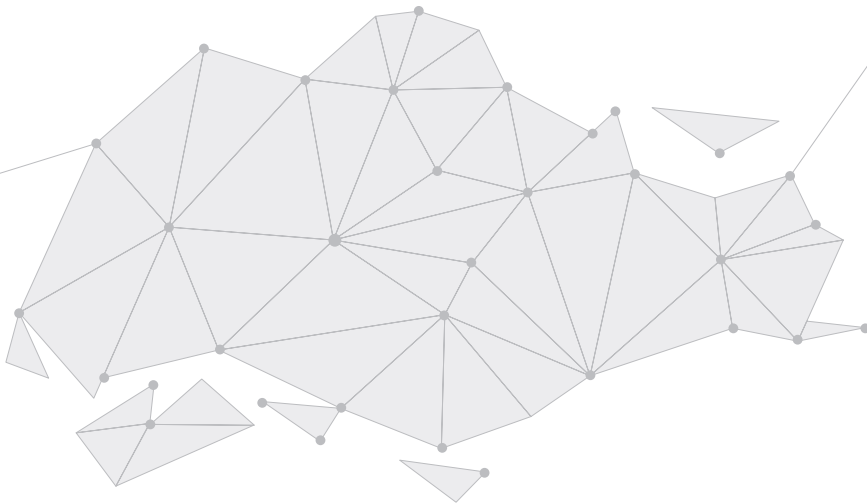


OPERATIONS REVIEW



SINGAPORE

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

Public Transport Services

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

Scheduled Bus

SBS Transit Ltd entered into its fourth year of operating under the Bus Contracting Model (BCM) in 2019, where the provision of bus services and the corresponding standards are all determined by the Land Transport Authority (LTA). Under this model, the Government retains the fare revenue and owns all infrastructure and operating assets such as depots and buses.

Bus routes in Singapore are bundled into 14 bus packages. Of these, SBS Transit operated nine. During the year, it continued to be the biggest public bus operator with a market share of 61.1%. It managed a total of 223 bus routes – one more than in 2018 – and operated about 31,000 trips a day.

The inaugural On-Demand Public Bus Services trial, where SBS Transit operated five bus routes – three in the Joo Koon area and two in the Marina-Downtown area – for the LTA ended in June 2019. Conducted during off-peak hours on weekdays, commuters could book a ride with an app and request to be picked up and dropped off at any bus stop within the defined areas. It was concluded by the LTA that such bus services were not cost-effective due to the high technology costs required in scaling up.

A major highlight in 2019 was SBS Transit's active involvement in the three-month long public trial of driverless buses on Sentosa Island with ST Engineering. Operated as an on-demand service, visitors on the island could book a shuttle ride on any of the four autonomous buses to get to popular destinations along the 5.7km route. SBS Transit also operated autonomous vehicles (AVs) on Jurong Island in a separate trial

2.26
REVENUE
(S\$BILLION)

17,358
TOTAL OPERATING
FLEET SIZE

13,773
TOTAL NUMBER OF
EMPLOYEES



with ST Engineering. Unlike the vehicles used on Sentosa which have a maximum capacity of 11 passengers, the AVs on Jurong Island are 12m-long, similar in length to a public bus.

In November 2019, the LTA put up a tender for two of the bus packages – Bulim Bus Package and Sembawang-Yishun Bus Package. Interestingly, tenderers were given the option to submit proposals for either of the two packages, or both – the first time such a cluster approach was adopted with the intention to level the playing field.

The contract for the Bulim Bus Package, with 29 services, is up for its second term when it expires in 2020. It was the first bus package awarded under the BCM in 2015 while the Sembawang-Yishun Bus Package, with 27 bus routes, marked the fifth tendered contract. SBS Transit plans to submit proposals for both packages.

Electric buses are also expected to hit the roads in 2020. SBS Transit has taken delivery of some of these environmentally friendly buses from the LTA. Its bus captains as well as engineers and technicians are also undergoing training in preparation to operate these electric vehicles (EVs).

More details on our scheduled bus operations can be found in SBS Transit's 2019 Annual Report.

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 operates premium bus services, and shuttle bus services for industrial parks, shopping malls, educational institutions and condominiums.

Of note is ComfortDelGro Bus' passenger service trial of an AV – the NUSmart Shuttle – that is currently operating in the National University of Singapore. It follows a predefined 1.6km route, starting from the i4.0 building between Heng Mui Keng Terrace and Business Link, and makes stops opposite the Hon Sui Sen Memorial Library and BIZ 2 building. As at end-2019, it had carried about 750 passengers. As part of safety precautions, passengers are required to be seated and belted up at all times when the AV is in motion. A Safety Operator is also always on board the AV when it is on the move to ensure compliance.

From 21 to 25 October 2019, the NUSmart Shuttle was showcased at the Intelligent Transport System World Congress where delegates were shown how they could command it to move automatically to a boarding point using an app and how it was able to circumvent obstacles while travelling along a route. It was so popular that all 50 available demonstration slots

were snapped up. In all, it ferried more than 300 passengers during the Congress.

On 15 August 2019, ComfortDelGro Bus began trialling a new on-demand bus service called ComfortConnect. It operated from Mondays to Fridays between 10am and 4pm, and served a total of 16 physical/virtual stops, including the majority of the condominiums in the Tanjong Rhu/Meyer Road area, Parkway Parade, the Singapore Swimming Club as well as Dunman High School. No fares were collected during the trial. To book a ride on this on-demand bus service, passengers had to select a stop as a pick-up point and another as a drop-off point, indicate the date and time of pick-up before booking on the ComfortConnect App. They would receive an in-app notification once the ride was confirmed and another notification at least two minutes before the bus arrived. The bus would complete the ride even if there was only a single booking.

Response was encouraging with more than 800 new sign-ups. About 100 residents actively booked the service, translating to an average of 18 rides a day. Further enhancements were also made to the App following feedback from residents. To reach out to a larger pool of residents, ComfortDelGro Bus extended the trial into 2020 for another three months. It plans to upgrade the App in 2020.

On 1 December 2019, ComfortDelGro Bus rolled out Singapore's first fully predictive anti-collision bus. The four new Volvo B8R 49-seater buses come with a Driver Support System that has a built-in Collision Warning & Emergency Brake feature, which ensures the bus brakes automatically and comes to a stop if it "senses" a collision is about to take place. The system also comes with a lane-keeping assist function that alerts the bus driver when the bus veers into other lanes. Similarly, the braking system kicks in if it senses a frontal collision threat.

During the year, ComfortDelGro Bus successfully won 10 new contracts and renewed six existing ones. It also continued to provide bus services for seven schools, one of which renewed its contract for another two years. The Company also continued to win bus charters tenders



and provided bus services for 18 events including the Singapore Airforce Day, Chingay Parade, as well as marathons and sports activities such as the Yellow Ribbon Run, and OCBC Cycle.

Rail

For the year under review, demand for our rail services grew 3.9% with an average daily ridership of 1.22 million.

On the 42km-long Downtown Line (DTL), ridership increased by 6.0% to 174 million while demand on the 17-year-old North East Line (NEL) grew marginally by 1.6% or 3.5 million to 219.3 million. For the 28-station Sengkang-Punggol LRT (SPLRT) systems, average daily ridership stood at 140,456 which is 6.7% or 8,873 higher than in 2018.

The DTL operated 4,228 weekly trips or 5.0% lower than 2018 while the NEL operated 4,029 trips a week or 3.2% lower than the previous year. The SPLRT systems, on the other hand, increased the number of trips operated a week by 12.0% or 1,927 to 17,967 to cater to the increase in ridership demand.

In train service reliability, NEL achieved the Mean Kilometres Between Failure or MKBF of 1.38 million train-km while the DTL clocked 1.14 million train-km, both of which exceeded the one-million target set for 2020. NEL also exceeded the nationwide MRT network's average of 1.32 million train-km. The SPLRT systems clocked an MKBF of 251,000 train-km in 2019 compared to the nationwide LRT network's average of 154,000 train-km.

There was no major disruption on the NEL and DTL in 2019, and instances of delays – three on the NEL and eight on the DTL – were 15.0% lower than the year before.

To boost rail reliability, SBS Transit commenced work on an Integrated Maintenance Diagnostics Centre (IMDC) at the NEL depot that would enable it to proactively monitor the condition of the train systems to pre-empt faults. For example, it will be able to pre-emptively withdraw a train if there are early signs of deterioration in the transmission of signals between the train and the signalling system. The installation of the physical and communication infrastructure as well as the integration of the various condition-monitoring equipment were completed in 2019. Works will continue with the development of a fault anomaly detection engine using data analytics in 2020. The DTL depot in Gali Batu will also set up its own IMDC by 2021.

In March 2019, in recognition of SBS Transit's efforts towards improving rail reliability, the Ministry of Transport awarded NEL the inaugural Challenge Shield for being the "Most Reliable MRT Line" by clocking 1.369 million train-km in 2018. NEL and DTL also clinched the top two spots respectively in the "Best Land Transport Operations and Maintenance Initiative" category at the 2019 Land Transport Excellence Award.

In 2019, public transport fares were higher than the year before. Fares were adjusted upwards by 4.3% from 29 December 2018. This was the first increase in four years

implemented by the Public Transport Council (PTC) based on its new fare formula which came into effect in 2018 and will be valid until 2022. With costs continuing to rise due mainly to higher repairs and maintenance, SBS Transit successfully applied for fare adjustment in October 2019, and was granted a fare revision of 7.0%, which was implemented from 28 December 2019.

SBS Transit is looking forward to tenders being called for the operation and maintenance of the Jurong Region Line as well as the Cross Island Line. SBS Transit plans to bid for these tenders. Concurrently, the LTA announced that Hume Station on the DTL is expected to be opened no later than 2025 and works are already in progress.

More details on our rail operations can be found in SBS Transit's 2019 Annual Report.

Taxi

ComfortDelGro Taxi remained Singapore's largest taxi operator with a combined fleet of about 10,700 Comfort and CityCab taxis.

During the year, ComfortDelGro Taxi embarked on its digital transformation journey. It started with adopting the Agile methodology in which squads comprising four to five staff were formed to improve the ComfortDelGro Taxi Booking App, its driver apps, vehicle despatch system as well as its digital marketing capabilities.

To better support the development of the Company's apps and digital initiatives, offshore development centres in Chennai, India and Yangon, Myanmar were set up to supplement local IT resources. As a result, new features were rolled out once every two weeks and close to 30 upgrades were created for the apps for both iOS and Android.

ComfortDelGro cabbies were also encouraged to learn digital skills. On 25 June 2019, ComfortDelGro Taxi signed a Memorandum of Understanding with the National Taxi Association to put 10,000 cabbies through the SkillsFuture for Digital Workplace course to improve their digital skills by end of 2020. By end-2019, more than 4,000 of our cabbies have been trained.

On 15 May 2019, ComfortDelGro Taxi launched a new offering – ComfortRIDE – in place of its flat fare option. Fares of ComfortRIDE trips adjust according to demand and supply of taxis at any time of the day. Generally, fares are higher when

there is strong demand, and lower when demand is low – as compared to normal flat fares. In just three months, ComfortRIDE trips crossed the two-million mark.

At the same time, the CabRewards programme, which rewards passengers with points that they can use to offset portion of the taxi fares through the ComfortDelGro Taxi Booking App, was renamed ComfortPoints.

As part of marketing efforts to promote both ComfortRIDE and ComfortPoints, a four-month long “Win S\$8,888 By Taking ComfortRIDE” lucky draw was launched on 1 September 2019. Popular local social media influencers such as mrbrown and Jian Hao Tan were also engaged to promote both service offerings.

As a result of these marketing efforts, more than half of the booking jobs made via the ComfortDelGro Taxi Booking App were ComfortRIDE, while the bidding rate by ComfortDelGro cabbies for ComfortRIDE jobs was 10% higher than that of metered jobs.

In July 2019, a credit card payment option was rolled out in the ComfortDelGro Taxi Booking App to offer users the ease of paying for both mobile booking and street hail trips via the App. Slightly more than three months later, NETS Click was introduced to enable consumers to use NETS bank cards to pay for taxi fares. This initiative marks the first time that consumers can store NETS payment details on file and to use their NETS bank card as an in-app payment mode.

ComfortDelGro Taxi continued to extend its in-app corporate Cabcharge card to more companies to allow them to do away with physical Cabcharge cards. Since it was introduced in 2018, about 15% of its corporate clients have made the switch. As a result of the multiple cashless options that were rolled out, cashless transactions grew by two million year-on-year.

ComfortDelGro Taxi also made extensive efforts to reward and retain its cabbies. New contract schemes which included sub-schemes to encourage hirers to switch to new petrol-electric hybrid taxis with cash incentives of up to S\$6,000 were introduced. The response was encouraging, with 78% of our hirers placed on these contract schemes within six weeks. As a result, ComfortDelGro Taxi sped up its taxi renewal exercise and took delivery of about 3,200 Hyundai Ioniq and Toyota Prius hybrid taxis during the year.

ComfortDelGro Taxi also continued to reward its cabbies who achieved or exceeded job targets with weekly incentives. This has enabled the Company to maintain its high catered rate of 92% and provide a good customer experience for passengers.

In March 2019, Marina Bay Cruise Centre signed a contract to engage our limousine service for another two years with an option for an extra year.

ComfortDelGro Taxi also continued to conduct both the Taxi Driver’s Vocational Licence (TDVL) and Private Hire Car Driver’s



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Vocational Licence (PDVL) courses. Over 20,460 trainees have attended these courses, with a high passing rate of at least 90%.

Amongst those who have passed the TDVL course, 26% of them took up the 12-day free rental scheme as hirers. As for those who have signed up as relief drivers, the Company is leveraging on technology to better match them to its existing pool of hirers.

Subscribing to the view that healthy cabbies are happy cabbies, the Company provided them with access to a host of health-promoting options including the free use of gymnasiums and swimming pool every Wednesday. A “Check Car, Check Body” health screening and programme was also organised for the fifth straight year.

ComfortDelGro Taxi continued to top up and contribute to the Central Provident Fund (CPF) Medisave Accounts of its cabbies under the Medical Medisave Top-up Scheme as well as the Drive and Save Scheme. In addition to helping its cabbies, ComfortDelGro Taxi also helped with the educational fees of their children. In 2019, about 730 Primary and Secondary level students received more than S\$140,000 worth of study achievement awards.

Other financial assistance came from the Cabby Hardship Fund that was set up in December 2016 to aid cabbies and their immediate families who require financial aid arising from death, total and permanent incapacity, as well as serious chronic medical





The commercialised fast charging station installed at Braddell Headquarters in 2018 continued to be the choice charging station of cabbies of our electric taxis.

conditions. In 2019, ComfortDelGro Taxi collected and donated S\$29,000 in call levies on the last day of the year to top up the Cabby Hardship Fund.

By end-2019, about 90 cabbies have received financial aid amounting to about S\$70,000 from the Fund. This same Fund is also assisting cabbies who have been placed on quarantine order during the COVID-19 outbreak. This is in addition to the S\$19 million worth of rental rebates that the Company is giving its hirers during the outbreak.

Automotive Engineering Services

Our automotive engineering subsidiary, ComfortDelGro Engineering Pte Ltd, maintains not only the Group’s taxi and private vehicle fleet in Singapore, but operates a growing private vehicle repair service.

The commercialised fast charging station installed at Braddell Headquarters in 2018 continued to be the choice charging station of cabbies of our electric taxis. It is also often frequented by a regular group of private EV users.

To support the EV initiative, ComfortDelGro Engineering is working on the installation of another charging station at Loyang in 2020. This second charging station will be the fastest Direct Current (DC) fast charging station in Singapore and is expected to reduce the charging time of EVs.

With ComfortDelGro Taxi rolling out more petrol-electric hybrid taxis during the year, ComfortDelGro Engineering plans to upgrade its Pandan fuel kiosk to include the sale of petrol in 2020. This will be the seventh of such kiosks out of

14 when it starts operating in the third quarter of this year.

The Company’s external car care business successfully secured new corporate fleet accounts. It also continued to grow its prime mover servicing business and maintained about 150 prime movers in 2019. There was also a marginal increase in accident repair revenue during the year.

In the area of bus maintenance, ComfortDelGro Engineering was appointed service dealer by Cummins Singapore. It also entered into a partnership with the Singapore School Transport Association to offer its 1,200-strong members customised quick lubrication, tyre and battery services for a fleet of over 2,500 buses. ComfortDelGro Engineering also secured a one-year contract with Sentosa Development Corporation to maintain its fleet of Volvo buses.

Since becoming the exclusive distributor of Duraturn brand tyres in 2018, 14 fleet operators that are serviced by ComfortDelGro Engineering, have made the switch to this brand of tyres.

The Company’s component reconditioning business made its foray into rail systems during the year and started to overhaul bogies for SBS Transit’s LRT trains.

To improve customer service, the Company developed a series of customised in-house customer service training modules aimed at equipping its staff with skills and knowledge to deliver better service. It also digitised the duty roster to improve productivity.

The system automates roster planning by automatically matching available manpower to the work roster. Staff are able to log in to the system from any smart devices to view their work roster and change their shifts.

To further improve customers’ experience, ComfortDelGro Engineering is developing an app that will enable customers to make appointments, view and approve repair quotations, view vehicle service records and provide feedback. Besides this, another app is also being developed to streamline and improve backend processes as it will enable staff to check the vehicle in and out digitally, track and manage the status of vehicle repairs in real-time, and gain access to workshop activity analytics and metrics. Both apps are expected to be introduced in the second quarter of 2020.

Inspection & Testing Services

The Government’s continuous push towards a car-lite city, which has manifested in policies like the “zero-growth” policy for private cars and motorcycles and other schemes aimed at encouraging motorists to scrap their older vehicles, resulted in a drop in the total number of cars due for inspection.

Fortunately, more than 37,000 passenger cars had their Certificates of Entitlement renewed in 2018, which helped mitigate the reduction. This resulted in a total of 625,753 vehicles undergoing inspection in 2019, a figure that was not much lower than the 625,940 vehicles that went through inspections in 2018. VICOM Ltd’s market share though was 74% in 2019, higher than the 73.7% in 2018.



Demand for VICOM Emission Test Laboratory's (VETL) services remained strong in 2019 as a result of the National Environment Agency's extension of the Vehicular Emission Scheme (VES) until 31 December 2020. The extension provided certainty to motor dealers who had been concerned that the rebates would be scaled back. As such, they proceeded to stock up on cleaner car models. At the same time, the extension of the VES also encouraged buyers to choose car models with lower emissions. Taking advantage of the extension, parallel car importers, who are VICOM's major clients, took a more aggressive approach and brought in new models, capturing 20% of the overall car market in 2019, up from the 14% in 2018.

To bring greater convenience to its corporate clients that use VETL services, VICOM introduced corporate PayNow in August 2019, which is instantaneous, compared to the two to three days that are required for traditional cheque clearing methods. With that, corporate clients are now able to receive VETL reports on the very same day.

Looking beyond the current plethora of inspection tests, VICOM invested in an Israeli company called Fortellix, which develops solutions to address challenges in AV testing and compliance. This investment will pave the way for VICOM to become a leading player in AV testing when it becomes a reality.

Just as alliances were forged to lay the foundation for future growth, VICOM also entered into a new partnership with Direct Asia Insurance to ensure that motorists visiting the Company's seven inspection centres could have easy access to promotional offers on motor insurance.

VICOM also conducted its 15th Technical Knowledge Exam (TKE) for its vehicle inspectors on 6 November 2019. Of the 95 vehicle inspectors who took the TKE, 94.7% achieved a score of 85 marks and above.

As for VICOM's wholly-owned subsidiary, Setsco Services Pte Ltd (SETSCO), 2019 was a challenging year due to intense competition.

Despite that, SETSCO spread its wings further afield by securing two overseas projects from notable clients. The first being an emission test project for three garment factories in Phnom Penh, Cambodia, for the United Nations Development Programme Office. The



second project was the calibration of a cube compression machine for the Ministry of Construction in Myanmar.

Having completed a project involving the provision of semi-destructive and non-destructive tests (NDT) for a pilot batch of housing flats, SETSCO went on to secure five more batches. It also successfully secured two other NDT service contracts from two different contractors in the refinery.

In the aerospace sector, SETSCO diversified its NDT to include Level III consultancy services. It also provided value-added services by bringing its NDT services to the clients' sites thereby improving productivity and minimising the risks of component damage during transit.

In the construction sector, SETSCO secured four out of ten testing packages for Singapore's North-South Corridor, a 21.5km road connecting growing towns in the North region to the City Area.

Separately, SETSCO was engaged by a Japanese company to conduct Electro Magnetic Compatibility monitoring on a skytrain at the Changi Airport, and also performed ambient air quality monitoring for construction companies.

In December 2019, SETSCO was made the certification body for Structural Steelworks Fabricators by the Singapore Accreditation Council. With this accreditation, SETSCO is able to expand the scope of its product certification to include steel fabrication.

Another feather was added to its cap when SETSCO, as an organisation outside the European Union, was authorised by the European Aviation Space Agency (EASA) to give Part-145 approvals on specialised

NDT services. With this approval, SETSCO is now able to provide specialised NDT services to registered aircrafts such as Airbus in Europe in addition to Boeing from the United States.

Work on the existing S\$50 million six-storey high Jurong Town Corporation industrial building located at Bukit Batok Street 23 continued during the year. Laboratories, offices and a dormitory are being fitted and SETSCO will relocate to this new premises by the end of 2020 as planned. With larger premises, SETSCO will be able to expand the depth and breadth of its testing services and also raise productivity through better workflow re-design of all the laboratories.

More details on our inspection and testing services can be found in VICOM's 2019 Annual Report.

Driving Centre

ComfortDelGro Driving Centre Pte Ltd, which provides learner driver training services in Singapore, achieved about 8% increase in enrolment in 2019.

During the year, ComfortDelGro Driving Centre collaborated with external parties including Borneo Motors Singapore and Harley-Davidson of Singapore to promote its Drive Safe and Ride Safe courses.

The Drive Safe Course utilises the Driver Development Tool, a unique visual-based management software that comes with a portable in-vehicle logging system, cameras and advanced sensors, all of which work together to collect performance data during a training session.

Vehicle handling, road cornering and traffic navigation skills of a driver are analysed, detailed in graphs and then profiled into retrievable data. The entire training



session is captured on video to heighten learning retention. Drivers can watch their mistakes on playback immediately after a session and take steps to correct lapses such as sudden accelerating and braking, improper hand position on steering wheel, insufficient scanning of the environment, tailgating as well as failure to check blind spots or signal correctly.

Similarly, the Ride Safe Course, which aims to facilitate continual learning and inculcate a safety mindset in motorcyclists, offers three levels of learning experience for motorcyclists.

Both courses were open to public to register starting from 2019. Local celebrities who had taken up both driving and riding lessons at the Centre also gave their stamp of approval, and even went so far as to compliment the Driver Development Tool at various media events.

To further enhance the learning experience, ComfortDelGro Driving Centre offered a premium service in which a learner is assigned up to four instructors with strong track records as well as usage of the latest training car model. It has been well received by learners so far.

In April 2019, extensive enhancement and renovation works were carried out in all front-facing locations at the Centre. These included the main lobby, customer service centre, as well as the toilets, where capacity was increased.

To enhance customer touchpoints, an e-lobby that enables learners to perform transactions was created to help them save waiting time. The entire Centre was also enhanced with complimentary Wi-Fi for learners and a better queue management system.

As all new motorist learners would have to undergo simulator training mandated by the Traffic Police starting from 16 December 2019, ComfortDelGro Driving Centre converted its administration service centre to a Simulator Centre housing six motorcar simulators, two motorcycle simulators and three instructor consoles. In all, it took about two months to complete. Currently, 28 simulator training sessions are conducted daily.

To make it more convenient for learners to top up the stored value in their accounts for booking of lessons and tests, ComfortDelGro Driving Centre started offering corporate PayNow as a payment option in January 2019. A PayNow QR Code is embedded at its kiosks located at the e-lobby so that learners can simply scan and top up their accounts using their mobile phones if they are registered PayNow users.

In line with its efforts to integrate technology into its processes and curriculum, ComfortDelGro Driving Centre, had in April 2019, started offering online enrolment of the Basic Theory Test for foreigners who wish to convert their driving licences into Singapore driving licences. This convenient option has proven popular.

ComfortDelGro Driving Centre also launched its online e-Trial system in July 2019. This allows learners to answer mock questions from both the Basic Theory Test and Final Theory Test anytime and anywhere. The e-Trials were previously only available at the Centre.

In 2020, ComfortDelGro Driving Centre plans to launch a mobile app with features that would allow its learners to book lessons, receive test notifications and make e-wallet top-ups amongst others. It will also revamp its website and develop

a new e-Learning system that leverages on gamification to enhance learners' experience.

Car Rental & Leasing

In 2019, our car rental & leasing subsidiary, ComfortDelGro Rent-A-Car Pte Ltd operated a fleet of 1,156 cars, of which 265 were brand new.

With a slowdown in economy, corporate clients continued to maintain a tight budget. As such, ComfortDelGro Rent-A-Car focused on promoting long-term contracts through direct sales, and short-term contracts for older vehicles at attractive rental rates.

On top of leasing out new cars to new customers, ComfortDelGro Rent-A-Car also replaced old cars with new ones for existing customers – even before the end of their contract terms. It also continued to push out differentiated customer retention programmes on a quarterly basis.

In August 2019, ComfortDelGro Rent-A-Car expanded into the heavy vehicle class with the addition of five prime movers to its fleet. All five units – comprising three units of Volvo FM and two units of UD Quon – were delivered by the end of the year and leased out to Haulio, a container trucking technology company incubated by PSA International's corporate venture capital arm, PSA unboXed.

Haulio, in which ComfortDelGro has a stake made through its US\$100 million corporate venture capital fund, is an ecosystem of container hauliers, for which Haulio builds tools and aggregates services. It aims to help haulage service providers operate more efficiently whilst improving visibility and reliability for end-customers. The platform has over 80% of Singapore's hauliers onboard with an outreach of over 2,000 trucks.

With the arrangement with ComfortDelGro Rent-A-Car, Haulio offers prime movers for on-demand rental and port-related jobs such as Inter-Terminal Transfers. As such, hauliers no longer need to keep spare capacities of prime movers, allowing them to maximise their own fleet and save on operational costs. Depending on demand, more prime movers may be added to ComfortDelGro Rent-a-Car's rental fleet in the future.

Leveraging on technology to enhance its aftersales service levels, the Company implemented the Workforce Assignment

Management (WAM) system as an extension of its vehicular telemetry solution. With WAM, customers are able to track the location of the Company's mobile technician – Car Doctor – in real-time, thus reducing anxiety. More importantly, the backend data collected through WAM allows the Company to study the frequency and nature of breakdowns so that it is able to proactively adopt preventive steps.

Digital marketing, an area that ComfortDelGro Rent-A-Car started to focus on in 2018, continued in 2019. More resources were allocated towards digital marketing aimed at smartphones, mobile apps and the Internet during the year. By tapping on Google Ads, the Company was able to increase interest and website traffic, especially in the area of rental of private-hire vehicles (PHVs).

As at end of 2019, 70 of the Company's 1,500cc and 1,600cc PHVs were fully hired out. Motor insurance for these vehicles was extended to include private-hire usage, and drivers who rented from the Company enjoy preferential discounts for petrol at ComfortDelGro Engineering's fuel kiosks.

ComfortDelGro Rent-A-Car also introduced DBS PayNow as an alternative mode of payment collection for its PHV drivers in August 2019. This meant that the Company could receive payments instantly using

just its business registration number, thus providing hirers with an additional layer of convenience and security.

Insurance Broking Services

ComfortDelGro Insurance Brokers Pte Ltd, our wholly-owned insurance brokerage, continued to perform well for the year under review.

In Singapore, its principal activities include insurance broking, employee benefits consulting, as well as risk and claims management.

During the year, ComfortDelGro Insurance Brokers embarked on its digital transformation journey to be industry 4.0 ready. This would enable greater product personalisation, product transparency, competitive pricing, new innovative business models and a round-the-clock digital-first experience. This is expected to continue in 2020.

It also started to increase its operational efficiency and implement targeted marketing and distribution directly to customers via digital channels.

ComfortDelGro Insurance Brokers also continued to assist the Group's Business Units in Singapore and overseas in structuring cost-effective insurance and claims management programmes.

Outdoor Advertising

2019 was a challenging year for Moove Media Pte Ltd as there was less available advertising space on taxis due to a smaller fleet as well as a change in the transit advertising landscape.

As has been the case with the Thomson-East Coast Line tender, the LTA has started to hive out rail advertising. Moove Media will thus be looking to participate in many more tenders going forward – be they for billboards, bus shelters or trains.

In February 2019, Moove Media partnered with StarHub to launch MOOVIN' – Southeast Asia's first Out-Of-Home commuter analytics and insights solution for advertisers.

MOOVIN' taps on data science, artificial intelligence and learning algorithms to better understand commuter demographics. Its recommendation engine tailors information for advertisers so that their campaigns are able to strategically reach consumers across different transportation platforms.

To appeal to clients who were shifting from traditional advertisement to digital ones, Moove Media had to augment its digital capabilities and come up with fresh concepts, one of which was applying LumiWerkz, a special spray-on paint that produces light and can be turned on and off by reacting to an electrical charge, allowing for pulsating light effects. LumiWerkz can be applied to any surface and three-dimensional (3D) objects as in the case of five 3D Formula 1 car replicas that were mounted on SBS Transit buses in August as the 2019 Singapore Grand Prix drew nearer. Prior to this, LED lights were used to light up 3D props.

Moove Media also introduced interactive lighting executions and games as part of their concepts for campaigns such as the Health Promotion Board's fifth National Steps Challenge. The interactive human tetris game installed on a wallscape at Dhoby Ghaut MRT Station and floor emojis, which would light up when stepped on, were well received by commuters. It garnered a total of about 5,000 interactions in just a month.

Moove Media also continued to partner and work closely with the Authorities to roll out festive-themed trains and buses during Chinese New Year, Deepavali and Christmas. These trains continued to be well received by commuters.



During the year, ComfortDelGro Insurance Brokers embarked on its digital transformation journey to be industry 4.0 ready.



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
 PARRAMATTA • PENRITH • 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
- Purple Coaches
- Qcity Transit and Transborder Express
- Swan Taxis
- Taxi Fleet Management

627.7

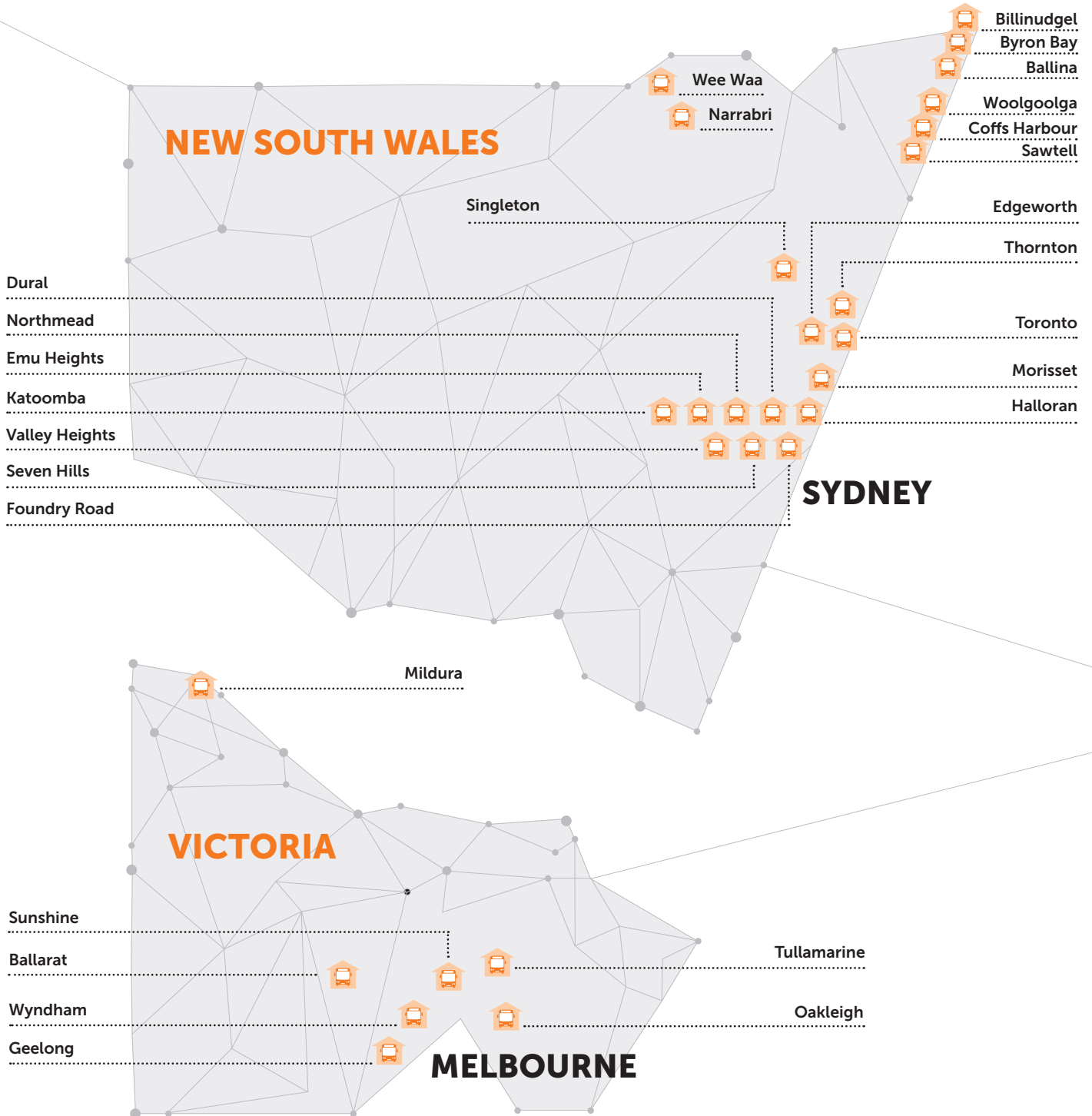
REVENUE
(S\$ MILLION)

4,419

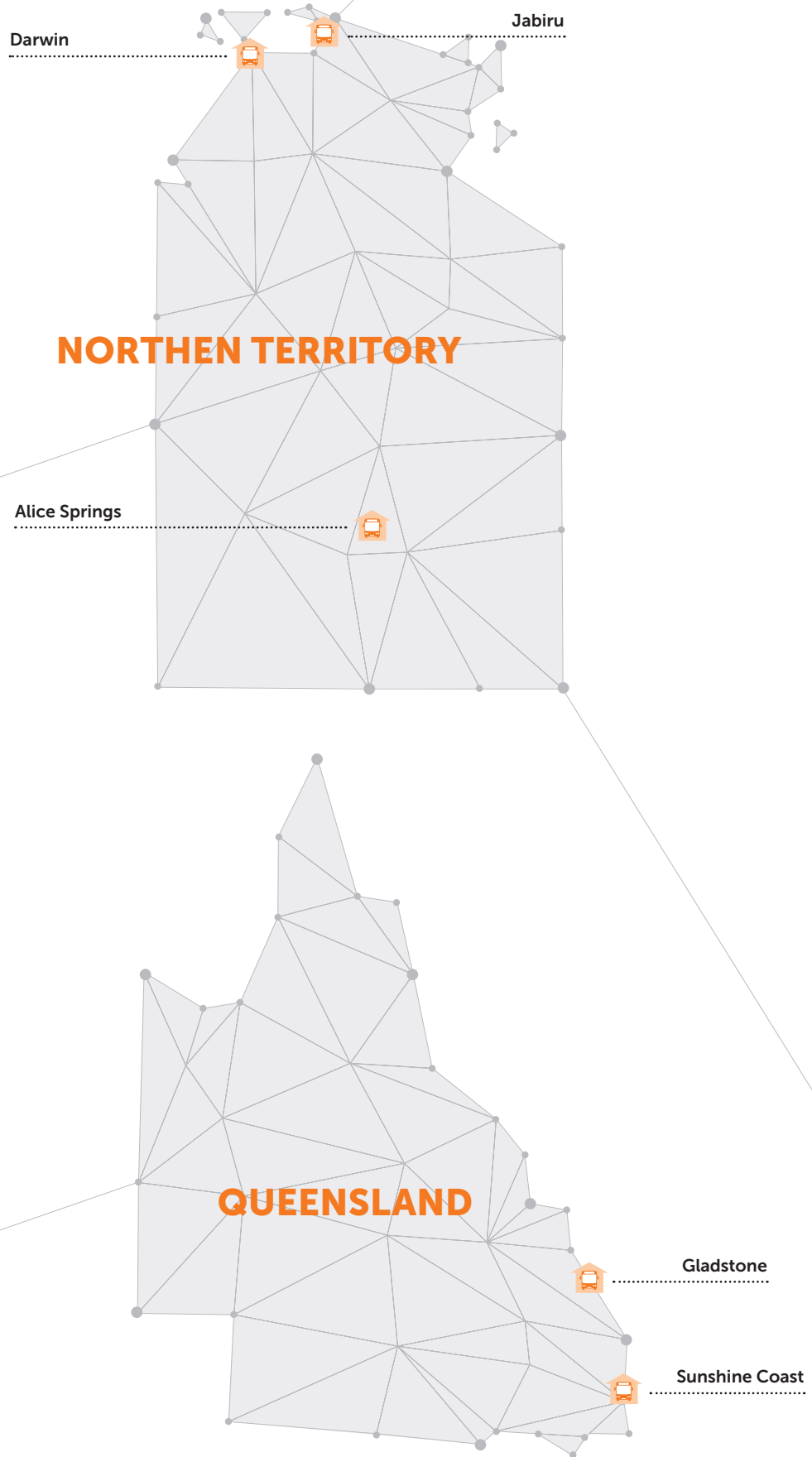
TOTAL OPERATING
FLEET SIZE

3,790

TOTAL NUMBER OF
EMPLOYEES



 Bus Depots



 Bus Depots

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. Due to population growth, patronage across the CDC NSW Group grew by 2.0%.

On 31 May 2019, CDC acquired B&E Blanch Pty Ltd which owns a fleet of 48 buses and coaches under Blanch's Bus Company. It serves scheduled route and school bus services in the Northern part of NSW – expanding CDC's operating footprint to include areas such as Ballina, Lennox Head, Byron Bay, Mullumbimby and Billinudgel.

Blanch's also operates Brunswick Valley Coaches which has an excellent reputation for delivering charter services in the area. In fact, both Blanch's and Brunswick Valley Coaches are particularly well known for the provision of transport services for annual music festivals held in the Byron Bay area.

During the year, CDC NSW experienced a drop in patronage due to two major Government projects – the opening of the Sydney Metro Rail Line on 26 May 2019 and the completion of the Station Link Project in July 2019.

In the first, CDC partnered Transdev NSW to operate high frequency bus services for the Station Link Project and was commended by the NSW Government for its efforts despite the operational difficulties it had faced.

During the nine months that it was in operation, the Station Link Project provided bus services for passengers affected by the rail line upgrading between Epping and Chatswood. In delivering these extra services, CDC had to redeploy 106 drivers from its regular services. It was able to do so without any degradation to existing services by reducing annual leave balances and corresponding liability provisions. This would not have been possible without the strong support of its drivers and the Union. Station Link services stopped operating on 26 May 2019 when the Sydney Metro North West services commenced.

The opening of the Sydney Metro Rail Line in May resulted in the rationalisation of Hillsbus' services with a corresponding fall in demand by 11%. In particular, the Hillsbus' express services to the Central Business District, which was reduced to just one, was partially offset by additional shorter suburban routes that served the Sydney Metro Rail Line.

But even as demand for some services dropped, new avenues of growth surfaced. In May 2019, Hillsbus was awarded a contract to operate on-demand services to the local area to complement the new train line and provide passengers with a flexible public transport option. Operating under the MetroConnect brand, the service taps on technology provided by the Ministry of Movement (SWAT) and uses smaller Poncho buses to resolve the first-and-last-mile commuter transport problem. Demand has been increasing steadily since service began operations.

Hillsbus also clinched the Parramatta Light Rail Temporary Transport Plan (PLR TTP) contract in November 2019. With the closure of the Carlingford to Clyde train line in Western Sydney since January 2020, Hillsbus has been providing rail replacement bus services in its place. As the rail line will be closed for up to five years, the PLR TTP contract includes an optional two-year extension.

CDC also continued to leverage on technology to improve driver performance. Following the successful trial of the Verizon telematics system at the Northmead depot in October 2018, a full roll-out was undertaken across the Sydney Metropolitan operations of Hillsbus and Forest Coach Lines Pty Limited.

Consistent with the positive trial results, the system enabled CDC to focus on improving driver performance which in turn led to not only better safety outcomes, but also lower operating costs in the areas of fleet maintenance, accident repairs and fuel consumption. CDC was awarded the 2019 National Award for Safety by the Bus Industry Confederation for its efforts.

As part of the regional contract in Coffs Harbour on the Northern Coast of NSW, CDC introduced a point-to-point on-demand service that commenced in March 2019. Designed to improve connections to popular destinations via two mini buses, CDC worked closely with the ComfortDelGro Group's Information Technology (IT) Department in Singapore to deliver a mobile app that customers could use to book the service.

In December 2019, unprecedented bushfires across Australia captured global media attention. CDC supported fire-fighting efforts by providing paid leave and transport



OPERATIONS REVIEW



services to emergency service volunteers, as well as offering employee assistance counselling services to staff affected by the fires and their families.

It also established a fund with an investment of A\$250,000 to assist employees and members of its community affected by the Australian bushfires. Called the CDC We Care Fund, it will be administered by CDC and used to assist in fire-fighting efforts and support families with immediate housing and living needs. In addition, CDC employees who have had to evacuate and/or lose their homes as a result of the bushfires were eligible for individual grants to assist them with short-term financial needs.

Non-Emergency Patient Transport Services

National Patient Transport Pty Ltd (NPT), which has its headquarters in Melbourne, operates across Victoria, NSW and Western Australia (WA). NPT offers a range of healthcare transport services to state government ambulance utilities and major metropolitan hospital networks including walker, hoist and stretcher transport services, as well as specialist services for high acuity and complex patients. 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. NPT has been the first private provider of patient transport services to NSW Health, which has been responsible for the public health system in NSW since 2016.

Outdoor Advertising

Moove Media Australia Pty Ltd reached record occupancy rates in 2019 with several of its advertising formats sold out for consecutive months in Sydney

and Melbourne. Overall, Moove Media Australia registered a 4.3% increase in revenue.

Additional bus advertising sales opportunities were also created through the new acquisitions by CDC in 2019. The inclusion of new bus network areas enabled Moove Media Australia to extend its coverage in Sydney and Melbourne.

The Customer Relations Management (CRM) software solution which was introduced in 2017 was further enhanced with automations and artificial intelligence functions. This helped the Company better target and engage its existing and potential clients. New bus fleet utilisation programmes also led to an increase in media campaign sales and helped to broaden its network.

During the year, sales presentation decks were redesigned to include leading market research analytics and demographics in campaign proposals. These tools helped clients efficiently plan their integrated marketing campaigns, supporting Moove Media Australia's high customer satisfaction rate.

BLUE MOUNTAINS AND HUNTER VALLEY

Bus

Following the acquisition of Coastal Liner Coaches in 2018, CDC made significant progress integrating its IT systems, safety practices, internal controls and asset management. Hunter Valley buses also submitted a successful bid for a two-month rail replacement contract from NSW Trains to cover an emergency rail maintenance shutdown. The service, consisting of six coaches and one mini bus, connected the Northern NSW town of Grafton to Sydney, which is located 600km away.

QUEANBEYAN

Bus

Qcity Transit provides route and school bus services to the community of Queanbeyan in NSW while Transborder Express operates route and school bus services in the community of Yass, with direct services operating between Yass and Canberra. Both Qcity and Transborder Express operate services under the Rural and Regional Contracts with the NSW Government.

During the year, Qcity was successful in tendering for a five-year contract delivering special needs and supplementary services on behalf of the Australian Capital Territory Government. Served by 34 Mitsubishi Fuso Rosa style mini buses, these services run school routes and provide services for those with disabilities, special travel requirements and children living in remote locations.

VICTORIA

MELBOURNE

Bus

CDC operates essential bus services across the Western and Eastern suburbs of Melbourne, as well as Ballarat, Geelong and Mildura. It continued to retain its position as the third largest operator in Melbourne, representing a 16% market share.

The Company's total revenue increased in 2019 due to the acquisition of Buslink Sunraysia and Broken Hill in November 2018 and NPT's new Ambulance Victoria contract. The Government has also committed to negotiating new bus contracts for CDC's Geelong, Ballarat and Buslink Sunraysia operations which are due to expire on 30 June 2021.

To improve productivity and ensure good contract performance, CDC's Operations and Customer Centre had been working closely with its depots to improve their On-Time Running and reduce Early Runnings. Driver journals and rostered shifts were also reviewed and restructured to ensure that operations consistently met timetable requirements.

Apart from holding monthly strategic partnership meetings with the Department of Transport (DoT) to review and discuss its performance, CDC also utilised digital electronic displays to ensure that its drivers were aware of their performance and kept up-to-date with important safety messages.

CDC remained committed to sustainability efforts as a community-focussed bus operator and continued to operate the largest hybrid bus fleet in Australia.

In January 2020, it secured a A\$25 million green financing solution commonly known as a Green Loan from OCBC Bank in Singapore to finance its hybrid bus fleet in Victoria. Proceeds from the loan, which has been structured in accordance with the Green Loan Principles issued in 2018 by the Loan Market Association and Asia Pacific Loan Market Association, will be used to finance 50 hybrid buses. Delivery of these environmentally friendly buses has already started, with the last batch of buses expected to be delivered and in service on CDC routes in Wyndham, Oakleigh and Sunshine by mid-2022.

All 50 low-floor buses feature Volvo's Parallel Hybrid driveline and meet Euro 6 emission standards. Tests have shown that the Volvo hybrid driveline reduces nitrogen oxide and particulate emissions by up to 50% and lowers fuel consumption by up to 39% in mixed traffic. The hybrid buses use 30% less fuel and emit significantly less noise when idling at and departing from stops.

Similarly, Melbourne was affected by unprecedented bushfires in December 2019. As such, the same CDC We Care Fund will be extended to assist in fire-fighting efforts and support families with immediate housing and living needs in

Melbourne. In addition, CDC employees who have had to evacuate and/or lose their homes as a result of the bushfires are eligible for individual grants to assist them with short-term financial needs. CDC is also supporting fire-fighting efforts by providing paid leave and transport services to emergency service volunteers, as well as offering employee assistance counselling services to staff affected by the fires and their families.

Taxi

To retain its current drivers and remain as a competitive option for potential drivers, CDC has developed and implemented a Vehicle Hire Agreement, which was introduced in October 2019, to allow cabbies to operate on a fixed rental model as compared to the previous 60-40 bailment model. So far, feedback from drivers has been encouraging.

Non-emergency Patient Transport Services

NPT, which has its headquarters in Melbourne, offers a range of healthcare transport services to state government ambulance utilities and major metropolitan hospital networks including walker, hoist and stretcher transport services and specialist services for high acuity and complex patients. 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.

In July 2019, NPT commenced a new three-year contract with Ambulance Victoria. This new contract is expected to increase annualised revenue and services rendered by more than 20%.

During the year, NPT also relocated its Head Office from Mount Waverley to Noble Park North, and its Western Metro office from Sunshine North to Thomastown. Additionally, additional premises were needed in the Eastern suburbs of Melbourne and a suitable location was found in Mitcham. These relocation activities were necessary to accommodate the expanded role that NPT played under the Ambulance Victoria contract. The new head office was well received by staff.

NORTHERN TERRITORY

DARWIN

Bus

Buslink NT Pty Ltd is the largest bus operator in the Northern Territory (NT). It operates a fleet of 170 buses and coaches out of four locations across the NT including Humpty Doo, Jabiru and Alice Springs. It provides not just urban and school bus transportation, but reliable and competitive charter services for schools, companies, charities, sporting clubs and other recreational groups.

The contract in Darwin is made up of 46 urban buses, 77 school buses and 26 special needs buses. This represented 60% of the urban network and 100% of the school and special needs network. The Darwin contract tender expires at the end of February 2021. Jabiru, a remote community 250km of Darwin, has five buses under its contract. This contract is due to expire in December 2020. The Alice Springs' urban contract comprises five buses and represents 100% of the urban services there.

In 2019, Buslink acquired a dedicated charter fleet made up of seven large school buses and three coasters. Demand for charter services was high in 2019. Buslink provided a number of large-scale one-off charter for different organisations such as the Military Services Australia Pty Ltd over nine days and Broadspectrum (Australia) Pty Ltd over a period of 20 days.

In March 2019, Buslink partnered the NT Government and the Department of





Infrastructure, Planning and Logistics to launch the "Respect Your Driver" campaign with the aim of raising awareness of appropriate behaviour on board public transport. Buslink actively worked with schools, particularly in the rural Darwin region to improve student behaviour. It also provided anti-discriminating training and retraining for new and existing drivers so that they are better equipped to handle anti-social behaviours. Since introducing such training, there has been a drop in the number of bans and warnings issued

on the school buses and a reduction in passenger complaints.

Also occurring in March 2019 was Cyclone Trevor that necessitated the evacuation of Territorians from their homes that were in the path of the on-coming cyclone. Buslink provided charter buses to help with the evacuation efforts. The Chief Minister wrote a letter of thanks in recognition of the services provided by Buslink during this time of emergency.

QUEENSLAND

GLADSTONE AND SUNSHINE COAST

Bus

In South East Queensland (SEQ), Buslink 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.

At the annual Queensland Bus Industry Council (QBIC) awards, Buslink employees won the Driver of the Year Award and the Apprentice of the Year Award. Buslink also received recognition for 20 years of service to the bus and coach industry, for its operations in Gladstone.

In terms of engagement with the local community, Buslink was active in the Road Safety Week event in Queensland, holding barbeque events at all of its depots and wrapping a bus in a specially designed livery.

The Company also reached out to the community during the Australian bushfires by providing a bus to aid with evacuations at Mount Larcom in late-2019. After a bushfire on the Sunshine Coast in October, one of the school principals commended its actions saying: "I extend my sincere thanks to Buslink for their efforts over and above the call of duty".

WESTERN AUSTRALIA

PERTH

Taxi

We operate taxi services in Perth, WA. About two-thirds of the City's 1,940 registered taxis are affiliated to Swan Taxis Pty Ltd's network.

In April 2019, the WA Government rolled out new regulations for booking services under the Transport (Road Passenger Services) Bill 2018. One of the reforms under the new regulations was the taxi plate buyback scheme that provided private taxi plate owners with the opportunity to sell their traditional taxi plates back to the WA Government at about A\$100,000 each. In order to subsidise the taxi plate buyback scheme, a 10% passenger levy of up to A\$10 was introduced on all taxi and on-demand services on 1 April 2019.

As part of the DoT's On-demand Transport Reform in 2019, regulations to improve compliance, accountability and safety among booking services and drivers were also introduced. These came with significant penalties for industry stakeholders that did not comply. To ensure compliance, Swan Taxis conducted training sessions to educate staff and cabbies on the amendments to the regulations, including those made in the area of fatigue management and medical fitness.

During the year, Swan Taxis continued to offer its customers the Flat Fare option through its booking app. Customers who chose the Flat Fare option enjoyed a further 10% discount. On top of the Flat Fare option, Swan Taxis also offered promo codes throughout the year to attract passengers.

Swan Taxis' traditional parcel delivery service secured additional accounts, mainly in the area of medical sample deliveries, while its niche services such as the Taxi Butler service, which started in 2018, also secured taxi bookings at major entertainment venues. Other major contracts successfully acquired included delivery service of medical specimens for medical services companies – Western Diagnostics and Clinical Labs.

Apart from ongoing discussions with operators in regional WA, Swan Taxis further enhanced its bureau offering with the onboarding of operators in the Bunbury Bureau. Launched in August 2019, the new Swan Taxis Bunbury fleet offered increased customer coverage in the Greater South West region of WA.

CDS Fleet Management, a wholly-owned subsidiary of Swan Taxis that began operations in January 2018, owns a fleet of 295 taxis and leases them out to cabbies, much like the taxi rental business model in Singapore.

A fleet replacement programme worth A\$15 million was initiated in 2019. Close to 100 new vehicles, most of which were fuel-efficient hybrid models, were introduced during the year, with a total of 500 new vehicles expected to hit the roads in 2020.

These new hybrid taxis served to not only provide customers with a better travel experience, but to also reward existing and new drivers with newer and better vehicles. The majority of these were Toyota Camry hybrid taxis, commonly used in Perth's taxi industry but other vehicles, including the Toyota RAV 4 hybrid taxis, were also introduced.

On top of upgrading and adding new taxis to its fleet, Swan Taxis rolled out fully-electric Hyundai Ioniq taxis in April 2019. Branded as EV Cabs, the two taxis were the first electric taxi vehicles to be introduced in Australia.

In October 2020, an agreement was made with the major oil company ExxonMobil and Wex Inc, a provider of payment processing and information management services, to introduce a fuel discount programme for its cabbies.

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.

Bus

Swan Taxis' acquisition – Purple Coaches – continued to operate in Perth, serving mainly schools, community and corporate clients with bus and coach services with a fleet of 21 vehicles.



UNITED KINGDOM

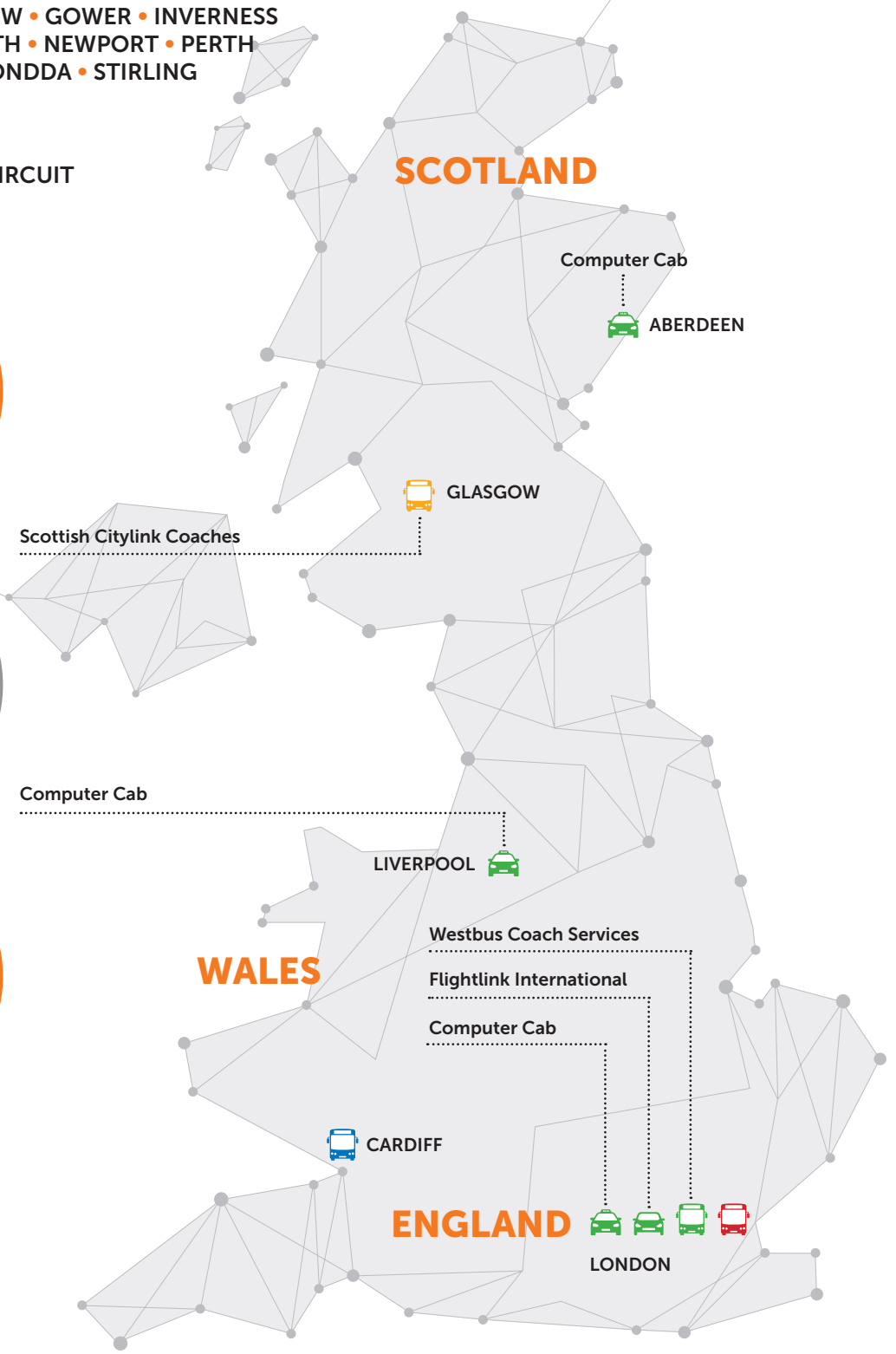
ABERDEEN • BARRY • BRECON • BRIDGEND
 CARDIFF • DUNDEE • GLASGOW • GOWER • INVERNESS
 LIVERPOOL • LONDON • NEATH • NEWPORT • PERTH
 PONTYPRIDD • POWYS • RHONDDA • STIRLING
 SWANSEA • TREForest

BUS • COACH • TAXI RADIO CIRCUIT
 PRIVATE CAR HIRE

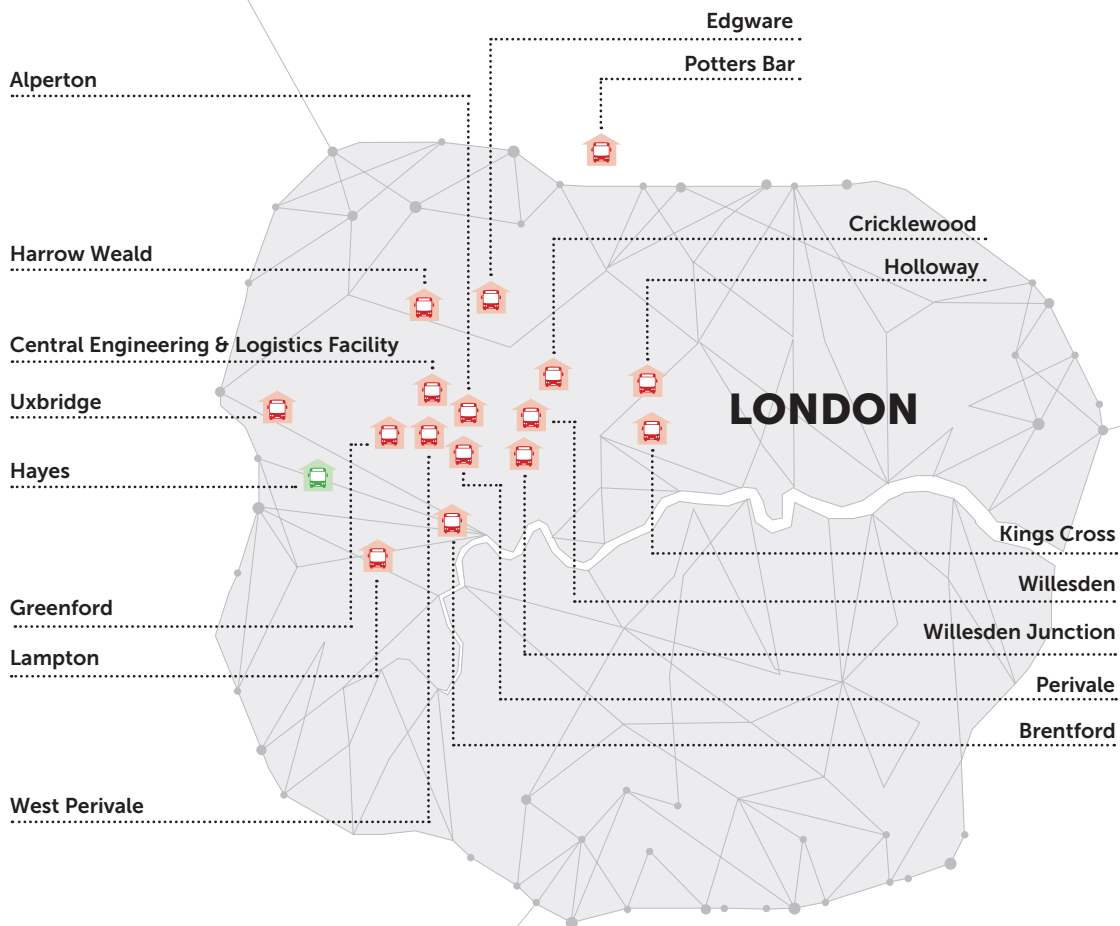
831.6
 REVENUE
 (\$' MILLION)

8,208
 TOTAL OPERATING
 FLEET SIZE

5,805
 TOTAL NUMBER OF
 EMPLOYEES



Metroline
 Scottish Citylink Coaches
 CityFleet Networks
 New Adventure Travel



 New Adventure Travel Depot
  Metroline Garage
  Westbus Coach Services Garage



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 15 contracts that expired in 2019, Metroline successfully retained five of them and gained four new routes.

To improve air quality in the Capital City, the Ultra Low Emission Zone (ULEZ), which operates round-the-clock and all year round, came into effect on 8 April 2019. The Transport for London (TfL) also delivered all 12 Low Emission Bus Zones ahead of schedule. With this, Metroline buses operating under contract to the TfL must also meet or exceed Euro 6 emissions standards. To achieve this, Metroline introduced new hybrid or electric buses or retrofitted existing ones. In all, 22 day services and 11 night services were directly affected by the new zone, including Routes 43 and 134, which were the first in London to run entirely on electric, zero-emission double deck buses.

To deploy the buses on Route 43, Metroline placed the UK's single largest order of electric buses in 2019 with Chinese automotive company, BYD Co., Ltd (BYD). These fully-electric double deck buses, which operated out of Holloway garage, utilise both BYD's proven electric chassis and Alexander Dennis Limited's expertly designed E400 MMC body.

The first five buses were deployed on Route 43 on 1 July 2019 in conjunction with the inaugural London Climate Action

Week, a new initiative launched by the Mayor of London that aims to encourage low emission transport and clean energy. It later achieved full deployment on 21 October 2019. With a daily mileage range in excess of 160 miles, these buses can run an entire day without a recharge and are only sent for a full charge at night when local demand for electricity is at its lowest.

Route 134, which operates from Potters Bar garage, and the second route to go fully electric in August 2019, uses the Metrodecker EV series buses by British manufacturer Optare. Each bus carries more than 90 passengers and has a range of over 150 miles on a single charge. Like Route 43 buses in Holloway, these are also charged only during the night.

For its contribution towards cleaner air in London, Holloway garage won the Environmental Campaign Champion Award at the London Bus Awards on 9 July 2019.

Metroline was also selected as the operational partner for TfL's hydrogen fuel cell vehicles project. Unfortunately, the appointed bus manufacturer, Wright Bus, went into administration in late-2019 and the hunt has begun for a new bus manufacturer.

On the technology front, Metroline introduced an employee engagement app by Blink for its staff in 2019. Blink combines workplace messaging with access to rosters, policy and training documents, e-payslips, and holiday booking forms on one super app. The App has also enabled direct communication between Management and staff, as well as amongst staff themselves.

Metroline also introduced Trapeze, a new driver allocation and management software across the Company, replacing an older outdated software. The new system complements the Blink App and enables

drivers to access their rosters remotely as well as swap duties with one another.

A London initiative – the "Wellbeing Bus" – designed to help improve the health of staff and bus drivers – was launched on 4 November 2019 at Perivale garage. This collaborative project between the TfL, Unite the Union, and London's bus operators, including Metroline, provides drivers with free professional health screenings at bus garages. The bus, which is manned by Medigold Health's occupational health technicians, makes its way to different garages and conducts on-site screenings. Health diagnosis is also given in a user-friendly format that bus drivers can access whilst on their break. Response to the bus has been very good.

In February 2019, Metroline refurbished and transformed an old double deck bus into a library and donated it to Sinai School. Located at the School's playground, the library bus encourages students to move away from mobile devices and hone their reading and storytelling skills. This initiative won the "Bus and the Community" category at the UK Bus Awards in 2019. Metroline was also Finalist in four other categories – "Environment", "London Bus Garage of the Year", "Top London Bus Driver" and "Unsung Heroes" at the same event.

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 2019, Westbus Coach Services continued to focus on serving the inbound Japanese tourism sector as well as growing inbound tourism sector such as China. The Company's move into the school and university sector in recent years had also proven successful. There was also a significant increase in revenue from rail replacement services due in part to regulations that required such services to be wheelchair accessible.

With the ULEZ in effect since April 2019, Westbus ensured half of its fleet of 42 buses complied with the Euro 6 emissions standards.

Taxi Radio Circuit

ComfortDelGro's wholly-owned subsidiary, Computer Cab plc is London's largest black taxi operator with a fleet of 2,335 taxis.

CityFleet Networks Limited operates the London taxi business under the Computer Cab (ComCab) and Dial-a-Cab brands. It was a challenging year due to stiff competition.

CityFleet Networks continued to invest in technology to maintain its competitive edge. A number of driver apps were developed during the year and two more are scheduled to be launched in 2020. These apps are aimed at helping the Company grow its fleet, provide greater coverage and improve overall service delivery.

In October 2019, CityFleet Networks completed the purchase of a new £3.9 million industrial property in West London which is expected to become its headquarters and operating base for all of its operations in London in April 2020.

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 416 black cabs, catering to both the corporate and individual clientele.

In 2019, the Company experienced growth in revenue following an award of the North West Ambulance contract in May. With its fleet of wheelchair-accessible taxis, Computer Cab (Liverpool) was the preferred service provider for passengers with special mobility needs.

Computer Cab (Liverpool) also launched an Interactive Voice Recognition (IVR) system during the year, resulting in an increase in automated bookings to 25% of total bookings.

The Company also introduced a secondary fleet – ComCab Lite – a low-cost pay-as-you-go option, with the aim of growing its fleet and generating more bookings from individual clientele. It targeted mainly drivers who preferred street-hail jobs over regular fixed subscription. Drivers of ComCab Lite are assigned bookings during peak periods that are not covered by the main fleet, thereby improving overall coverage and service delivery.

SCOTLAND

GLASGOW

Coach

The Group's partnership with Stagecoach, Scottish Citylink Coaches Limited, is the leading provider of express coach services with 96 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 Company's performance for the year under review exceeded expectations and showed marked improvement over the previous year. Its contactless onboard payment option also gained popularity during the year.

Scottish Citylink Coaches was recognised at the UK Coach Awards in May 2019, bagging Gold for Team of the Year; Silver for the Top Express Operations Award for its Citylink 900 and Citylink AIR services. It also won Bronze for Marketing Excellence for its Glasgow-Belfast 923 campaign.

Scottish Citylink Coaches launched five brand new, state-of-the-art double deck coaches worth £2 million on its popular AIR route between Edinburgh Airport and Glasgow City Centre in November 2019. The Plaxton Panorama coaches – built in the UK by ADL – have 75 seats and offer passengers more legroom than ever before. Onboard amenities include fold-down tables, reading lights, mobile device holders and USB chargers. In line with the launch of these new vehicles, several marketing campaigns have been put in the pipeline in 2020.

To continue to reach out to more customers online, Scottish Citylink Coaches embarked on a revamp of its website and booking system during the year. It plans to relaunch both platforms in the first quarter of 2020.

ABERDEEN

Taxi Radio Circuit

Computer Cab (Aberdeen) Limited has the second largest fleet of taxis in Aberdeen.

The Company introduced an IVR system in April 2019 which led to an increase of

28% in automated bookings. The Company also successfully retained key accounts and driver numbers despite unfavourable market conditions.

WALES

CARDIFF

Bus and Coach

The New Adventure Travel Group (NAT Group) operated a fleet of 135 buses and coaches across three depots in Cardiff, Taffs Well and Swansea.

Based near the City Centre of Cardiff, it operates scheduled bus services. It also has a fleet of coaches, which operates on local contracts, as well as the UK and European private hire and holiday work. In addition, the Company offers transport services to professional sports teams.

Despite competing bids from other operators, the NAT Group successfully retained the TrawsCymru 'T9' contract in 2019 to continue operating services between Cardiff Airport and Cardiff Bay. The Company also introduced several new routes that fit around existing duties with low implementation costs.

In 2019, the NAT Group revamped its website and launched a mobile app for passengers including features to buy tickets and track bus movements.

The Company also simplified available ticketing options and is looking to reintroduce a corporate scheme in 2020 that offers discounts on rides.

The NAT Group is also expecting the delivery of six new Euro 6 single deck buses in the first quarter of 2020, with another eight new buses expected in the third and fourth quarter.





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 Services Co., Ltd, is the Capital City's third largest taxi operator with a fleet of 5,501 taxis, translating into a market share of 8.3%.

For the year in review, the Beijing Municipal Government continued its measures to protect the welfare of cabbies. These included mandating that taxi companies sign labour contracts with cabbies, make social security contributions for them and subsidise fuel costs. These resulted in an increase in operating costs.

The Beijing Municipal Government's environmentally-driven plan for taxi companies to replace their fuel-driven taxis that were due for replacement with fully-electric models came into effect. To aid taxi companies that were making the switch, the Beijing Municipal Government extended the licensing period of fully-

electric taxis to eight years, which is two years more than that of petrol taxis. It also provided subsidies for each taxi that was converted and gave free licences to the taxi companies depending on the number of vehicles that underwent conversion.

Beijing Jin Jian Taxi Services replaced 222 of its older taxis with the fully-electric Beiqi EU300 taxis in 2019. As a result, fees on 10% of the licences were waived. It plans to convert another 868 taxis in 2020. The Company also converted some of its older taxis to private-hire vehicles as these generated a higher profit margin. In all, it operated 297 private-hire vehicles in 2019.

The conversion to EVs is not without challenge. Due to a 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 14.2% share of the market.

The City's policy in which taxi companies are required to bear the Compulsory Traffic Insurance, Passenger Insurance, Third-Party Commercial Insurance as well as the Vehicle and Vessel Use Tax in full went into effect on 1 January 2019. With the Company bearing the majority of the operating costs, cabbies were able to see an improvement in their income.

To increase the safety awareness of cabbies and to reduce accident rates, the Company continued to conduct safety training for cabbies and vehicle inspections to weed out potential safety problems.

Jilin ComfortDelGro Taxi ceased its online car hailing service, which started in June 2018, due to aggressive competition.

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 2019, all of which were fully hired out.

During the year, both taxi companies continued with their fleet renewal programme by replacing 420 Jetta, Santana and Brilliance dual-fuel taxis with the Hyundai Elantra and Chongqing Changan Suzuki dual-fuel taxi model.

Strict new rulings that were imposed on the private hire industry, including one that required them to go fully electric, dampened supply of such vehicles.

The Company continued to build its brand image up by improving service quality with driver training and reducing accident rates through vehicle safety supervision. As a result, both companies were awarded the AAA Standard Enterprise of Shenyang Taxi Industry, and a total of 422 cabbies were commended by the Shenyang Transportation Bureau for their good service.

In November 2019, the Shenyang Municipal Government adjusted taxi rental prices, resulting in a slight increase in revenue.

WEST CHINA

CHENGDU, SICHUAN PROVINCE

Taxi

Our wholly-owned subsidiary, Chengdu ComfortDelGro Taxi Co., Ltd is the second largest taxi operator with a fleet size of 650 vehicles in the Capital City.

It was a challenging year for the Company due to a lack of regulations and enforcement by the Chengdu Municipal Government on third-party apps and illegal taxis. The proliferation of third-party apps also impacted the entire taxi industry, resulting in a 30% drop in the total number of taxis in the City.

To reduce pollution and improve the air quality in the City, the Government mandated that taxi companies needed to electrify their vehicles. To support the initiative, Chengdu ComfortDelGro Taxi rolled out a total of 50 fully-electric Geely EV450 taxis.

To retain cabbies, the Company continued its strategy of modifying contracts for cabbies from employee-based contracts to vendor-based ones, which had lower rental rates. It also rewarded 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.

Driving Centre

2019 was a challenging year for our 95%-owned driving subsidiary, Chengdu ComfortDelGro Qing Yang Driving School Co., Ltd. The lack of regulatory control and stagnated population growth in the City meant that competition for students and instructors remained stiff.

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.

Local Authorities announced in May 2019 that all taxis had to be replaced by fully-electric vehicles from 1 July 2019 as part of the City's push towards electrification by 2022. As such, Shanghai City Qi Ai Taxi has started looking for a suitable fully-electric model for its 129 five-year-old taxis that are due for replacement in 2020. It also continued to focus its efforts on renewing the contracts of existing cabbies and engaging 'maiduan' and 'guakao' drivers to mitigate the shortage in cabbies.

SUZHOU, JIANGSU PROVINCE

Taxi

Despite stiff competition, our 70%-owned subsidiary, Suzhou Comfort Taxi Co., Ltd managed to maintain a 100% utilisation rate of its fleet of 165 vehicles in 2019. The Company also deployed 15 new Santana Livida taxis in November 2019.



OPERATIONS REVIEW

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 664 Compressed Natural Gas taxis. As a result of a huge growth in the number of private-hire cars as well as aggressive competition brought about by third-party online hailing apps, about 60% of its fleet was hired out in 2019.

Driving Centre

Nanjing ComfortDelGro Xixia Driver Training Co., Ltd, a joint venture between the Group's wholly-owned subsidiary in China, ComfortDelGro (China) Pte Ltd and 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, Nanjing Xixia maintained its position as one of the top three driving centres in Nanjing.

SOUTH CHINA

GUANGZHOU, GUANGDONG PROVINCE

Bus Station

Our 60%-owned Tianhe Bus Station in Guangzhou served a total of 7.4 million passengers in 2019, a 21.1% drop from the previous year due to a variety of factors including a sluggish economy, the further expansion of the high speed rail and the LRT services, the growth of the car population, private-hire cars and buses as well as the persistence of illegal bus operations.

The expansion of the high speed rail and LRT services also impacted the cargo business, causing a number of bus routes to be terminated. This resulted in a drop in cargo revenue by 14% and a reduction in cargo items by 16.8% as compared to 2018. Lower ridership also affected retail rental revenue as tenants negotiated for lower rentals and worse, were forced to shutter.

Tighter government regulations had also resulted in lower passenger insurance sales and advertising revenue from the WeChat platform.

The challenging operating environment resulted in a drop in the number of bus stations in Guangzhou from 16 to 12 in 2019. As such, the Station registered increases in its market share in terms of bus trips and ridership to 32.2% and 34.3% respectively. It is still the first choice for many commuters because it offers the most comprehensive route network in Guangzhou, and is the industry's leader in automation and digitalisation, especially in the areas of ticket purchasing, gate-checking and bus despatching.

To mitigate the impact of these factors, the Station introduced several initiatives to tap on additional markets which include partnerships and developing under-utilised assets. For example, the Station worked with Guangzhou Tourist Board and travel companies to develop a "Tour and Travel Centre" within the Station in which it acts as a "bus hub" to tap on the domestic travel market. The Station also worked with the Guangzhou Provincial Bus Station to tap on the transiting passenger market.

During the year, the Station successfully converted unused spaces into office spaces for rental purposes and built a car park to generate additional revenue.

With the Government's push towards the electrification of public transport

vehicles, 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 2020 by its partner, Guangzhou Public Transport Group. The charging service will also be available to the public for a fee.

NANNING, GUANGXI PROVINCE

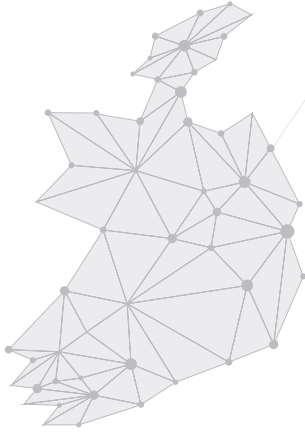
Taxi

Our 80%-owned subsidiary, Nanning Comfort Transportation Co., Ltd, is the largest taxi operator in Nanning with a fleet of 854 taxis and a high utilisation rate of 98% in 2019, an improvement over the 91% in 2018.

In the face of stiff competition brought about by third-party apps, the Company introduced two new initiatives to reward and retain drivers – a Long Service Award to recognise drivers' loyalty and an increase in taxi team leaders' allowances to reward them for managing the cabbies well. The Company is also planning for early replacements of older taxis.

In a move to streamline the Company's operation and manage operating costs, the Company appointed a new taxi workshop to replace its own. The new workshop, which is located close to the Company's office, has been well received by cabbies.





IRELAND

CORK • DUBLIN
GALWAY • LIMERICK

INTER-CITY EXPRESS COACH

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.

On the back of a robust economy in 2019, demand for services across all of ComfortDelGro Irish Citylink's routes, in particular its airport direct services, continued to increase. To meet the demand for its airport direct service, ComfortDelGro Irish Citylink added 12 more daily direct journeys to its Galway-Dublin Airport route.

Technology continued to play a vital role as ComfortDelGro Irish Citylink invested in a CRM system to gain a better understanding of its customers for more effective marketing and engagement. By leveraging on technology, it successfully increased the number of affiliates or third-party agents that facilitated the sale of its coach tickets worldwide.

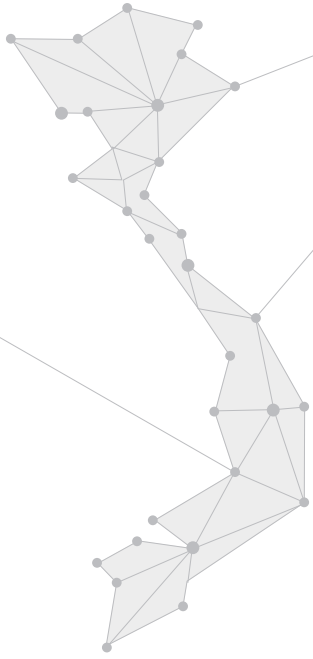
With CRM, its digital marketing strategy also provided positive results with online sales accounting for more than 60% of its revenue in 2019. Contribution looks set to increase further in 2020 with the planned launch of its new mobile-friendly website and online booking engine in the third quarter of 2020.

During the year, ComfortDelGro Irish Citylink was involved in numerous local and nationwide charity events. It also continued its sponsorship arrangement with Connacht Rugby – one of the four professional provincial rugby teams in Ireland – as exclusive transport provider.

To ensure improved sustainability and reduction in its carbon footprint, ComfortDelGro Irish Citylink worked closely with its main contractor to upgrade part of its fleet to Euro 6 standards. This exercise will continue in 2020.



OPERATIONS REVIEW



VIETNAM

HO CHI MINH CITY

TAXI



Vietnam Taxi (Vinataxi) Co., Ltd remained the third largest taxi operator in Ho Chi Minh City with a fleet of 211 taxis in 2019. The average age of its fleet is about three years old.

Despite stiff competition, Vinataxi successfully maintained all existing contracts to operate its taxi services at major pick-up points in the City.

To generate more trips for its cabbies, Vinataxi continued to sell its taxi vouchers to mini hotels in District 1, the central urban district of the City, which were not served by dedicated taxi services. The sale of these taxi vouchers, which started in 2017, were then sold by the hotels to guests who would use them to pay for fares on board taxis operated by Vinataxi. These, in turn, were exchanged for cash by cabbies. As at end-2019, a total of 75 such mini hotels were selling these taxi vouchers.

To upkeep its driver strength, the Company gave incentive bonus to its cabbies who had completed one year of their hiring contract and performed well.

To further bolster fleet strength, Vinataxi launched the Co-Operative Partner Programme (CPP) in 2018. This 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 2019, 34 drivers had signed up for CPP, bringing the total number of sign-ons to 56. There are plans to increase the number of CPP cars in 2020.

There are also plans to replace the QR Code payment gateway provided by Vietnam Payment Solutions (VNPAY) with SmartPay by Smartnet in 2020. Payments made via SmartPay will be credited directly to its cabbies, making it more convenient for them.





MALAYSIA

KUALA LUMPUR

AUTO LEASING • INSPECTION & TESTING SERVICES



Auto Leasing

Our subsidiary, CityLimo Leasing (M) Sdn Bhd, offers auto leasing services in Malaysia through a fleet of 122 vehicles. Utilisation of its vehicles remained high in 2019. The Company specialises in dedicated telematics fleet management for clients with round-the-clock nationwide technical and roadside emergency assistance. Established in 1996, it 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. It is one of the leading auto leasing service providers for multinational corporations, especially those in the oil & gas, logistics and infrastructure industries.

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.