

OPERATIONS REVIEW



SINGAPORE

**PUBLIC TRANSPORT SERVICES (BUS & RAIL) • TAXI
AUTOMOTIVE ENGINEERING SERVICES
INSPECTION & TESTING SERVICES
DRIVING CENTRE • CAR RENTAL & LEASING
INSURANCE BROKING SERVICES • OUTDOOR ADVERTISING**

1.77

**REVENUE
(S\$'BILLION)**

15,955

**TOTAL OPERATING
FLEET SIZE**

13,288

**TOTAL NUMBER OF
EMPLOYEES**

PUBLIC TRANSPORT SERVICES

ComfortDelGro Corporation Limited is a leading provider of land transport and related services in Singapore.

SCHEDULED BUS

SBS Transit Ltd remained the major public bus operator in Singapore with a market

share of 61%. In 2020, it managed 226 bus routes, which was three more than in 2019, and operated about 31,000 bus trips on an average weekday. In all, SBS Transit operated from 17 bus interchanges and 14 bus terminals.



For the year under review, SBS Transit worked with the Land Transport Authority (LTA) to put 45 new and more environmentally friendly buses on the roads. These comprised 25 hybrid buses and 20 fully electric ones. The total fleet size as at end-December 2020 was 3,531.

In the area of autonomous vehicles (AV), SBS Transit was part of the pilot driverless bus revenue service on Jurong Island with ST Engineering where its bus captains (BCs) served as safety operators on board.

It also joined two consortiums for bids in the AV Call for Collaboration by the LTA and the Economic Development Board.



During the year, SBS Transit rolled out the iSafe system fleet-wide to track the driving behaviour of its BCs in providing safe and comfortable rides for commuters. Using technology as an independent assessor, this system collates data from two of its landmark systems – SAGE, a telematics system that monitors the smoothness and comfort of bus rides and Mobileye, an advanced driver assistance system that alerts the driver to potential collisions – to present an assessment of the individual BCs' driving competency.

These efforts had proven to be effective in enhancing the safety levels of its services. Its Tampines Bus Package was awarded merit in the "Safe Bus Operator of the Year" category by the LTA in 2020.

More details on our scheduled bus operations can be found in SBS Transit's 2020 Annual Report.

OPERATIONS REVIEW



The screenshot displays the ComfortConnect app interface. At the top, the status bar shows the time 5:53 and various icons. The main screen features the ComfortConnect logo, which consists of a blue 'C' inside a circle with three orange dots. Below the logo, the text 'COMFORTCONNECT' is displayed. The background of the app shows a blue bus driving on a road, with a cityscape including a Ferris wheel and a statue in the distance. The bottom of the screen shows the Android navigation bar with three icons: a square, a circle, and a triangle.

UNSCHEDULED BUS

The Group's wholly-owned subsidiary, ComfortDelGro Bus Pte Ltd, operates employee and school bus charters as well as overland bus services to West Malaysia. It also operates premium bus services, and shuttle bus services for industrial parks, shopping malls, educational institutions and condominiums.

For the year under review, revenue from its tour bus bookings and scheduled bus services fell drastically. However, ComfortDelGro Bus was able to secure short-term contracts to provide transport for COVID-19 related projects.

The Company successfully secured contracts to operate on-demand shuttle services in Jurong Island. It also won bus charters tenders and provided bus services for large scale events such as the 2020 Singapore General Elections and National Day Parade.

In November 2020, ComfortDelGro Bus commenced an AV tractor trial with Changi Airport Group and provided safety operators to ensure the safe operation of the AV. The trial will last till mid-2021.

ComfortDelGro Bus digitalised most of its operations during the year, making both its processes and operations more efficient. The ComfortConnect App, a one-stop booking platform for users to book and manage their transport needs, was launched in October 2020.

The Company also implemented a Fleet Management System to better monitor its operations and deliver its services.

More information about its digitalisation efforts can be found in the Bits & Bytes section of this Annual Report.



RAIL

In 2020, SBS Transit continued to operate 83km of rail networks in Singapore – the North East Line (NEL), Downtown Line (DTL) and the Sengkang-Punggol Light Rail Transit (SPLRT) systems. It operated 78 stations with a fleet of 192 trains and has a current market share of 30.6%.

At the peak of the COVID-19 crisis, SBS Transit suffered an 86% drop in passenger load. In December 2020, ridership was just 72.7% of what was registered in 2019.

In terms of train reliability, however, its lines performed better than the industry. The DTL achieved a Mean Kilometre Between Failure (MKBF) of 2.09 million train-km while the NEL clocked 2.04 million train-km, both of which outperformed the nationwide MRT network's average of 1.45 million train-km. The DTL improved on its reliability by about 83% and the NEL by some 48% over their 2019 performances. The SPLRT achieved 426,000 train-km compared to the nationwide LRT's network average of 227,000 train-km. It also improved on its reliability by about 70% over that of its performance in 2019.

In fact, the NEL and DTL achieved all the Rail Operating Performance Standards stipulated by the regulator, the LTA.

During the year, SBS Transit signed a Teaming Agreement with RATP Développement S.A., a French Government-owned company and the largest rail operator in Paris, to

explore new business opportunities and deliver world-class metro services in Singapore. It also signed a Memorandum of Understanding with Thales, a French multinational company that designs and builds electrical systems and provides services for various industries including transportation, to employ new digital technologies for safer and more comfortable passenger journeys.

More details on our rail operations can be found in SBS Transit's 2020 Annual Report.

TAXI

ComfortDelGro Taxi remained Singapore's largest taxi operator with a combined fleet of about 10,000 Comfort and CityCab taxis.

Travel restrictions brought about by the COVID-19 global pandemic hit the Singapore taxi industry hard, and ComfortDelGro Taxi was not spared. Leisure travel came to a standstill and business activities were suspended. Taxi ridership plummeted as a result.

When community cases spiked and Singapore entered the two-month Circuit Breaker lockdown, ComfortDelGro Taxi extended a full rental waiver to its cabbies for the entire period – a move that pushed it into the red for the very first time. In the subsequent stages of Phase 2 and 3 Re-opening, ComfortDelGro Taxi collected partial rental from its cabbies. Call levies for booking jobs were also waived from March to December 2020. In all, ComfortDelGro Taxi forked out close to S\$120 million in financial aid.

OPERATIONS REVIEW



To help supplement income, the Government also eased the point-to-point regulations to allow cabbies to engage in food and grocery deliveries. In response, ComfortDelGro Taxi partnered various food and beverages (F&B) outlets and online delivery platforms such as Lazada, RedMart, foodpanda, Kentucky Fried Chicken and McDonald's Singapore, to provide cabbies with delivery jobs.

ComfortDelGro Taxi also launched its own delivery service platform – ComfortDelivery – in just two weeks. It did not take any commission for each delivery job. Every cent earned went to its cabbies. Over 2,000 cabbies and 1,200 merchants signed up for ComfortDelivery. A total of 32,000 deliveries were completed, which generated a gross total income of S\$426,000 for its cabbies. When

taxi demand gradually recovered, ComfortDelivery was decommissioned on 30 November 2020.

Apart from daily temperature taking, issuing surgical face masks, hand sanitisers and disinfectants to its cabbies, ComfortDelGro Taxi facilitated contact tracing efforts by displaying SafeEntry QR codes in all its taxis.

The impact of the global pandemic and Circuit Breaker dampened overall trip volume in the corporate travel segment, particularly from April to May 2020. However, with the easing of the Circuit Breaker measures from June 2020, ComfortDelGro Taxi saw an uptick in its corporate ridership as

more companies allowed the partial resumption of their workforce in the office. While corporate ridership in 2020 did not reach pre-COVID levels, ComfortDelGro Taxi observed a year-on-year growth in trip volume for the essential services sectors such as F&B, Pharmaceutical, Healthcare and Security.



In May, ComfortDelGro Taxi trialled a cabin shield – a locally-manufactured shield made up of an unbreakable material trademarked by Moove Media Pte Ltd – in 400 of its taxis.

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In the area of digital transformation, ComfortDelGro Taxi continued to work on improving its booking and driver apps, vehicle despatch system as well as its digital marketing capabilities. Its Agile team, together with its offshore development centres in Chennai, India and Yangon, Myanmar, released a total of 41 app versions for iOS and 36 app versions for Android.

To make taxi booking services even more accessible to commuters, ComfortDelGro Taxi collaborated with DBS on 25 June 2020 to enable users to book and pay for its taxi rides directly and seamlessly through an integrated in-app booking function in the DBS PayLah! App. This complements the roll-out of DBS PayLah! as an in-app payment in the ComfortDelGro Taxi Booking App in March 2020, where passengers could select DBS PayLah! as a default QR Code payment option within the App.

To appeal to a younger customer base, ComfortDelGro Taxi collaborated with partners such as Lazada Group, Shopee Pte Ltd and Wildlife Reserves Singapore to promote its promo codes and vouchers. In addition, it also started monetising advertising spaces on its booking app.

In August 2020, a new feature, "Auto Accept", was introduced to allow the booking system to accept jobs automatically on behalf of its cabbies. This meant that cabbies no longer need to manually accept jobs on their Driver App or the Mobile Data Terminal (MDT), once this feature is turned on. Within two months, eight in 10 cabbies had turned on the "Auto Accept" feature and about 40% of the jobs that were despatched to them were made via this new feature.



During the Circuit Breaker, ComfortDelGro Taxi suspended both its Taxi Driver's Vocational Licence (TDVL) and Private Hire Car Driver's Vocational Licence (PDVL) courses that were usually held in classrooms. But these courses soon resumed by Phase 1 Re-opening with strict management measures in place. In all, over 23,000 trainees attended these courses, with a high pass rate of at least 90% during the year. Throughout the year, ComfortDelGro Taxi continued to offer contract schemes to its existing hirers. About 80% of them took up the offer.

ComfortDelGro Taxi also continued with its tradition of defraying the educational fees of its cabbies' children. In 2020, 530 Primary and Secondary level students received more than S\$112,000 worth of study achievement awards.

As part of the Company's 'Go Green' initiatives, ComfortDelGro Taxi replaced its diesel taxis with petrol-electricity hybrid ones. Its hybrid taxi fleet accounted for more than half of its entire fleet as at end-December 2020. It remains on track to replace all diesel taxis with hybrid models by 2023.

AUTOMOTIVE ENGINEERING SERVICES

Our automotive engineering subsidiary, ComfortDelGro Engineering Pte Ltd, maintains the Group's taxis, unscheduled buses, training and rental cars, as well as private vehicle fleet in Singapore.

With the Government's push towards greener vehicles, ComfortDelGro Engineering began moving away from diesel sales to introducing more petrol refuelling points to support the growing fleet of petrol-electric hybrid taxis. It ceased its diesel sales operations at three SBS Transit depots as well as its fuel kiosks at Senoko and Bedok in 2020. Another kiosk at Bukit Merah will cease its diesel sales operations when the new self-help fuel kiosk at Pandan becomes operative in March 2021.



In July 2020, a second electric vehicle (EV) charging station was installed at its Loyang branch. Unlike the first charger installed at Braddell, which has an output of 50kW per hour, this charger boasts 100kW per hour power output and is by far Singapore's fastest public charger. Both chargers are used by the Group's EV taxis as well as over 70 privately-owned EVs.

OPERATIONS REVIEW

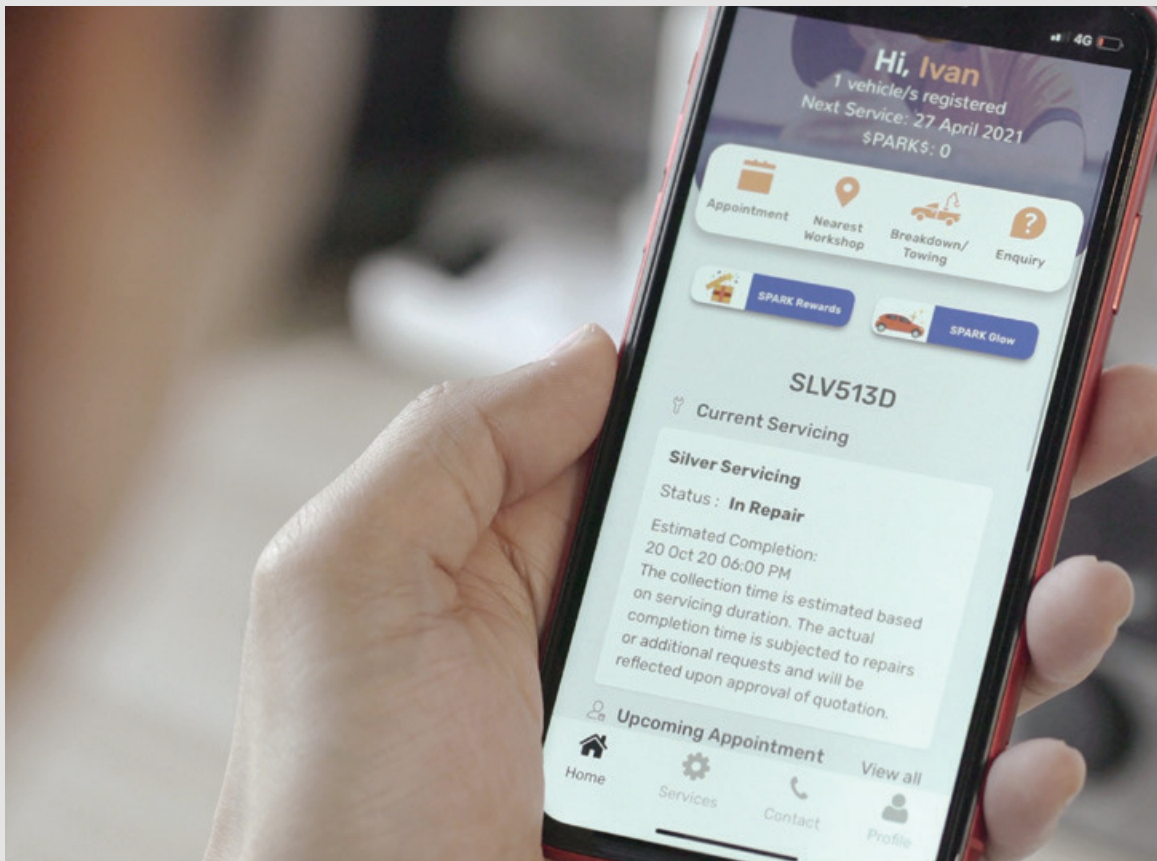
Demand for its external car care business increased in 2020 due to increased advertising and direct marketing efforts.

In the area of corporate fleet maintenance, repair jobs were affected by the COVID-19 global pandemic which had caused many fleet customers to slow down their business activities during the Circuit Breaker period.

In the area of bus maintenance, besides maintaining the buses belonging to

ComfortDelGro Bus, ComfortDelGro Engineering partnered the Singapore School Transport Association to offer its pool of more than 1,000 members customised quick lubrication as well as tyre and battery services. Over 300 buses were maintained as a result.

After venturing into rail-related works for SBS Transit's NEL trains in 2019, the component reconditioning department increased its throughput in 2020.



ComfortDelGro Engineering has been embarking on its digital transformation journey to stay ahead of competition since 2018. The COVID-19 global pandemic only served to accelerate these efforts. In October 2020, it launched two mobile apps – the CDGE App and the Smart Workshop Digital System (SWorDS). Details of both apps can be found in the Bits & Bytes section of this Annual Report.



INSPECTION AND TESTING SERVICES

During the two-month Circuit Breaker, VICOM's vehicle inspection business continued to operate as it was deemed an essential service.

Private vehicles due for inspection during that period of time were granted a six-month deferment by the LTA and re-scheduled for inspection from July to December after the Circuit Breaker was lifted. This brought about a backlog of 50,000 private cars that had to be inspected between July and December, but VICOM successfully cleared all vehicles.



As a result, 493,520 vehicles were inspected during the year, representing an increase of 30,802 vehicles or 7% from 2019. Market share grew to 75.2%, higher than the 74.0% in 2019.

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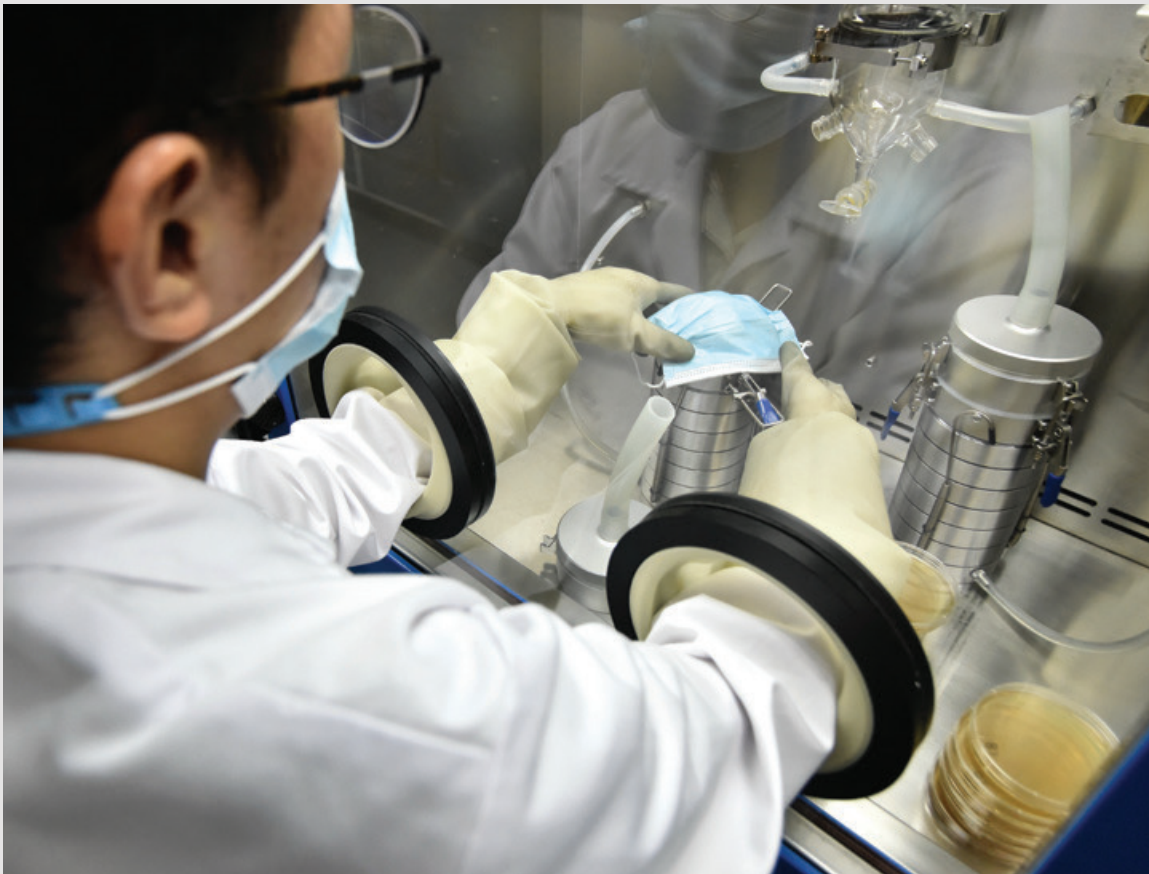
However, the suspension of Certificate of Entitlement (COE) bids from April to June 2020 resulted in a drop in demand for vehicle type approval inspection and emission testing services, while VICOM Assessment Centre conducted fewer accidents and surveys as many people worked from home and traffic on the roads was reduced. The impact continued even after the Circuit Breaker, albeit to a lesser extent.

The mandatory inspection of Personal Mobility Devices (PMDs), which was supposed to have commenced in April 2020, was delayed by five months. It eventually commenced in September 2020.

VICOM's wholly-owned subsidiary, Setsco Services Pte Ltd (SETSCO), was hit hard by the general economic slowdown resulting from the pandemic.

Business demand started to fall towards the tail end of the first quarter. There were delays in the Construction industry as a result of a disruption in supply chain arising from the lockdowns of several cities in China in February 2020.

As Singapore came out of the Circuit Breaker, business also gradually recovered, though it was uneven for the different sectors that it served especially the Construction sector where work progress was hampered often by several start-stops as a result of resurgent COVID-19 cases in the dormitories between August and September.



But every cloud has a silver lining. The COVID-19 pandemic also presented SETSCO with a new business opportunity. It not only acquired capabilities to test surgical masks for manufacturers and suppliers, but it was also engaged by the National Environment Agency to screen wastewater from the dormitories for SARS-CoV-2, the causative virus for COVID-19.

More details can be found in VICOM's 2020 Annual Report.



DRIVING CENTRE

ComfortDelGro Driving Centre Pte Ltd, which provides learner driver training services in Singapore, achieved about 19% increase in learner driver enrolment in 2020 despite the COVID-19 pandemic.

As the pandemic intensified and physical classroom lessons were disrupted due to the Circuit Breaker, the enrolment for courses grew as learners could not physically come to the Centre to enrol for courses. As part of safe management measures, an e-Appointment system was implemented on 16 July 2020 during Phase 2 Re-opening to allow learners to make appointments so as to reduce crowd density and adhere to safe management measures.

ComfortDelGro Driving Centre also pivoted towards conducting all available theory lessons online, resulting in a five-fold increase in capacity. Instead of just one instructor to a physical classroom of 10, they were able to conduct the online class for 50 learners at one time. Even when operations resumed after the Circuit Breaker was lifted, ComfortDelGro Driving Centre continued its online lessons, while making in-person lessons available with smaller class capacities.

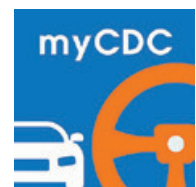
It went on to revamp its e-learning system in August 2020 to include Android and iOS users so that more learners could access it. There are plans to introduce new features, such as gamification, in future.

On 1 September 2020, ComfortDelGro Driving Centre launched its first mobile app – myCDC. More details

about the App can be found in the Bits & Bytes section of the Annual Report.

To enhance customer experience, it revamped its website with a new look and a more user-friendly interface. It even added a chatbot to answer frequently asked questions to bolster customer service. It plans to progressively implement a Live Agent system to bring personalisation to customer interactions and improve service satisfaction.

To appeal to younger learners, ComfortDelGro Driving Centre launched a set of 26 Motorcar practical training videos. Produced based on the Centre's Class 3 and 3A practical curriculum, the videos show key lesson pointers in bite-sized five-minute snippets. Learners can stream and view these videos anytime, anywhere.



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CAR RENTAL & LEASING

In 2020, our car rental & leasing subsidiary, ComfortDelGro Rent-A-Car Pte Ltd operated a fleet of 1,106 cars, including self-drive and private hire cars.

With a slowdown in the economy exacerbated by the global pandemic, corporate clients tightened their budgets. The Company experienced higher rates of return of vehicles as many corporate clients prematurely terminated their contracts due to staff repatriation. As such, ComfortDelGro Rent-A-Car focussed its efforts on Government contracts and short-term rentals through direct sales and tie-ups with its partners.

For fleet renewal, ComfortDelGro Rent-A-Car secured its own COEs in small tranches and negotiated with distributors for better rates.

To improve its work processes and productivity, ComfortDelGro Rent-A-Car implemented eTask, a programme that allows its operation assistants to go paperless while carrying out vehicular movements. With eTask, data input into tablet devices are synced with the backend system wirelessly.

During the year, its digital marketing efforts on Facebook and LinkedIn proved effective as the volume of enquiries increased seven-fold.

Take up for the five prime movers under the Haulio venture was also slow at the beginning of the year but picked up from July 2020. There are plans to expand the fleet for Inter-Terminal Trucking jobs in 2021.



INSURANCE BROKING SERVICES

ComfortDelGro Insurance Brokers Pte Ltd, our wholly-owned insurance brokerage, performed reasonably well for the year under review despite the global pandemic and resulting economic slowdown.

For the Company's traditional business-to-business (B2B) insurance broking services for internal and external clients, it was mostly business as usual. In Singapore, ComfortDelGro Insurance Brokers continued to assist the Group's Business Units in Singapore and overseas in structuring cost-effective insurance and claims management programmes. In doing so, millions of dollars of premium

savings were secured for the Group and its subsidiaries. Outside of the Group, it successfully secured an account with a major group of companies as its insurance broker, adding to its growing list of external clientele.

The pandemic accelerated the Company's digital efforts. It embarked on developing apps and digital solutions to augment its business to business insurance broking services, which will be ready to launch in 2021. The Company also explored the use of robotic process automation (RPA) and optical character recognition (OCR) technology to increase its operational efficiency.



OUTDOOR ADVERTISING

Moove Media Pte Ltd was hit hard by the impact of the global pandemic, but is anticipating a substantial recovery in 2021.

As advertising spending was reactive and sensitive to consumer behaviour, out-of-home (OOH) advertising business shrank almost instantly when lockdown measures were introduced to slow down the spread of COVID-19.

As a result, Moove Media experienced a drop in demand across its bus, taxi and rail advertising as clients shifted towards digital advertising instead. Once restrictions in Singapore lifted, and ridership slowly increased, advertisers appeared to have made a comeback to using OOH platforms.

During the year, Moove Media partnered Moving Walls to pilot MOOVE SMART, an OOH commuter analytics and insight platform. The partnership gave Moove Media a digital boost to its transit OOH advertising, as it could have access to Moving Wall's omnichannel and hyperlocal mobile advertising platform while providing accountability and measurement.

Recognising that more clients were shifting from traditional to digital advertising, Moove Media continued to augment its OOH advertising products with digital capabilities. It secured approval from the LTA in 2020 for a large digital screen at Dhoby Ghaut MRT Station, its first digital initiative for the rail advertising.

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AUSTRALIA

ALICE SPRINGS • BALLARAT • BALLINA • BLUE MOUNTAINS
BILLINUDGEL • BROKEN HILL • BYRON BAY • CANBERRA
COFFS HARBOUR • DARWIN • EDGEWORTH • GEELONG • GLADSTONE
GRAFTON • JABIRU • MELBOURNE • MILDURA • MORISSET • NARRABRI
PERTH • QUEANBEYAN • SAWTELL • SINGLETON • SUNSHINE COAST
THORNTON • TORONTO • SYDNEY • WEE WAA • WOOLGOOLGA • YASS

BUS • TAXI • NON-EMERGENCY PATIENT TRANSPORT SERVICES
OUTDOOR ADVERTISING



- CDC Victoria
- CDC NSW
- Buslink
- Blanch's Bus Company
- Blue Mountains Transit
- Forest Coach Lines
- Moove Media Australia
- Coastal Liner Coaches
- National Patient Transport
- Qcity Transit and Transborder Express
- Swan Taxis
- Taxi Fleet Management

608.1

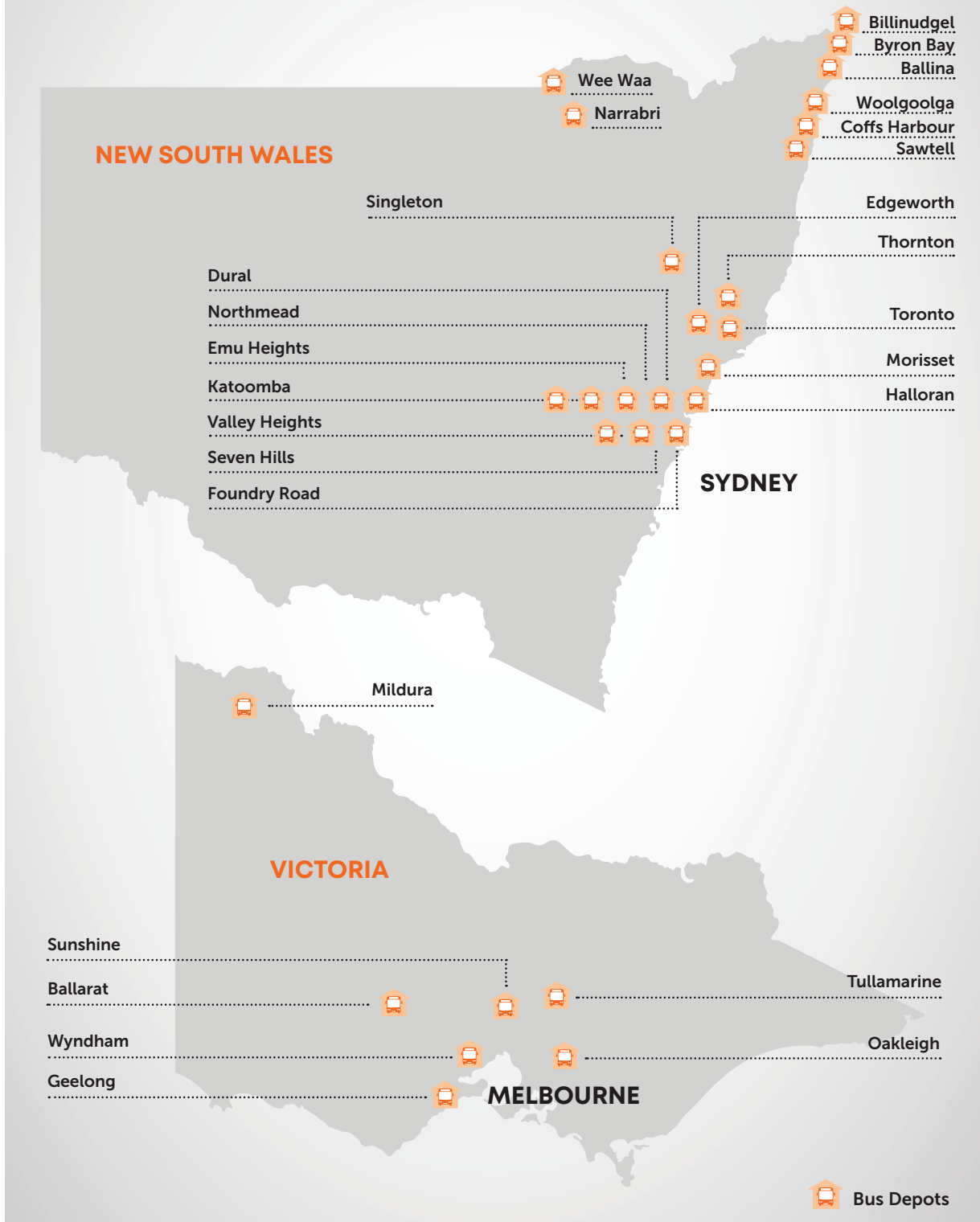
REVENUE
(S\$'MILLION)

4,464

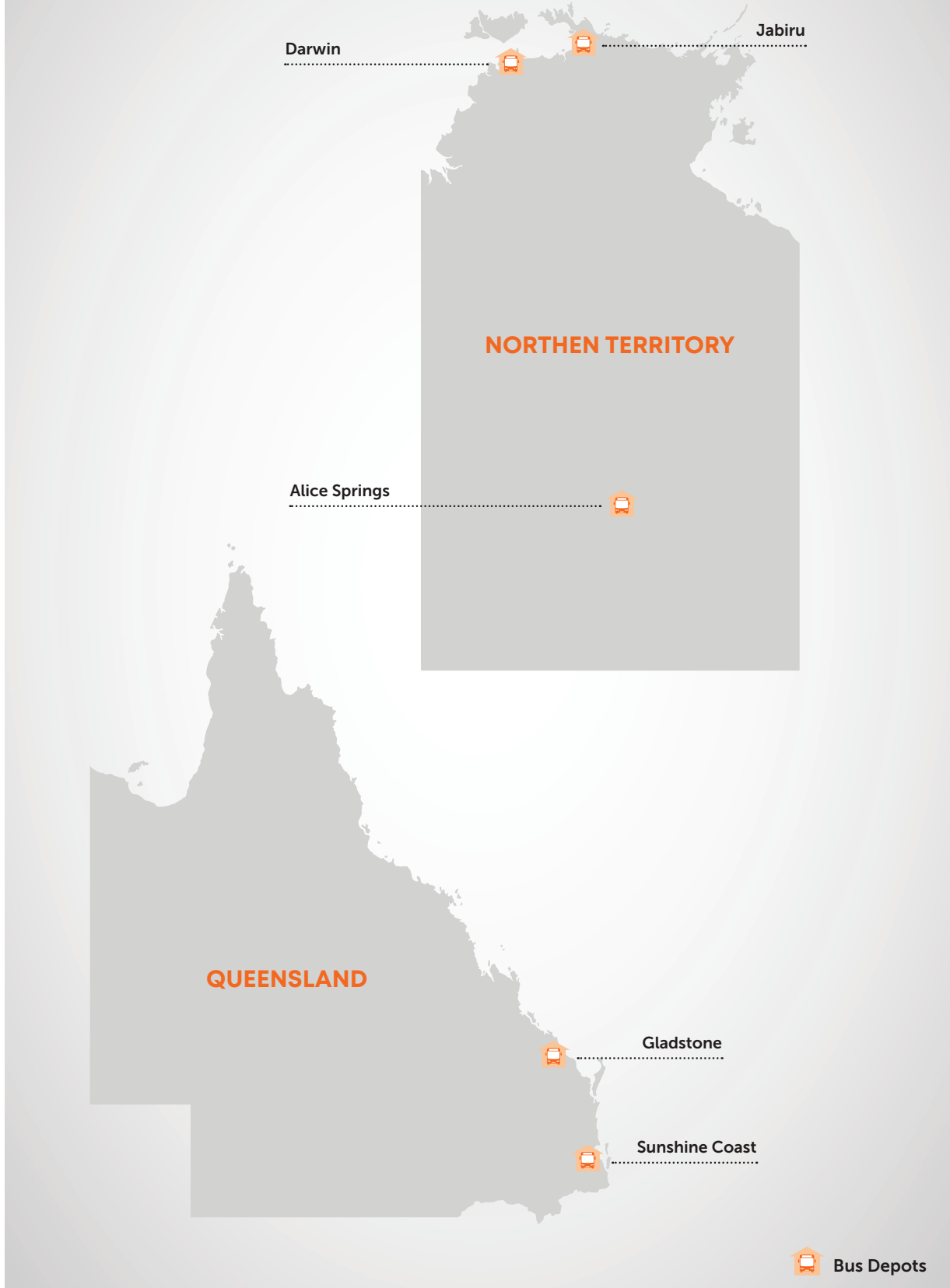
TOTAL OPERATING
FLEET SIZE

3,866

TOTAL NUMBER OF
EMPLOYEES



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NEW SOUTH WALES SYDNEY

BUS

We operate bus services in Sydney, New South Wales (NSW), through ComfortDelGro Corporation Australia Pty Ltd (CDC), which has been the Group's wholly-owned subsidiary since February 2017.

CDC NSW, a subsidiary of CDC, operates Hillsbus and Forest Coach Lines in Sydney, as well as other regional bus companies like Blue Mountains Transit, Hunter Valley Buses, Blanch's Bus Company on the North Coast and QCity Transit in Queanbeyan.

Due to the COVID-19 outbreak, patronage across the CDC NSW Group fell substantially. At the peak of the pandemic, demand for scheduled services decreased by as much as 85%. Non-scheduled bus services such as school and corporate charters were also badly affected. Fortunately, the New South Wales State Government maintained funding for transport operators throughout the year.

The Sydney State Government also continued to release tenders for bus contracts despite the global pandemic. CDC NSW has submitted proposals for both the Zero Emissions Bus Expressions of Interest (EOI) Trial, which will involve the wider deployment of electric buses, as well as the Westmead Electric On Demand EOI, which will trial EVs for on-demand transport.

The Company continued to come up with innovative ways to improve its performance and safety, including trialling a state-of-the-art fatigue detection

system called 'Guardian Seeing Machines' for half a year. This Artificial Intelligence-based system detects and alerts drivers if it senses that they are drowsy, fatigued or distracted. It also simultaneously sends an alert to the Operations & Customer Centre. From there, additional measures are enacted to manage the immediate safety of the driver and passengers.

As part of efforts to improve internal staff communication, CDC NSW launched an internal driver communication platform called Blink. The Blink App helps deliver company news to bus drivers more effectively, especially when they are not at the depots. Drivers are also able to perform administrative tasks such as applying for annual leave and sending online communication forms via Blink. Uptake of the App has been positive so far.

CDC NSW continued to support the wider community in 2020, focussing on providing support to the Aboriginal community. It partnered the Kinchela Boys Home Aboriginal Corporation by introducing an apprenticeship programme, as well as offering free maintenance of its buses and free transfers for their events.

NON-EMERGENCY PATIENT TRANSPORT SERVICES

National Patient Transport Pty Ltd (NPT) which is headquartered in Melbourne, operates across Victoria, NSW and Western Australia (WA). It offers a range of healthcare transport services to state government ambulance utilities and to major metropolitan hospital networks. These include walker, hoist and stretcher transport services and specialist services for high acuity and complex patients. It also runs a registered training facility that offers a range of Non-Emergency healthcare transport, first aid and



OPERATIONS REVIEW

resuscitation courses in Australia. NPT has been the first private provider of patient transport services to NSW Health, which is responsible for the public health system in NSW, since 2016.

OUTDOOR ADVERTISING

Moove Media Australia Pty Ltd started the year achieving record high revenue in the first quarter but dropped by more than 50% in the second and third quarters of the year due to the onset of the COVID-19 pandemic. As restrictions lifted towards the end of the year, demand in the last quarter picked up significantly.

Despite reduced demand for OOH advertising campaigns during the lockdowns in Australia, the Company continued to seek business growth through expansion and diversification. For example, it leveraged on CDC's growing bus fleet and expanded its coverage area by including CDC Forest buses as part of its service offerings.

When advertising installations were restricted, Moove Media Australia assisted clients by adjusting schedules and the duration of advertising campaigns that best catered to their needs. It also tapped on HubSpot, an online customer relationship management platform, to enhance its sales and marketing efforts.



VICTORIA MELBOURNE

BUS

CDC operates essential bus services across the Western and Eastern suburbs of Melbourne, as well as Ballarat, Geelong and Mildura. In 2020, it continued to retain its position as the third largest operator in Melbourne, representing about 16% of market share in the City. It added another seven hybrid buses to its fleet in 2020, bringing its total fleet of such green buses to 40. Another five will be delivered in 2021.

COVID-19 had a significant impact on CDC's charter and taxi businesses during the year due to a State of Emergency that was declared in March, followed by lockdowns with travel restrictions, as well as the closure of schools and entertainment venues. A second wave of COVID-19 further impacted Victoria from July to October, resulting in further lockdowns. Fortunately, existing contracted route services remained in operation, limiting the financial impact.

The Government extended the existing 10-year bus contracts for Geelong, Ballarat, and Mildura by another year. They were originally due to expire on 30 June 2021. CDC also continued to actively participate in other tender exercises throughout the year.

As part of its commitment to achieve a greener and more sustainable network, CDC also rolled out Volvo's Zone Management System on its hybrid buses in 2020. This system taps on geofencing technology and telematics, a first for Australia and within the Asia Pacific region. More about this system is featured in the Bits & Bytes section of the Annual Report.

TAXI

CDC started operating taxis in Melbourne through its subsidiary, CDC Fleet Pty Ltd, after acquiring Tullamarine Bus Lines in 2018. It operates a fleet of 59 taxis. Demand fell during year largely due to the COVID-19 pandemic.



NON-EMERGENCY PATIENT TRANSPORT SERVICES

During the year, NPT provided critical COVID related transfers as part of the frontline management of the global pandemic. However, due to the restrictions imposed on elective surgeries and the increased take-up rate of telehealth consultations, the demand for transport services to public and private hospitals dropped. As a strong partner to Ambulance Victoria, NPT

continued to work closely with the public hospital sector to provide high acuity services.

NPT HEART, the training division of NPT, is a registered training provider which offers nationally accredited training courses. During COVID-19, there was a need for the business to shift its training online and it did so in a matter of days.

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NORTHERN TERRITORY DARWIN

BUS

Buslink NT Pty Ltd is the largest bus operator in the Northern Territory (NT). The contract in Darwin is made up of 46 urban buses, 77 school buses and 26 special needs buses and represented 60% of the urban network and 100% of the school and special needs network. Its current contract, which was due to expire by end-February 2021, was given a 12-month extension.

The Alice Springs' urban contract comprises five buses and represents 100% of the urban services there. In 2020, an order was placed for a new urban bus and it is expected to arrive in early-2021.

Buslink NT also operates five school buses in Jabiru, which is a remote community 250km from Darwin. Buslink NT was also awarded a 12-month contract to provide services for the US Marines during the year.

The charter market witnessed a large decline in 2020 due to COVID-19. For about three months, charters consisted solely of airport transfers for passengers placed under quarantine. As restrictions gradually lifted, Buslink NT also experienced an increase in demand.

A digitalisation project saw the improvement of work processes and better support to contract and fleet management across the NT and Queensland businesses. An advanced telematics package for fleet management and driver training was also implemented on Buslink NT's urban fleet. Called Verizon Connect, the system provides detailed vehicle tracking with advanced mapping and tracks excessive idling to reduce emissions and fuel consumption.

In February 2020, a new employee communications App called 'The Interchange' was rolled out across the NT and Queensland businesses. This App keeps employees abreast of company news and provides them with a more convenient way of submitting employee-related forms online. It has been well-received so far. A new learning management system which enables drivers to train online was also trialled.

QUEENSLAND GLADSTONE AND SUNSHINE COAST

BUS

CDC Queensland provides school services on the Sunshine Coast out of four depots. It also operates a depot in Gladstone, which is located about 400km to the North of the Sunshine Coast, offering public passenger bus services, school services and special needs bus services.





Buslink was rebranded as CDC Queensland in October 2020. The livery of its buses was changed and a new website was launched.

To better serve the community, CDC Queensland undertook the largest school network change in over five years for the Sunshine Coast region – amending about 60% of its routes in all.

Due to COVID-19, passenger numbers as well as school and urban service demand dropped significantly from March to April 2020. The charter business was also affected. Fortunately, TransLink, the Public Transport Authority, continued to operate all services and fully funded operations.

CDC Queensland acquired two new school contracts in the Gladstone area and commenced its services there in January 2020.

As part of the fleet replacement programme, the Company ordered three new buses, which will be delivered in the first quarter of 2021. It is also looking to procure more minibuses to support the growing development of the charter business in Queensland.

To improve efficiency levels of its special needs and contracted charter services, CDC Queensland also invested in an Electronic Student Monitoring system which allows the Company to create manifests, record absences and automatically re-route its bus drivers to the next required stop. This system was also implemented in NT.

OPERATIONS REVIEW

WESTERN AUSTRALIA PERTH

TAXI

About two-thirds of Perth's 1,800 registered taxis are on our 100%-owned subsidiary, Swan Taxis Pty Ltd's network.

During the year, the WA taxi industry introduced the Passenger Transport Driver (PTD) authorisations as the final part of the transition to the Transport (Road Passenger Services) Act 2018. This was part of its move to provide a "fair and level" playing field for on-demand transport operators. These PTD authorisations, which must be renewed on a yearly basis, replace the previous F and T driver licence extensions that permit someone to drive for fares.

Demand for taxi services in 2020 was severely impacted due to the COVID-19 outbreak. Compared to 2019, street hail demand dropped by 58% in March, 87% in April and 83% in May while booking jobs dropped by an average of 50% over the same periods.

The contraction of ridership, coupled with the fact that many cabbies in WA were making the switch to become 'independent' drivers, resulted in a challenging year for the Company. In September 2020, Mandurah Taxis also ended its bureau partnership with Swan Taxis.

Amidst a highly competitive environment, Swan Taxis formed an alliance with rideshare operator, Shofer, to lease



vehicles to the Company through CDS Fleet Management. This allows both platforms to share bookings. That arrangement has since expanded to include Ola Cabs.

Swan Taxis also embarked on a trial partnership with 'Drive Yello' in December 2020, allowing drivers on our network access to parcel and food delivery bookings on the Yello platform.

During the year, the Company provided support to its drivers by extending rank fee free periods to those who took time off for medical reasons and offered discounted rank fees for those who chose to work through the pandemic. New offerings for drivers such as bulk insurance schemes and a lease-to-buy scheme for those with older vehicles were also rolled out.

Swan Taxis upgraded its current in-vehicle MDT despatch terminal with a 12-inch tablet that allows for Google navigation integration. To keep costs down, CDS also outsourced the maintenance of the fleet, allowing drivers the flexibility to now have their vehicle serviced at a number of locations across Perth instead.

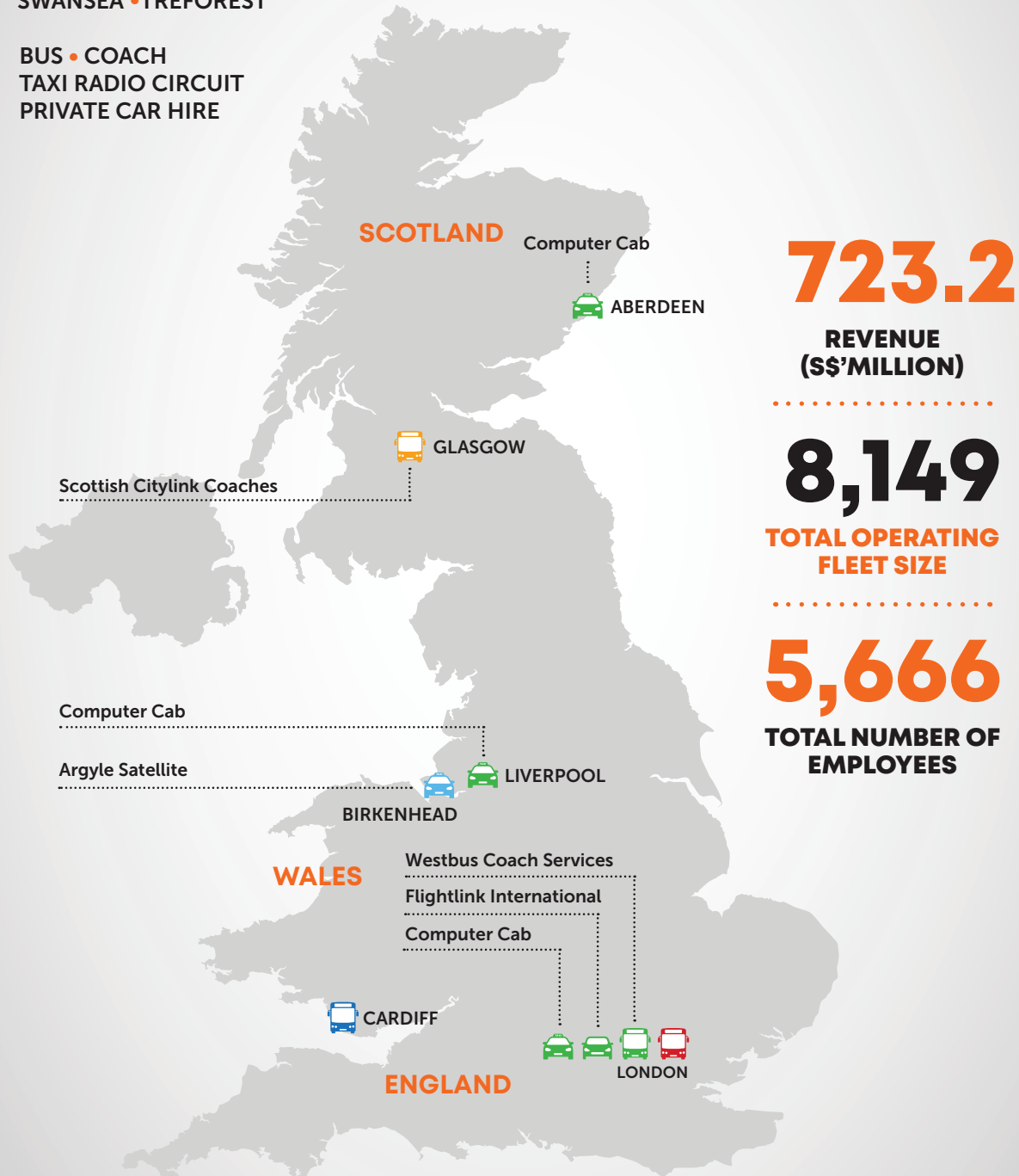
NON-EMERGENCY PATIENT TRANSPORT SERVICES

The Group operates Non-Emergency Patient Transport services in Perth. It also operates a registered training organisation that is qualified to deliver and assess a range of Non-Emergency healthcare transport, first aid and resuscitation courses in Australia. Its key customers include WA Health, the State's public health system and St John of God WA.

UNITED KINGDOM

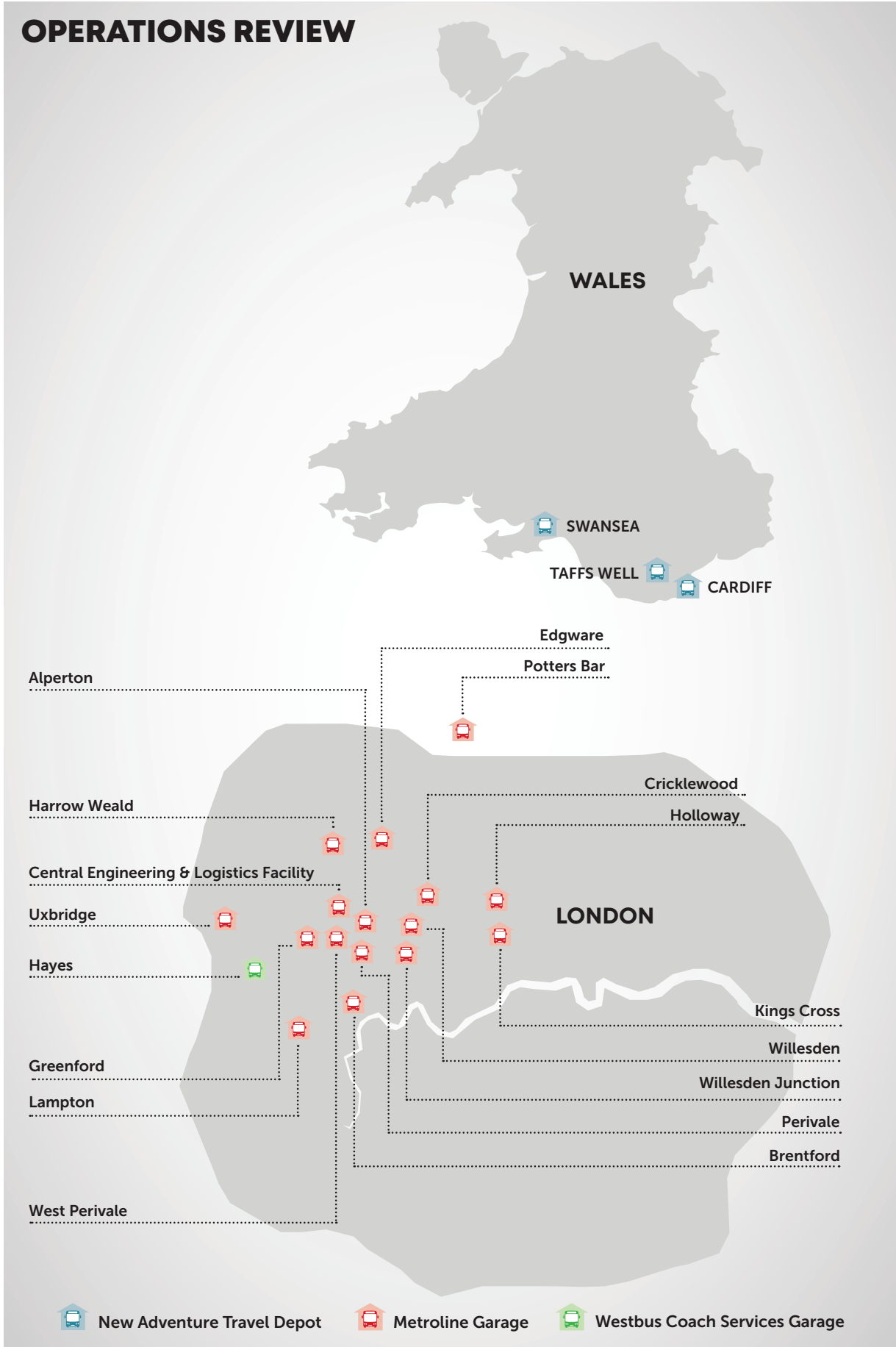
ABERDEEN • BARRY • BIRKENHEAD • BRECON • BRIDGEND
CARDIFF • DUNDEE • GLASGOW • GOWER • INVERNESS
LIVERPOOL • LONDON • NEATH • NEWPORT • PERTH
PONTYPRIDD • POWYS • RHONDDA • STIRLING
SWANSEA • TREForest

BUS • COACH
TAXI RADIO CIRCUIT
PRIVATE CAR HIRE



Metroline Scottish Citylink Coaches Argyle Satellite
 CityFleet Networks New Adventure Travel

OPERATIONS REVIEW



ENGLAND LONDON

BUS

In the United Kingdom (UK), our wholly-owned subsidiary, Metroline Limited, is the third largest bus operator in London with a fleet of close to 1,600 buses. It operates about 17% of London's scheduled bus mileage and plies routes in North, West and Central London.

Of the eight contracts that expired in 2020, Metroline successfully retained six and added two new routes. Bus services operated at broadly normal levels throughout the year, except during the lockdown in March 2020 when service

levels fell to 80% due to staff absences and furloughs.

On the technology front, Metroline's employee engagement app, Blink, came in handy during the lockdowns as it enabled staff and management to communicate directly whilst offering easy access to rosters, policy and training documents, e-payslips and annual leave forms.

Metroline also implemented a new driver telematics system, GreenRoad, across its entire fleet. Having utilised two separate systems previously, the new system aims to improve safety, driving standards and fuel economy. Metroline introduced a new scheduling system by HASTUS that was more cost-efficient.



Having been selected as the operational partner for Transport for London's (TfL) hydrogen fuel cell vehicles project in 2019, Metroline continued to work with TfL to introduce and manufacture double deck hydrogen fuel cell vehicles in 2020. The vehicles are anticipated to be delivered in the first half of 2021 as Metroline completes the construction of a hydrogen fuelling facility at its Perivale Garage in West London.

In recognition of its efforts, Metroline was shortlisted for two awards at the London Transport

Awards in March 2020, under the "Bus Operator of the Year" and "Excellence in Technology – Electric Bus Operation" categories.

To improve air quality in the capital City, the Ultra Low Emission Zone (ULEZ) that came into effect on 8 April 2019 will be extended to all TfL bus services operating throughout London after March 2021. In anticipation of this, all Metroline buses operating under contract to the TfL now meet or exceed Euro 6 emissions standards.

OPERATIONS REVIEW

COACH

Based in London, Westbus Coach Services Limited provides executive coach services across the UK and mainland Europe, catering to a wide spectrum of school, commuter, tourist and corporate coach passengers.

In 2020, business came to a virtual standstill as customers were either unable or unwilling to use its services due to the COVID-19 pandemic. The inbound tourism sector was near non-existent due to international travel restrictions. Government support was crucial during this time.

The school and university sector that Westbus Coach Services serves were also severely curtailed due to school closures that took place multiple times during the year. However, Westbus Coach Services continued to generate some revenue from rail replacement services utilising high-specification double deck vehicles.

TAXI RADIO CIRCUIT

ComfortDelGro's wholly-owned subsidiary, Computer Cab plc is London's largest black taxi operator. CityFleet Networks Limited operates the London taxi business under the Computer Cab (ComCab) and Dial-a-Cab brands. Refurbishment works for its new headquarters in West London was completed at the beginning of 2020. However, due to COVID-19 restrictions, staff only relocated to the new facility in September. This marks the consolidation of its operations from three locations into one, making

CityFleet Networks the only company in London with taxi and private hire operations located within the same building.

PRIVATE CAR HIRE

Flightlink International Limited provides hassle-free executive chauffeured car services for private hire and airport transfers under the ComfortExecutive brand.

LIVERPOOL

TAXI RADIO CIRCUIT

Computer Cab (Liverpool) Limited is the City's largest taxi circuit operator with a fleet of 400 black cabs, catering to both the corporate and individual clientele.

In March 2020, CityFleet Networks Limited completed the acquisition of Argyle Satellite Limited, the largest private hire service operator in the Wirral licensing area.

Combining its existing fleet of 400 taxis with Argyle Satellite's fleet of 750 cars, Computer Cab (Liverpool) owns the second largest total fleet in the Liverpool North West region. To facilitate the successful integration of both its processes, Argyle Satellite and Computer Cab (Liverpool) worked jointly to align its financial, management and administration processes. The sales and marketing functions from both entities were combined, which proved a win-win for both as it strengthened their partnerships with existing customers.



Both Argyle Satellite and Computer Cab (Liverpool) were not spared from the impacts of COVID-19. However, through the diversification of its business towards sectors such as the healthcare and public sectors, Computer Cab (Liverpool) managed to mitigate the ill effects of the economic slowdown. Driver retention measures also succeeded despite lower journey volumes during the lockdown.

In September, the entire Computer Cab (Liverpool) fleet successfully migrated to a new booking and despatch system, Autocab. This system utilises smart-phone technology for its drivers, instead of in-vehicle units. This, in turn, improved the customer-driver experience, and increased efficiency while reducing system maintenance expenses.

SCOTLAND

COACH

Scottish Citylink Coaches Limited, a 65:35 partnership with Stagecoach, is the leading provider of express coach services with 87 coaches in Scotland under the 'Scottish Citylink' and 'megabus.com' brands. It also operates a network of cross-border services between Scotland and major cities in England.

The COVID-19 pandemic had a significant impact on the Company's performance for the year under review. Service levels were reduced at the start of the global pandemic, while cross border services were suspended in early-April. With only 20% of the internal Scottish mileage in operations, the Company agreed on a suspended mileage rate to support its sub-contractors.

Pandemic notwithstanding, Scottish Citylink Coaches was recognised at the virtual Scottish Transport Awards 2020, bagging "Best Bus Service" for its Citylink 900 service. It was also shortlisted for the UK Coach Award 2020, although the awards were eventually cancelled due to the pandemic.

As at end-March 2020, Scottish Citylink Coaches also qualified for the Transport Scotland grant funding, which is applicable to services operating wholly within Scotland. The Grant enabled the Company to receive funding equivalent to the concessionary fares and Bus Service Operators Grant prior to COVID-19, in return for maintaining 30% of service levels. From June 2020, additional funding was provided to allow services to return to full pre-pandemic mileage on internal Scottish services, but on a breakeven basis.

To continue to reach out to more customers online, Scottish Citylink Coaches embarked on a revamp of its website and booking system, and plans to launch both platforms in the first half of 2021.



OPERATIONS REVIEW

ABERDEEN

TAXI RADIO CIRCUIT

Computer Cab (Aberdeen) Limited has the second largest fleet of taxis in Aberdeen. In July 2020, the Company migrated its booking and despatch systems to a new Autocab system, which utilises smart-phone technology, instead of in-vehicle units. As it is cloud-based, it also provides access to a myriad of customer and driver mobile apps, which rivals that of ride-hail companies. The new system aims to improve booking efficiency, provide automation, and assist with driver recruitment and onboarding.

WALES

CARDIFF

BUS AND COACH

The New Adventure Travel Group Limited (NAT Group) operated a fleet of 154 buses and coaches across three depots in Cardiff, Taff's Well and Swansea.

Despite significant challenges posed by the pandemic, NAT Group opened a new garage at Taff's Well. It also continued to undertake projects to improve its information technology and digital management system.

To improve efficiency, the Company introduced Trapeze, a new driver allocation and management software, as well as the GreenRoad vehicle telematics system, which uses real-time monitoring and cloud-based intelligence to enhance driver safety.

As a means to prevent fraud, the Company deployed a dedicated 'Revenue & Standards Inspector' in 2020 to conduct anti-fraud checks onboard its buses so as to identify any potential theft by drivers or fraudulent activities by passengers. This initiative successfully curbed such activities and there are plans for it to be expanded further in 2021.

CHINA

BEIJING • CHENGDU • GUANGZHOU • JILIN CITY
NANJING • NANNING • SHANGHAI • SHENYANG
SUZHOU

BUS STATION • TAXI • ONLINE CAR HAILING SERVICE
CAR RENTAL & LEASING • DRIVING CENTRE



NORTH CHINA BEIJING

TAXI

Beijing Jin Jian Taxi Service Co., Ltd, is the capital City's third largest taxi operator with a fleet of 5,520 taxis, translating into a market share of 8.3%. It also operated 297 private hire vehicles in 2020.

The capital City experienced two waves of COVID-19 in 2020, which resulted in a sharp decrease in taxi demand and hired-out rate. To mitigate the impact, rental waivers were given to cabbies. The Company also worked with a mapping and navigation service provider to direct more booking jobs to taxis to generate more income.

In accordance with the Beijing Municipal Government's plan for taxi companies to replace fuel-driven taxis that were due for replacement with fully-electric models, Beijing Jin Jian Taxi Service replaced 345 of its petrol taxis with fully-electric models in 2020. As a result, fees on 20% of the

licences were waived. The Company has plans to convert another 1,578 petrol taxis in 2021.

The conversion to EVs is not without its challenges. Due to lack of charging infrastructure, drivers have been slow to warm up to these vehicles. Whilst trying to get more drivers to jump on the EV bandwagon, the Company also extended the contracts of existing cabbies of petrol-driven taxis and continued to attract retirees and retrenched workers from state-owned enterprises to join its ranks.

JILIN CITY, JILIN PROVINCE

TAXI

Our 97%-owned subsidiary, Jilin ComfortDelGro Taxi Co., Ltd, is the City's largest taxi operator with a fleet of 729 taxis, translating to a 14.3% share of the market.

In 2020, the taxi market in Jilin City was affected by COVID-19. To help its cabbies

113.4

REVENUE
(S\$'MILLION)

11,277

TOTAL OPERATING
FLEET SIZE

774

TOTAL NUMBER OF
EMPLOYEES



OPERATIONS REVIEW

financially, the Company waived rentals for seven months, from February to August 2020.

As utilisation rate fell, the Company extended the repayment period for its cabbies, reduced the security deposit and relaxed the contract terms to prevent the premature termination of contracts.

With the Government committing to regulate the number of traditional taxis and online hailing cars, and the planned increase of taxi fares in 2021, business is expected to show some signs of improvement in the new year under review.

SHENYANG, LIAONING PROVINCE

TAXI

The Group's total fleet operated by Shenyang ComfortDelGro Taxi Co., Ltd and CityCab (Shenyang) Co., Ltd in the City was 1,516 taxis in 2020, with a combined hired-out rate of 97%.

The slight drop was due to COVID-19 safety measures such as the suspension of classes at schools, workplace closures and restrictions on inter-city travels. To help cabbies tide over the sharp drop in business, both companies reduced the rental of their taxis, and re-negotiated rental contracts with better terms such as allowing instalments to be made for advance payments.

The Company also continued to build up its brand by putting its cabbies through driver training and reducing accident rates with vehicle safety supervision. As a result, a total of 402 cabbies from both companies were commended by the Shenyang Transportation Bureau for their good service.

WEST CHINA CHENGDU, SICHUAN PROVINCE

TAXI

Our wholly-owned subsidiary, Chengdu ComfortDelGro Taxi Co., Ltd is the second largest taxi operator in the capital City. Following the Government's announcement in 2020 that rebates would be given for the conversion of petrol vehicles to EVs, the Company added 78 EVs to its fleet of 650 taxis, bringing the total number of taxis to 728 as at end-December 2020. This represented about 12% of its total fleet.

Apart from the impact of COVID-19, Chengdu's taxi industry continued to be plagued by the lack of regulations and enforcement by the Chengdu Municipal Government on third-party apps and illegal taxis. As such, to retain its cabbies, the Company continued to convert rental contracts from employee-based to vendor-based ones. The latter have proven more attractive as they come with lower rental rates. It also began offering a driver self-maintenance scheme to further



bring down rental costs, and rewarded staff and cabbies who successfully referred new cabbies to the Company.

CAR RENTAL & LEASING

The Group operates a motor vehicle rental and leasing business through its wholly-owned subsidiary ComfortDelGro Rent-A-Car (Chengdu) Co., Ltd. The long-term vehicle leasing market in which the Company operates is in gradual decline due to changes to governmental policy that disallows government agencies and departments from entering into long-term vehicle leases. In addition, demand from major customer groups such as foreign-funded enterprises and joint ventures, has also dwindled in recent years.

DRIVING CENTRE

2020 was a challenging year for our 95%-owned driving subsidiary, Chengdu ComfortDelGro Qing Yang Driving School Co., Ltd. The lack of regulatory control in the industry meant that competition for students and instructors continued to remain stiff. This was exacerbated by the reduction in enrolment due to COVID-19.

EAST CHINA SHANGHAI

TAXI

Shanghai City Qi Ai Taxi Services Co., Ltd is one of the premium taxi operators in Shanghai with a fleet of 484 taxis. The Shanghai City Government reversed

its policy in September 2020 to allow non-locals to drive a taxi. This helped to mitigate the acute shortage of cabbies in Shanghai. As at end-December 2020, all its taxis were fully hired out.

Despite the push by local Authorities to have all taxis replaced by fully-electric ones by 2022, supporting policies have yet to be drawn out. There is also a lack of supporting EV infrastructure. As such, the Company has requested to delay the replacement of its 129 five-year-old taxis by another year, and will do so in 2021.

SUZHOU, JIANGSU PROVINCE

TAXI

Our 70%-owned subsidiary, Suzhou Comfort Taxi Co., Ltd operated a fleet of 72 vehicles after scrapping 100 taxis that had reached their statutory lifespan in 2020. It has yet to replace these taxis as it is evaluating the EVs recommended by the Government. While awaiting the Government's policy on the electrification of vehicles in 2021, five EVs have been put on trial.

NANJING, JIANGSU PROVINCE

TAXI

Our 70%-owned subsidiary, Nanjing ComfortDelGro Dajian Taxi Co., Ltd, is the City's fourth largest taxi company, operating a total of 380 Compressed Natural Gas taxis. As a result of the



OPERATIONS REVIEW

pandemic, growth in the number of private hire cars as well as aggressive competition brought about by third-party online hailing apps, old unhired taxis were scrapped.

To remain competitive, the Company reduced the taxi rental for new hirers and provided insurance coverage that protects the interest of its cabbies. It also participated in career fairs in Nanjing and nearby counties and offered incentives to existing hirers who recommended their friends to sign on as cabbies.

DRIVING CENTRE

Nanjing ComfortDelGro Xixia Driver Training Co., Ltd, a joint venture with Nanjing Qixia District Number 2 Passenger Transportation Co., Ltd (Nanjing Qixia), and Nanjing Bulk Lifting and Transportation (Group) Co., Ltd, started operations on 1 January 2019 with a fleet of 36 learner vehicles. Despite strong competition and the impact brought about by the COVID-19 global pandemic, Nanjing Xixia maintained its position as one of the top three driving centres in Nanjing with 33 training vehicles.

Due to COVID-19, the Centre was forced to stop operations from January to 22 March 2020. Although operations resumed on 23 March 2020,

undergraduate students, who form bulk of the enrolment population, were not allowed to leave their campuses as part of safe distancing measures. The drop in undergraduate demand was however mitigated by a growing demand for Class B2 licences, which entails truck driving. As such, the Centre invested in another truck in May 2020 to meet the growing demand. It also started replacing its vehicles that have reached the statutory requirement of 10 years with EVs that come with automatic gears given rising demand for such training courses.

SOUTH CHINA

GUANGZHOU, GUANGDONG PROVINCE

BUS STATION

Our 60%-owned Tianhe Bus Station in Guangzhou served a total of 3.2 million passengers in 2020, a 57% drop due to the pandemic. Student travellers which used to make up the largest passenger group stayed away as lessons stayed suspended. This was further exacerbated by the high speed rail and the LRT services, the growing car population, private hire cars and buses as well as the persistence of illegal bus operations.

Cargo traffic was similarly hit, with revenue falling by 43.5%.



Lower ridership in turn translated to a drop in footfall. Rental revenue fell as a result as tenants struggled to stay afloat. To help tenants, rental waivers were extended – in some cases for as long as nine months.

To generate revenue, Tianhe converted some of the bus parking lots into public parking lots in October 2020.

To mitigate the reduction in ridership, the Station introduced 37 new bus routes. It also offered early bird discounts for passengers who bought their tickets in advance and halved ticket prices for students during school holidays and peak periods.

Thankfully, the Government extended financial assistance in the form of grants and waivers. The Station was also exempted from property tax.

Despite the challenges, the Station successfully completed the construction of three satellite stations. The first was in Yantang in June. This was followed by a second one in the Armed Police Hospital in August and a third in Longdong in November. From these stations, 67 buses that serve 10 routes were introduced.

During the year, the Station installed 62 DC electric charging stations to provide charging services for the first batch of 40 fully-electric buses that is to be rolled out in 2021 by its partner, Guangzhou Public Transport Group. The charging service will also be available to the public for a fee.

NANNING, GUANGXI PROVINCE

TAXI

Our 80%-owned subsidiary, Nanning Comfort Transportation Co., Ltd, is the largest taxi operator in Nanning with a fleet of 854 taxis.



Utilisation rates fell during the year as the pandemic raged, falling to 87.7% in 2020, compared to 98.7% in 2019.

To help its cabbies, rental waivers were extended to them from February to May in accordance to the guidelines provided by the taxi associations. This came on top of the mandatory subsidies that the Company had to pay for each taxi. Cabbies' contracts that were due were also extended by another two months.

Apart from financial relief, the Company distributed masks and disinfectants to its staff and cabbies. It also set up a vehicle disinfection point on the roadside, where staff and cabbies took turns to disinfect the taxis daily. To further reduce the risk of infection, the Company accelerated its digital efforts by putting online its monthly driver safety training programme.

Fortunately, the Government extended financial aid in the form of grants and exemptions. The Company was exempted from paying insurance premiums and value-added tax. It further received subsidies for maintaining stable employment for its staff.

OPERATIONS REVIEW



IRELAND

CORK • DUBLIN
GALWAY • LIMERICK

INTER-CITY EXPRESS COACH

10.7

REVENUE
(S\$'MILLION)



22

TOTAL OPERATING
FLEET SIZE



14

TOTAL NUMBER OF
EMPLOYEES

ComfortDelGro Irish Citylink Limited, our wholly-owned express coach subsidiary in Ireland, runs a network of inter-city and Dublin Airport express routes linking cities such as Cork, Dublin, Galway and Limerick.

The onset of the COVID-19 pandemic was the main challenge faced by the Company in 2020. Following the outbreak in Ireland, severe lockdowns were imposed and operations were fully suspended from April to July. Various safety and enhanced cleaning protocols were implemented and staff underwent specific COVID-19 training. When operations resumed in August at reduced schedules, ridership

picked up and surpassed expectations. Unfortunately, new lockdown measures were imposed again in October 2020 and ridership took a hit once again.

During the lockdown, ComfortDelGro Irish Citylink did not sit idle. It continued looking at ways to improve its service offerings. For example, it introduced a new on-bus ticketing system across its fleet to enable contactless payments by credit and debit cards, resulting in quicker boarding and more flexible ticketing options while strengthening its cash and ticket controls. A new online booking engine was also planned although its implementation has been delayed to the first quarter of 2021.



VIETNAM

HO CHI MINH CITY

TAXI



1.4

REVENUE
(S\$ MILLION)

163

TOTAL OPERATING
FLEET SIZE

73

TOTAL NUMBER OF
EMPLOYEES

Ho Chi Minh City, the largest city in Vietnam where Vietnam Taxi Co., Ltd (Vinataxi) operates, was hit hard by the global pandemic.

A "Social Distancing" campaign was imposed from 1 to 15 April 2020. Except for emergencies, all public including taxis were suspended. The suspension was further extended till 23 April 2020. With the imposition of the lockdown, Vinataxi suspended all operations. The sale of its taxi vouchers to mini hotels in District 1 was also suspended.

The Company resumed operations immediately after the "Social Distancing" campaign ended. For the first two weeks after the campaign, the Company reduced its rental by about 70% to retain its cabbies. The pick-up point fees at airports

and hospitals were also further reduced by about 30 to 50% from April to June 2020. Business has since recovered, but ridership remained below that of pre-COVID levels.

On 30 July, Vinataxi partnered Be Group, the second largest ride-hailing firm in the city, to enable its users to book a Vinataxi via its BeTaxi platform.

Vinataxi retained its Co-Operative Partner Programme (CPP) that was launched in 2018. The CPP allows drivers who possess a household business licence to pay Vinataxi a management fee to operate point-to-point services using their own vehicles. In 2020, despite the COVID-19 pandemic, a total of 50 cars stayed on with the CPP.

OPERATIONS REVIEW

MALAYSIA

KUALA LUMPUR

AUTO LEASING
INSPECTION & TESTING SERVICES



2.0

REVENUE
(S\$'MILLION)



97

TOTAL OPERATING
FLEET SIZE



40

TOTAL NUMBER OF
EMPLOYEES

AUTO LEASING

Established in 1996, our subsidiary, CityLimo Leasing (M) Sdn Bhd, offers auto leasing services in Malaysia through a fleet of 97 vehicles. In spite of many challenges resulting from the global pandemic, it successfully retained the confidence and trust of its loyal clients. As a result, the utilisation of its vehicles was satisfactory in 2020.

CityLimo also provides both short- and long-term leasing for a full range of passenger cars, including sport utility and multi-purpose vehicles, as well as light commercial vehicles in Malaysia. It is one of the leading auto leasing service providers for multinational corporations, especially those in the oil & gas, logistics

and infrastructure industries. The Company specialises in dedicated telematics fleet management for clients with round-the-clock nationwide technical and roadside emergency assistance.

In keeping with the times, the Company gave its logo a fresh new look. It also revamped its website, making online transactions available for its customers for the very first time as part of its efforts to go digital.

INSPECTION & TESTING SERVICES

SetSCO Services Pte Ltd's wholly-owned subsidiary, SetSCO Services (M) Sdn Bhd, provides civil engineering, mechanical and NDT services in Peninsular Malaysia.

