri.org



Zemo Partnership

zemo.org.uk

Zero-emission bus incentive programs

As North American transit and coach fleets seek to lower emissions, a variety of incentive programs have been developed. To accelerate market introduction of low GHG emitting and zero-emission vehicles, incremental capital costs were offset through advanced technology incentive programs.

All NFI zero-emission bus and coach models sold in North America have been approved by the California Air Resources Board (“CARB”) for the Hybrid and Zero-Emission Truck and Bus Voucher Incentive Project, which was launched in partnership between CARB and CALSTART to help accelerate early market introduction of low-emission hybrid and zero-emission electric vehicles.

In 2024, New Flyer and MCI’s public transit vehicles and ARBOC vehicles sold into select New York state-based transit agencies are eligible for The New York Truck Voucher Incentive Program, administered by the New York State Energy Research and Development Authority, which offers incentives to support the adoption of zero-emission vehicle technologies.¹

In 2024, NFI subsidiaries New Flyer, MCI, ARBOC, and Alexander Dennis remain qualified manufacturers for the Commercial Clean Vehicle Credit under the US Inflation Reduction Act.



PrairiesCan Jobs + Growth Fund

In 2023, NFI received C\$10 million in interest-free financing from Prairies Economic Development Canada (“PrairiesCan”) through Canada’s Jobs and Growth Fund to support the expansion of NFI’s zero-emission heavy-duty transit and coach offerings, as well as modernization upgrades to the MCI Winnipeg facility. The financing is part of PrairiesCan’s Framework to Build a Green Prairie Economy, which includes a C\$100 million commitment to support projects aligned with its five priorities.

In 2024, NFI announced an investment from the Government of Manitoba and PrairiesCan to expand New Flyer’s all Canadian complete build capability of Xcelsior® heavy-duty transit buses at its Winnipeg production facility. The Government of Manitoba’s contribution includes a C\$10 million investment alongside additional cash flow provided by a two-year interest reduction on NFI’s current C\$50 million provincial loan and a C\$15 million repayable contribution from PrairiesCan through its Business Scale Up and Productivity Program.



“ Today’s announcement is a major milestone for NFI as it allows us to complete full buses in Canada for the first time in nearly fifteen years. These funds will be strategically invested alongside our own capital to expand our production capacity and increase our zero-emissions transit bus offerings, which will create new jobs and help create more livable North American communities”

— Paul Soubry, President and CEO, NFI.



FTA Low or No-Emission Grants

In 2024, NFI was named partner of choice in over \$338 million of competitive grant awards for the Federal Transit Administrations (“FTA”) 2024 Low or No-Emission (“Low-No”) and Buses and Bus Facilities (“BFF”) grant programs. The award amount is spread across 14 U.S. public transit agency partners who have directly named and partnered with New Flyer as part of their grant application.

¹ <https://www.nysesda.ny.gov/All-Programs/Truck-Voucher-Program>

NFI continuously monitors developments in this area, including shifting regulatory requirements, program funding, and state offered incentives. We work closely with stakeholders to identify and understand funding that may be available for fleets to adopt zero-emission vehicle technologies. As the landscape is dynamic, funding and incentive opportunities may not be guaranteed.

Product safety + quality

Safety and quality are central to our vehicle manufacturing. Through established quality control processes and the integration of safety technologies, we commit to producing vehicles that comply with applicable safety standards and quality requirements.

Product Safety

We treat any potential safety issues very seriously, promptly investigating data to identify and address current and future product trend failures before they occur. A Vehicle Safety Committee, comprised of senior leadership and management, has been formed in both North America and the UK. This committee meets regularly to identify steps to proactively minimize potential risks throughout the entire lifecycle, encompassing research, design, development, production, marketing, sales, and service of buses and coaches.

Our North American businesses utilize Field Service Action Reports to monitor product safety performance, and these reports are resolved and closed within 35 days. Any vehicle recalls in North America are reported to NHTSA and Transport Canada where these regulatory requirements define reporting formatting, timelines, and completions.

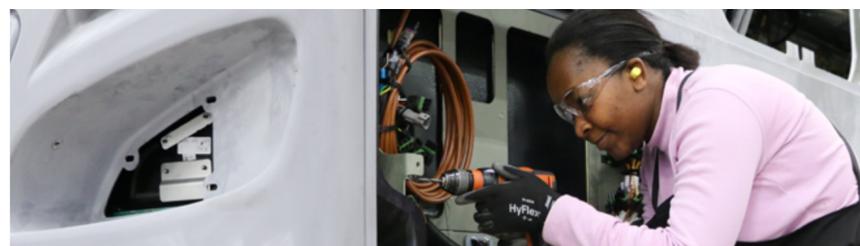


Product Quality

Multiple quality control processes are in place to maintain the consistency and reliability of our products, including numerous quality inspections. In the production stage, each vehicle body is built by our experienced and trained workforce following documented processes. Throughout the build process, the independent Quality Operations department performs staged quality audits from start to finish, confirming both supplier guidelines and ISO 9001 standards are followed at every step.

This underscores our dedication to quality, customer satisfaction, and a continuous improvement mindset. Quality Assurance teams track quality discrepancies on internal parts, and parts from suppliers allowing us to conduct root cause analysis and implement corrective actions on high-risk issues in a spirit of continuous improvement.

All vehicles are engineered with the customer in mind, undergoing rigorous road and functional tests before delivery. The quality teams are heavily involved with engineering on any new innovations to help meet quality standards in vehicle design. Following vehicle delivery, our teams maintain communication with our customers through calls and on-site visits to improve the customer experience with our product. NFI Service Centers actively gather feedback from our customers, and we promptly review and address any concerns or suggestions.



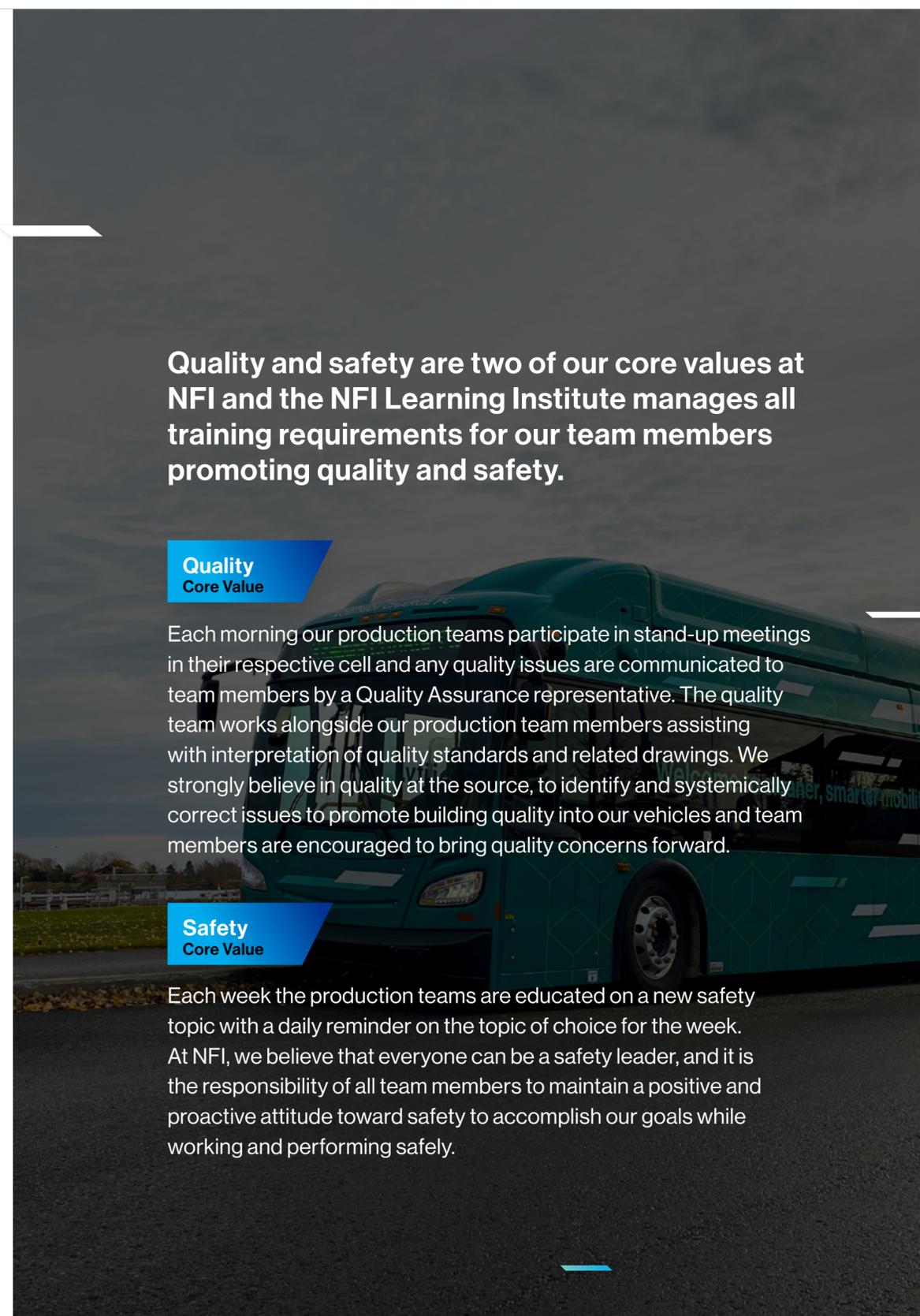
Quality and safety are two of our core values at NFI and the NFI Learning Institute manages all training requirements for our team members promoting quality and safety.

Quality Core Value

Each morning our production teams participate in stand-up meetings in their respective cell and any quality issues are communicated to team members by a Quality Assurance representative. The quality team works alongside our production team members assisting with interpretation of quality standards and related drawings. We strongly believe in quality at the source, to identify and systemically correct issues to promote building quality into our vehicles and team members are encouraged to bring quality concerns forward.

Safety Core Value

Each week the production teams are educated on a new safety topic with a daily reminder on the topic of choice for the week. At NFI, we believe that everyone can be a safety leader, and it is the responsibility of all team members to maintain a positive and proactive attitude toward safety to accomplish our goals while working and performing safely.



NFI GROUP

A better workplace

 A better product.
A better workplace.
A better world.



Our workplace culture

Teamwork
Core Value

Employee Welfare
Key Sustainability Topic

NFI fosters a workplace culture that values inclusivity, promotes continuous improvement, and actively supports team members by providing platforms for open team member feedback and timely responses.

Our vision is to drive business success by engaging and empowering our workforce. We strive to achieve this through the following actions:

- ✓ We prioritize the creation and maintenance of a safe work environment
- ✓ We care about the well-being of our team members, our communities, and the environment
- ✓ We cultivate a strong community spirit in our workplace by empowering all team members to actively participate and contribute
- ✓ We aspire to be a great organization to work for and an employer of choice
- ✓ We support our people through learning and development initiatives, while also fostering opportunities for growth and advancement
- ✓ We are committed to doing what is right and embodying Company values in all our actions

Engaging with our team members is critical as we move forward in our efforts to develop a positive and inclusive work culture. This is encouraged through our Team Member Feedback Framework, which includes our Xpressline suggestion and feedback program, people surveys, roundtable communications, and 360-degree leadership feedback.

Additional internal communications to keep our team members involved in the business include interactive team meetings, email and video communications by the President and Chief Executive Officer and other leadership members, webcasts, and annual publications such as our Sustainability Report and financial reports. We strive to maintain consistent two-way communication and the feedback that we receive informs our people strategy and drives action plans to further enhance our workplace culture, foster inclusivity, and improve retention of our people — our most valuable assets.

At NFI, we remain committed to balancing the needs of our stakeholders, team members, customers, and shareholders, and continue to focus on improving our workplaces and culture.



Embedding our Mission, Vision, and Values

NFI's new mission, vision, and values rolled out in September 2023. In 2024, we concentrated efforts on communication, program development, and training for team members to be engaged and find purpose in their work through our values. In 2024 we:

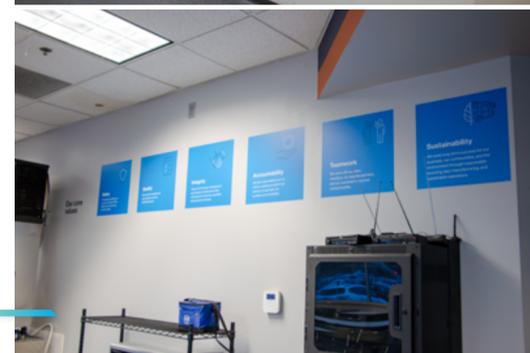
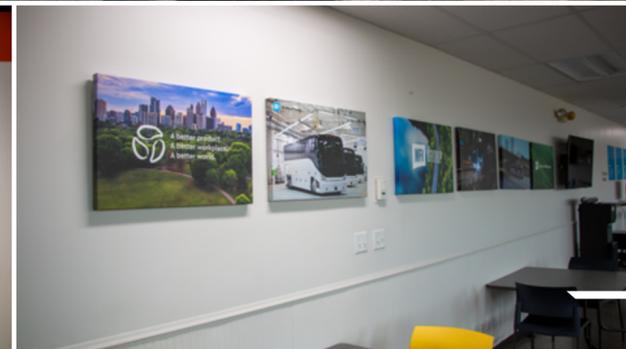
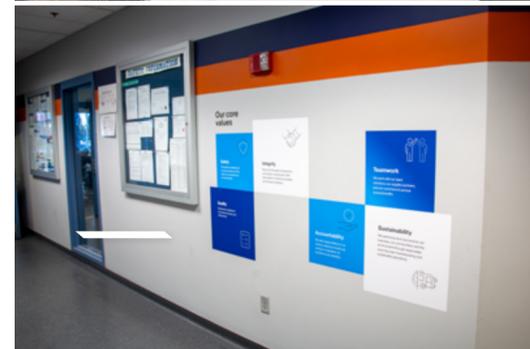
- ✓ Updated NFI facilities with the new mission and vision statements and values in key common areas
- ✓ Developed and launched core value leadership training, which was completed at Alexander Dennis in 2024, and is rolling out to our North American business units in 2025

Team Recognition – Shout-Out Program

The shout-out program in our North American business units was designed to allow team members to recognize their colleague for going the extra mile. In 2025, the program will be rebranded as **Values in Action** to reflect our commitment to recognizing team members who embody NFI's core values. The program will also be launched at Alexander Dennis to include our international team members.

150+

In 2024, over 150 team members recognized their colleagues by submitting a "Shout-Out" recognition, almost double the submissions from 2023.



Employee Engagement Plans

Resulting from our Employee Pulse Check survey, a Company-wide action plan and individual action plans across each business unit were established and communicated to team members. These plans have specific actions based on the areas of focus outlined in the survey results including:



Commitment to Team Members

Making team members feel valued by their leader and the organization.



Communication

Keeping team members updated and informed about matters by providing the right information to perform their job.



Great Place to Work

Building a workplace of teamwork and community with respect and appreciation.

As part of our commitment to continuous improvement and transparency, we share quarterly updates on the progress of these actions to our teams through accessible Company platforms.

Human rights statement

Integrity
Core Value

Human Rights
Key Sustainability Topic

Accountability
Core Value

Our Commitment

At NFI, we are committed to respecting the human rights and dignity of individuals within our operations, supply chain, and communities where we do business, and promoting and protecting the human rights of our team and other stakeholders. We strive to do this through our Code of Business Conduct and Ethics, our Supplier Code of Conduct, and other NFI policies. In recognition of the evolution of human rights and that circumstances may change over time; we regularly review our human rights approach and focus areas and make updates where appropriate.

Our Approach

We view human rights in a manner consistent with internationally recognized human rights standards. Our approach is informed by international principles, including those encompassed in the United Nations Guiding Principles on Business and Human Rights, Universal Declaration of Human Rights, and International Bill of Rights. We uphold the International Labour Organization's Declaration on Fundamental Principles and Rights at Work, subject to and in accordance with rights and obligations under applicable laws.

Based upon our operational context and ability to influence, NFI's human rights approach focuses on the management of human rights within our operations, supply chain and communities in which we do business. Among other things, we focus on labour and employee welfare. The working conditions of our team members at our facilities are compliant with the labour standards and the laws of the country in which they work.

Further information about NFI's Human Rights Statement is available nfigroup.com/documents-charters

In accordance with relevant laws and regulations, and as described in our Code of Business Conduct and Ethics as well as our Supplier Code of Conduct, we are committed to:

- ✓ Treat people with respect and dignity, in accordance with reasonable expectations
- ✓ Foster a workplace free of harassment and discrimination
- ✓ Provide an inclusive workplace and promote diversity in the workplace
- ✓ Prohibit forced, bonded, trafficked, and child labour in our operation and avoid such labour in our supply chain through supplier compliance with our Supplier Due Diligence Policy.
- ✓ Recruit ethically, based on the needs of our business, and seek to recognize the talent and potential of new applicants, and will not require team members to pay any fees to NFI or to authorized agents or recruiters in exchange for their employment
- ✓ Provide fair wages and benefits that are based on the consideration of numerous applicable factors, including meeting all legal requirements where team members work
- ✓ Promote health and safety in the workplace as described in our Environmental, Health and Safety Policy
- ✓ Adopt practices to protect the personal information of our team members and customers
- ✓ Recognize the freedom of workers to associate or not associate with a labour union, and to collectively bargain when represented by a legally recognized labour union
- ✓ Respect the right to freedom of association and to not undermine or pressure any team member from exercising this right, including not threatening, intentionally intimidating, or using physical or legal attacks against stakeholders, including union members and union representatives, exercising their legal rights to freedom of expression, association and peaceful assembly



Occupational health + safety

Employee Health + Safety
Key Sustainability Topic

At NFI, our commitment to protecting and continually developing our most important asset, our people, is at the core of every business decision we make. Our people come first.

We are dedicated to safeguarding human health across our businesses, striving for a safe and healthy working environment, and continually working towards a goal of zero accidents. To prioritize accident prevention, we've implemented an environment, health, and safety policy, reinforced by our environment, health and safety management system ("EHSMS") covering all NFI facilities, operations and contractors, visitors and vendors while on site.

All our heavy-duty and medium-duty transit and motorcoach manufacturing facilities in North America are registered to the ISO 45001 Occupational Health and Safety standard. In 2024, we registered our second fabrication site, Carfair Anniston.

NFI's EHS Policy is available upon request at nfigroup.com/contact-us

Hazard Identification, Risk Assessment + Incident Investigation

Work-related hazards are identified through routine inspection by leaders and the health and safety committee that are trained to recognize hazards. As hazards are identified and the risk has been assessed, solutions are developed to eliminate or mitigate the risk.

Team members are advised during orientation of the importance of reporting hazards to their leaders. Team members have the right to refuse unsafe work.

Incidents are investigated by the leader, the worker, and a member of the Joint Health and Safety Committee ("JHSC"). The objective of every investigation is to understand the factors that caused the incident in order to develop actions to prevent recurrence.

All team members that report hazards, unsafe work, near misses or incidents are to be protected from make these reports without fear of reprisal.

Worker Training

Team member training and development are critical to equip team members with the knowledge and skills necessary to perform their job in a safe and competent manner. Safety training is provided to meet all regulatory requirements and to educate and reduce the risks associated with tasks or work-related hazards.

NFI has an occupational hygiene program that assesses and manages specified workplace factors that may have an adverse impact on human health. Identified industrial hygiene exposures (chemicals, welding fumes, etc.) are assessed for risk of exceeding regulated exposure limits. Where there are unacceptable exposure risks, engineering controls and person protective equipment are used to mitigate the effects of exposure.

Worker Participation + Consultation

We are committed to supporting team members through our JHSC program focused on a cooperative approach to identifying and resolving safety related risks. A well supported program is critical to the prevention of incidents and injuries within all facilities. The JHSC consults and advises on the development and promotion of measures to protect the safety and health of persons in the workplace and monitoring the effectiveness of such measures.

Work-Related Injuries

In 2024, NFI experienced an increase in both recordable and lost time incident rates. Production rate ramp-up activities combined with the undertaking of substantial facility reconfiguration work and onboarding a significant number of new team members continues to affect injury performance.

NFI's Health + Safety Measures	2022	2023	2024
Incident Rate per 200,000 work hours	2.8	3.2	4.4
Lost-Time Incident Rate per 200,000 work hours	1.0	1.5	1.6
Fatality Rate team members + contractors	0.0	0.0	0.0

High-consequence safety risks are identified on site-specific risk assessments. These risk assessments are reviewed annually and updated as new safety hazards are identified or new controls are implemented. Working with electric vehicle batteries presents a workplace health and safety risk to our team members. This risk did not result in any recordable injuries in 2024. Ongoing continuous improvement to existing programs and training minimizes the risks from tasks associated with electric vehicle manufacturing.

The most common injury experienced at NFI are ergonomic in nature. Enhancements to the ergonomic program are ongoing with a focus on how the work is performed and the work environment that the work is performed in.

Shaping the future with today's talent

At NFI, we understand that the talent we attract and retain today is key to building a successful, sustainable future for NFI and the communities that we serve. Our approach to talent acquisition and retention is designed to address immediate needs and also sets the foundation for long-term growth and community impact.

Our commitment to deepening engagement within our communities, cultivating diverse talent pipelines, and continuously refining our recruitment processes is central to our goal of creating a more inclusive workplace. These efforts also play a critical role in enhancing our ability to retain top talent and drive organizational success. In 2024, we continued to build on these forward-thinking strategies and innovations to go beyond conventional hiring practices.

The demand for skilled labour is increasingly competitive, as the shortage of skilled workers is compounded by fewer individuals entering professions and a growing number of experienced workers approaching retirement. In response, NFI is dedicated to creating meaningful career opportunities by fostering essential skills within the manufacturing sector. By strategically aligning our talent acquisition and workforce development ("TAWD") teams, we seek to use a cohesive approach to talent management, workforce development, and community engagement, connecting recruitment efforts directly with skill-building initiatives.

Our updated Community-Based Framework continues to guide our talent strategies and solidifies NFI as an employer our teams are proud to work for. By putting workforce and community well-being at the forefront, we are better equipped to meet the challenges of today and tomorrow.

Through these strategic hiring and advancement initiatives, we are building a team that represents the diverse communities where we live and work, fostering a respectful work environment that is free from discrimination.



Equal Employment Opportunity

NFI is committed to fostering a diverse and inclusive workforce by ensuring equal employment opportunities for all individuals. We strive to recruit, hire, train, and promote the most qualified candidates, regardless of any characteristics protected by law.

In alignment with our Human Rights Statement, Code of Business Conduct and Ethics, and Company values, we actively work to reduce biases in our hiring and advancement processes. We aim to create an environment that respects and values unique differences, ultimately contributing to a more inclusive culture and a respectful workplace.

We are dedicated to eliminating barriers and continue to develop programs that support recruitment and advancement of all individuals.

Integrity
Core Value



Workforce development

Workforce development is essential to meeting our labour needs and the cornerstone of organizational success and broader economic growth.

Through strategic initiatives, we focus on enhancing the skills, knowledge, and capabilities of our team members and individuals within the labour market, seeking to equip them to thrive in a rapidly evolving workforce.

We are committed to advancing the careers of all individuals. By partnering with community organizations and educational institutes, we create impactful programs that support skill development, career advancement, and long-term success, seeking to empower all individuals to reach their full potential and contribute to the economy.



Community Benefits Framework

In 2024, we revised our **Community Benefits Framework** (“CBF”) to integrate workforce development initiatives across all business units, further enhancing our efforts to hire diverse individuals. The CBF now serves as the foundational framework for all formal agreements that outline and implement our commitments. We remain dedicated to expanding this model, striving to adopt this approach at every NFI facility, ensuring a consistent focus on community impact and inclusive employment practices across the organization.



Community Engagement
Key Sustainability Topic

Power of Collaboration

At the core of our success lies the power of collaboration. NFI, in partnership with community organizations and educational institutions, recognizes that working together is essential for driving meaningful workforce development. NFI facilitates Team Pipeline, a group of community-based organizations (“CBO’s”) in Alabama, to encourage collaboration within our community. Team Pipeline promotes ongoing dialogue and networking, while assisting with our alignment in our efforts to serve the community. These partnerships have fostered strong relationships that not only enhance the skill sets of local talent but also help to maximize shared resources to create impactful developmental and career opportunities in manufacturing. By collaborating with initiatives such as CREATE, the Alabama STEM Council, the Alabama Department of Rehabilitation, and Career Center we are collectively shaping a sustainable and prosperous future for our community.

Second Chance Hiring

NFI partnered with the Federal Corrections Agency to host an employer presentation at FCI Sandstone, reinforcing its commitment to inclusive hiring and second-chance opportunities. Attendees explored career paths at NFI and received practical job search guidance, including resume building, interview prep, and overcoming employment barriers.

Building Relationships to Strengthen our Workforce

Manufacturing Month in Minnesota



During Manufacturing Month in Minnesota, NFI hosted an event with over 50 participants, including DEED Commissioner Matt Varilek, to tackle workforce shortages by partnering with schools and community groups to address workforce shortages and connect underrepresented talent to job opportunities.

Weld Development



NFI is proud to continue our partnership with the Canadian Welding Bureau to deliver the Mind over Metal Youth Weld Camp and to expand our development opportunities through the Women of Steel – Welding Workshop, supporting youth and women in welding through hands-on training, mentorship, and career exploration in the industry.

Internal Development and Growth

NFI is committed to developing its workforce to meet skilled labour needs.

In 2024, NFI launched an Industrial Paint Program with Red River College Polytech in Winnipeg, providing specialized training for 12 team members across four of our locations to build a steady pipeline of skilled painters.



In May, NFI supported 10 women in our Engineering group to attend the biennial CCWESTT Conference held in Victoria BC, Canada. Established in 1992, the Canadian Coalition of Women in Engineering, Science, Trades, and Technology is a voluntary, non-profit national coalition who advocate for a diverse and inclusive Science, Engineering, Trades, and Technology workforce in Canada. The conference was enlightening, and participants left with key take aways and action items to bring back to NFI, to support our culture and inclusion objectives in creating a supportive and equitable environment.



Human Capital Development
Key Sustainability Topic

Developing and empowering our team



Developing a skilled team

Human Capital Development
Key Sustainability Topic

Recognizing that great work requires empowering NFI team members through the transfer of skills and knowledge, The NFI Learning Institute (“NFI LI”), expanded its team to include expertise in welding, electrical, paint, leadership development, and data management, to align with the organization’s training and developmental needs.

The NFI LI partners with internal stakeholders to identify programs that support the development of technical skills for manufacturing and administrative roles. This includes the reinforcement of safety knowledge that can be applied at work and home, enhancing leadership development and business acumen, improving soft skills, and focusing on professional development for current and future roles. This targeted approach builds bench strength and supports long-term organizational success.

All new team members at NFI begin with a comprehensive orientation covering the organization, benefits, policies, and safety requirements. Afterward, administrative team members join their leaders for team introductions and continue learning through eLearning and peer mentorship. Manufacturing team members receive a mix of classroom and on-the-job training, including blueprint reading, tool use, document navigation, and math. Throughout the two-week program, new hires are paired with a peer mentor to apply their training in the manufacturing setting.

Along with continuing the delivery of all technical programs, 2024 saw the final development of an electric bus/coach and fuel cell program for North American team members, registered with the Alabama Office of Apprenticeship. The NFI LI also supports the technical training needs of our administration teams by assisting in the insourcing of technical training provided by industry subject matter experts.

Organizational Operational Excellence (“OpEx”) is also reinforced by the NFI LI by providing or sourcing external training that supports the development of a skilled lean team.

The NFI LI team works hand in hand with the Environmental, Health, and Safety team to review, update, and maintain all safety requirements. In 2024, new reporting was established to provide manufacturing leadership a weekly compliance report that outlines all safety related certifications for each member of their teams, and that operators have necessary certifications to use the equipment required for their work.



Developing our leaders

In 2024, the NFI LI team rolled out the Leadership Lens, a monthly newsletter that provides reminders about key leadership responsibilities. The newsletter topics are strategically scheduled to support organizational programs and initiatives. Along with our robust six module blended learning leadership program, additional eLearning courses were rolled out to enhance leaders' sustainability knowledge and just-in-time training to support leaders in addressing timely issues.

In 2024, the NFI LI created a robust talent management framework designed to build on our organizational bench strength. In conjunction with our efforts related to talent management, we utilized this work to enhance our formal succession program.

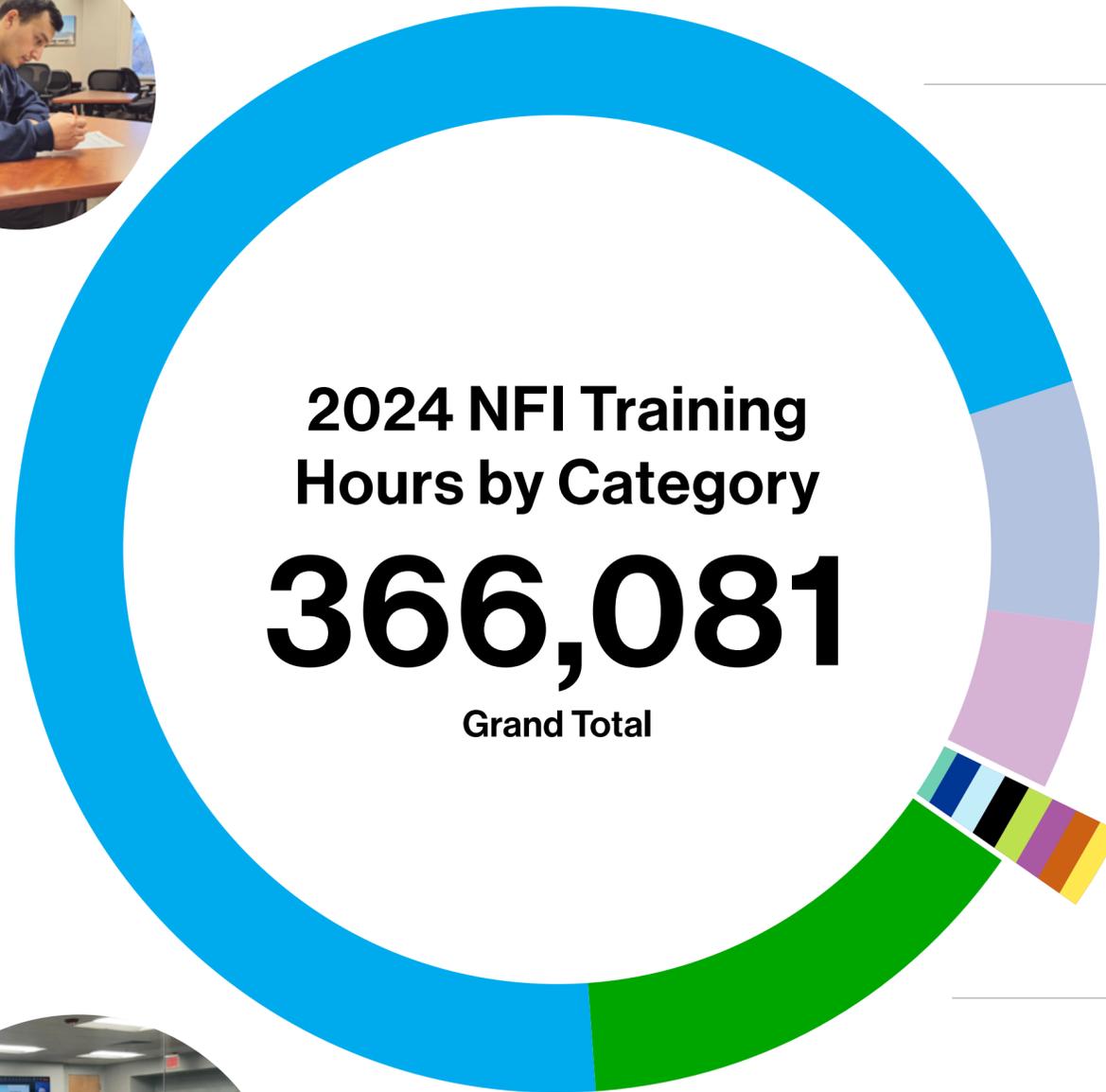
Advancing learning and skill development

\$12.9M

Invested in team member training in 2024

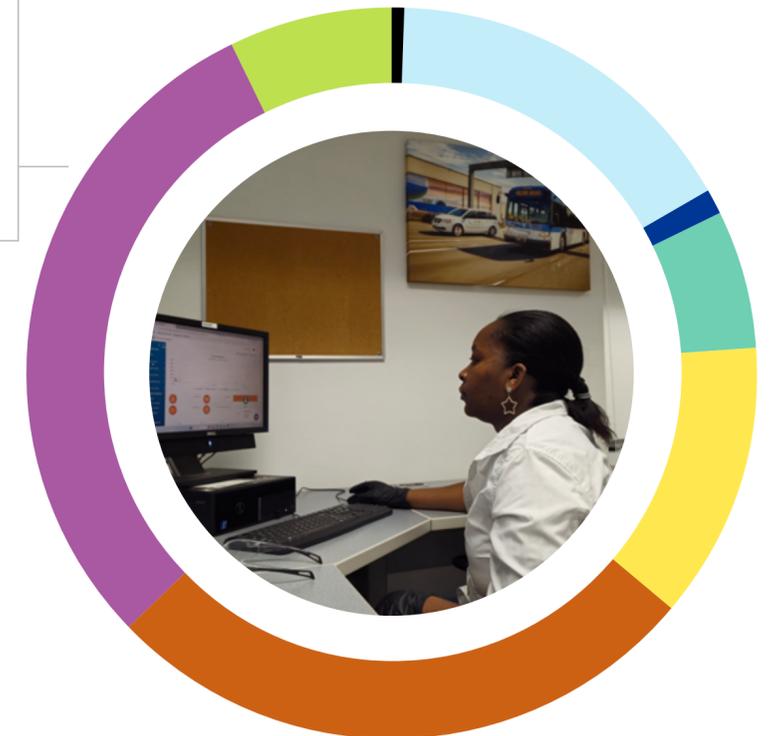
The NFI LI relies on strong partnerships with internal experts, external training providers, and collaborative strategies to build effective programs. Recognizing language can be a barrier to learning, the NFI LI learning management system is available in various languages, and several courses are offered in multiple languages. In classroom settings, participants are encouraged to bring translation software.

NFI also supports professional development through its educational assistance program, advancing career opportunities to align with Company goals.



2024 NFI Training Hours by Category

On-The-Job Training "OJT"	234,984
Technical	63,648
Safety	32,380
Orientation	12,317
Professional	6,842
OpEx	6,090
Computer	3,665
Leadership	2,759
Quality	1,587
Financial	1,373
Culture + Inclusion	260
Communication	176



Employee compensation

NFI works to advance employment for all people. We are committed to administering all employment matters in accordance with the value we place on fostering a diverse and welcoming workplace that values the contributions of all team members. We aim for all team members' protected categories, including gender, to not factor into compensation decisions.

We believe fair and equitable pay is an essential element of any successful business model, and we are proud to stand with other companies that share this same value. NFI conducts pay gap analyses on an ongoing basis to identify any pay discrepancies and makes adjustments whenever unaccounted for discrepancies are found. We practice transparency and limit discretion in pay decisions.



99.7%



Opportunity

Living wage assessment

NFI acknowledges and supports the need to contribute to the economic well-being of our team members and the communities in which our Company operates. NFI supports the growing number of companies committing to pay a living wage to their team members.

In 2024, our living wage assessment included New Flyer and MCI's manufacturing operations and service centers, NFI Parts facilities, and ARBOC's facility in North America, to understand the competitiveness of NFI's wage scales in relation to applicable local living wage guidelines. The methodology and tools used in the assessment were: Massachusetts Institute of Technology for team members based in the U.S., and the Living Wage Rates Canadian for team members based in Canada.

The review was conducted by comparing the current wage and medical/dental benefits of all team members in each jurisdiction to the living wage information available through external data sources, including the living wage definition of two adults and two children. This assessment with the expanded group consisted of 226 different counties/municipalities in Canada and the U.S.

In 2024, 99.7% of NFI team members wages met minimum standards of living in their community. Team members that may be found under the living wage standard we reviewed to meet living wage in the annual wage increase cycle.

NFI seeks to pay fair wages, meeting or exceeding the amount for basic living needs. In 2025, we will continue to monitor the competitiveness of our wage levels.

The Scottish Fair Work First Policy

Alexander Dennis proudly supports the Scottish Government's Fair Work First policy and supports the need to contribute to the economic well-being of its team members and surrounding communities in which it operates.



2024 Alexander Dennis Gender Pay Gap

In 2024, Alexander Dennis was pleased to report that they now employ the highest portion of females in their history at 9.8%, compared to 8.9% in 2023, and they had a high percentage of women joining the company (25.3%), compared to the overall population of women in the workforce (9.8%). Additionally, the mean gender pay gap at Alexander Dennis increased from -1.5% in 2023 to 1.9% in 2024. Alexander Dennis remains committed to closing the gender pay gap in the years ahead.

Alexander Dennis 2024 Gender Pay Gap Report is available here bit.ly/ADGenderPayGap2024

Looking ahead

We will continue to use a competitive survey process to measure our competitive position in the marketplace with regard to compensation and benefits against a group of peer companies. A peer group consists of team members in the same region, salary level, and classification, when available. We will also continue to monitor and expand disclosure on pay gap ratios.

Respectful workplace

NFI has zero tolerance for workplace discrimination and harassment. All team members are responsible for a safe and respectful environment, free of discrimination and harassment, where high value is placed on equity, fairness, and dignity.

Discrimination and harassment based on race, gender identity or expression, sexual orientation, colour, national or ethnic origin, religion, marital status, family status, citizenship status, veteran status, age, or disabilities is prohibited. NFI has zero tolerance for acts of violence, threats of violence, and acts of intimidation against another person or group.

All team members are required to complete training regarding the Respectful Workplace policy and reporting procedures on a three-year cycle unless otherwise required by regulation.

In 2025, NFI plans to roll-out an enhanced Respectful Workplace policy and education and awareness initiatives, encompassing all North American businesses.

Accountability
Core Value

Employee Welfare
Key Sustainability Topic

2024 Respectful Workplace Complaints



Complaint Type

- 62 Inappropriate/Disrespectful Behavior
- 22 Personal Harassment
- 10 Violation of Company Policy
- 3 Sexual Harassment
- 1 Violation of Protected Class/Characteristic

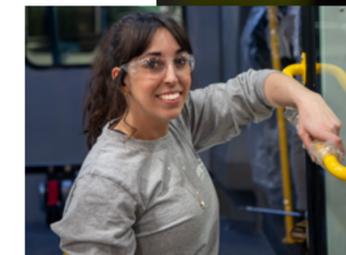
In 2024, 98 complaints were filed and investigated across all NFI Business Units, which represents just over 1% of our total workforce.

These complaints are tracked in five main complaint categories and are reported on a quarterly basis. NFI has robust incident reporting and investigation processes to maintain confidentiality and to prevent non-retaliatory behavior.

¹ 70 complaints were founded.



In 2024, 3,148 NFI team members completed Respectful Workplace training



Labour relations

As of December 2024, NFI works with seven unions globally, representing approximately 53% of our global workforce.

In 2024:

- ✓ Alexander Dennis reached an agreement with Unite at the Scarborough and Falkirk locations in the UK
- ✓ Carfair ratified a first collective agreement covering employees at a newly represented United Steelworkers (“USW”) location in the U.S.
- ✓ MCI ratified a new four-year labour agreement covering Service Center employees at a Teamsters represented site
- ✓ New Flyer ratified a new four-year labour agreement covering production and inspection employees at a Communications Workers of America (“CWA”) represented site in the U.S.
- ✓ New Flyer engaged in first contract negotiations with the CWA at a newly represented New Flyer location in the U.S, resulting in a new 30-month agreement

We manage our labour relations regionally, while keeping a global NFI perspective. The labour relations responsibility is held by the NFI employee and labour relations leader, with partnerships that go to the highest level of the NFI organization. Regular meetings are held with union representatives, starting with quarterly meetings between the plant and the union leadership. Regional heads of manufacturing participate in face-to-face meetings with the unions when visiting the manufacturing sites, and plant managers discuss business issues with local unions on a daily basis. These meetings provide critical input for making business decisions in a dynamic environment where schedules, supply impacts, and products are ever changing. NFI leadership devotes time to working productively with our union representatives. This spirit of collaboration and consultation continues even during challenging times.

There were a total of 42 labour management meetings held in 2024.

Our Access and Neutrality agreements covering New Flyer, KMG, and Carfair U.S. non-union locations with CWA and USW mutually recognize freedom of association and collective bargaining rights. In 2024, two leadership refresher training sessions were held, outlining these rights and obligations. In addition, leadership training sessions are conducted upon hiring or promotion of managers. These rights are communicated to all employees and management at the New Flyer, KMG, and Carfair operations.

Consistent with our respect for team members and their bargaining representatives, NFI collaborates with our union representatives to respond to business challenges and work to improve performance.



The way we manage labour relations is evolving as the nature of unions and our interactions with them evolve around the world. We work to share best practices and solutions among regions.



Freedom of association

Commitment

At NFI, we are committed to respecting human rights, including freedom of association and collective bargaining, within our operations globally. This commitment to respect the right to freedom of association and to not undermine or pressure any team member from exercising this right has been clarified in our Human Rights Statement and Code of Business Conduct and Ethics. In 2024, our Human Rights Statement was updated to further clarify these commitments. As part of our commitment to freedom of association and collective bargaining, as well as other human rights, we regularly review our risks, due diligence, and management systems related to human rights, which may result in changes.

Our Approach

We view human rights within the meaning of internationally recognized human rights, as well as applicable laws where we operate. More specifically, our approach to freedom of association and collective bargaining includes our commitment to uphold the International Labour Organization’s Declaration on Fundamental Principles and Rights at Work (the “Declaration”), subject to and in accordance with rights and obligations under applicable laws. As previously indicated in our Human Rights Statement, NFI recognizes the freedom of workers to associate or to not associate with a labour union, and to collectively bargain when represented by a legally recognized labour union. In connection with our commitment, NFI prohibits any member of management or agent of NFI from undermining the right of team members to form or join trade unions, or to pressure any team member from exercising such right, in a manner contrary to the Declaration and applicable law.

Implementation

Like other human rights, NFI operationalizes freedom of association and collective bargaining in a number of ways. We deliver training and awareness-raising activities among team members and management related to the freedom of association and collective bargaining, including practical “dos” and “don’ts”. We monitor, and report externally on, our human rights commitments and efforts, including with respect to the freedom of association and collective bargaining. We encourage our team members to speak up, without retribution, about any concerns related to freedom of association, collective bargaining, and other human rights through a number of mechanisms (such as round tables, town halls, surveys, “pulse checks,” and a confidential online mechanism). If such concerns were raised, they would be investigated in accordance with our Whistleblower Policy. We do not tolerate retaliation or reprisal against any workers exercising their rights in accordance with applicable law and corporate policies. If any shortcoming is identified with respect to NFI’s operationalization of the freedom of association and collective bargaining, such shortcoming would be addressed.

NFI’s quarterly assessment of enterprise risks provides further oversight for operationalization of the freedom of association and collective bargaining. Such risks are reported to the Board. Thus, they have visibility into any significant issue with respect to the operationalization of the freedom of association and collective bargaining.

NFI reports on significant risks to the freedom of association that have been identified, and measures taken to mitigate the risks. We will also disclose relevant information, such as collective bargaining coverage across our locations and businesses, and how NFI has been engaging with workers and unions.



Employee well-being

Support for mental health and well-being is critical for our team members, their families, and our ability to deliver on our goals and objectives. Throughout 2024, facilities across NFI organized health and wellness events, activities, and supports.

Cycle to Work Program

Every year, Alexander Dennis offers a Cycle to Work program that allows team members the opportunity to save up to 47% on the cost of a new standard or electric bike and accessories. This initiative promotes alternative transportation, while supporting physical and mental health, and saving team members money that would otherwise be spent on fuel and parking. In 2024, Alexander Dennis changed their program provider making it easier for team members to use and check where they could purchase a bike, this increased uptake to 80 team members in 2024, from 48 in 2023.

Flexible Work Program

NFI launched its Flexible Work Program in October 2021 in continued efforts to provide a progressive work environment through flexible work arrangements. The Flexible Work Program, which continued throughout 2024, is designed to include all operational and administrative roles where applicable and suitable flexible work alternatives exist. The program provides alternatives to work schedule arrangements, including alternative shift schedules, in addition to flex/hybrid or remote work in positions that are suited.

We desire the highest standards of service through an engaged, talented, and flexible workforce, and we believe that supporting team members in flexible work and schedule arrangements, where possible, will assist in achieving this.

Mental Health in North America 🇺🇸

In 2024, MCI, New Flyer, and NFI Parts facilities in Winnipeg held mental health and wellness events to provide information on services available to our team members in the province. This included participation from vendors including our primary health and wellness vendor, Canada Life, Mood Disorders Manitoba, Anxiety Disorders of Manitoba, Family Dynamics, Fort Garry Women's Resource Center, New Directors for Children, Youth, Adult and Families, along with a variety of service related to mental care from Clinic Community Health, Shapes Fitness, Altea Active, and the YMCA.

Mental Health in the UK 🇬🇧

Mental Health First Aiders

In the UK, Alexander Dennis provides important support to all team members through their Mental Health First Aiders ("MHFA") program. MFHA's are taught to identify, understand, and respond to signs of mental health challenges; learn risk factors and warning signs; be prepared when a mental health crisis occurs; and assist team members with finding appropriate assistance for their specific circumstance. MFHA's continued their support of Mental Health Awareness Week in 2024.

Mental Health Awareness Week at Alexander Dennis

Alexander Dennis continues to support the mental health and well-being of its team members by raising awareness with numerous events throughout the year and a focus on mental health during Mental Health Awareness Week. The theme for the 2024 Mental Health Awareness Week was **Movement: Moving more for our mental health** and Alexander Dennis hosted a virtual yoga class, coffee mornings, lunchtime walks, and promoted their health and wellness programs and the importance of exercise. These activities helped the team to come together and raise awareness about mental health and anxiety.



Employee Welfare
Key Sustainability Topic

We continue to take steps to reduce the stigma around mental health issues, inspire one another to take action, and create a culture where all team members can access the mental health support they need.

Team spirit + belonging

Teamwork, community involvement, and a collaborative spirit are inherent aspects of our culture at NFI.

Employee-led social committees are established in various business units, with unique employee-planned events held throughout NFI locations annually.

We are proud of these efforts to build stronger communities and to create a fun and caring workplace. From hosting year-end lunches to arranging roundtable and townhall meetings, our passion for a social and engaged workforce is evident through the initiatives our various social committees and people and culture teams develop. In 2024, we were thrilled to host team appreciation events at all NFI locations, and in 2025 many NFI locations will be hosting an Open House for the friends and families of our team members to see where they work.

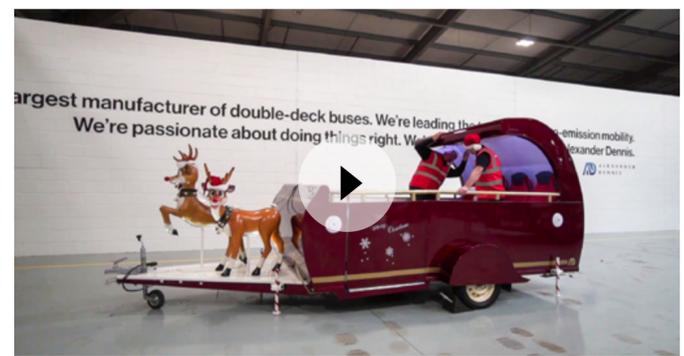
Employee Welfare
Key Sustainability Topic



- ✓ A Veterans Day celebration was hosted recognizing the contributions of veteran colleagues
- ✓ The team competed in a March Madness basketball bracket challenge, soaked up the sun at their summer BBQ employee appreciation event, and capped off the year with a holiday team appreciation lunch



- ✓ The teams in Mexico celebrated with an appreciation event off-site and took part in Dia de los Muertos celebrations in the fall
- ✓ The Scarborough team hosted free health checks for team members, working with the NHS focusing on heart attack and stroke prevention
- ✓ Many sites across Alexander Dennis took part in Mental Health Awareness Week. There were a number of events and activities for team members to join, including yoga as well as events to raise awareness and fundraising for mental health charities
- ✓ A number of sites in Alexander Dennis participated in the annual MacMillan Coffee Morning, providing baked goods to raise money and awareness for cancer support
- ✓ The Alexander Dennis team volunteered time to design and build a new sleigh for a local charity to support funding raising efforts each **holiday season**



Video: Santa gets a new sleigh from the Alexander Dennis elves



- ✓ The Anniston team hosted a Halloween costume contest, participated in a pie-the-manager event in support of the United Way, had a summer celebration employee BBQ, an indoor easter egg hunt for the team, and a holiday lunch in December
- ✓ The St. Cloud team hosted a family fun day in the summer, a Veterans Day recognition event, and a holiday lunch to conclude the year
- ✓ The Wausaukee and Gillett teams hosted employee of the month celebrations and a Veterans Day recognition in the fall
- ✓ The Winnipeg team hosted many potlucks throughout the year and a summer picnic with family and friends



KMG

- ✓ The KMG team held many competitions, tournaments, and challenges throughout the year including a Halloween costume contest, a chili cook-off, Super Bowl and March Madness contests, and a softball tournament
- ✓ The team gave back to the community through a company blood drive and celebrated with a holiday lunch and various potlucks over the year



- ✓ The Anniston team participated in multiple sporting events including softball and fishing tournaments, a Veterans Day recognition event, school supplies, toys, and canned food drives for charity, holiday parties for children and team members and many contests including international wear pink day, Halloween costume contest, red, white, and blue day for 4th of July, and fundraisers such as Down Syndrome Awareness, Autism Awareness, and Breast Cancer Awareness
- ✓ The Crookston team hosted a Halloween costume contest, the annual Ox Cart Parade in the community, a family fun day, a Veterans Day meal, and a children's holiday party in the fall
- ✓ The St. Cloud team attended a St. Cloud Rox baseball game, held wordsearch contests in the fall, Halloween costume contests, a gift card giveaway for the holidays, bingo events, Veterans Day recognitions, candy guessing games in April, a children's holiday party in December, and a 25th Anniversary Event in the summer
- ✓ The Winnipeg team hosted a family bowling night and a morning at the movies, multiple sports tournaments including badminton, basketball, fishing, golf, volleyball, and pool, a car and bike show, they attended a Winnipeg Blue Bomber football game, and hosted a Children's holiday party



MCI

- ✓ All MCI locations participated in the annual United Way campaign and scheduled events, coloring contests for Valentines Day, Easter, Halloween, and Christmas, and U.S. based sites participated in a Veterans Day recognition event
- ✓ The Winnipeg team hosted a summer and winter shutdown lunch, a basketball tournament, multiple professional sports games were attended including the Winnipeg Jets hockey game, the Winnipeg Blue Bombers football game, and Winnipeg Sea Bears basketball game, and a children's holiday party
- ✓ The Pembina team hosted a summer shutdown lunch and manufacturing day events
- ✓ The Service Center locations hosted a summer and holiday lunch, Veterans Day recognition events, and provided children holiday bags



nfi.parts

- ✓ All NFI Parts locations participated in a March Madness Bracket Challenge, an NHL Bracket Challenge, the annual United Way campaign activities, a Veterans Day celebration, and year-end Holiday and employee appreciation lunches
- ✓ The distribution center teams in Brampton hosted a cook-out, East Brunswick hosted an on-site lunch, and Delaware hosted an on-site family cookout, a walking club, a solar eclipse party, and a customer appreciation week
- ✓ The Louisville teams hosted Derby Games, Louisville Bats Game, a solar eclipse party, a customer appreciation week, a blood drive and many potluck style events including a chili cook-off and St. Patrick's Day bake-off
- ✓ The Winnipeg teams joined New Flyer Winnipeg teams for their scheduled social committee events, hosted an employee appreciation event at Deer Meadow Farms, a solar eclipse party, a customer appreciation week and many potluck style events including a thanksgiving potluck, a spring potluck, and many bake sales



Xpressline

Xpressline is an electronic employee suggestion, feedback, and question submission platform created by NFI for our North American team members.

Submissions can be made by team members confidentially or they can opt to include their information. Submissions are tracked by main categories and team members receive a response back personally via email if disclosing their information or using a ticket number if they opt for confidential submission.

312

In 2024, 312 submissions were received, an overall 9% increase in submissions from 2023.

The categories of general employee feedback, safety concerns and suggestions, and employee and labour relations concerns continue to be the top three areas of submission. In 2025, NFI will be issuing refreshed communications on this program and will be exploring options to expand the program to our team members outside of North America.

Accountability
Core Value

Employee feedback through Xpressline can include, but is not limited to, the following:



General Employee Feedback



Respectful Workplace Concerns



Safety Concerns + Suggestions



Employee + Labour Relations Concerns



Border Security Concerns + Suggestions



Product + Build Process Improvement Suggestions



Social Committee Feedback + Suggestions



Loss Prevention Concerns + Suggestions



Training + Development Concerns + Suggestions



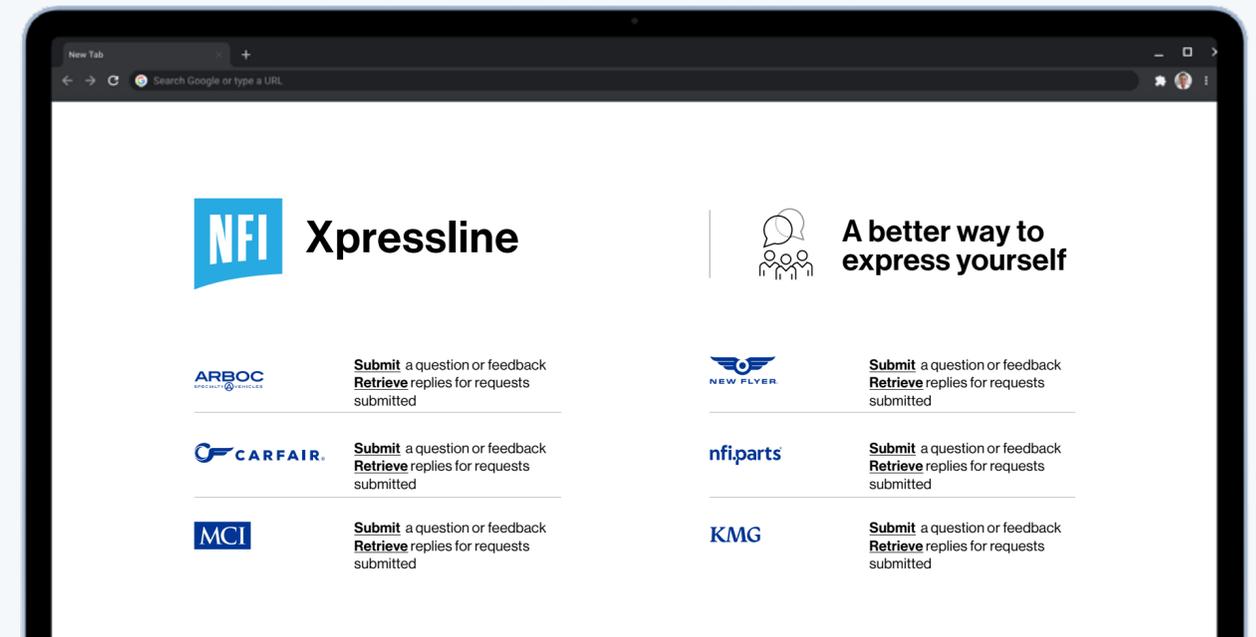
Company Intranet Improvement



Diversity + Inclusion Suggestions



Sustainability / Environmental Concerns + Suggestions



NFI GROUP

A better world



A better product.
A better workplace.
A better world.



WHEELCHAIR SEATING AREA.
WHEELCHAIR SEATING ARE LOCATED
HERE.



Culture + inclusion

NFI celebrate the diverse perspectives, experience, and backgrounds each of our team members bring, by threading inclusive language and actions through everyday decisions, practices, and policy.

In 2024, our programs focused on strengthening our foundation. We enhanced education and training through elevating training content, which seeks to be inclusive of all the diverse backgrounds each of our team members bring to our workplace.

Diversity + Equity
Key Sustainability Topic

Fostering opportunity and inclusion

NFI's roadmap provides NFI with a pathway for advancing workforce inclusion through a tangible roadmap, with a view to continuous improvement. Our roadmap is based on five core principles that guide our commitments:

1. Strategic Priority
2. Climate Assessment and Demographic Data
3. Dedicated Resources
4. Programs and Practices
5. Engagement

We continue to build on the findings of our 2023 Employee Pulse Check Survey ("Pulse Survey") and have integrated feedback related to diversity and inclusion to our 2024 and 2025 Employee Engagement Action Plans.

In the Pulse Survey, we received a 79% favorable response to NFI promoting a respectful workplace that values inclusion, dignity of the person, courteous conduct, mutual respect, fairness and positive communication between people, and collaborative working relationships. Our future programs will continue to build upon the creation of a mutually respectful culture for all team members.

Our Objectives

- ✓ Advancing workforce inclusion by developing a culture of representation and belonging
- ✓ Promoting, inclusive leadership, challenging bias and nurturing talent
- ✓ Building upon practices to facilitate opportunity and a respectful future

Team member development and retention¹

In 2024, foundations were laid to establish consistency in reporting, language, and options for future development across the organization.

A continued focus to encourage team member development and retention will continue into 2025, with a drive across the organization for talent support, seeking to be reflective of the communities in which we operate. NFI has stronger partnerships with CBOs, which supports the removal of barriers to employment and anti-discrimination. In 2024, we continued to expand these relationships.

	2022	2023	2024
Indigenous People	0.5%	0.5%	0.6%
People With Disabilities	1.4%	1.6%	1.6%
Women	19.1%	19.0%	20.0%
Women in Middle Management and Above	23.3%	22.9%	21.0%
Women in Executive Roles	17.2%	16.1%	19.0%
Women in Board Roles²	56.0%	56.0%	56.0%
Veterans	2.6%	3.0%	2.4%
Visible Minorities	21.9%	24.2%	24.7%
Visible Minorities in Middle Management and Above	11.6%	11.8%	15.0%
Visible Minorities in Executive Roles	3.4%	3.2%	1.0%
2SLGBTQIA+	—	1.2%	1.1%
Historically Disadvantaged People	—	1.3%	1.4%
People with Caregiver Responsibilities	—	1.4%	0.6%

¹ Based on voluntary declarations.

² This statistic excludes members of NFI's management on the Board.



Truth + reconciliation efforts

Insights on Reconciliation and Action:

To address the legacy of residential schools and contribute to Canadian reconciliation, NFI embraces Truth and Reconciliation Commission (“TRC”) Call to Action #92. We analyze this call and integrate it into our employment practices, including workforce demographic monitoring, Indigenous insights learning programs, and active participation. Our commitment extends to collaborating with businesses, schools, and community organizations to enhance Indigenous employment opportunities. NFI is actively involved in initiatives addressing Indigenous youth employment challenges, emphasizing collaboration and diverse perspectives.

NFI engages in CME’s Indigenous Advisory Council, focusing on a long-term workforce development strategy rooted in partnership, understanding, and connection. The initiative aims to break down barriers, promote education on Indigenous history and culture, and create a new pool of Indigenous employees in Manitoba through collaborative engagement. Additionally, NFI is a member of the Minnesota Indigenous Workforce Initiative, showcasing commitment to inclusion by supporting the career development of Indigenous individuals. Launched in 2023, this initiative aims to create a skilled workforce and becoming an employer of choice for Indigenous people.

NFI actively supports the Indigenous Education Awards (“IEA”), sponsored by the Business Council of Manitoba (“BCM”). The IEA program was established in 2001 and funded by the federal and provincial governments, The Winnipeg Foundation, and BCM members.



Lt. Gov. Peggy Flanagan with New Flyer team and Minnesota Department of Employment and Economic Development staff during a visit at the New Flyer facility in St. Cloud in January 2024.

The awards provide Indigenous students attending one or more of the 12 accredited institutions in Manitoba with C\$3,000 to finance their tuition, academic costs, or alleviate other financial burdens throughout the academic year.

The awards event brings Indigenous students together to acknowledge their accomplishments along with a reception with notable guest speakers and a career fair with employers in Manitoba looking to hire Indigenous students.



Work-Integrated Learning

In 2022, the BCM established a program expansion to address the gap between post-secondary education and employment opportunities by implementing the Work-Integrated Learning (“WIL”) program. NFI is a member of the BCM, which is comprised of almost 100 of Manitoba’s leading businesses in over ten diverse industries. The WIL program aims to use the BCM membership network to connect IEA recipients and other Indigenous post-secondary students with access to work placements at BCM member businesses. The goal of the program is to increase access to employment programs for Indigenous students in different levels of preparedness, industries, and fields of study — while providing a safe and valuable work experience opportunity.

Environmental performance

Climate Action
Key Sustainability Topic

At NFI, we are committed to monitoring key environmental metrics, such as energy consumption, emissions, water management, waste generation, biodiversity, and taking action to reduce impacts through process optimization, adoption of cleaner technologies, and the implementation of more sustainable practices.

Each of our North American manufacturing facilities conducts an annual evaluation of activities that impact or have the potential to impact the surrounding environment. These assessments are carried out by the EHS personnel responsible for each site.

Energy

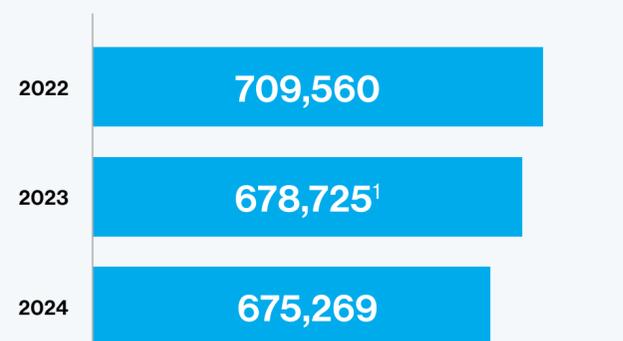
As the urgency to take action on climate change intensifies, proactively managing greenhouse gas emissions and other air pollutants across our value chain is essential to reducing our climate impact.

NFI sites primarily use natural gas, kerosene, diesel, gasoline, propane, and purchased electricity for energy use. The majority of our manufacturing facilities are located in colder climates where heating represents a significant portion of overall energy consumption. In 2024, our northern facilities experienced milder weather than historical averages, leading to reduced natural gas consumption for heating.

Energy reduction initiatives primarily target facility energy usage, as process energy consumption is comparatively minimal. Energy consumption data is summarized, validated, and reported to our leadership group. Where possible, large projects directly addressing facility energy consumption aim for a 10% energy reduction within the project's scope. We continue to achieve energy savings in our facilities through various measures, including LED lighting upgrades (including emergency and exterior lighting), radiant heating, enhanced ventilation and heating systems, boiler upgrades, infrared water heaters, variable frequency compressors, paint booth exhaust fan enhancements, and by enhancing the insulation and sealing of our facilities.

With production, we anticipate an absolute increase in our energy usage at some of our production facilities due to product testing and charging requirements. We remain committed to continuously improving energy efficiency and are actively evaluating opportunities to incorporate renewable energy options where practicable.

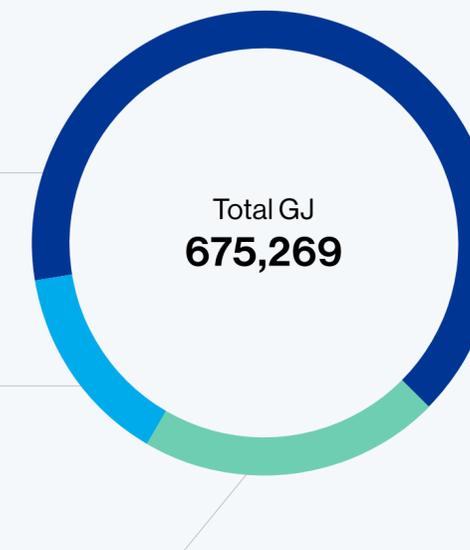
Total Energy Consumption in Gigajoules (GJ)



¹ Value has been restated to address revisions to previously reported calculation due to using more specific calculation parameters (as opposed to general averages).

2024 Energy Consumption by Source (GJ)

- 435,733**
Fuel consumption from non-renewable sources (includes heating)
- 95,966**
Electricity from non-renewable sources (includes cooling)
- 143,570**
Electricity from renewable sources



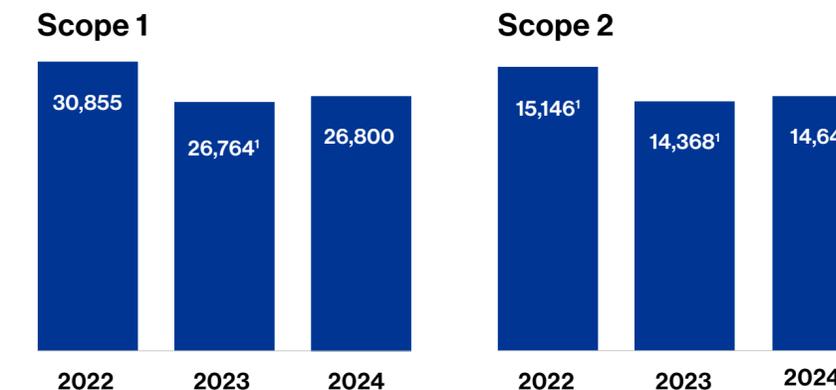
Scope 1 + 2 emissions³

NFI's direct and indirect (Scope 1 and 2) GHG emissions are generated from our total facility stationary and mobile fuel use, refrigerant, process emissions, and electricity consumption.

Where practicable, we work towards reducing our operational GHG emissions through facility energy efficiency projects, electrifying fossil-fuel equipment, and integrating renewable energy sources. In addition, we are optimizing our production processes through initiatives such as the All Canadian Build expansion in Winnipeg, continuously reviewing our maintenance programs, and actively engaging team members in lean manufacturing practices and sustainability communications to advance our emission goals.

¹ Value has been restated to address revisions to previously reported calculation due to using more specific calculation parameters (as opposed to general averages).
² Scope 1 and Scope 2 emissions are calculated in accordance with the Greenhouse Gas Protocol's Corporate Accounting and Reporting Standard.
³ The quantification of GHG emissions combines data from both Alexander Dennis Ltd. and the rest of NFI, in accordance with the GHG Protocol Standard. However, differences in Scope 1 GHG emissions estimate methodologies between the entities result in different quantification estimates. Both of these estimate methodologies are internationally recognized and have been determined by management to be appropriate in their use.

Absolute Scope 1 + 2 Emissions (Metric Tons CO₂e)²



Waste

Effective waste management is a critical component of our sustainability strategy. Across our manufacturing operations, we are focused on minimizing waste generation, enhancing material efficiency, and increasing diversion from landfill through recycling, reuse, and responsible disposal practices.

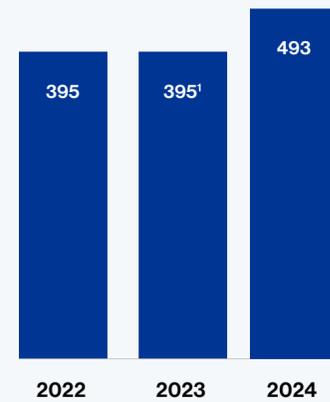
The types of waste produced at NFI manufacturing facilities are characterized by the different stages of every bus or coach build, from pre-fabrication and pre-assembly, to assembly of the bus or coach down the production line.

Although production increased in 2024, the wider implementation and adoption of a more comprehensive recycling program across multiple locations resulted in a decrease in industrial waste in 2024. However, the rise in production also led to an increase in hazardous waste in 2024 through the use of materials such as paint-related materials, solvents, oils, and adhesives. Chemicals used in production are regularly reviewed to minimize their use and evaluated for possible substitutions to reduce the impact on human health and the surrounding environment.

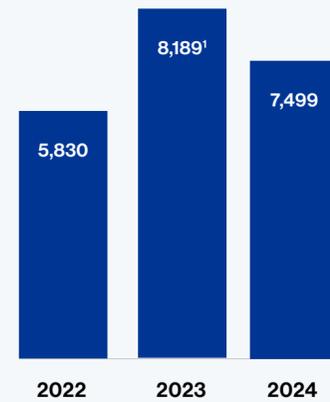
Hazardous waste treatment and disposal is completed through the use of certified hazardous waste disposal contractors.

Waste (US tons)

Hazardous Waste

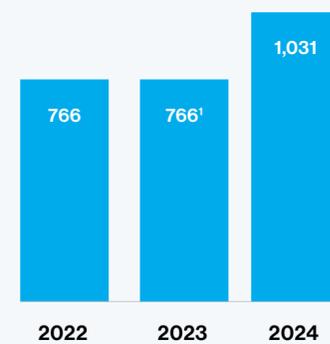


Industrial Waste Direct to Landfill

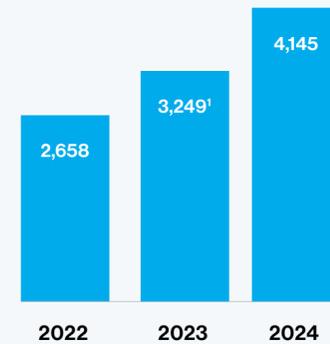


Waste Diverted from Landfill (US tons)

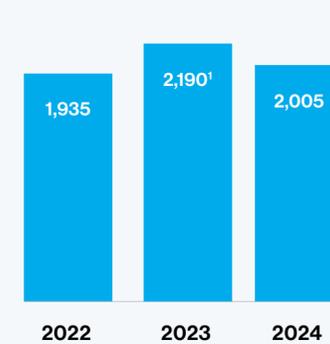
Recycled Cardboard



Recycled Metal



Recycled Wood



¹ Value has been restated to address revisions to previously reported calculation due to using more specific calculation parameters (as opposed to general averages).

Water

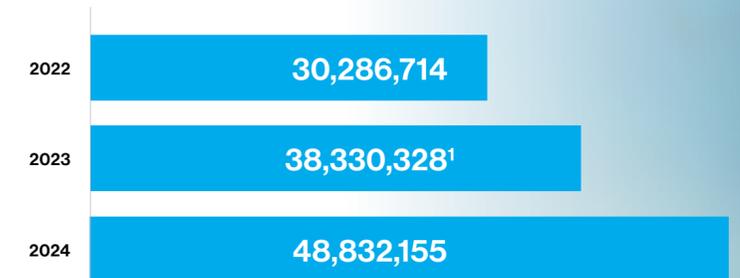
In NFI facilities, water is predominantly used for sanitary purposes, jurisdictionally mandated facility irrigation, and bus or coach water leak tests.

Leak testing of bus and coach shells for weatherproof integrity represents the most significant use of water within our manufacturing processes, with a few of our facilities having the capability to conserve water through a water reuse system. Requirements for these tests vary by contract and can have a significant impact on our water consumption, resulting in fluctuations year over year.

In 2024, the increase in water consumption was primarily driven by a rise in production volumes across key manufacturing sites, a larger operational workforce, and a temporary water line failure at one of our North American facilities. The issue was promptly addressed and fully resolved.

NFI understands that safeguarding the use of potable and process water resources is important to continually improve on throughout all our facilities. We are committed to improving water efficiency through facility improvements, including equipment upgrades and other water saving opportunities where possible.

Total Water Consumption (US gallons)



¹ Value has been restated to address revisions to previously reported calculation due to using more specific calculation parameters (as opposed to general averages).

Biodiversity + ecosystem health

As a manufacturer and provider of propulsion-agnostic bus and coach mobility solutions, we rely on diverse ecosystem services, both directly and indirectly. Recognizing our obligation to protect our planet, we are dedicated to conserving and preserving biodiversity through taking responsible actions.

We mitigate potential impacts of our operations by working closely with regulators and local stakeholders, understanding that biodiversity and ecosystem services contribute directly to local livelihoods and are essential for poverty reduction and sustainable development.

Recognizing that we have a role to play in the sustainable development of our communities, our initial assessment of NFI global locations has found that none of our global facilities are situated in any key biodiversity-sensitive areas.¹

We continue to evaluate our operations' direct and indirect effects on local ecosystems to identify opportunities for collaboration with communities toward achieving sustainable development goals.

¹ Based on review of UNESCO World Heritage Sites, Natura 2000 Network of Protected Areas and Key Biodiversity Areas.

Environmental compliance

Continuous improvement is a key driver of our EHSMS initiatives to enhance our environmental performance and compliance efforts.

Our EHSMS supports us in carrying out our activities in compliance with established processes such as internal verification audits, management reviews, monitoring and compliance to regulatory requirements, and the identification and verification of the expectations of our stakeholders.

NFI takes into consideration the environmental impact of our processes, starting with the design of our product to final delivery.

In 2024, NFI was not subject to any financial penalties for non-compliance with facility operations, environmental protection laws or regulations.

In 2024, we added another fabrication site, Carfair Composites in Anniston, to our ISO 14001: 2015 registration.

NFI's North American heavy and medium duty transit and motorcoach manufacturing facilities, along with two fabrication facilities, are registered to ISO 14001:2015 to support our commitment to managing our environmental responsibilities.

Sustainability
Core Value



Supporting education

NFI continues to partner with institutions and our communities to develop pipelines into the transit and coach manufacturing industry. These partnerships are instrumental for future skill development. Additionally, NFI develops programming that supports critical processes internally.



Alabama Office of Apprenticeship Partnership

In 2024, New Flyer partnered with the Alabama Office of Apprenticeship to register for the Electrical Technician Apprenticeship program which has been an instrumental model in supporting the future skill levels required for battery-electric and hydrogen fuel cell-electric technology.

Community Engagement
Key Sustainability Topic



STEM Ambassador Program

Alexander Dennis launched their STEM Ambassador Program in 2024 which is a way of giving back to the community while fostering a passion for science, technology, engineering and mathematics (“STEM”) in young minds. In 2024, the STEM Ambassadors showcased our commitment and represented at a variety of events including careers fairs and mock interviews at Falkirk High School, helping students gain valuable insights and prepare for their futures. They also attended Scarborough Science and Engineering Week, engaging young minds with hands-on activities and insights into engineering and showcasing how sustainability and STEM innovation go hand in hand at the Greenpower Dunsfold Park Electric Car Race.



University of Manitoba Society of Automotive Engineers (“UMSAE”)

In October 2024, members of Winnipeg’s New Product Development team visited the UMSAE Open House Event. UMSAE is a non-profit student organization at the University of Manitoba made up of four design teams, each of which designs a unique vehicle. The Aero Design, Baja, Formula Electric and Formula teams each provide post-secondary students with unique and exciting fast paced and hands on experiences, allowing them to develop design, manufacturing and team building skills. NFI is a proud sponsor of UMSAE, as this partnership aligns with our charitable giving policy of connecting with the community and supporting education.



MCI Pembina Manufacturing Day

On October 2, MCI Pembina welcomed grade seven students from the surrounding area to the plant as part of Manufacturing Day. Students were given a tour of the plant with questions along the way and were able to see one of our coaches inside and out. Opportunities like these are an excellent way to show potential future employees opportunities available at MCI Pembina.



2024 EPIC Student Day

New Flyer St. Cloud participated in the 2024 EPIC Student Day at St. Cloud Technical and Community College. The annual event organized by EPIC (Exploring Potential Interests & Careers) is a hands-on career exploration event composed of interactive experiences simulating career activities students may pursue through educational paths. The event was home to over 4,000 high schoolers and New Flyer was a participant in the engineering room. The team put together a hands-on electrical demo of a bus which comprised of three boards that were interconnected to show the relation between these components and their functions. The students enjoyed the experience, learning about engineering and potential career paths based on what New Flyer has to offer. The demo is now being used for training purposes internally for Electrical Technicians and Engineering staff.

Community + charitable support

NFI is proud to support community, charitable, and not-for-profit initiatives through community partnerships, sponsorships, and customer support. Together we are working to make a difference – not just at NFI but in our communities around the world.

Program support is centered on community, non-profit, volunteer, public service, or charitable organizations focusing in the areas of youth, health, and community development. Our program objectives are as follows:

- ✓ Promote and enhance community relations
- ✓ Promote citizenship and active roles in our communities
- ✓ Support corporate objectives and NFI values
- ✓ Promote and enhance customer relations
- ✓ Provide widespread community benefit
- ✓ Provide our employees the opportunity to actively participate and contribute

Donations are approved in accordance with the NFI Group Code of Business Conduct and Ethics, NFI Group Political Contribution Policy, NFI Group Gift and Entertainment Policy, NFI Group Community Support and Sponsorship Program, and applicable Customer's Code of Conduct, Business Ethics, and Gift Acceptance policies.

A number of community groups received support and contributions from NFI in 2024, including Pride Winnipeg, Canadian Welders Bureau, Arnprior Special Olympics, Transcona Biz, Ronald McDonald House, Engineers Canada, Hope Foundation, Women of Manitoba Engineering Network, Crawfest, and Winnipeg Jets Hockey Academy. Some other charitable initiatives included, meals on Wheels deliveries, Toys for Tots, Wear Pink Day for Breast Cancer Awareness, bake sales for charities supporting Breast Cancer and Down Syndrome research, and Koats for Kids. In addition, each year the NFI team collectively invests hundreds of hours back into the communities where we work and live.

Community Engagement Key Sustainability Topic



NFI Supports the United Way

\$456,597

NFI collectively has donated more than \$4.35 million to the United Way from its workplace campaigns since 2009. In 2024, the seventh NFI-wide United Way campaign was held across all North American locations, and our team came together to donate \$456,597 to United Way agencies —proudly supporting 21 different United Way agencies in the U.S. and Canada, in or nearby communities we operate in. NFI's 2024 United Way campaign surpassed its goal by over 15%, with team member participation rates as high as 100% in some of our locations. Our team actively demonstrated unrelenting commitment to the communities in which we live and in which our business operates.



Garden of Giving

227

NFI donated a total of 227 boxes of various produce to local charitable organizations through the Garden of Giving in 2024. The Garden of Giving initiative, dating back to 2010, encourages team members to lend their gardening skills to grow and harvest fruits and vegetables throughout the summer and fall. This produce is then donated to charitable organizations that help to feed those in need within the community. In 2024, this initiative expanded to include MCI Winnipeg, and the teams donated over 4,200lbs of produce to local charitable organizations such as Siloam Mission, Sage House, and the Union Gospel Mission. The team's effort increased donations by over 90% from last year's harvest.



Macmillan Cancer Support

£2,500

Alexander Dennis team members raised over £2,500 for Macmillan Cancer Support, a leading UK charity in 2024. Alexander Dennis colleagues across the UK came together to host coffee mornings in September to fundraise for Macmillan Cancer Support, an organization providing vital supports for those affected by cancer. Thanks to our team members' dedication and efforts, we have raised over £6,205 to date in aid of the charity.



Farnborough Open Doors Event

In April 2024, Alexander Dennis team members in Farnborough volunteered to put on an open day to show their site to families, friends, and the general public. Over 2,000 people visited to enjoy a rich program of demonstrations of how we design, develop, build, and test our vehicles, including free local rides on vintage buses and the next-generation Enviro400EV. Additionally, the AD24 team shared traditional and slick new ways in which we provide technical publications for our customers and the AD24 Training Academy provided a showcase in which they had vendor support from Fastenal with an interactive vending machine that was a great hit for kids and adults alike.

£1,700

The event was a huge success, and the teams were also able to raise £1,700 for the event's charity partner Phyllis Tuckwell Hospice Care.



Celebrating Pride at NFI

NFI was a proud sponsor of Pride Winnipeg's 2024 celebrations, supporting the diverse community in the city where we are headquartered. In addition to sponsorship, members of the Winnipeg team proudly marched for the first time in Pride Winnipeg's Parade and attended the festival at the Forks.

Initially launched in 2023, Alexander Dennis started The Pride Network to kick start conversations on how to best support 2SLGBTQIA+ team members. The Pride Network is Alexander Dennis' 2SLGBTQIA+ network that is intended to offer peer to peer support, raise awareness and promote a better understanding of 2SLGBTQIA+ inclusion, and support accountability in policies and processes, addressing concerns, and suggesting improvements. The network continued to raise awareness and provide support throughout 2024.



Crookston OxCart Days Parade

The Crookston Ox Cart Days is a lively annual summer festival filled with events for all ages, bringing the community together and attracting visitors, including former residents reuniting with family and friends. New Flyer has proudly sponsored the event for over 20 years, with team members volunteering each year, including 19 staff and 17 friends and family members in 2024, who walked in the Torchlight Parade alongside a 40-foot diesel bus built in Crookston for Anchorage.



Holiday Support for Local Organizations

Over the holiday season, the giving spirit and support of our communities continued with teams across Winnipeg donating, raising funds, and creating food hampers and gifts for families in need through the Christmas Cheer Board of Winnipeg. The generosity of our team members directly provided 35 families over the holiday season with large food hampers and gifts.

Naming Our Next-Gen Bus

Alexander Dennis teams were honoured to name one of their next-generation test and development buses after five-year-old Evan, the son of an Alexander Dennis team member who loves buses but has rarely been able to go on them due to his battle against Langerhans cell histiocytosis, a rare cancer-like condition. Evan has since rung the bell to mark victory over his illness and he will soon be able to enjoy bus rides more often.



NFI GROUP

Appendix



Sustainability data tables

Revenue	Unit of Measurement	2022	2023	2024
Revenue by Region				
North America ¹	\$ millions (USD)	\$1,561.8	\$2,119.4	\$2,452.7
United Kingdom + Europe	\$ millions (USD)	\$440.8	\$523.4	\$626.9
Asia Pacific	\$ millions (USD)	\$58.1	\$49.7	\$42.7
Total Revenue	\$ millions (USD)	\$2,060.7	\$2,692.5	\$3,122.3
Revenue by End Market				
Manufacturing ¹	\$ millions (USD)	\$1,575.5	\$2,137.5	\$2,490.9
Aftermarket	\$ millions (USD)	\$485.2	\$555.0	\$631.4
Total Revenue	\$ millions (USD)	\$2,060.7	\$2,692.5	\$3,122.3

Company Statistics	2022	2023	2024
Team Members - By Subsidiary			
NFI Group	212	241	229
New Flyer	2,890	3,321	3,560
Alexander Dennis	2,029	2,067	1,936
MCI	1,118	1,250	1,331
Carfair Composites	552	669	753
NFI Parts™	394	414	421
KMG	371	460	630
ARBOC	149	144	135
Total Team Members	7,715	8,566	8,995

Team Members - By Country	2022	2023	2024
USA	3,153	3,611	3,973
Canada	2,554	2,909	3,113
UK	1,897	1,936	1,801
Hong Kong	54	52	48
Mexico	29	25	28
Germany	8	11	8
Singapore	8	9	6
New Zealand	7	8	7
Ireland	4	4	4
Malaysia	1	1	1
Turkey	0	0	6

Facilities	2022	2023	2024
	45+	45+	44

¹ Values have been restated to address revisions to previously reported calculation due to using more specific calculation parameters (as opposed to general averages).
² These statistics include members of NFI's management on the Board.
³ Based on voluntary declarations.
⁴ These statistics exclude members of NFI's management on the Board.
/ = no data available

Governance	2022	2023	2024
Board of Directors²			
Size of the Board	10	10	10
% of Directors Who Self-Identify as Female	50%	50%	50%
% of Directors Who Self-Identify as Persons of Colour	20%	20%	10%
Years of Combined Work Experience	300	300+	300+
Geographic diversity: # of countries	4	4	4
% of Directors who own NFI shares	100%	100%	100%
Board average age	64	64	65

Social	2022	2023	2024
Occupational Health + Safety			
NFI Incident Rate (per 200,000 work hours)	2.8	3.2	4.4
NFI Lost Time Incident Rate (per 200,000 work hours)	1.0	1.5	1.6
NFI Fatality Rate	0.0	0.0	0.0
Union Relations			
% of NFI's global workforce covered by collective bargaining agreements	48%	53%	53%
Living Wage			
% of employees at NFI's main transit bus, coach, specialty vehicles, fabrication manufacturing and parts facilities in Canada and the U.S. that are at or above the living wage standard in their region	100%	99.70%	99.70%
Training			
\$ invested in employee training	>\$8,000,000	>\$10,000,000	>\$12,900,000
Hours invested in employee training	>225,000	>265,000	>365,000
Employee Engagement			
# of submissions submitted via Xpressline	239	492	312
Team Member Development and Retention³			
Women	19.1%	19.0%	20.0%
Women in Middle Management & Above	23.3%	22.9%	21.0%
Women in Executive Roles	17.2%	16.1%	19.0%
Women in Board Roles ⁴	56.0%	56.0%	56.0%
Visible Minorities	21.9%	24.2%	24.7%
Visible Minorities in Middle Management & Above	11.6%	11.8%	15.0%
Visible Minorities in Executive Roles	3.4%	3.2%	1.01%
People With Disabilities	1.4%	1.6%	1.6%
Indigenous People	0.5%	0.5%	0.6%
Veterans	2.6%	3.0%	2.4%
2SLGBTQIA+	/	1.2%	1.1%
Historically Disadvantaged People	/	1.3%	1.4%
People with Caregiver Responsibilities	/	1.4%	0.6%
Community Support			
\$ donated through annual United Way campaign	\$381,868	\$422,353	\$456,597

Sustainability data tables

Environment

	Unit of Measurement	2022	2023	2024
Product				
Buses and coaches estimated to be in service (global)	EUs	100,000+	100,000+	100,000+
Countries with NFI buses and coaches in service		12	13	13
Countries with electric NFI buses and coaches in service		6	6	6
Estimated electric service miles travelled by NFI ZEBs since 2015	Miles	100,000,000+	150,000,000	240,000,000+
ZEBs EUs delivered since 2015	EUs	2,725	3,603	4,639
EV chargers installed via NFI Infrastructure Solutions™ since 2018		340+	445+	570+
MW charging capacity installed via NFI Infrastructure Solutions™ since 2018	MW	58+	72+	92+
Annual Production				
EUs delivered	EUs	3,039	4,001	4,547
ZEB EUs delivered	EUs	693	878	1,036
% of deliveries that were ZEB EUs	EUs	23%	22%	23%

Operational Environmental Performance

Energy				
Total Energy Consumption ¹	GJ	709,560	678,725	675,269
Fuel consumption from non-renewable sources (includes heating) ¹	GJ	490,351	454,677	435,733
Electricity from non-renewable sources (includes cooling) ¹	GJ	101,918	110,995	95,966
Electricity from renewable sources ¹	GJ	117,291	113,052	143,570
Emissions				
Direct (Scope 1) ^{1,3}	CO2e	30,855	26,764	26,800
Indirect (Scope 2) ^{1,2}	CO2e	15,146	14,368	14,642
VOC Emissions ¹	U.S. tons	405	314	Not reported
PM Emissions	U.S. tons	2.20	1.90	Not reported
HAPs Emissions	U.S. tons	115	109	Not reported
Waste				
Hazardous Waste Produced ¹	U.S. tons	359	395	493
Industrial Waste Direct to Landfill ¹	U.S. tons	5,830	8,189	7,499
Waste diverted from landfill: Cardboard ¹	U.S. tons	766	766	1,031
Waste diverted from landfill: Metal ¹	U.S. tons	2,658	3,249	4,145
Waste diverted from landfill: Wood ¹	U.S. tons	1,935	2,190	2,005
Water				
Total Water Consumed ¹	U.S. gallons	30,286,714	38,330,328	48,832,155
Production Total				
Buses & Coaches (various propulsion systems)	EU	3,217	4,022	4,547

¹ Values have been restated to address revisions to previously reported calculation due to using more specific calculation parameters (as opposed to general averages).

² Location-based emissions.

³ The quantification of GHG emissions combines data from both Alexander Dennis Ltd. and the rest of NFI, in accordance with the GHG Protocol Standard. However, differences in Scope 1 GHG emissions estimate methodologies between the entities result in different quantification estimates. Both of these estimate methodologies are internationally recognized and have been determined by management to be appropriate in their use.

Sustainability Accounting Standards Board (SASB) Response – Industrial Machinery + Goods

Topic	Metric	Category	Unit of Measure	Code	Response / Comment
Material Sourcing	Description of the management of risks associated with the use of critical materials.	Discussion and Analysis	N/A	RT-IG-000.A	See below:
Remanufacturing Design + Services	Revenue from remanufactured products and remanufacturing services	Quantitative	Presentation currency	RT-IG-440b.1	Not disclosed.

The strategy followed by NFI Group to address the risk associated with using critical materials is defined below:

Discussion of Risks

Availability and access of critical materials is fundamental to NFI's success assisting with the transition to zero-emission transportation. NFI's primary use of the critical materials is continuously increasing with growing demands of battery-electric and fuel cell-electric buses from their clients. NFI's zero-emission supply chain for energy storage systems and fuel cells remains the same as it was in 2023, this stable source of supply does not introduce any additional risk. While NFI's line entries of zero-emission buses has increased substantially, the risk associated with critical minerals has not increased.

Supply Chain Mapping and Due Diligence of Suppliers

NFI launched a new Supplier Due Diligence policy in Q4 of 2024 which lays out NFI's supply chain management procedures as well as a process which outlines the activities necessary to evaluate new and existing suppliers. This was developed through lessons learned from battery supply chain mapping with key suppliers and this exercise sought to identify risks associated with forced labour, and child labour, and investigated the supply chain from the finished product, down to the smelters of critical minerals. Further, NFI has developed a Supplier Assessment Questionnaire with the end goal of investigating NFI's top global suppliers for human rights practices and geographical risks, aiming for our supply chain to align with our ethical standards and values.

Regulatory and Reputational Risk

In 2024, NFI launched a Responsible Sourcing Training Program which addresses the concepts of forced and child labour, NFI's legislative obligations such as the Canadian Forced Labour Act and UK Modern Slavery Act, as well as various other Sustainability-related topics. This training has been rolled out to any individuals at NFI responsible for sourcing product for use in NFI's buses and coaches.

Topic	Metric	Category	Unit of Measure	Code	Response / Comment
Activity metric	Number of units produced by product category	Quantitative	Number	RT-IG-000.A	(1) Vehicles Zero-emission buses: 1,036 CNG buses: 145 Hybrid buses: 454 Diesel buses: 2,912 (2) Engines and power generation equipment is not applicable. (3) Parts and Components: Not disclosed.
	Number of employees	Quantitative	Number	RT-IG-000.B	8,995
Energy Management	(1) Total energy consumed	Quantitative	Gigajoules (GJ)	RT-IG-130a.1	675,269
	(2) Percentage grid electricity	Quantitative	Percentage (%)	RT-IG-130a.1	32%
	(3) Percentage renewable	Quantitative	Percentage (%)	RT-IG-130a.1	3%
Workforce Health + Safety	(1) Total recordable incident rate (TRIR); (a) direct employees and (b) contract employees	Quantitative	Rate	RT-IG-320a.1	(a) 4.4 Regulatory Framework North America: OSHA UK: RIDDOR (b) Not disclosed.
	(2) Fatality rate; (a) direct employees and (b) contract employees	Quantitative	Rate	RT-IG-320a.1	(a) 0.0 (b) Not disclosed.
	(3) near miss frequency rate (NMFR) for (a) direct employees and (b) contract employees	Quantitative	Rate	RT-IG-320a.1	Not disclosed.
Fuel Economy + Emissions in Use Phase	Sales-weighted fleet fuel efficiency for medium- and heavy-duty vehicles	Quantitative	Litres per 100 tonne-kilometers	RT-IG-410a.1	Not disclosed.
	Sales-weighted fuel efficiency for non-road equipment	Quantitative	Litres per hour	RT-IG-410a.2	Not disclosed.
	Sales-weighted fuel efficiency for stationary generators	Quantitative	Kilojoules per liter	RT-IG-410a.3	Not disclosed.
	Sales-weighted emissions of: (1) nitrogen oxides (NOx) and (2) particulate matter (PM) for: (a) marine diesel engines, (b) locomotive diesel engines, (c) on-road medium- and heavy-duty engines, and (d) other non-road diesel engines				
	Sales-weighted emissions of: (1) nitrogen oxides (NOx) and (2) particulate matter (PM) for: (a) marine diesel engines, (b) locomotive diesel engines, (c) on-road medium- and heavy-duty engines, and (d) other non-road diesel engines	Quantitative	Grammes per kilojoule	RT-IG-410a.4	Not disclosed.

Task Force on Climate-related Financial Disclosures (TCFD)

We acknowledge the importance of addressing the impact climate change has on our business and the broader world in a transparent and proactive way to provide our stakeholders with information about our path toward a low carbon economy.

We are pleased to publish our TCFD-aligned disclosure report. As we embark on our climate disclosure journey, we aim to enhance the quality and completeness of our TCFD disclosures over time.

Governance	Comment / disclosure
Boards oversight of climate-related risks and opportunities	<p>NFI's Board of Directors (the "Board") has overall oversight and a mandate to monitor (directly or through any committee) NFI's sustainability program, including the Corporation's environmental, social and governance ("ESG") approach, management's execution against this approach and the material ESG initiatives, impacts, risks and opportunities, and disclosures.</p> <p>Meeting quarterly, the Human Resources, Compensation and Corporate Governance Committee (the "Committee") is responsible for reviewing and recommending to the Board the guidelines and practices relating to environmental (including significant findings of risk and opportunities with respect to climate change raised by the Audit Committee for the Committee's consideration) and employee health and safety matters; monitoring the NFI's (i) performance against the guidelines and practices and (ii) compliance trends; and alerting the audit committee to material environmental matters, including climate change, consistent with its risk management and financial reporting oversight responsibilities.</p> <p>The Committee also reviews and makes recommendations to the Board on guidelines and practices related to corporate social responsibility and environmental, social and governance ("ESG") matters, including guiding and overseeing the Issuer's approach to ESG matters and overseeing and monitoring the Issuer's ESG initiatives, impacts, risks and opportunities, performance and reporting, as well as how corporate social responsibility facilitates ESG matters; overseeing, with the assistance of management, ESG matters for each ESG category with respect to current and emerging trends to ensure the management of risk and to foster long-term sustainable value creation, including:</p> <ul style="list-style-type: none"> • Understanding the gaps identified by management between the current state of ESG performance and the desired state of ESG performance, • Understanding the strategy and actions required to close the gaps between the current state of ESG performance and the desired state of ESG performance, • Understanding the priorities, plans and resource requirements related to ESG performance, an • Monitoring and report to the Board <p>The Committee also approves material ESG factors to be listed within a formalised, internal "Sustainability Commitments" document; and oversees monitoring corporate social responsibility initiatives.</p>
Management's role in assessing and managing climate related risks and opportunities	<p>NFI's Sustainability Council (the "Council") assists the Company in fulfilling its responsibilities relating to NFI's sustainability strategy and program. The Council supports risk management, growth and financial stability through the sustainable development of NFI's businesses and committing to the improvement of the communities and regions in which we operate.</p> <p>The Council consists of the NFI Group leadership team, leadership representing strategy, audit and risk management, and finance, and the sustainability functional team.</p> <p>The Council assesses recommended strategies to manage Company's sustainability and climate-related risks and opportunities, including:</p> <ol style="list-style-type: none"> (a) Reviewing risks and opportunities over the short-term, medium, and long-term; (b) Assessing the impact of risks and opportunities on the Company's businesses, strategy, and financial planning; and (c) Ensuring risks and opportunities are included into the overall risk management program.
Strategy	Comment / disclosure
Identified climate-related risks and opportunities and their impacts on the organization's businesses, strategy, and financial planning	<p>The following climate-related risks have been identified by NFI in 2024 and will be enhanced over time to achieve the TCFD disclosure recommendations.</p> <p>The Company's business may be materially impacted by climate change matters, including risks related to the transition to a lower-carbon economy</p> <p>Generally, the promulgation of climate change laws or regulations restricting or regulating greenhouse gas ("GHG") emissions increases the costs to operate the Company's businesses. Certain jurisdictions have promulgated laws and regulations to limit GHG emissions through requirements for specific controls, carbon levies, cap and trade programs or other measures. Comprehensive GHG legislation or regulation, including carbon pricing, may affect not only the Company and its businesses, but also its customers and suppliers. Complying with such GHG laws and regulations and related bid requirements has added and will continue to add to the Company's operating costs and, while the Company believes that it is in compliance in all material respects with such current GHG laws and regulations, there can be no assurance that the Company and its businesses will not be materially impacted by the increase in costs and resources required to manage and comply with any such laws and regulations that may be adopted in the future.</p> <p>This applies to all NFI operating subsidiaries, including Alexander Dennis, which may also face increased compliance costs, evolving regulations, and associated operational impacts related to climate change.</p> <p>Catastrophic events, including those related to impacts of climate change, may lead to production curtailments or shutdowns</p> <p>The Company's facilities are subject to the risk of catastrophic loss due to unanticipated events and natural disasters, such as earthquakes, tornados, hurricanes, floods, droughts or water shortages, fires, explosions, pandemics or other violent weather conditions, and other potential events, risks and costs that may be exacerbated by or associated with the potential effects of climate change. Unexpected interruptions in the Company's production capabilities would adversely affect its productivity and results of operations. Some customer contracts do not have force majeure provisions and if there are unexpected interruptions or long-term disruptions to the production and delivery of transit buses or coaches due to catastrophic losses or unanticipated events, liquidated damages payable to customers may be significant. Moreover, any interruption in production capability may require the Company to make significant capital expenditures to remedy the problem, which would reduce the amount of cash available for its operations. The Company's insurance may not cover its losses. In addition, longer-term business disruption could harm the Company's reputation and result in a loss of customers. The occurrence of any of these events could materially adversely affect the Company's business, financial condition, liquidity and operating results.</p> <p>These risks and a more fulsome list of our operational risks listed in the March 28, 2025 NFI Annual Information Form. These risks have not been categorized by short-, medium-, or long-term time horizons.</p> <p>Business opportunities are not disclosed.</p>

Task Force on Climate-related Financial Disclosures (TCFD)

Risk management	Comment / disclosure
Processes for identifying and assessing climate-related risks.	<p>In 2024, NFI's risk management practices are a part of regular business operations to help enhance decision-making and resource allocation. The risk management process focuses on the identification of risks associated with the business and its operational and strategic objectives, and the assessment and mitigation of those risks. The alignment of risk mitigation efforts has been enhanced across NFI while taking into account both internal and external risk factors.</p> <p>In 2024, NFI conducted a qualitative climate-scenario analysis to identify and assess the potential implications of a range of plausible future states under conditions of uncertainty to be used as a forward-looking assessment of risks and opportunities.</p>
Process for managing climate-related risks.	<p>NFI's risk management program is managed by an enterprise-wide risk committee in conjunction with the Company's Director of the Audit and Risk Management Services ("ARMS") department, and with executive level participation.</p> <p>The Company retains independent contractors and consultants to assist the ARMS department from time to time, as requested by management or the Audit Committee, in performing audits of various functions or processes within the Company's operating departments in order to assess whether their processes and procedures take into account significant risks and whether such risks have been adequately mitigated.</p>
Process for integrating climate-related risks into the organization's overall risk management.	<p>At the core of our risk management program is our Enterprise Risk Committee ("ERC"), which meets ten times per year. The Sustainability function participates in these meetings and presents an annual overview of sustainability-related risks. The ERC, chaired by the Group Director, ARMS, with membership from NFI's executive leadership team has responsibility to:</p> <ul style="list-style-type: none"> • Develop and communicate the Company's risk management strategy and direction, and advise the Audit Committee of the Board of Directors on the Company's overall risk appetite, tolerance and resilience, taking into account the current and prospective macroeconomic, political, business and industry environments; • Design, support, and promote the risk management and governance framework, policies, and procedures used to assess and manage these risks across the Company, including requesting regular risk assessments and management updates from objective and risk owners on select risk topics as the ERC deems appropriate; • Monitor the risks to achieving our plans and objectives, and supplement these risks with analysis of external risks published through external risk identification and rating agencies; • Assess the severity of the risks based on pre-defined risk scales for financial, operational, strategic, safety, compliance, cultural, reputational, environmental, social and governance categories; and • Develop and communicate monitoring and/or mitigation strategies for the most significant risks.
Metrics and Targets	Comment / disclosure
Greenhouse gas (GHG) emissions	<p>2024 Absolute Scope 1 + 2 Emissions (Metric Tons CO₂e)</p> <p>Scope 1 Emissions: 26,800 Scope 2 Emissions: 14,642</p>

Board skills + experience

These are the full descriptions for the skills + experience of NFI's Board of Directors which can be found on page [18](#).



Senior Leadership + People Resources

These qualities equip Board members with the knowledge, experience, and insight to effectively oversee the governance and management of the Company's strategy and operations and provide critical insight on motivating and managing people to help drive success of the business.



Public Company Board Service

Public company board experience provides the Board with important perspectives and knowledge in implementing best practices in governance required to navigate the responsibilities and unique challenges of a public company and understanding the Company's legal and regulatory environment.



Sustainability

Sustainability is a core value of our business, and experience in sustainability best practices is instrumental in overseeing the Company in addressing sustainability (including climate-related) opportunities and challenges in a responsible, thoughtful, and forward-thinking manner.



Strategic Process

Board members bringing knowledge and experience in strategic planning processes are important in assisting management in defining, developing, and implementing the Company's vision, mission, values, and strategy to ensure the long-term success of the Company.



Accounting, Finance + Risk Management

Our global businesses involve complex financial transactions and financial reporting requirements. Expertise and knowledge in complex accounting and financial issues provides valuable insight in the Board's role in the oversight of financial reporting.



Manufacturing + Operations

We are a global manufacturer of market-leading bus and coach vehicles, aftermarket services and charging infrastructure solutions. Relevant experience in manufacturing and operations, LEAN manufacturing processes and managing complex supply chain issues provides valuable insight and helps the Board oversee the Company's complex global operations.



Technology + Innovation

Technologies and new products and services are critical to the success of our businesses and experience in technology, research and development and integration of new technologies into products is an important skillset for assisting the Company in its growth and innovation leadership.



Public + Private Commercial Vehicle Sector

We manufacture and sell commercial transportation vehicles to both private and public transportation customers. Board members with experience and insight into these unique customer segments provide valuable guidance to our businesses and leadership teams.



Government Relations

Knowledge and experience in government and public policy and public funding mechanisms is important in providing oversight and insight to our businesses which operate in a highly regulated and, in some geographies, government-funded industry.



Information Technology Security (Cybersecurity)

Knowledge and experience in the oversight of design, implementation and management of appropriate information security technology, policies and procedures is an important skillset to assist in protecting the Company's IT infrastructure, networks and data.





We Move People

