

COVID-19

THE PANDEMIC
SENT SHOCKWAVES
THROUGHOUT THE
WORLD AND CHANGED
THE WAY WE LIVED.







AIR TRAVEL GROUND TO A HALT

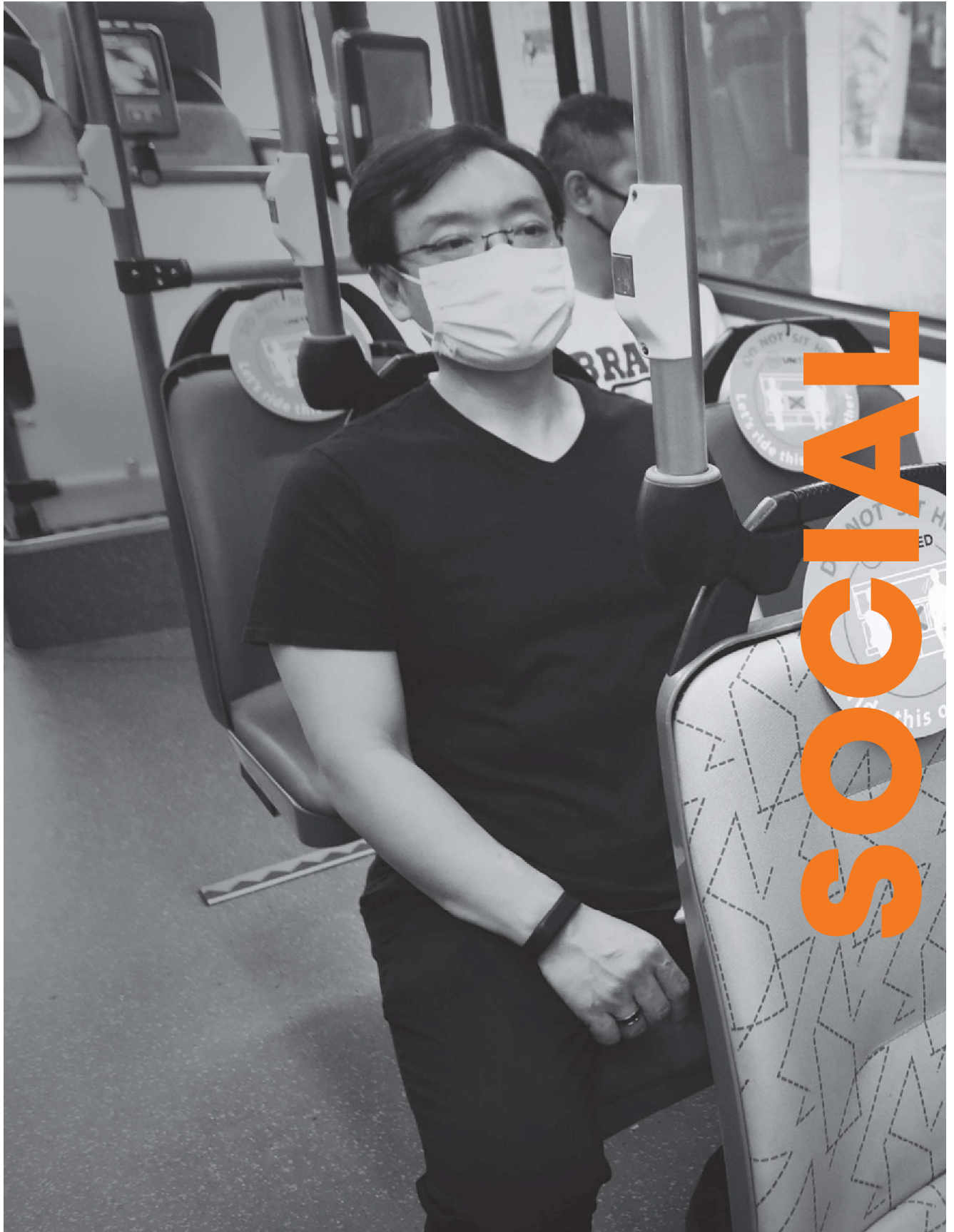


**BUSINESSES
SUFFERED**

SCHOOLS CLOSED



STREETS EMPTIED





DISTANCING

**BECAME THE
NEW NORM**



**WE WERE
IN THE MIDST
OF A GLOBAL
CRISIS**



**COMFORTDELG
HAS BEEN ON
EMPLOYEES, CU
OTHER STAKEHO
THIS UNPRECE
IN THE SAFEST**

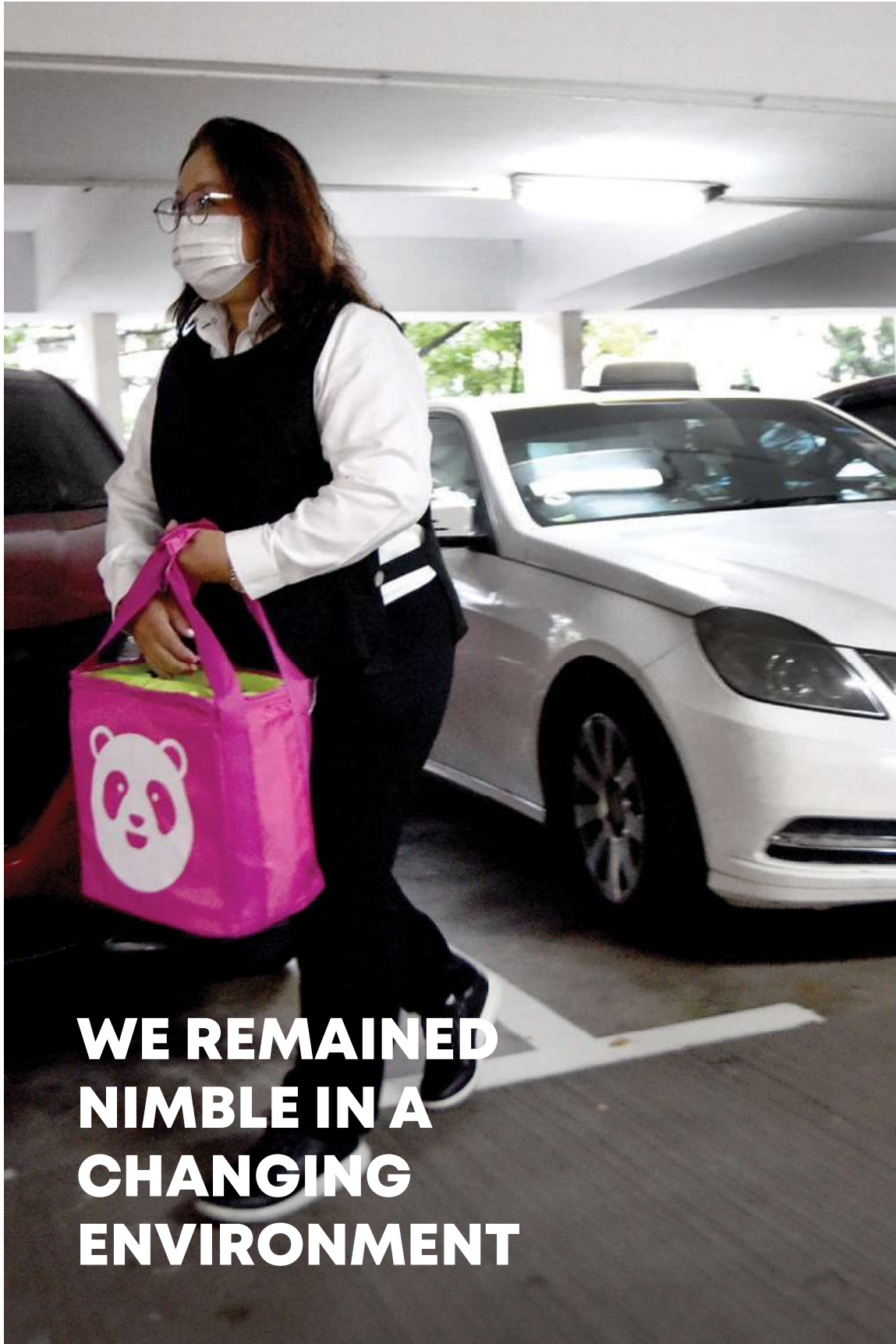
**RO'S KEY FOCUS
HELPING OUR
STOMERS AND
LDERS WEATHER
DENTED STORM
WAY POSSIBLE**

THE WELL-BEING OF OUR PASSENGERS WAS A KEY PRIORITY





**SO TOO THE
HEALTH AND
SAFETY OF OUR
STAFF AND
DRIVERS**

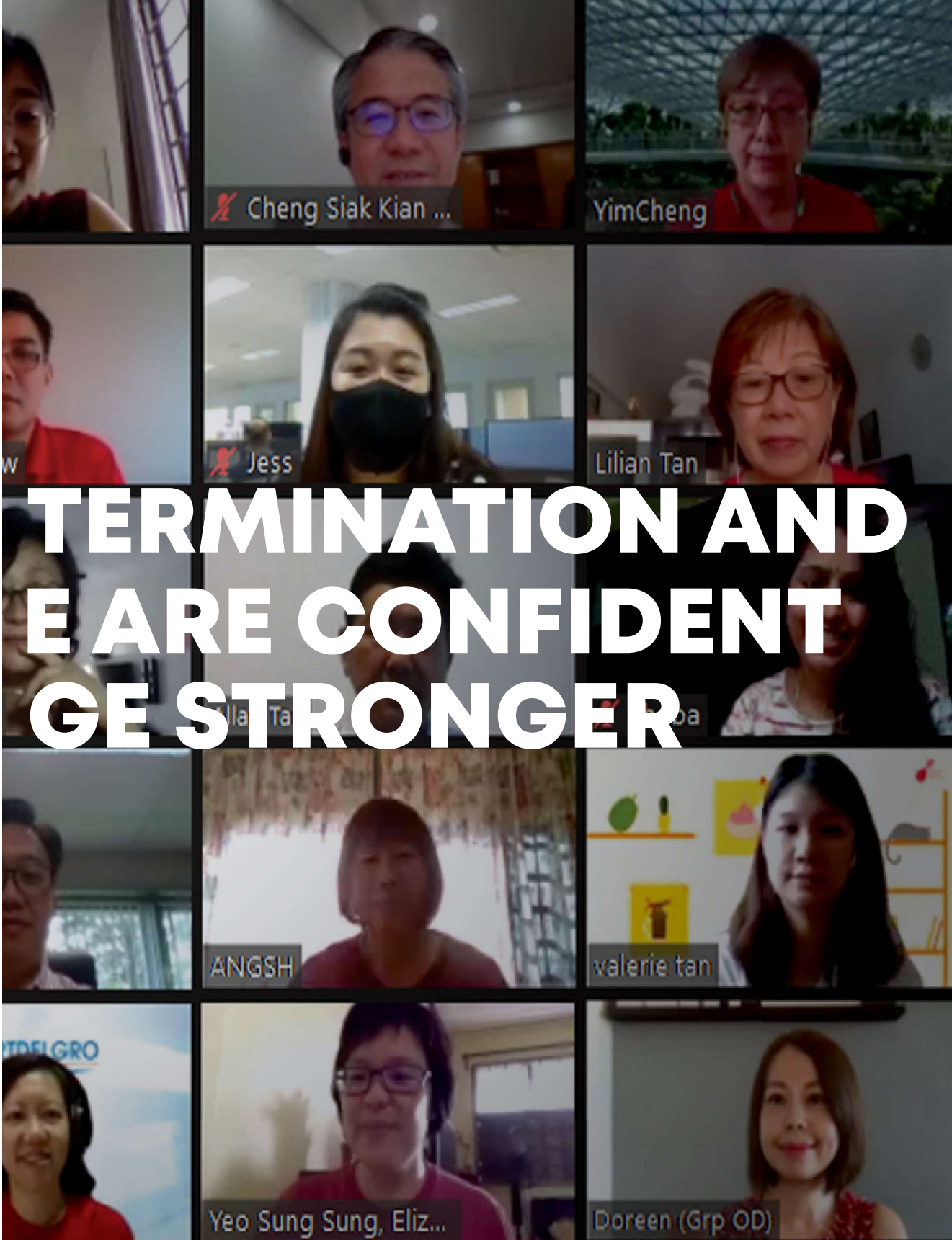


**WE REMAINED
NIMBLE IN A
CHANGING
ENVIRONMENT**

ALL THE WHILE REMAINING ON THE LOOKOUT FOR OPPORTUNITIES FOR GROWTH







COVID-19

What started as a sneeze and cough quickly became a lot more sinister in the early months of 2020. The world now knows it as COVID-19 and it has changed life as we all know it.

It is a virus which needs no introduction. It has changed the way we work and play, the way we interact with one another and certainly, the way we, at ComfortDelGro Corporation Limited, do business and deliver our services.

We bring you a snapshot of how COVID-19 has made us transform, as we work hard to keep our staff, our drivers, and our communities safe.



SINGAPORE



Singapore's index case was discovered on 26 January 2020. A tourist who was residing in one of the hotels in Sentosa island, was tested positive and contact tracing commenced immediately.



The discovery of Singapore's first COVID-19 case had direct impact on ComfortDelGro Bus Pte Ltd, which operates the shuttle service on the island. It immediately began contact tracing and implemented temperature screening for all its drivers. The buses also underwent enhanced cleaning and disinfection. Thankfully none of our staff was infected.

At the same time, the rest of the Group ramped up its business continuity action plans, making sure there was sufficient stockpile of essentials like face masks, thermometers, disinfectants and sanitisers. We actively coordinated the supply of essentials across geographies. Disposable masks, surgical gloves and thermometers were shipped from Singapore to China in January when the businesses there were short of supplies at the peak of the pandemic. When the stockpile of masks ran low in Singapore later, our Chinese and other overseas businesses returned the favour and sent inventories.

As more infections surfaced in Singapore, our businesses stepped up their preventive measures. Staff were reminded to adhere to personal hygiene practices and to seek medical attention when exhibiting respiratory illnesses symptoms. Workplace arrangements were reviewed to enable social distancing amongst staff.

Our various Business Units ensured that our entire fleet of buses, taxis, trains, private and training cars was thoroughly disinfected, stepped up cleaning on all high traffic places in our various locations was implemented and social distancing enforced strictly.

With the declaration of DORSCON Orange, our businesses were ordered to prepare for escalated measures, including split team work arrangements and telecommuting. Table top exercises were held to brainstorm the various scenarios and to formulate responses.

The preparations proved useful when a Circuit Breaker was ordered by the Government in early-April, following rising community infections and the emergence of infection clusters in the foreign workers' dormitories. Over the weekend, remote working arrangements were set up to enable corporate staff to work from home.

Our challenges were compounded when the Federal Government in Malaysia ordered the imposition of Movement Control Order (MCO), thereby restricting the daily cross-border commute of our Malaysian bus captains and technicians.



COVID-19



SINGAPORE



SBS Transit Ltd and other businesses had to arrange for alternative accommodation for stranded staff while they continued working in Singapore to ensure critical services carried on undisturbed. At the same time, VICOM Ltd had to re-locate its foreign workers after infection clusters were uncovered in the dormitories that they were housed in.

The two-month Circuit Breaker grounded almost all business activities. We suspended operations at our driving centre and all vehicle inspection centres. Corporate car rentals and private bus bookings were hit with border closures and event cancellations. Several private bus contracts that ferried foreign workers were also suspended after the dormitories were gazetted as isolated areas.



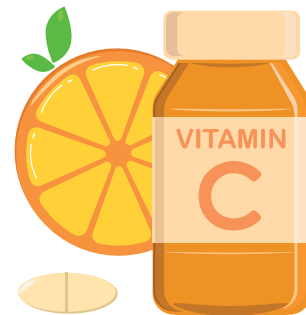
Taxis plied empty streets as non-essential services were ordered to close, and dining out was prohibited. Ridership of our public bus and rail services dropped to less than 30% of pre-COVID levels.

The Government and Authorities recognised the dire situation and rolled out various relief assistance across industries. Beyond the Job Support Scheme that co-funded part of our employees' salaries, there were transport sector-based schemes where the Land Transport Authority (LTA) waived the licence fee for point-to-point operators, and provided relief to taxi companies to help defray the cost of unhired vehicles. Private bus operators were also given a one-year road tax rebate.

For our taxis, the LTA provided a S\$300 per vehicle per month special relief fund from February to September 2020. Cabbies could also apply for the Self-Employed Person Income Relief, and receive course fee support and allowance should they subscribe to training courses.

The Group empathised with the plight of the cabbies, and knew that the livelihoods of many of our long serving cabbies were at stake. Beyond matching the LTA's relief, ComfortDelGro Taxi took the unprecedented decision to waive the full taxi rental during the Circuit Breaker. It also partnered various food and beverages outlets to provide delivery services via its newly developed web-based ComfortDelivery platform. The take-up rate was encouraging as it helped to supplement our cabbies' income over the Circuit Breaker period.

As a land transport operator, ensuring the health and safety of our people and commuters was a top priority. All frontline staff were provided with masks, sanitisers and Vitamin Cs.



With safety assured, the Group was able to continue its public transport services. Our taxis continued to ferry patients to and from hospitals, and ComfortDelGro Bus carried on operating its shuttle services at the Singapore General Hospital.



CHINA

The Group also supported Temasek Foundation's #BYOBClean campaign by having staff volunteers distribute water-based sanitisers at key bus interchanges.

A total of 22 staff were infected by COVID-19 in Singapore. All have fully recovered. There were no infection clusters uncovered at our workplaces and facilities. Eight cabbies were also infected, of whom two unfortunately passed on. The other six have fully recovered. We have extended our condolences and provided support to the bereaved families.

By December, public transport ridership had recovered to about 70% of pre-COVID levels. Phase 3 Re-opening and the introduction of more travel bubbles will contribute towards the recovery of the transport sector. While the Group is cautiously optimistic of the recovery in Singapore, we remain vigilant of the pandemic risk as resurgence waves of infection rage on in other parts of the world.

**BY DECEMBER, PUBLIC
TRANSPORT RIDERSHIP HAD
RECOVERED TO ABOUT**

70%

OF PRE-COVID LEVELS



From the first report of the COVID-19 infection in Wuhan, the virus spread rapidly across all Chinese cities, including Beijing, Shenyang, Shanghai, Guangzhou, Chengdu and other cities that the Group operates in. As the number of confirmed infections and fatalities continued to grow nationwide, many cities were put under partial or full lockdown.

Both our driving schools in Nanjing and Chengdu were ordered by the local Authorities to close at the peak of the COVID-19 outbreak. With the lockdown in February, taxi trips plummeted across cities. Our staff at the various taxi businesses set up disinfection points to help cabbies disinfect their vehicles and to distribute masks. Staff in non-critical divisions were asked to work from home.

At the Guangzhou Xin Tian Wei Transportation Development Co., Ltd's Tianhe Bus Station, ridership fell by close to 60% as Authorities banned some inter- and intra-provincial bus routes in February and March, and imposed a "50% load factor" rule for safe distancing.

COVID-19



CHINA

Our businesses worked closely with the local Authorities and the taxi associations to provide rental relief to the affected cabbies. Free rental was provided during the lockdown periods. In return, the local Governments waived social insurance payments, and offered property tax and value-added tax rebates from January to March.

Fortunately, there were no infections amongst our staff and cabbies in China. However, several cabbies were put on quarantine as they ferried COVID-19 patients to medical facilities.

By early-March, with confirmed cases and fatalities sharply reduced, the Central Government decided to progressively lift the lockdown in major cities. Workers returned back to work and businesses reopened, including our driving schools.

By early-October, when China traditionally celebrated "Golden Week", social activities had resumed to almost pre-COVID levels. Strict controls were still in place to screen and quarantine foreign visitors. With the pandemic under control, the Group's businesses in the various Chinese cities have recovered to near pre-pandemic levels. The taxi fleet hired-out rates stand at more than 90%.



AUSTRALIA



In January 2020, when the infection rate was still very low in Australia, the official position was focussed on the screening and isolation of foreign visitors and returning nationals. But as infection numbers rose rapidly at the end of February, the Australian Government declared a national health emergency and activated its COVID-19 lockdown of non-essential activities on 23 March.

The Metro Bus business across major states such as Victoria and New South Wales were marginally affected as local Authorities ordered the continuation of bus services despite the cessation of non-essential activities. Notwithstanding, ComfortDelGro Corporation Australia Pty Ltd (CDC) had to engage more staff to support the additional fleet cleaning and sanitisation.

Similarly, taxi call bookings in Perth and Melbourne fell significantly over the lockdown period. Our Non-Emergency Patient Transport business also saw a fall in demand in the last two weeks of March as health authorities mandated the cessation of elective surgeries in order to ensure that beds were available in the event of a pandemic surge.

With the measures imposed, Australia managed to curb the spread of the COVID-19 virus by end-May, clearing the way for the resumption of business and social activities. But just as recovery was underway, the second largest city of Melbourne was put into lockdown in early-July after an outbreak pushed daily new cases to more than 700. The City was placed under a night-time curfew, schools were closed and large parts of retail, manufacturing and hospitality were ordered to shut. The restrictions were lifted at the end of October.





UNITED KINGDOM

CDC activated its pandemic preparedness and business continuity plans early, enabling it to stockpile personal protective equipment ahead of the supply shortage in Australia.

At the height of the pandemic, rental assistance was extended to the cabbies in Perth, and disinfection stations were rolled out to facilitate the cleaning of the vehicles.



The key government assistance to businesses was the JobKeeper Payment Scheme, where the Government co-funded the salary for each staff that was retained in employment. Given that this tiered relief scheme was targeted at smaller businesses worst hit by the pandemic, Swan Taxis Pty Ltd was the only Australian business that qualified for this grant.

In Australia, there were 13 cases of infection – seven from the Bus business and six from the Non-Emergency Patient Transport business.

The United Kingdom (UK) remains one of the worst-hit countries of the COVID-19 pandemic. Given that public healthcare is a devolved system with England, Scotland, Wales and Northern Ireland having their own policies and systems, there was also some disparity in the outbreak severity.

The UK Government imposed a stay-at-home order in March, banning all non-essential travel and closing most gathering places. Those exhibiting respiratory symptoms were told to self-isolate at home, in order to avoid overwhelming the national healthcare system. By late-April, the number of daily deaths slowly declined. But, the infection spread surged in August. Various levels of lockdowns were imposed across the countries from October, in tandem with the discovery of a more transmissible variant.

As public transport was designated as an essential service, Metroline Limited and other businesses that had received government support continued to operate as contracted throughout the pandemic. Transport for London (TfL) committed to maintaining a high level of service to enable the commute of key-sector workers, although some routes were reduced to Sunday frequencies during the lockdown.



COVID-19



UNITED KINGDOM



Other businesses such as coach services that operate on a purely commercial model virtually ceased operating. Coach services operated by Scottish Coaches CityLink Limited and ComfortDelGro Irish CityLink Limited were either scaled back or suspended temporarily following the announcement of the lockdown.

Notwithstanding, we continued to provide a skeleton service in Scotland to enable far flung communities to remain connected and provided transport facilities for essential workers. Similarly, with the cancellation of discretionary events, 37 out of 45 coaches at our Westbus business were mothballed.

The Taxi and Private Hire businesses witnessed dramatic reductions in call and job volumes. Ridership fell by 70% to 80% across our London, Aberdeen and Liverpool taxi markets. The gradual re-opening from early-June helped to mitigate the business impacts of the pandemic, in tandem with increased activities during the summer months. The resurgence of infection numbers at the end of August halted business recovery as restrictions were re-imposed across the country.

From the start of the pandemic, our UK businesses had adopted a range of health and safety measures, ranging from enhanced vehicle cleaning, introduction of improved vinyl screens for bus driver cabins, temperature screening of staff and the provision of face masks and sanitisers. In addition, Metroline worked with TfL to implement middle-door boarding in order to minimise interaction between the drivers and passengers. We also worked with the Union on sick leave payment to encourage those feeling unwell to see a doctor and stay home, and put in place

furlough arrangements for vulnerable staff, in particular those in their 70s.

The key government relief in the UK was the COVID-19 Jobs Retention Scheme, where the Government paid a percentage of staff wages via furloughing. A similar scheme was implemented in Ireland. Besides the Jobs Retention Scheme, there was also the COVID-19 Corporate Financing Facility, as well as transport-related government support, including continuing support for concessionary schemes and fuel cost subsidy. Most of our businesses benefited from such assistance.

Metroline made a commitment to work with TfL to enforce safe distancing measures across its garages. It also carried out risk assessments of vulnerable driver groups and provided health screening and furlough support where necessary.

There were 14 staff fatalities arising from the COVID-19 pandemic in the UK, including bus drivers and operational staff at its garages across London.

The University College Institute of Health Equity independent review commissioned by the local Government established that many of the drivers who died were suffering from underlying health conditions, and were from boroughs with above average levels of COVID-19 death rates.





MALAYSIA

In Malaysia, the Movement Control Order (MCO) was ordered on 18 March 2020 to curb the spread of COVID-19. Some restrictions were gradually lifted from early-May.

Since mid-September, an outbreak amongst communities in various states led to a resurgence of COVID-19 cases. The situation has since worsened. By December 2020, COVID-19 clusters were reported at a medical glove manufacturing plant and among healthcare workers. The deteriorating situation led to the Federal Government declaring a State of Emergency on 13 January 2021.

Given that CityLimo Leasing (M) Sdn Bhd's client base is mainly multinationals and corporate clients on long-term leases, the business has been slightly more resilient. Notwithstanding, there were some cancellations and non-renewal at the expiry of some short-term monthly leases.

All of CityLimo staff are on work-from-home arrangements using web-based systems to telecommute and provide 24-hour emergency support services to its clients. CityLimo has also extended medical insurance coverage to include COVID-19 tests for its staff, and provided personal protective equipment such as masks and sanitisers.

There is, fortunately, no reported infection from CityLimo.



VIETNAM

Since its first COVID-19 infection was reported in January, Vietnam has taken a series of measures to detect and contain the spread of infections.

By end-April, the country had successfully contained the pandemic as it took decisive actions to restrict travel, impose quarantine, while scaling up the testing and contact tracing abilities to stem the spread of the virus.

When infections continued rising in March, the health authorities mandated the wearing of masks in public and the need for all foreign visitors to be quarantined. More restrictions were progressively imposed, including the closures of pubs, gymnasiums and restaurants. A lockdown "Social Distancing" campaign was imposed from 1 April 2020. Except for emergencies, all public transportation such as buses, taxis and private hire vehicles were suspended.

Ho Chi Minh City, the largest City in Vietnam where Vietnam Taxi Co., Ltd (Vinataxi) operates, had been one of the most severely-impacted localities by the pandemic. The service sector was hit particularly hard after the Government suspended entry for all foreign nationals. Taxi trips dropped by more than 50%, and Vinataxi had to correspondingly reduce its rental rates. With the imposition of the lockdown, Vinataxi suspended its operation.

The Social Distancing campaign was lifted at the end of April, and taxi operations were allowed to resume, but with safety measures in place, including requiring the masking up and health declaration by passengers. Business has since recovered, but ridership is still below that of pre-COVID levels.

Over the course of the outbreak, Vinataxi actively distributed masks, gloves and Vitamin C tablets to its frontline staff and cabbies. It stepped up the cleaning and disinfection of its premises, and introduced temperature screening for all its staff, drivers and visitors. Taxis and all other vehicles entering its premises had to be disinfected. With the comprehensive measures taken, there was no reported infection amongst any of our staff or cabbies.

