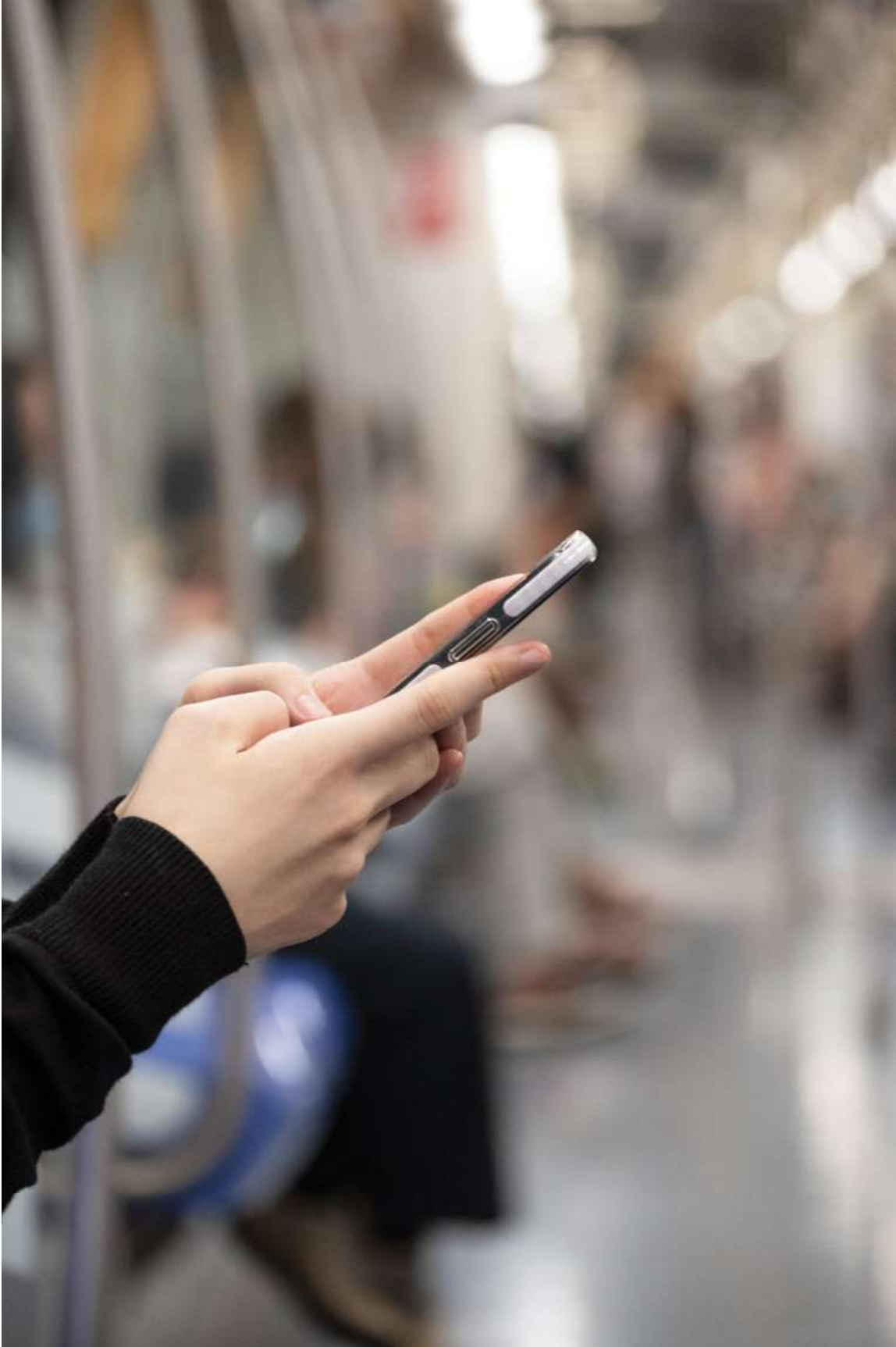
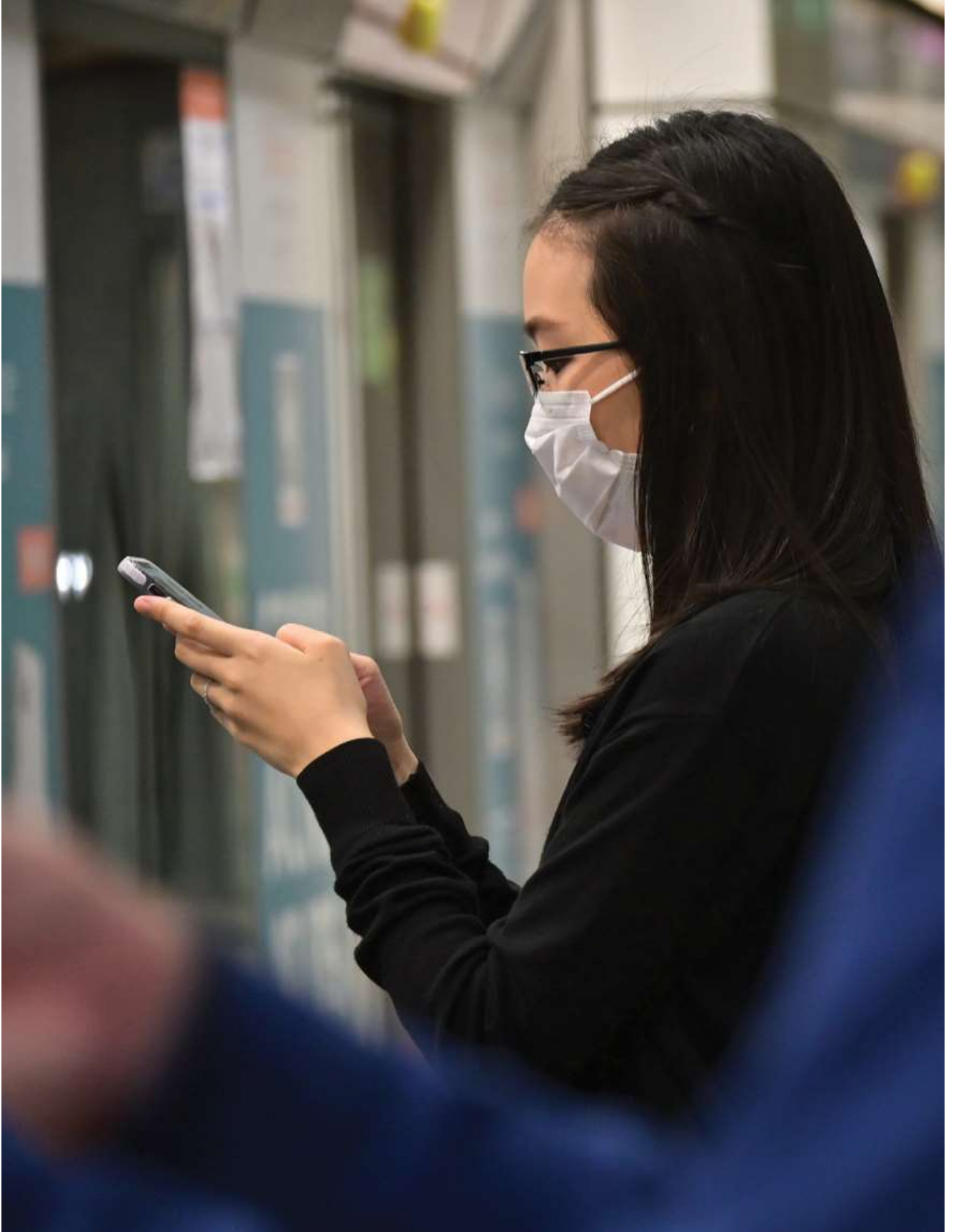


BITS & BYTES

REALISING THE POWER
OF DIGITALISATION.

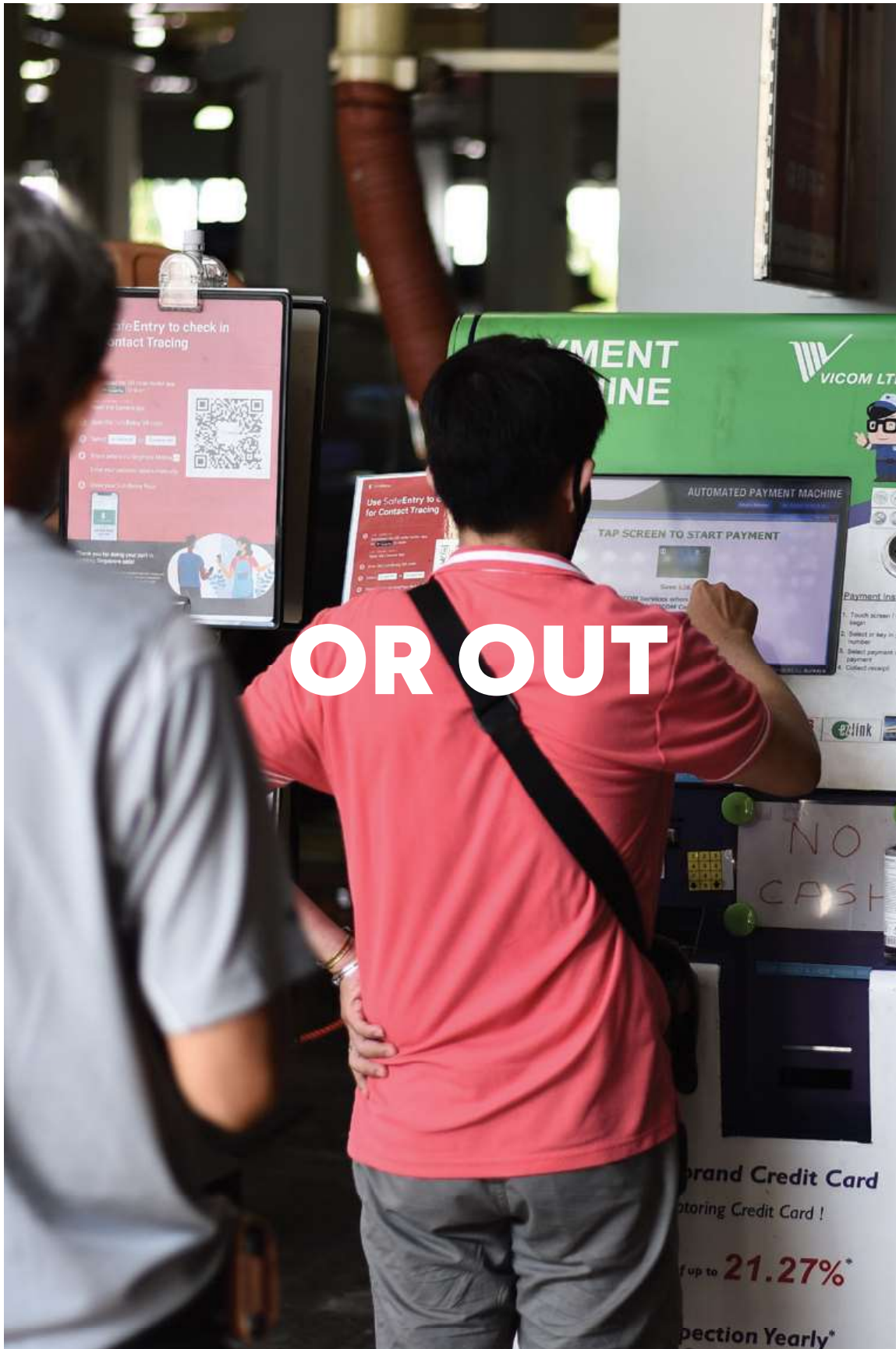






**DIGITALISATION HAS
SPURRED US TO FIND
NEW WAYS TO SERVE
AND ENGAGE OUR
CUSTOMERS**





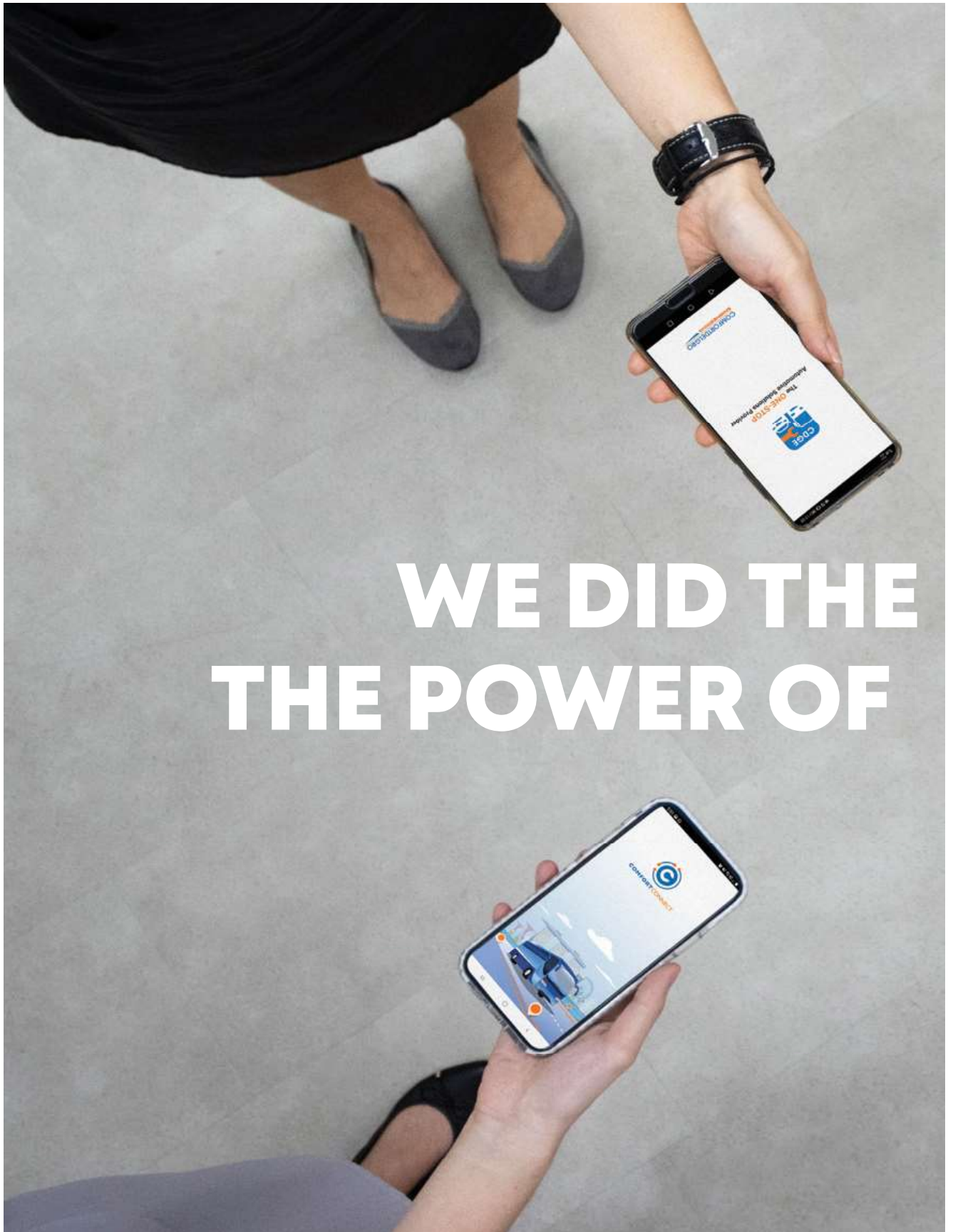
OR OUT



DELIVERING FOOD



OR MEDICATION



**WE DID THE
THE POWER OF**



SE THROUGH DIGITALISATION

BITS & BYTES

At ComfortDelGro Corporation Limited, we embrace technology and innovation not as a concept – but as a way of life. As a Group that has its foundations steeped in technology, we have never been averse to change. From the vehicles that we use to transport the millions of commuters every day, to the systems and processes that we have introduced to improve efficiency and productivity, we have always embraced technological innovations.

In a year marked by a global pandemic, we took the opportunity to step up our digital transformation. Here are some of our key initiatives across the Group:

COMFORTDELGRO CORPORATION



ACCELERATING DIGITAL TRANSFORMATION

The Group adopted a cloud-first strategy for new systems and took advantage of cloud technology to drive system harmonisation and standardise business processes.

PURCHASES UNDER ONE SYSTEM



We rolled out a Group-wide procurement system across all Business Units in Singapore with plans to onboard overseas Business Units next. Called ComPASS, it enables the Group to have a holistic view on all its major spends, thereby resulting in better cost management.



IMPROVING CUSTOMER RELATIONSHIPS WITH TECHNOLOGY

A new Customer Relationship Management (CRM) system is being rolled out to build a 360° view of our customers' journeys and experiences. The CRM has the ability to pool together and leverage on customer data so as to provide clearer visibility of all potential contracts and business opportunities.



The Group launched Zig, a mobility and lifestyle platform, on 2 March 2021. Zig brings together journey planning, taxi booking and lifestyle discovery seamlessly into a convenient all-in-one app. It provides personalised social features such as recommendations for restaurants, eateries, entertainment experiences and shopping deals.

ZIG – AN ALL-IN-ONE MOBILITY AND LIFESTYLE APP

ENGAGING STAFF ON SOCIAL MEDIA PLATFORM



Staff communications went fully digital at the start of 2021 when our in-house newsletter, ONE, was replaced with Microsoft Yammer – an enterprise social media platform that will enable corporate divisions and Business Units across the Group to communicate, collaborate and share meaningful information – in real time.

BITS & BYTES

COMFORTDELGRO CORPORATION AUSTRALIA

EMPLOYEE ENGAGEMENT ON “THE INTERCHANGE”



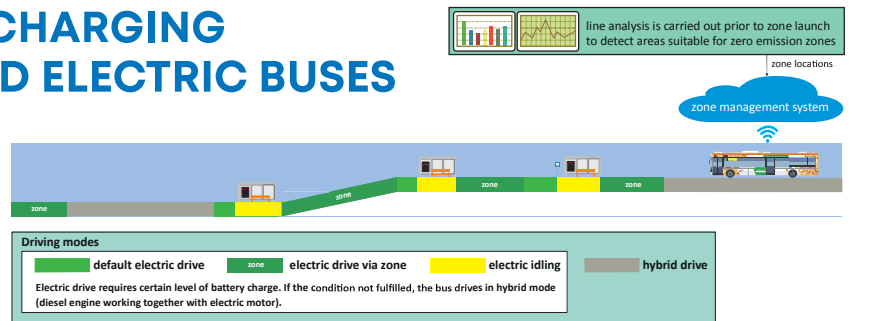
ComfortDelGro Corporation Australia launched its employee communications App across the Northern Territory (NT) and Queensland businesses in February 2020. Called The Interchange, the App is accessible via mobile and desktop.

Employees submit leave applications, incident and defect reports via the App in real time, making for better business tracking and a more efficient system all round. To-date, 85% of its workforce has signed up for the App and it enjoys a consistently high engagement rate every month.

There are plans to integrate a Learning Management System (LMS) into The Interchange. The LMS will enable employees to access and undertake e-learning modules from the comfort of home via the App.

Prior to embarking on its digital transformation, businesses in the NT and Queensland utilised spreadsheets and paper forms. Today, 99% of its forms are accessed and completed online and routed automatically to those responsible within the business for action.

SELF-CHARGING HYBRID ELECTRIC BUSES

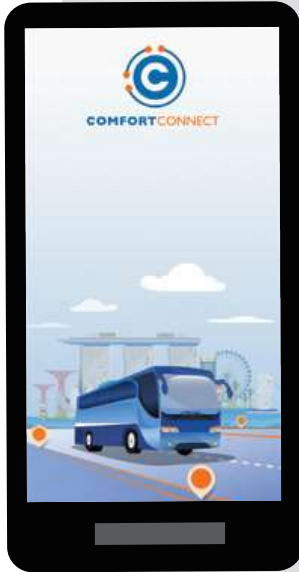


Following the launch of Volvo's Zone Management System, 9 of 40 locally built self-charging hybrid electric buses, the largest in Australia, were fitted with technology to achieve zero emissions in designated zones. This not only made Victoria's public transport network a greener, more sustainable network, but also improved passenger experience for commuters.

Volvo's Zone Management System, powered by geofencing technology and telematics, is a first for the entire Asia Pacific region. It revolutionises and optimises CDC Victoria's hybrids without relying on the electricity grid or requiring expensive infrastructure for charging.

These state-of-the-art buses have been deployed on popular routes like 605 which runs into Melbourne's Central Business District, the Botanical Gardens and the Shrine of Remembrance, as well as Route 630 which serves busy Monash University and Huntingdale Station. The remainder will be fitted with the same technology and deployed over the next four months.

COMFORTDELGRO BUS



CONNECTING PEOPLE TO BUSES

ComfortDelGro Bus launched ComfortConnect – an on-demand app that provides customers with bus booking and chartering services, and enables them to monitor their bookings from start to end. With ComfortConnect, ComfortDelGro Bus successfully secured a contract to operate on-demand bus service in Jurong Island despite stiff competition. The same App is also used for our on-demand operations in CDC NSW.

FLEET MANAGEMENT SYSTEM

ComfortDelGro Bus developed a Fleet Management System (FMS) for the first time to digitalise and automate its business and operational processes. It enables the Company to integrate the FMS with Group-level systems so as to improve productivity and save cost. It is also part of its efforts to equip its staff with digital skills.

COMFORTDELGRO DRIVING CENTRE

FIRST LEARNERS' APP IN SINGAPORE



ComfortDelGro Driving Centre launched “myCDC” mobile app on 1 September 2020.

The first-of-its-kind here, the App enables learners to log in just once with their learner identification and password and book not only lessons such as theory, practical, evaluation and simulator training, but also theory and practical test dates with the Traffic Police.

For those learning to drive, the App also enables them to track their progress digitally as every completed lesson that is recorded on the driving instructor’s tablet is synced to the learner’s profile in the App.

To help learners keep track of their scheduled bookings, push notifications are sent to them twice via the App – a day in advance and an hour in advance. In addition, learners can cancel or reschedule bookings, top up their stored-value accounts, and update personal details through the app. There is even an online merchandise shop that learners and non-learners alike can purchase accessories on-the-go.



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COMFORTDELGRO ENGINEERING

FIRST END-TO-END WORKSHOP APP



ComfortDelGro Engineering launched Singapore's first end-to-end workshop app for all its customers in November 2020. Called the CDGE App, it enables customers to book appointments, track the status of car repairs in real time, receive and approve repair quotations, and "shop" for car care related products and services.

A SMARTER DIGITAL SYSTEM FOR STAFF

Complementing the CDGE App is the Smart Workshop Digital System (SWorDs) App. With this, the service staff "checks in" the car digitally when the customer sends it in for servicing. Photographs of the car are taken at various stages of checking in using a 10-inch tablet before it is assigned to an available technician, who receives the job in real time via a pocket-sized tablet. This replaces the checking in and servicing process that was previously paper based. The system also has a "chat" function for quick communication between service staff.

COMFORTDELGRO TAXI

OVERSEAS DEVELOPMENT CENTRES

ComfortDelGro Taxi has two overseas software development centres in India and Myanmar which provide technical support for the development of its booking and driver apps, as well as its despatch system.



ENHANCEMENTS TO TAXI BOOKING APP

The latest enhancements included the multiple stop feature in the App for booking jobs. Rolled out in early-January 2021, this new feature allows customers to add another destination while booking a taxi. The App then tabulates the fares automatically.

Our taxi booking app was also successfully launched on the DBS PayLah! App in 2020.

IMPROVING JOB ACCEPTANCE RATE WITH TECHNOLOGY

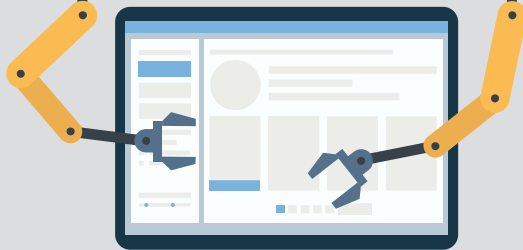
To improve job acceptance rate, further enhancements were made to the Mobile Data Terminal and driver app to not only automatically bid for booking jobs but also accept them automatically.



COMFORTDELGRO TAXI

TAPPING ON DIGITAL TOOLS

Clevertap, a digital marketing tool, was launched, enabling the Marketing Team to better target specific groups of consumers. It has also enabled customised advertisements to be pushed out easily onto the booking app. Clevertap also allows for online contract renewal for cabbies – meaning they no longer need to return to the office to do so.



IMPROVING PRODUCTIVITY WITH ROBOTIC PROCESS AUTOMATION

Robotic Process Automation (RPA) is now used in the transfer of accident data from the Fleet Safety Department to the insurers on a daily basis, cutting turnaround time from 60 to a mere 10 minutes.

RPA had also been applied to checking the validity of the taxi drivers' vocational licences. Where it used to take about 60 minutes to scan the names of 100 cabbies, it takes about half the time now with RPA.

METROLINE

ENGAGING DRIVERS IN THE BLINK OF AN EYE

Blink, an employee engagement App, was rolled out to all staff across all Metroline, Westbus and New Adventure Travel garages. Through it, Staff and Management could communicate directly. They also have easy access to rosters, policy and training documents, electronic payslips and annual leave forms.

Other enhancements made to the App were as follows:

- Single sign-on function;
- Trapeze OnBoard, a driver allocation system;
- GreenRoad, a driver behavioural monitoring system that leverages on telematics; and
- A paperless garage system.

In the pipeline are plans to introduce other systems such as the digitalisation of training, as well as defect and incident reporting.



SBS TRANSIT

ENHANCING BUS RELIABILITY

To improve bus reliability for our commuters, we have invested in a new monitoring system that uses data analytics to pinpoint problem areas so that we can undertake intervention efforts. To-date, we have achieved an improvement of up to 20% in our performance.



BITS & BYTES

SETSCO

SETSCO started to digitalise its operations with new report testing systems to accommodate the complexity and breath of its testing services from the Construction, Mechanical and Biochemical domains. These help to improve the turnaround time and transparency for testing deliverables.

SELF-SERVICE CERTIFICATION LABEL REQUEST SYSTEM

A self-service certification label request system was introduced to enable customers to request for the certification of labels and upload supporting documents online through it.

USING SMARTS

The newly launched SETSCO Microbiology Archival Report Testing System (SMARTS) enables customers to submit their orders and track order fulfilment online. It manages the collection of samples, testing results, report approval and delivery to customers.



CONSTRUCTION WATER ABSORPTION TESTING SYSTEM

SETSCO integrated its testing equipment to enable digital straight-through processing. This digital solution captures test results from the weighing balance directly to generate test reports for approval and distribution.



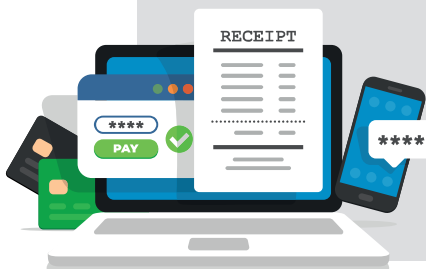
VICOM

The VICOM Group has also begun adopting an Automation First Strategy as part of its digitalisation effort. By implementing RPA to routine processes, it was able to streamline existing workflow and improve productivity with better accuracy and faster turnaround speed, thereby freeing up valuable manpower resources to focus on other higher value-added services.



ONLINE BOOKING SERVICES

It launched a booking service for pre-owned car inspection on its website, which not only reduces waiting time but also supports operations planning and improves inspection queue management.



MORE DIGITAL PAYMENT OPTIONS

In January 2020, VICOM rolled out an online payment system with Diners Club to enable motorists to pre-pay the inspection fees via its website. In July 2020, VICOM further enhanced the online payment system to accept PayNow, giving motorists another cashless option to minimise contact between customers and cashiers in the midst of the COVID-19 situation.