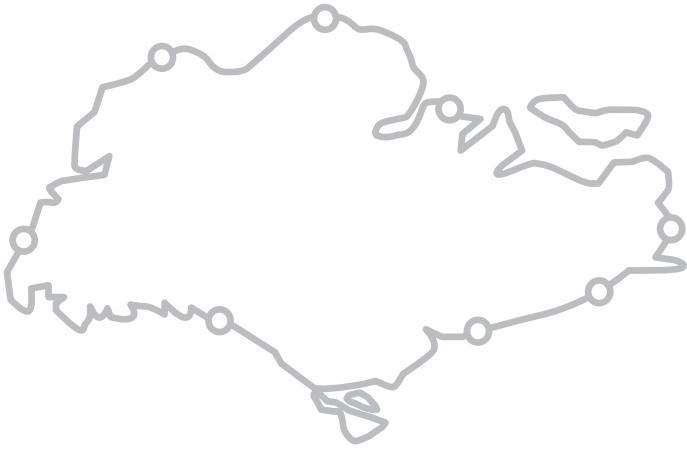


## OPERATIONS REVIEW



### 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 remained the largest public bus operator in Singapore with a market share of 61%. 2021 marked the fifth year of operations under the Bus Contracting Model where the provision of bus services and the corresponding delivery standards are determined by the Land Transport Authority (LTA).

During the year, SBS Transit operated a total of nine bus packages – two of which were tendered contracts. Among the seven negotiated contract packages, one was extended on 1 September 2021 for three years while another five will be extended by an average of three years from September 2022 as part of the New Rail Financing Framework (NRFF) Version 2 arrangement.

SBS Transit operated a total of 228 bus routes in 2021 – two more than the previous year. On an average weekday, it operates some 30,500 bus trips with its fleet of 3,548 buses, including 30 electric buses and 25 hybrid ones. As at end-December 2021, 81% of its fleet was emission-rated Euro 5 and above.

# 1.903

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

# 14,999

**TOTAL OPERATING  
FLEET SIZE**

# 12,605

**TOTAL NUMBER OF  
EMPLOYEES**





## SBS TRANSIT CONTINUED TO LOOK AT NEW TECHNOLOGIES AND OPERATED A COMMERCIAL ON-DEMAND SHUTTLE BUS SERVICE USING AUTONOMOUS BUSES IN JURONG ISLAND FOR THREE MONTHS AS PART OF AN INITIATIVE UNDER THE NATIONAL EMERGING STRONGER TASKFORCE TO PROMOTE AND ACCELERATE SUSTAINABLE DEPLOYMENT OF ROBOTICS IN SINGAPORE.



Working with the LTA, public transport workers were among the first groups in January 2021 to receive the vaccine under the COVID-19 national vaccination strategy. SBS Transit actively encouraged its staff, including its bus captains (BCs) to receive the vaccine. About 99% of its BCs have been fully vaccinated.

Unfortunately, at the height of the pandemic in August 2021, six of its bus interchanges became COVID-19 clusters with some 2,000 staff affected. However, having been vaccinated, they largely displayed no or mild symptoms as they served their quarantine or stay-home notice.

As a result of COVID-19 infections, the public bus industry experienced a shortage of BCs in September and October 2021. Up to 14% of SBS Transit's BC strength was affected at the peak of the crisis. To minimise the impact on its bus operations, SBS Transit worked closely with the LTA and undertook a slew of measures.

For example, BCs, who were on their rest days, voluntarily returned to driving duties to cover for their absent team mates; planners mapped out adjusted frequencies for the affected bus services, and Service Controllers at the Operations Control Centres proactively managed the buses on the road to regulate bus arrival timings. As a result, the increase in waiting times for the majority of affected bus services was within five minutes of their regular schedules. For a very small number of bus services, it was more than 10 minutes.

SBS Transit continued to look at new technologies and operated a commercial on-demand shuttle bus service using autonomous vehicles (AVs) in Jurong Island for three months as part of an initiative under the national Emerging Stronger Taskforce to promote and accelerate sustainable deployment of robotics in Singapore. Prior to this, it was involved in two trials of operating these vehicles with ST Engineering where its BCs served as safety drivers to take over the wheel in case of emergencies.

SBS Transit also participated in a consortium with ST Engineering Autonomous Solutions, which had submitted a bid for an AV project, in a Call for Collaboration that was announced by the LTA and the Economic Development Board.

More details on our scheduled bus operations can be found in SBS Transit's 2021 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 and has the largest fleet of private electric buses in Singapore.

In March 2021, ComfortDelGro announced that it was committing S\$50 million in clean energy technology and research as part of a larger push towards upping its overall sustainability quotient. In a Memorandum of Understanding with the National University of Singapore (NUS), part of the investment would go towards the CDG-NUS Smart & Sustainable Mobility Living Lab (CDG-NUS Living Lab) that will focus on Energy Sustainability, Integrated Urban Mobility as well as Smart and Intelligent Mobility Technologies. The CDG-NUS Living Lab plans to also research, test and analyse mobility technologies to generate insights that could later be implemented in solutions for the mass market.

As part of research, ComfortDelGro Bus had in July 2021 added an electric bus into the fleet of buses supporting the shuttle services at the NUS Kent Ridge Campus. In September 2021, it also collaborated with Sentosa Development Corporation to trial another electric bus on the island.

ComfortDelGro Bus continued to advance in the electric vehicle (EV) field when it clinched a multi-year contract tender to operate electric shuttle bus services for the NUS at its Kent Ridge campus by the third quarter of 2022.

On 14 February 2022, ComfortDelGro Bus added yet another feather to its cap when it won a tender with the Nanyang Technological University Singapore to operate its bus shuttle



## OPERATIONS REVIEW

services on campus with a fleet of about 20 electric buses. The multi-year contract will commence in September 2022. With two tender wins, ComfortDelGro Bus has cemented its position as Singapore's largest electrified private bus fleet operator.

While demand for tour and scheduled bus services continued to languish due to the pandemic, short-term private bus services were bolstered by a contract from the Ministry of Health to convey COVID-19 positive patients to community care facilities and designated hotels to serve their quarantine orders as well as suspected cases to facilities to have their Polymerase Chain Reaction (PCR) tests taken.

To top a fruitful year for ComfortDelGro Bus, the Company clinched the Company Award at the annual Singapore Road Safety Awards 2021 that was jointly organised by the Traffic Police, LTA and Workplace Safety & Health Council, in recognition of exemplary companies and company drivers and riders for their efforts towards keeping our roads safe.

### RAIL

In 2021, SBS Transit operated 83km of rail networks in Singapore – the North East Line (NEL), the Downtown Line (DTL) and the Sengkang Punggol Light Rail Transit (SPLRT) systems. Its network comprises 78 stations and a fleet of 192 trains.

A key development during the year was the transition of the DTL to the NRFF Version 2, which the NEL and the SPLRT are already operating on. It is a more sustainable model for its rail operations as it will reduce commercial volatility.

Under the new consolidated rail licence, SBS Transit Rail continues to hold rights to lease out the advertising spaces at all 78 stations of the DTL, NEL and SPLRT until 31 December 2023. Thereafter, the LTA may allow SBS Transit Rail to continue to operate all or any part of the rail advertising business from 1 January 2024 until the term of the consolidated rail licence expires.



COMFORTDELGRO TAXI  
REMAINED SINGAPORE'S  
LARGEST TAXI OPERATOR  
WITH A COMBINED FLEET  
OF ABOUT 9,000 COMFORT  
AND CITYCAB TAXIS,  
TRANSLATING INTO A  
MARKET SHARE OF 60%.

Demand for rail services edged up by 4.5% with close to 271.3 million passenger trips made in 2021. Ridership continued to remain relatively low and is still a long way from reaching pre-COVID-19 levels.

In 2021, SBS Transit's Mean Kilometre Between Failure (MKBF), which is the internationally used measure for railway reliability, set a record for the industry. DTL clocked an impressive 4.19 million train-km compared to the nationwide MRT network's average of 1.99 million train-km and was named the "Most Reliable MRT Line".

More details on our rail operations can be found in SBS Transit's 2021 Annual Report.

### TAXI

ComfortDelGro Taxi remained Singapore's largest taxi operator with a combined fleet of about 9,000 Comfort and CityCab taxis, translating into a market share of 60%.

In February 2021, ComfortDelGro Taxi embarked on a beta trial of its new ride-hailing service. Take up has been encouraging given that the entire point-to-point (P2P) industry has been hard hit by the ongoing pandemic. There were about 1,000 private hire car (PHC) drivers that have signed onto the service as at end-December 2021.

The COVID-19 global pandemic continued to hit Singapore's taxi industry hard in 2021. Taxi ridership remained low as the majority of Singapore's workforce continued working from home. To mitigate the impact, rental waivers of up to 50% and call levy waivers for booking jobs were given to cabbies for the entire year. For 2021, ComfortDelGro Taxi forked out over S\$87 million in financial aid.





ComfortDelGro Taxi continued to support its cabbies and their immediate family members who required financial aid arising from death, total and permanent incapacity, as well as serious chronic medical conditions from the Cabby Hardship Fund. A total of S\$35,800 was disbursed for the year through the fund.

It also continued to top up and contribute to the Central Provident Fund Medisave Accounts of its cabbies under the Medical Medisave Top-up Scheme as well as the Drive and Save Scheme. In addition, ComfortDelGro Taxi helped to defray the educational fees of its cabbies' children. In 2021, about 500 Primary and Secondary level students received more than S\$98,000 worth of study achievement awards.

As one of two remaining appointed training centres, ComfortDelGro Taxi conducts both the Taxi Driver's Vocational Licence (TDVL) and Private Hire Car Driver's Vocational Licence courses for P2P drivers. As of December 2021, more than 27,720 trainees had attended these courses, with a success rate of at least 96%.

To retain its existing cabbies, ComfortDelGro Taxi offered contract schemes that came with attractive incentives and payouts. New hirers who had passed the TDVL course were also offered 12 days worth of free rental.

In support of Singapore Green Plan 2030, the Company announced in January 2022 that it will be rolling out up to 400 electric taxis in 2022, and plans to have up to 1,000 of such taxis plying the roads by 2023.

During the year, ComfortDelGro Taxi continued to improve its booking and driver Apps, vehicle despatch system as well as digital marketing capabilities. Its Agile team, together with its offshore development centres in Chennai, India and Yangon,

Myanmar made a number of updates to the Apps. Some of the new features added in the updates include the option for cabbies to submit their weekly Antigen Rapid Test (ART) results in the CDG Driver App as well as a new feature called "Eat & Drink".

A new Customer Relationship Management tool was implemented in the second quarter of 2021 to not only improve the management and acquisition of new accounts, but also to help enhance service levels to corporate clients. To further enhance customer experience, a revamped Cabcharge user portal was rolled out in the fourth quarter of 2021. The new portal, which is compatible on mobile devices, enables corporate customers to conveniently review their account status, download related reports and administer updates to their account settings based on their company's required policies.

ComfortDelGro Taxi launched ComfortProtect, an in-App Personal Accident insurance product underwritten by HL Assurance Pte Ltd, in October 2021. For just 30 cents, passengers are able to opt-in for Personal Accident coverage such as Accidental Death and Permanent Total Disability of up to S\$50,000 for 24 hours starting from the time they board the taxi. The plan, which was the first of its kind in Singapore, also offers a S\$500 cash payout for anyone who has taken the COVID-19 PCR test and tested positive for COVID-19, within 14 days from the date of the ride, and has been hospitalised to receive in-patient treatment for a consecutive period of at least three days after testing positive for COVID-19. From the time ComfortProtect was launched till now, over 14,000 opt-ins have been registered.

On 8 February 2022, ComfortDelGro Taxi announced that its taxi fares will be adjusted with effect from 1 March 2022 – the first in a decade to help its cabbies defray higher operating

## OPERATIONS REVIEW

costs resulting from rising fuel prices and inflation.

### AUTOMOTIVE ENGINEERING

Our automotive engineering subsidiary, ComfortDelGro Engineering Pte Ltd, maintains not only the Group's taxis, unscheduled buses, training and rental cars, but also operates a growing private vehicle repair service.

Demand for servicing for its external car care business improved in 2021 due to increased advertising and direct marketing efforts. On the flip side, the Company carried out fewer repair jobs as more vehicles remained parked at home. This, of course, translated into fewer accidents on the roads and a reduction in vehicle wear and tear.

ComfortDelGro Engineering also signed a Memorandum of Understanding with TÜV SÜD PSB Pte Ltd to upskill technicians by offering classes in the safe handling of high voltage systems in hybrid and EVs.

In October 2021, ComfortDelGro Engineering and its joint venture partner, French multinational utility company ENGIE South East Asia Pte Ltd, won a tender by the Urban Redevelopment Authority (URA) and LTA to install and operate 479 charging points at selected car parks in the Central, East and West regions of Singapore. In January 2022, CDG ENGIE rolled out its first batch of EV charging points at three housing estate car parks in Jurong West, as well as at the URA Centre.

ComfortDelGro Engineering and ENGIE also set up a second joint venture to introduce solar energy solutions. ComfortDelGro ENGIE Solar Pte Ltd, which is expected to commence operations in the second half of 2022, aims to achieve a 50 megawatt-peak renewable energy capacity by 2030 – that's enough power to light up 12,500 Housing & Development Board (HDB) four-bedroom units for a year.

On the digital front, ComfortDelGro Engineering has been leveraging on mobile App technology to improve its customer experience and work efficiency.



The CDGE App, which is Singapore's first end-to-end workshop App, enables its customers to book appointments, track the status of car repairs in real time, receive and approve quotations, and shop for car care related products and services. Take-up rate has been encouraging and the App had almost 15,000 registered users as at the end of 2021.

Complementing the CDGE App is the Smart Workshop Digital System (SWorDS) App for ComfortDelGro Engineering staff, which fully digitalised workshop processes and replaced the old paper-based workflow with tablets and mobile devices. The SWorDS App was successfully rolled out at all ComfortDelGro Engineering maintenance workshops in April 2021. Enhancement works to improve the App by digitalising the accident repair intake, reporting and repair processes have commenced and will be completed by the third quarter of 2022.

The Company was re-certified for the Quality Management System ISO 9001:2015 standard and obtained certification for its Workplace Safety and Health Management System ISO 45001:2018 standard during the year. The former provides assurance that the Company plans and manages its operations, and consistently meets and exceeds customer expectations in its service delivery, while the latter assesses the Company to have done well in managing workers' stress and fatigue, fire prevention and safety performance.

The Company was also certified to meet the Data Protection Trust Mark (DPTM) standard in April 2021 by the Infocomm Media Development Authority. This certification reaffirms the Company's commitment to its customers and stakeholders of its data protection policies and practices. To-date, ComfortDelGro Engineering is the first and only automotive company with the DPTM certification.

### INSPECTION & TESTING SERVICES

A record number of vehicles passed VICOM Ltd's inspection lanes in 2021 – buoyed by a new regulation requiring all Private Hire Vehicles (PHVs) to undergo annual inspection. In all, 523,639 vehicles, representing an increase of 30,119 vehicles or 6% from 2020, were inspected during year. This strong performance enabled VICOM to maintain its leadership position with a market share of 74.7% in 2021.

**COMFORTDELGRO ENGIE SOLAR PTE LTD, WHICH IS EXPECTED TO COMMENCE OPERATIONS IN THE SECOND HALF OF 2022, AIMS TO ACHIEVE A 50 MEGAWATT-PEAK RENEWABLE ENERGY CAPACITY BY 2030 – THAT'S ENOUGH POWER TO LIGHT UP 12,500 HOUSING & DEVELOPMENT BOARD (HDB) FOUR-BEDROOM UNITS FOR A YEAR.**

As the Green Movement gained momentum, demand for VICOM Emission Test Laboratory services, which essentially caters to parallel importers bringing in newer and greener car models, also grew as car owners took advantage of the EV Early Adoption Incentive and the enhanced Vehicular Emissions Scheme introduced by the LTA and the National Environment Agency.

But even as demand for vehicle testing services increased, demand for accident reporting services under the VICOM Assessment Centre (VAC) fell as work-from-home (WFH) became a default for most companies, resulting in fewer cars on the roads during the year. The decision by some insurance companies to discontinue the Accident Reporting scheme in July 2021 also impacted demand for its VAC services.

VICOM's wholly-owned subsidiary, Setsco Services Pte Ltd (SETSCO), continued to face challenges posed by the COVID-19 pandemic. Amidst the ongoing challenges, SETSCO managed to put in a better performance in 2021 as economic conditions slowly improved.

SETSCO's Construction Technology Division was awarded several major materials testing contracts for large projects such as the construction of the Customs, Immigration and Quarantine Building; the link tunnel of the Singapore-Johor Bahru Rapid Transit System; HDB dwelling projects in Tengah and Toa Payoh; and the Tuas Water Reclamation Plant.

In addition, SETSCO secured another four packages under the 24km long Jurong Region Line by the LTA and a contract by the Building & Construction Authority (BCA) to test imported sand and aggregates for the presence of harmful contaminations such as chloride, sulphate and reactive materials, for use in the construction industry.

SETSCO's Biological & Chemical Technology Division successfully secured contracts for the testing of trade effluent/waste water discharge, soil and ground water of industrial land and air emissions.

Its Mechanical Technology Division secured some major contracts including conducting tests during the plant shutdown maintenance at Shell Bukom and Shell Seraya. These tests included conventional and advanced Non-Destructive Testing (NDT), Radiography, Penetrant and Pulsed Array Ultrasonic Testing, Corrosion Mapping and Remote Video Inspection. It also won a contract from ExxonMobil

for Digital Radiography Testing which essentially measures the wall thicknesses of the process pipeline.

After a year of delay due to COVID-19, SETSCO finally shifted to its S\$50 million new building at Bukit Batok in September 2021. It was redesigned and renovated based on the BCA's Green Mark scheme as part of its effort to promote environment's sustainability in Singapore. The property consists of a six-storey industrial building with basement car park and was designed to house a small dormitory for foreign workers. It has a remaining lease of 34 years, expiring on October 2055. With a greener building and bigger area, the new building houses 78 laboratories as compared to 67 laboratories in the former place at Teban Gardens.

More details can be found in VICOM's 2021 Annual Report.

### DRIVING CENTRE

ComfortDelGro Driving Centre Pte Ltd, which provides learner driver training services in Singapore, saw enrolment increase by more than 20% in 2021 despite the pandemic.

The Centre also became the first in Singapore to conduct both the Safe Driving and Driver Improvement Points System courses via the Internet.

Online training has proven to be so popular that the Centre moved all its induction programme classes as well as theory lessons for Class 2A, 2B and 3 licensing courses online. Going forward, the Centre is planning to develop virtual tours of its premises as part of the induction programme.

MyCDC App continued to be well-received, with more than half of its users indicating that the App was easy to navigate with useful functions. To-date, the App has been downloaded by about 82,500 users.

The Centre further enhanced the electronic services available on its website by introducing "eTermination" for learners so that they could close their accounts easily. It also introduced "eBrochures" for learners to download training brochures.

Besides intensifying its digital initiatives, ComfortDelGro Driving Centre also improved existing services such as expanding its One Team and Elite Team of motorcar instructors. Learners





## OPERATIONS REVIEW

who opted for this service are coached by dedicated teams of between four and six instructors. These instructors are specially selected based on their strong track record and success rate.

Plans are in the pipeline to deploy sensors and machine vision systems in its riding circuit to aid learners so that they reduce their reliance on instructors during the learning process.

During the year, the Centre also conducted market research and test drove EVs within the circuit in hopes of introducing more of such vehicles into its fleet of training vehicles.

### NON-EMERGENCY PATIENT TRANSPORT SERVICES

ComfortDelGro MedCare Pte Ltd, which provides wheelchair transport services for mobility impaired passengers, senior citizens and the healthcare sector, commenced revenue operations on 22 February 2021.

It started out with four wheelchair transportation vans but increased this to 92 by January 2022 with the acquisition of a 90% stake in Ming Chuan Transportation Pte Ltd, one of the largest wheelchair transport service providers in Singapore.

As a result of this acquisition, ComfortDelGro MedCare was able to add six more clients which operate a network of day-care and physical disability centres across Singapore to its portfolio, in addition to its existing five clients that serve in the space of dialysis centres, eldercare, and medical escort and transportation services.

In August 2021, ComfortDelGro MedCare partnered the Singapore Civil Defence Force (SCDF) for the SCDF-CDG Automated External Defibrillator (AED)-on-Wheels programme. All ComfortDelGro MedCare drivers were trained to operate the AEDs that have been installed in the vans, and could be deployed as a first responder should a medical emergency take place within 1.5km radius of the van's location.



### CAR RENTAL & LEASING

During the year, our car rental & leasing subsidiary, ComfortDelGro Rent-A-Car Pte Ltd operated a fleet of 1,205 cars, of which 200 were PHCs.

The COVID-19 restrictions and safe management measures resulted in low passenger volume. To help the PHC drivers, the Company extended a 5% daily rental waiver to them for four months till August 2021. Adjustments were also made to allow them to rent for only six months instead of the usual 12 months. Drivers also continued to enjoy 30% off fuel prices at kiosks managed by ComfortDelGro Engineering.

Corporate clients continued to tighten their budgets and a number prematurely terminated their contracts. As such, ComfortDelGro Rent-A-Car focussed its efforts on government bodies, statutory boards, fleet partner tie-ups with ride-hailing companies as well as the medical sector.

Leveraging on technology to enhance data analytics, ComfortDelGro Rent-A-Car implemented MS Power BI to create intelligent dashboards to help it keep abreast of market developments including market rental rates and the vehicle population size. Data gathered helped the Company in planning price adjustments and formulating marketing campaigns.

In tandem with the Singapore Green Plan 2030, ComfortDelGro Rent-A-Car is looking into providing greener car models as part of its line-up as it expects demand for clean energy cars to progressively increase.

### INSURANCE BROKING SERVICES

ComfortDelGro Insurance Brokers Pte Ltd continued to assist the Group's Business Units in Singapore and overseas in structuring cost-effective insurance programmes in 2021, with significant growth in both total revenue and operating profit. In doing so, millions of dollars of premium savings were secured for the Group and its subsidiaries. Outside of the Group, it also increased its external third-party revenue for the year.

The Company also achieved significant milestones in its digital efforts through the launch of two initiatives in September 2021.



The first initiative was the launch of its digital Incident Reporting and Claims Management App that enabled its corporate clients to report incidents and file claims efficiently and seamlessly. The Company also kickstarted a business-to-consumer digital insurance platform that offers specially curated insurance products to consumers.

Apart from its own digital transformation efforts, ComfortDelGro Insurance Brokers also collaborated with ComfortDelGro Taxi on two new schemes.

ComfortProtect, the Personal Accident plan, which was launched in October 2021 by ComfortDelGro Taxi for ComfortRIDE, offered passengers coverage for Personal Accidents including a S\$500 COVID-19 cash payout and Accidental Death and Permanent Total Disability payout of up to S\$50,000 for a full 24 hours starting from the time they boarded the taxi – at a premium of just 30 cents. Reception to this scheme has been strong, and tie-ups with other Business Units and Insurers to offer specially curated digital insurance products are being planned for 2022.

The second insurance scheme that was rolled out during the year was a Motor Buy Back scheme exclusively for ComfortDelGro cabbies. This provided greater financial protection for cabbies in the event of an at-fault motor accident.

### OUTDOOR ADVERTISING

Moove Media Pte Ltd, the Group's outdoor advertising arm, made its foray into Digital Out-of-Home (OOH) scene in 2021 with the launch of its longest digital wall at Dhoby Ghaut station along SBS Transit's NEL. Covering almost 40m, the wall provides an immersive experience for commuters whenever they use the traveller. A plethora of advertising formats were offered on this digital wall to further promote creative executions.

Separately, Moove Media had also, in January 2021, launched Wonderwall, a 6m-long in-station digital screen, at Dhoby Ghaut station. It is strategically located at the intersection of the NEL, North-South Line and Circle Line, to reach out to the larger number of commuters who are transiting within one of Singapore's busiest train station.

After a successful pilot trial, Moove Media officially launched MOOVE SMART, an OOH commuter analytics and insight platform, supported by a technology partner, to boost taxi advertising. The partnership gave Moove Media a much-needed digital boost to its transit OOH advertising, as it offers Moove Media the access to omnichannel and hyperlocal mobile advertising platform while providing accountability and measurement.

Moove Media also launched one of its largest campaigns in February 2021 – Return of the Cash Cows – to raise brand awareness and showcase how OOH media are effective engagement tools. A total of 500 colourful cash cows were displayed at 41 locations islandwide. They also appeared on buses, bus hubs, MRT stations, and taxis.

Moove Media is also planning to deploy large format digital screens at bus hubs and train stations in 2022.



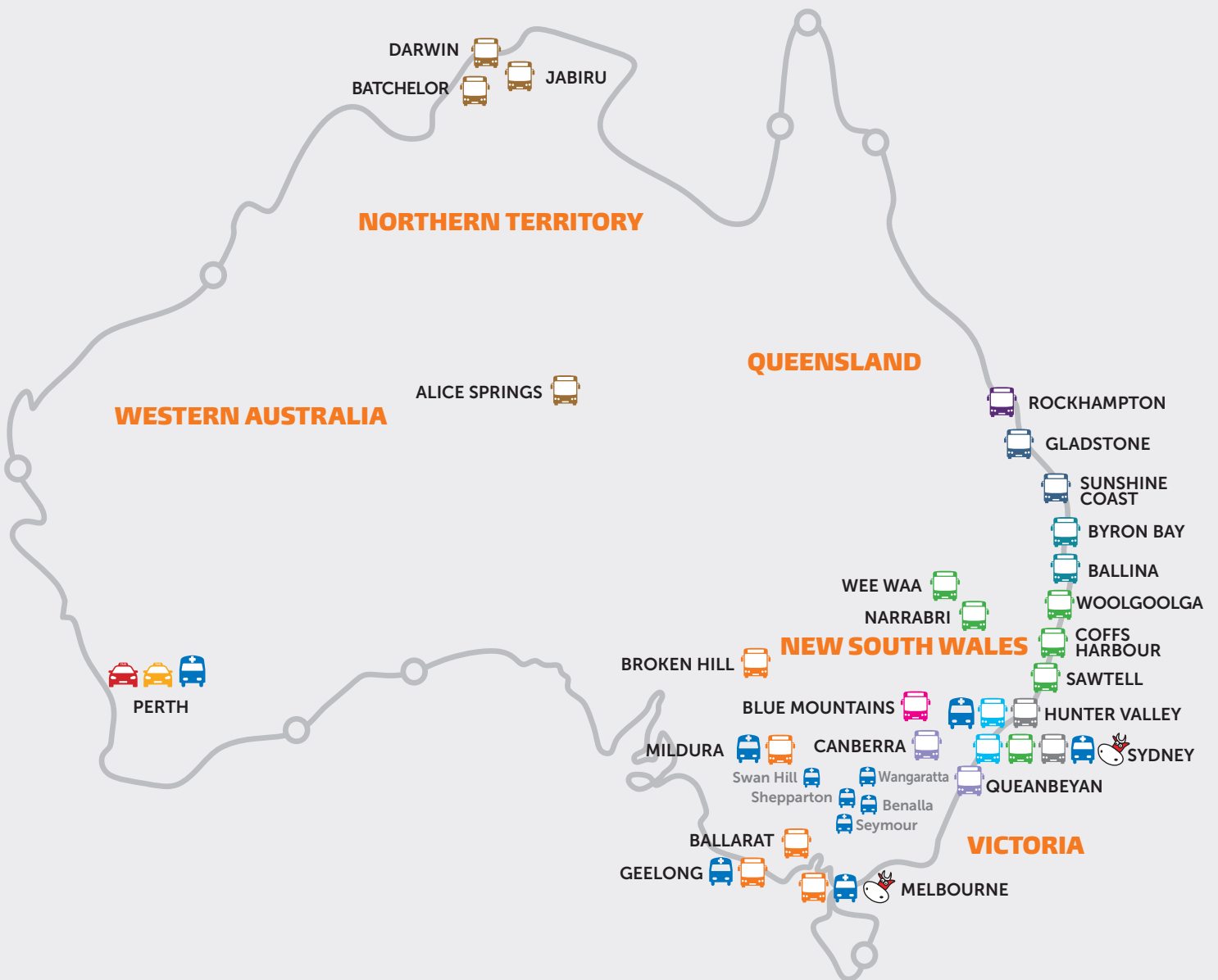


**OPERATIONS REVIEW**

**AUSTRALIA**

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

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



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

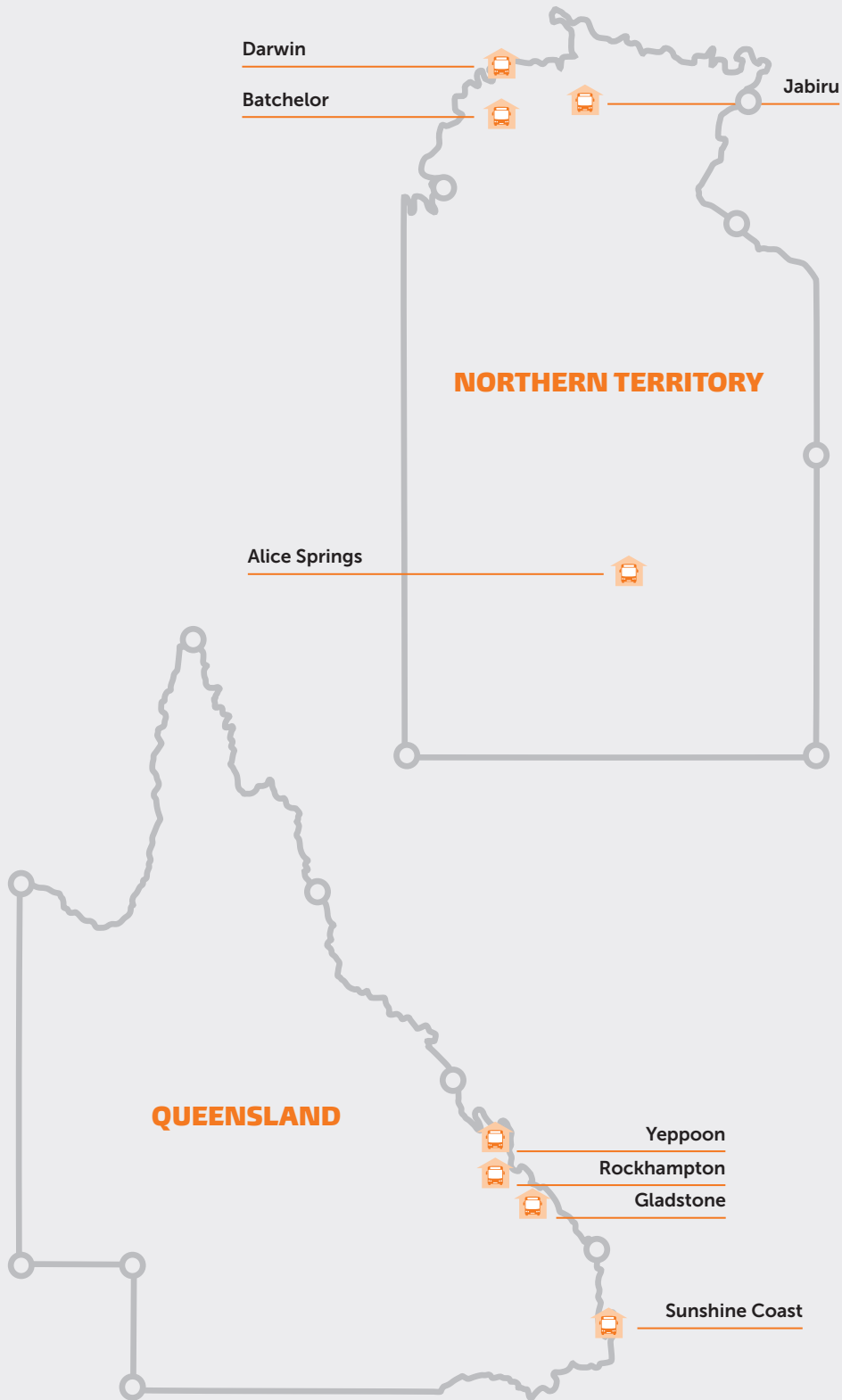
**700.9**  
REVENUE  
(S\$'MILLION)

**3,971**  
TOTAL OPERATING  
FLEET SIZE

**3,939**  
TOTAL NUMBER  
OF EMPLOYEES



# OPERATIONS REVIEW





## NEW SOUTH WALES SYDNEY

### BUS

ComfortDelGro Corporation Australia Pty Ltd (CDC) operates bus services in Sydney, New South Wales (NSW) through its wholly-owned subsidiary CDC NSW Pty Ltd. It operates Hillsbus Co Pty Ltd and Forest Coach Lines Pty Ltd in Sydney, as well as other regional bus companies such as Blue Mountains Transit Pty Ltd, Hunter Valley Buses Pty Ltd, Blanch's Bus Company on the North Coast and Qcity Transit Pty Ltd in Queanbeyan. It is the single largest contributor to Group revenue from Australia.

In a year that continued to be marked by the COVID-19 pandemic, public transport operators like CDC NSW had to perform a fine balancing act between meeting demand for its services whilst working in an ever-changing start-stop environment brought about by the local government area lockdowns.

Charter revenues were also hit by the shutdown of the tourism sector as well as the school closures that resulted from the frequent lockdowns. Post-lockdown demand is expected to grow, but due to continued WFH practices, patronage will likely be lower than pre-COVID levels.

The pandemic also reduced patronage across the Metropolitan and Outer Metropolitan Regions, though it climbed back to

about half of pre-COVID levels by March 2021. Thankfully, the Transport for NSW has continued to honour the contracts in full.

CDC NSW also successfully renegotiated and transitioned to the new seven-year terms for its Outer Metropolitan Bus Services Contract over the course of 2021, including three contracts in Hunter Valley, and one in Blue Mountains. The CDC NSW fleet, which consists of a total of 1,234 buses, is the Group's largest in Australia.

CDC NSW continued to come up with innovative ways to improve its performance and safety, with the roll-out of the Guardian fatigue detection system. This artificial intelligence-based system helps detect drivers who are drowsy, fatigued or distracted and promptly alerts them by physically shaking the driver's seat. The system would then simultaneously send an alert to the Operations Control Centre. From there, additional measures are carried out to manage the immediate safety of the driver and passengers.

All CDC NSW buses were also fitted with a Bus Rollaway Protection System which sounds an alarm if the brakes are not applied at the time drivers release their seat belts. Drivers will not be able to switch the ignition off unless the brakes have been applied.



## OPERATIONS REVIEW

Despite the impact of COVID-19, CDC NSW continued to support the wider community in 2021 with a three-year sponsorship totalling A\$750,000 for the Kinchela Boys Home Corporation that helps the Aboriginal community. The funds will go towards supporting staff training, depot visits, and the construction and maintenance of their mobile bus education centre. CDC NSW will also provide drivers to support its community events.

### NON-EMERGENCY PATIENT TRANSPORT SERVICE

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

During the year, NPT responded and adapted to the changing demands and impact of COVID-19. In response to surges in demand for transport due to COVID-19, NPT partnered CDC NSW to set aside seven dedicated buses based at specialist hospitals in NSW.

NPT also solidified its relationship with HealthShare NSW, the state government agency responsible for delivering patient care, by successfully renewing its contract at a revenue of A\$8 million per annum for another five years, starting from November 2021.



**CDC NSW ALSO SUCCESSFULLY RENEGOTIATED AND TRANSITIONED TO THE NEW SEVEN-YEAR TERMS FOR ITS OUTER METROPOLITAN BUS SERVICES CONTRACT OVER THE COURSE OF 2021, INCLUDING THREE CONTRACTS IN HUNTER VALLEY, AND ONE IN BLUE MOUNTAINS. THE CDC NSW FLEET, WHICH CONSISTS OF A TOTAL OF 1,234 BUSES, IS THE GROUP'S LARGEST IN AUSTRALIA.**

NPT pivoted its vehicle replacement strategy from second-hand to new vehicles. A transition to newer vehicles is a requirement of the HealthShare NSW contract renewal as they are more suitable for the Power LOAD stretcher, a key piece of equipment that helps reduce the risk of injuries.

### OUTDOOR ADVERTISING

The ongoing challenges of COVID-19 across Moove Media Australia Pty Ltd's primary markets, Sydney and Melbourne, continued to impact its business.

Outdoor advertising suffered a significant decline in demand in the second and third quarter of 2021 due to extensive lockdowns. Despite reduced bus schedules and stay-at-home orders, the team continued to work closely with direct customers to stretch their advertising dollar while committing them to longer or additional advertising as part of a programme called 'COVID Contingency'.

In 2021, Moove Media Australia entered into a strategic partnership with Helio, a start-up offering programmatic selling of online and location-based advertising. The partnership enabled Moove Media Australia to sell directly to customers rather than through a third-party agency. Moove Media Australia also trialed various advertising formats on the Helio website, which led to five significant new contracts.





## VICTORIA MELBOURNE

### BUS

CDC Victoria operates essential bus services across the Western and Eastern suburbs of Melbourne, as well as Ballarat, Geelong and Mildura.

During the year, CDC Victoria continued to retain its position as the third largest operator in Melbourne with a total bus fleet of 629, representing about 16% of the market in the City. It also added another five hybrid buses to its fleet during the year, reinforcing its position as the largest hybrid fleet operator in Australia with a total of 45 such buses.

CDC Victoria continued to work towards reducing its greenhouse gas emission intensity. During the fourth quarter of the year, a solar energy system was installed at Wyndham Depot. This is expected to reduce carbon dioxide emissions by more than 1,000 tonnes over a 10-year period and will export about 19% of produced energy back to the grid.

In terms of service delivery, CDC Victoria exceeded the On-Time Running Key Performance Indicator target for its metropolitan contracts by between 1% and 2%, resulting in an incentive bonus payment.

On the safety front, CDC Victoria continued to refine its COVID Safety Plan in light of ongoing outbreaks and lockdowns. QR codes were utilised on buses and at depots to assist in contact tracing where required.

Separately, CDC Victoria retrofitted all its buses with the same Bus Rollaway Prevention System that was implemented at CDC NSW. The Mobileye Collision Avoidance System, which alerts drivers to vehicles, pedestrians and cyclists on the roads with visual and audible alerts, was being retrofitted on older buses in Mildura and Tullamarine. Other safety measures such as handbrake alarms and Motorola radio upgrades were also rolled out on buses at Mildura.

To increase safety and work efficiency, brake lifting equipment was installed at seven depot workshops across Victoria, removing the need for two mechanics to manually lift brakes on or off a bus. With the new equipment, only a single mechanic is required.

Expansion works at CDC Victoria's Oakleigh Depot commenced in the second quarter of 2021. When completed in the first quarter of 2022, it will increase bus capacity to accommodate both current contract requirements and future growth. There are also plans to redevelop the Geelong and Ballarat Depots to increase capacity for future growth and to improve operational efficiencies.

In light of changing passenger behaviour due to COVID-19, CDC Victoria took part in a passenger counting trial with the Department of Transport (DoT). As part of the trial, CDC Victoria fitted sensors above the doors of 30 buses that enabled the counting of passengers in real time. This information was made instantly available to DoT and passengers via the DoT website and App.



## OPERATIONS REVIEW

Blink, CDC's employee engagement App, was renamed "QuickConnect" and rolled out across CDC Victoria in March 2021. The App delivers Company announcements and news to bus drivers more effectively, especially when they are not at the depots. During the year, 80% of staff downloaded and signed up for the App.

### NON-EMERGENCY PATIENT TRANSPORT SERVICES

In response to infection control and isolation requirements for COVID-19 patients, NPT in Victoria deployed a 24/7 dedicated mini-bus to convey elderly COVID-19 patients between aged-care facilities and hospitals.

NPT secured a new A\$2 million contract with Western Health that will run for a year from May 2021 with the option for an additional 12-month extension.

During the year, Ambulance Victoria extended its contract, which has an annual revenue of A\$30 million, with NPT to 30 June 2024. NPT also strengthened its partnership with Ambulance Victoria by supporting the creation of a five-year roadmap to address changing patient needs in Victoria due to an ageing population and evolving COVID-19 challenges.

Another highlight of the year for NPT was winning the exclusive contract to service all Victorian locations for AFL (men's) and AFLW (women's) games.

As with NPT in NSW, NPT in Victoria is also transitioning to new vehicles that are more suitable for Power LOAD stretchers as part of mandatory regulatory requirements.



**IN OCTOBER 2021, CDC RAD PURCHASED YOUNG'S BUS SERVICES, COMPRISING 42 BUSES AND TWO DEPOTS. THE PURCHASE GAVE THE BUSINESS A PRESENCE IN THE ROCKHAMPTON AND YEPPON REGION OF QUEENSLAND, AND ENABLED EASIER ACCESS TO THE BOWEN BASIN AND INDUSTRIAL CHARTERS.**

### REGIONAL AUSTRALIA DIVISION NORTHERN TERRITORY, QUEENSLAND, AUSTRALIAN CAPITAL TERRITORY AND REGIONAL NEW SOUTH WALES

The CDC Regional Australia Division (RAD) was established in 2021 to better support various businesses across the Northern Territory (NT), Queensland, the Australian Capital Territory, and Regional NSW.

#### BUS

In 2021, CDC RAD operated a total of 651 active vehicles. An order for another 12 Euro-6 standard vehicles has been placed and is expected to join the fleet in 2022.

COVID-19 reduced passenger numbers across the board with schools adopting online learning for some period of time. Demand for charter services was also affected as school excursions and events were cancelled due to lockdowns. Fortunately, all government contracted services operated through 2021 along with full government funding.

Despite the impact of COVID-19, three strategic acquisitions were made in 2021 to grow the business further.

In October 2021, CDC RAD purchased Young's Bus Services, comprising 42 buses and two depots. The purchase gave the business a presence in the Rockhampton and Yeppoon Region of Queensland, and enabled easier access to the Bowen Basin and industrial charters.

CDC RAD also expanded Forest Coach Lines' bus operations in the North West Slopes Region of NSW to 21 buses, through the acquisition of KA & VK Stubbs, which comprises five school buses in Narrabri.

Major investments were made in Regional NSW with the acquisition of the Woolgoolga and Coffs Harbour Depots, which CDC RAD was already utilising under a lease arrangement from a third-party. The acquisition of the two depots for a combined A\$5 million further solidified CDC RAD's strategic presence in these areas.



On the technological front, all NT vehicles were fitted with the Mobileye Collision Avoidance System to help reinforce safe driving behaviour and reduce the risks of accidents.

During the year, CDC RAD, which provides special needs bus services in Darwin, utilised the Roscar electronic student manifest to enable bus drivers to track students' absentism so that they could adjust their routes and only pick up students who require transport on any given day. Plans have been made for this GPS-enabled manifest to be rolled out to all CDC buses in Jabiru, a remote community 250km from Darwin, in 2022.

As part of digitalisation efforts, a new Learning Management System specific to CDC RAD was rolled out in January 2021 along with a corporate social networking platform branded 'The Interchange'. This streamlined drivers' access to learning materials.

The Interchange was recognised at Australia's longest running and independent safety awards in December 2021 when it received the Highly Commended Award in the Best Communication of a Safety Message category at the NSCA Foundation and GIO Workers Compensation's 28th Annual National Safety Awards of Excellence.

## WESTERN AUSTRALIA PERTH

### NON-EMERGENCY PATIENT TRANSPORT SERVICES

The Group operates non-emergency patient transport services in Perth as well as 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.

### TAXI

Swan Taxis Pty Ltd, a wholly-owned subsidiary of ComfortDelGro, operates the largest taxi fleet in Perth with 65% of registered taxis under its brand.

The COVID-19 pandemic continued to pose significant challenges in 2021. Actions including the adoption of online

communication channels, online training, online complaint and resolution system, driver vaccinations, implementation of contact tracing, and a staff vaccination policy, had to be taken to meet these challenges.

Despite continuous COVID-19 restrictions and lockdowns, Swan Taxis was able to maintain its service to the WA community and was classified as an essential service by the WA Government. As such, Swan Taxis continued to provide travel to vulnerable members of the community and kept its drivers working in the midst of the pandemic.

Swan Taxis also continued to look for ways to grow new revenue streams. It successfully secured a tender with the Insurance Australia Group to provide rides to customers who needed transportation after sending their vehicles to panel shops for repair.

As part of its digital transformation efforts, Swan Taxis started the transition to a new booking and despatch platform, which enables passengers to track the whereabouts of their taxis, whilst enabling drivers to speak directly to their passengers in real time through its App. Plans are also in the pipeline to introduce a new corporate and business-to-business rideshare portal, as well as to upgrade the despatch and payment terminals in all its taxis by the first half of 2022.

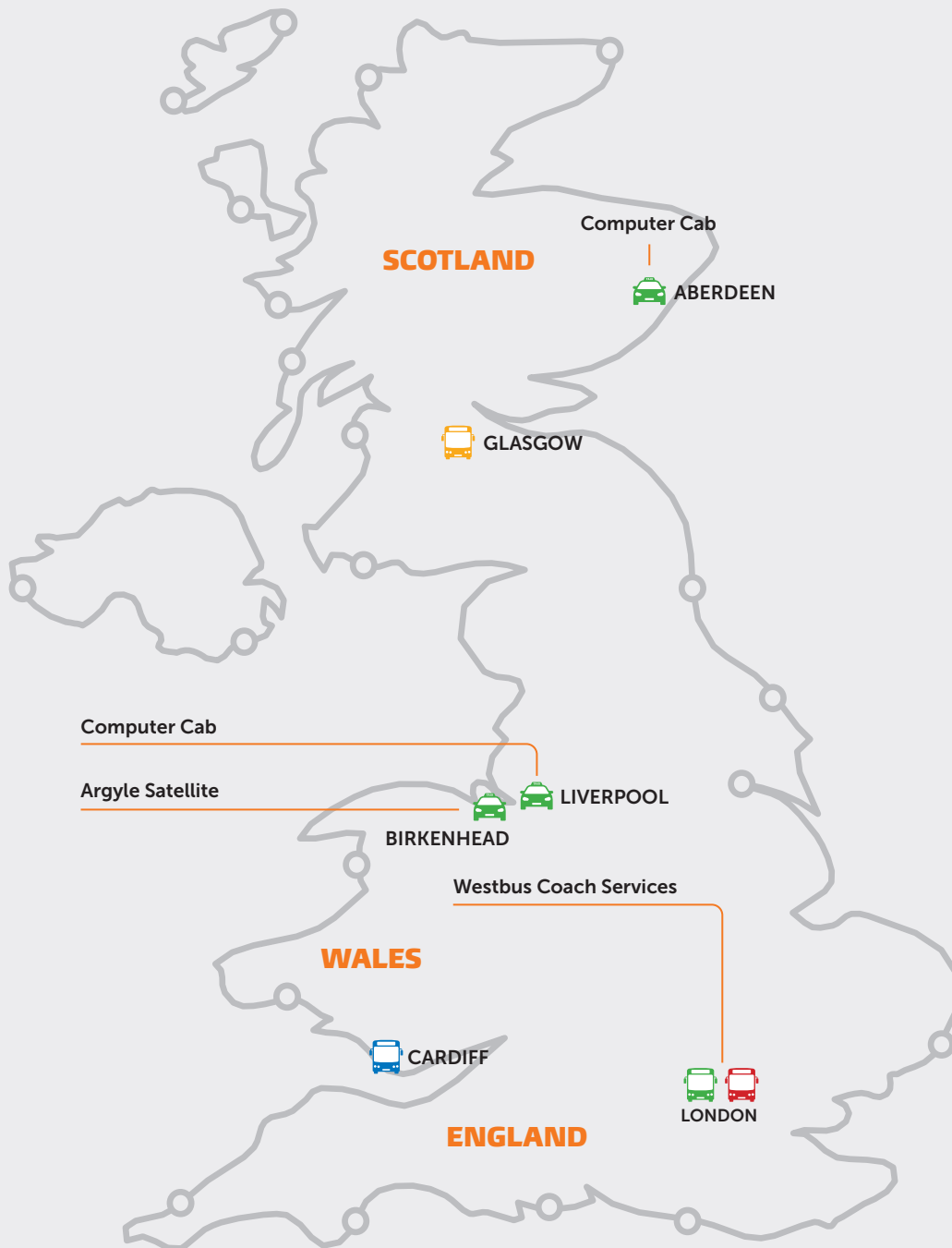


### OPERATIONS REVIEW

## UNITED KINGDOM

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

BUS • COACH • PRIVATE HIRE CAR • TAXI RADIO CIRCUIT

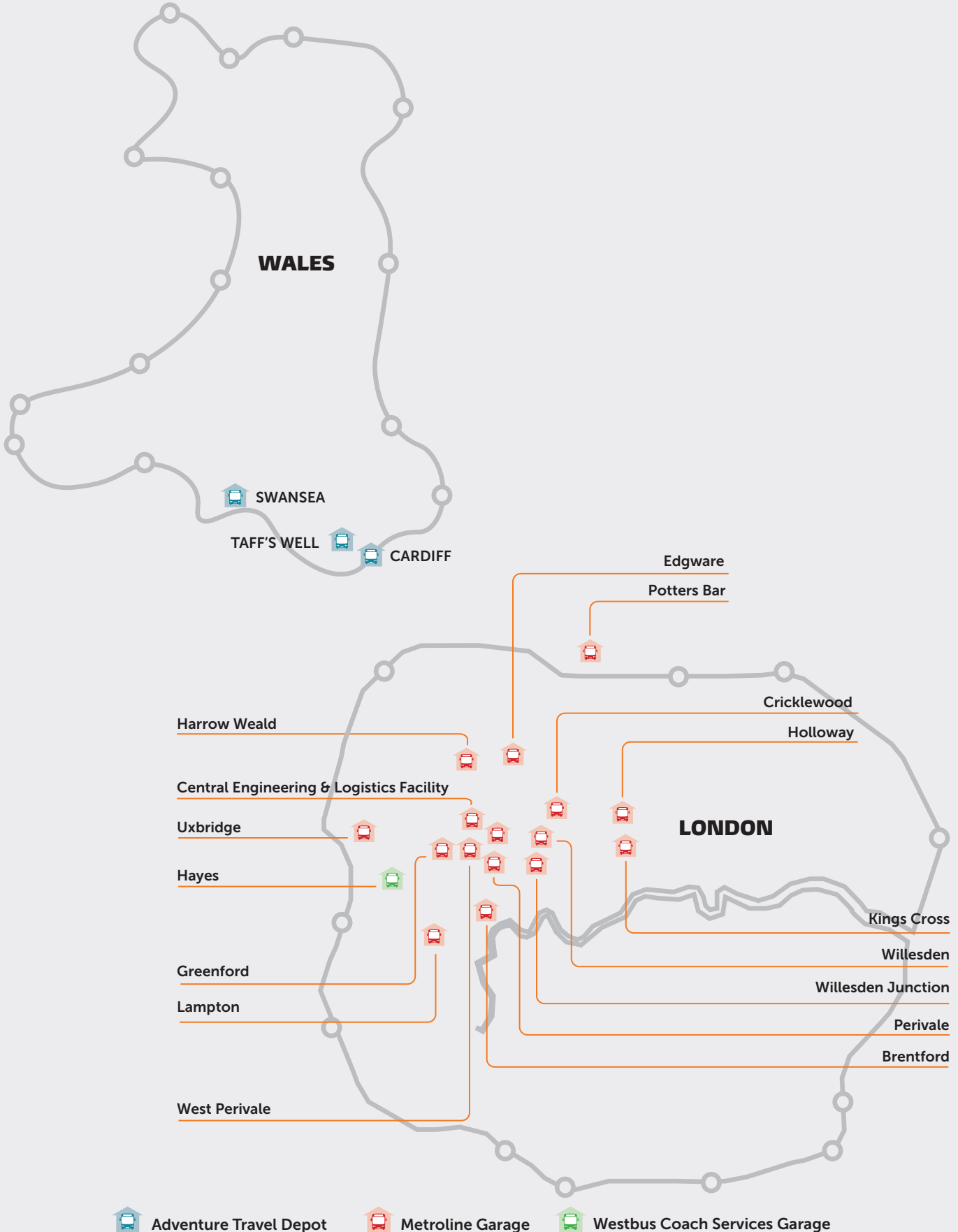




**790.9**  
REVENUE  
(S\$'MILLION)

**3,011**  
TOTAL OPERATING  
FLEET SIZE

**5,309**  
TOTAL NUMBER  
OF EMPLOYEES



## OPERATIONS REVIEW



### ENGLAND LONDON

#### BUS

In the United Kingdom (UK), our wholly-owned subsidiary, Metrolino Limited, is the second largest bus operator in London with a fleet of close to 1,500 buses. It operates about 17% of London's scheduled buses mileage and plies routes in North, West and Central London.

To cope with the COVID-19 pandemic, measures that had been in place since 2020 such as the regular disinfection of buses and offices as well as mask wearing, continued to be practised throughout the year.

However, both demand and the operations continued to be impacted due to limits imposed by the Government on bus capacity. Between January and May 2021, buses were allowed to only carry approximately 30% of their usual capacity. Capacity limits were gradually eased between May and July to 70% and fully restored in August. Despite the lifting of the capacity limits, passenger volumes remained low as a large part of the workforce continued to work from home. As at end December 2021, passenger volume on our buses was about 70% of pre-COVID levels.

On 1 June 2021, Transport for London (TfL) announced that an extraordinary funding and financing support package had been agreed with the Department for Transport to support transport services in London and help mitigate TfL's forecast revenue loss due to reduced passenger numbers. Although several extensions were made to the package to support bus

operators, TfL continued to face funding issues which resulted in fewer tenders. As a result, Metrolino had to cut back 25 bus services. Metrolino expects more tenders to be called in 2022 to make up for the reduction in 2021.

Despite the challenges, Metrolino made strides in the area of sustainability. In June 2021, Metrolino became the first operator in England to operate double deck hydrogen fuel cell vehicles. To support the operation of these green buses, an innovative fast fuelling system of hydrogen tanks was introduced at Perivale Garage. Safety measures which included the monitoring of hydrogen levels on both the vehicles and the premises, as well as control measures involving the rapid dispersement of any leaked gases were introduced in the garage.

Metrolino's plans to upgrade its garages gained momentum during the year. The acquisition of a new site for Brentford Garage was completed in November 2021 and redevelopment plans have started. To support the operation of 17 EVs by June 2022, plans were made to install electric charging facilities at the Edgware Garage. Due to residential redevelopment plans within the vicinity of the Alperton Garage area, Metrolino had to close the garage in September 2021, and purchased a new site in Wembley at Athlon Road in January 2022. This too will be redeveloped for better use of space and future-proofed.

#### 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, tourist and corporate coach passengers.

Due to a low demand, the Company reduced its operating fleet by 15% to reduce costs. As the inbound tourism sector remained weak due to international travel restrictions, the Company pivoted to staff shuttle contracts, private hire services within the UK, rail replacement services, and transport services for events such as the London Marathon. It also actively engaged with past and current customers to secure tour and private hire bookings.

Driver retention and recruitment were also challenging issues. As such, Westbus Coach Services adjusted its drivers' pay to retain existing drivers and attract new ones.

To cope with the COVID-19 pandemic, the Company continued to carry out enhanced cleaning regimes of their vehicles and premises. Drivers also continued to record their temperature when they report for work. They were also encouraged to self-test using the ART kits should they display any COVID-19 symptoms.

During the year, new technology was implemented to enable business to operate more efficiently and cost effectively. For example, a new driver App that enables schedulers to assign work to drivers and track the location of coaches deployed for jobs was introduced. Drivers can then accept and acknowledge jobs assigned to them by signing on or off via the App, making it more convenient for them. The Company also added a new quick-quote function on its website to allow customers to obtain prices for their planned journeys.

## LIVERPOOL

### TAXI RADIO CIRCUIT AND PRIVATE HIRE CAR

CityFleet Networks Limited operates Computer Cab (Liverpool) Limited, the City's largest taxi circuit operator and Argyle Satellite Ltd, the largest private hire company in the Wirral suburb of the City.

With a fleet of over 1,000 black cabs and PHCs, the combined fleet is the third largest in the Liverpool City Region, catering to both the corporate and individual clientele.

Demand from the education and health sector remained strong especially after the re-opening of schools in March 2021. The sales team successfully secured contracts to provide trips to vaccination centres. With the easing of COVID-19 restrictions by May 2021, demand gradually improved and had reached about 80% of pre-COVID levels as at January 2022.

In September 2021, Computer Cab (Liverpool) attended the "Freshers' Fair", organised by universities in Liverpool, to promote its services to new students arriving in the City. It also forged a partnership with Liverpool Cruise Terminal to install branding flags to encourage travellers to download its App, resulting in an increase of over 500 new App users in just two months.

Other social media marketing efforts to boost passenger confidence also paid off. Both companies saw an increase in bookings by about 10% through their aggressive marketing campaigns. When the entertainment industry re-opened, marketing messages were printed on coasters to encourage party-goers to book a ride home. Recruitment messages were also printed on these coasters to attract drivers to join.

Driver retention was a challenge that the industry had to overcome as many cab drivers chose to switch jobs due to the low demand. The Company was however able to retain a large number of drivers through the introduction of flexible subscription commissions and peak hour incentive schemes.

During the year, Computer Cab (Liverpool) enhanced its booking and despatch system to enable corporate customers to better track trip details of their staff through reports that were sorted by departments within their organisations.





## OPERATIONS REVIEW

### SCOTLAND

#### COACH

Scottish Citylink Coaches Limited, which is a 65:35 partnership with Stagecoach plc, is the leading provider of express coach services with 95 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.

Demand was affected by the pandemic from February to July when passenger capacity was capped at 50%. Passenger volume progressively started to pick up in September 2021 after the restriction was lifted. By the end of 2021, passenger demand had recovered to about 65% of pre-COVID levels. Despite that, Scottish Citylink Coaches managed to maintain its market share with its competitive pricing model.

The Company did its best to provide both its passengers and drivers with peace of mind. It installed driver screens and provided hand sanitisers on every single one of its buses. Passengers were also encouraged to book online instead of buying tickets at the ticketing counters to minimise the spread of COVID-19. The website and booking system were also revamped in March 2022 to make them even more user-friendly.

In December 2021, ComfortDelGro announced that it will acquire Stagecoach's remaining 35% stake in Scottish Citylink Coaches, turning it into a wholly-owned subsidiary of the Group. Through this acquisition, the Group will become the UK's second largest inter-city coach operator. As part of the deal, ComfortDelGro will acquire the marketing, retail and customer service activities of Stagecoach's Megabus UK coach business and the Falcon coach service, which operates in the Southwest of England.

The acquisition has, however, been delayed due to an initial enforcement order issued by the Competition and Markets

Authority of the UK in relation to the merger, which amongst other things, prevents National Express Ltd or Stagecoach from disposing any of their UK businesses or assets at the current time.

### ABERDEEN

#### TAXI RADIO CIRCUIT AND PRIVATE HIRE CAR

Computer Cab (Aberdeen) Limited has the second largest fleet in Aberdeen with a total of 145 taxis and PHVs.

From January to August 2021, Scotland went through a lockdown for the first five months and partial lockdown for the next three months. Non-essential businesses in the entertainment and hospitality sectors were shut during this period. On top of reducing social interactions, the Scottish Government encouraged citizens to work from home whenever possible. As a result, demand remained low at 55% of pre-COVID levels.

Due to the various changes in restrictions, the Company revised its driver subscription package five times to help drivers tide through the tough period during the lockdown. Taxi radio subscriptions were reduced and pegged to passenger demand.

Computer Cab (Aberdeen) was the first company to embark on a new service transporting COVID-19 positive patients from the airport to their homes. Drivers of specific vehicle types were selected for this service with precautionary measures taken. Vehicles were fitted with a partitioned screen and drivers instructed to disinfect their vehicles before and after each trip.

The Company also partnered BM Coaches to transport workers in the offshore energy sector to COVID-19 testing venues.

### WALES

#### CARDIFF

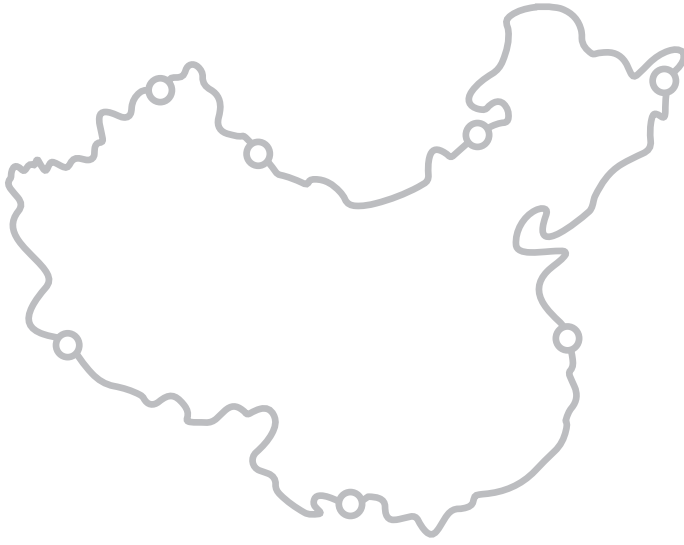
#### BUS AND COACH

To synergise the brand and create more awareness, New Adventure Travel, which operates a fleet of 150 buses and coaches across three depots in Cardiff, Taff's Well and Swansea, conducted a rebranding exercise and renamed itself Adventure Travel in 2021.

Demand was impacted because of the pandemic and only started to pick up in late-November to about 67% of pre-COVID levels.

A private hire booking portal was also added to its website to facilitate online bookings and this has turned out to be especially useful for third-party organisations such as universities who use it for field trips and transfers. On top of a new booking portal, Adventure Travel also added a new function in February 2022 to enable real-time tracking of buses.





## CHINA

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

BUS STATION • TAXI • DRIVING CENTRE  
CONSTRUCTION LOGISTICS

# 124.2

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

# 8,825

**TOTAL OPERATING  
FLEET SIZE**

# 677

**TOTAL NUMBER OF  
EMPLOYEES**



## NORTH CHINA

### BEIJING

#### TAXI

Beijing Jin Jian Taxi Service Co., Ltd, is the capital City's third largest taxi operator with a fleet of 3,921 taxis, translating into a market share of 8.8%. During the year, the Company converted a total of 852 taxis in its fleet to electric ones.

As a result of the Government's "Zero Tolerance" policy towards the COVID-19 pandemic, lockdowns were implemented, resulting in a significant drop in taxi demand. As such, the Company continued to seek additional support from the local Government.

Although there was a slight improvement in fleet utilisation rate in 2021 as compared to 2020, Beijing Jin Jian Taxi Service had to look at new ways to generate revenue due to the impact brought about by the lockdowns. One of the initiatives involved the leasing of 297 of its PHVs to Didi Chuxing Technology Co. and CaoCao Mobility. It also worked with Alibaba-backed AutoNavi or Gaode Map, a navigation mobile App, to provide booking jobs to its cabbies.

### 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 710 taxis, translating to a 14.3% share of the market.

During the year, the Company pushed out incentive programmes to retain existing cabbies as well as new rental schemes to attract new hirers. On top of rewarding its cabbies who maintained good service and rental payment records, Jilin ComfortDelGro Taxi also introduced short-term rental schemes, which resulted in an increase in the fleet utilisation rate to 93.3%.

## OPERATIONS REVIEW

### SHENYANG, LIAONING PROVINCE

#### TAXI

The Group's total fleet operated by Shenyang ComfortDelGro Taxi Co., Ltd and CityCab (Shenyang) Co., Ltd in the City was a combined 1,516 taxis in 2021.

Shenyang underwent three waves of COVID-19 outbreaks in 2021 which affected cabbies' income adversely. To mitigate the impact, the Company monitored the market closely and made adjustments to drivers' benefits to assist those affected by the pandemic.

Despite the challenges brought about by the pandemic, both companies continued to improve the service levels through training. As a result, a total of 400 cabbies from both companies were commended by the Shenyang Transportation Bureau for their good service.

### WEST CHINA

#### CHENGDU, SICHUAN PROVINCE

#### TAXI

Our wholly-owned subsidiary, Chengdu ComfortDelGro Taxi Co., Ltd is the second largest taxi operator with a fleet size of 719 vehicles – 569 of which are electric.

The Company continued the push for the conversion of its fleet of taxis to EVs to help its cabbies reduce operating costs. A four-day rental waiver was also granted to all cabbies in November 2021, when the City was placed on COVID-19 heightened restrictions.

In terms of digitalisation, the Company implemented a new fleet management system to improve staff productivity. It also introduced online training for cabbies so as to help them to reduce their downtime.

#### DRIVING CENTRE

2021 was yet another challenging year for our 95%-owned driving subsidiary, Chengdu ComfortDelGro Qing Yang Driving School Co., Ltd. Due to three waves of COVID-19 outbreaks,

local Authorities placed restrictions on the School's operations, thereby reducing student enrolment significantly.

### 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. During the year, the Company rolled out its EV conversion programme by replacing 70 of its taxis with EVs.

New guidelines allowing non-locals to take up taxi-driving, and the introduction of shorter contract tenure for electric taxis, are expected to help boost the utilisation rate in 2022.

### SUZHOU, JIANGSU PROVINCE

#### TAXI

Despite the challenges faced during the year as a result of the pandemic, the Group's 70%-owned subsidiary, Suzhou Comfort Taxi Co., Ltd managed to maintain a 100% utilisation rate of its fleet. The Company also operates 12 electric taxis, making it the second largest electric taxi operator in the City.

### 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 516 taxis.

The Company started the EV conversion programme in 2021 and added 186 new EVs to its fleet. It was also awarded 12 additional taxi licences as part of the EV conversion programme. Demand for these electric taxis remained fairly strong as the Company continued to aggressively recruit, educate and assist cabbies interested in switching to EVs.

As Nanjing was locked down due to COVID-19, the Nanjing Government mandated that all taxi companies in the City provide a 40% rental waiver in July 2021.







## SOUTH CHINA GUANGZHOU, GUANGDONG PROVINCE

### BUS STATION

Our 60%-owned Tianhe Bus Station in Guangzhou served a total of 2.2 million passengers in 2021, a 24.2% drop due to the pandemic.

During the year, Guangzhou experienced three lockdowns. Once during Chinese New Year in February, a second one in May as well as a nationwide travel lockdown in July. Operations were also affected by the growing preference for high-speed rail, PHVs and other transportation modes.

Illegal bus operations as well as new regulations on encouraging point-to-point inter-city travel through digital platforms also contributed to the decline in demand for terminal stations.

To mitigate the drop, Tianhe Bus Station continued to tap on WeChat for the sales of various tickets, including PHV tickets as well as tickets for other terminals and platforms. The Station, together with bus operators, also explored the customisation of bus routes and amendment of bus frequency in order to

optimise operations and increase ridership. It also launched various preferential ticketing policies to boost its appeal to passengers.

With reduced foot traffic due to lowered ridership demand in 2021, Tianhe Bus Station leased out its idle space in the station to office tenants, thereby increasing its rental income amidst the pandemic.

In April 2021, the Station ventured into the tour business by collaborating with local tour agencies to promote domestic tour packages. It also started developing its own tour brand, Xin Tian Wei Tour, a new WeChat sales platform which was officially launched in January 2022, to sell tour products such as accommodation, attraction tickets and tourist travel passes.

## NANNING, GUANGXI PROVINCE

### TAXI

Our 80%-owned subsidiary, Nanning Comfort Transportation Co., Ltd, is the largest taxi operator in Nanning with a fleet of 817 taxis. Despite the COVID-19 pandemic, the hired-out rate was 96% during the year. The Company also continued with the preferential schemes for cabbies which helped to attract new hirers to contract with the Company as these provided flexibility that these drivers preferred.

### CONSTRUCTION LOGISTICS

On 29 November 2021, the Group entered into a 60:40 joint venture which will enable it to gain a foothold in the fast growth logistics industry in China. The agreement between ComfortDelGro (China) Pte Ltd and Guangzhou Xinhongqiang Concrete Company Limited, marked the Group's first foray into construction logistics in the world's largest economy\*.

With an initial start-up capital of RMB12 million (\$\$2.5 million), the joint venture – Guangxi ComfortDelGro Logistics Co., Ltd – will purchase a fleet of up to 35 trucks by end-2022 to deliver concrete in Nanning, Guiping and Guigang in the Guangxi Zhuang Autonomous Region in Southern China.



ON 29 NOVEMBER 2021, THE GROUP ENTERED INTO A 60:40 JOINT VENTURE WHICH WILL ENABLE IT TO GAIN A FOOHOLD IN THE FAST GROWTH LOGISTICS INDUSTRY IN CHINA.

\* Measured by Gross Domestic Product Largest Economies in the World (thebalance.com).

## OPERATIONS REVIEW

## NEW ZEALAND\*

AUCKLAND

RAIL

94

TOTAL RAIL NETWORK  
(KM)

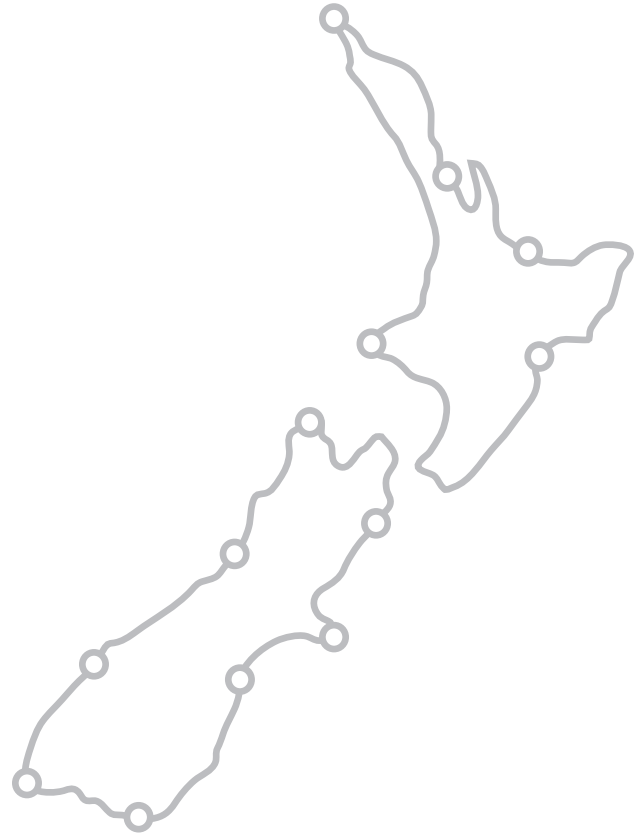
72

TOTAL OPERATING  
FLEET SIZE

587

TOTAL NUMBER OF  
EMPLOYEES

(EFFECTIVE 16 JANUARY 2022)



## RAIL

Auckland One Rail (AOR) is ComfortDelGro's first foray into the New Zealand land transport market. It is also the Group's first overseas heavy rail venture in a 50% joint partnership with UGL Rail Services, an Australian rail operations and maintenance company under the CIMIC Group.

AOR operates the Auckland Metro, which is the largest in New Zealand, comprising four lines representing 94km of rail network, 40 stations, 72 three-car electric multiple unit (EMU) trains and eight diesel multiple unit trains. It currently provides about 3,500 scheduled train services each week.



\* The Group only began operations in New Zealand in January 2022 although a mobilisation team did start preparatory work from as early as September 2021. This operations review covers the mobilisation efforts which were necessary for a smooth transition from one operator to another.

In the first two weeks of operations, which commenced on 17 January 2022, AOR had exceeded the service reliability target of 94.6% set by the Transport Authority, Auckland Transport (AT). It achieved an average score of 97.4% and even clocked a perfect score on some days.

AOR is the culmination of a year-long bid by ComfortDelGro and UGL to operate rail services in New Zealand's most populous City. The S\$1.13 billion contract by AT is for an initial term of eight years with an opportunity for further extensions. Under this contract, AOR is responsible for passenger train operations across the network, including the provision of drivers and other train staff, development of timetables, station operations and maintenance. It also manages the Auckland Network Access Agreement and KiwiRail interfaces, and will be responsible for the maintenance of the rolling stock from 2025.

AOR will also support and facilitate future expansion plans in the Auckland Metro Rail Network such as the City Rail Link (CRL), which is expected to be completed in 2024. It will contribute advice on system design, operational readiness including testing and commissioning, training development and delivery, safety assurance, and the integration of the CRL into wider network projects. Upon completion, the rail network will grow to 42 stations and 97 EMU.

Prior to the commencement of revenue operations by AOR in January 2022, both ComfortDelGro and UGL established a 44-strong team comprising specialists and employees as part of the mobilisation phase. The team worked together from September 2021 to ensure a smooth transition from the incumbent, Transdev Auckland Limited.

During the intensive four-and-a-half months of preparation, the team began a series of discussions with the Authorities and partners to implement initiatives that would enhance the customer experience. These included setting up a Virtual Operational Control Centre for greater collaboration between AOR and AT Operations Centre to handle not only the resumption of services during disruptions, but also sharing information to affected passengers.

To make the rail network safer for passengers, AOR is working towards a partnership with TrackSafe NZ, a not-for-profit organisation, to raise awareness on train and track safety issues.

In operations and maintenance, AOR is leveraging technology for greater efficiency. It will be deploying Maximo, an enterprise asset management software, to manage the maintenance of its assets, by the end of 2022. It is also working to implement an Integrated Management System to effectively track incidents, assess staff fitness for duty, conduct audits, investigations and inspections and carry out of corrective actions.





## OPERATIONS REVIEW



### 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.

During the year, demand took a hit between January and August when passenger capacity was limited to between 25% and 75% of total capacity to curb the spread of COVID-19. To tide through this difficult period, ComfortDelGro Irish Citylink operated under an emergency Direct Award Contract, issued by the National Transport Authority, until October 2021. This contract provided a much needed subsidy to make up for the shortfall between passenger revenue and operating costs, thereby enabling the Company to continue to maintain essential services. The limits were eventually lifted in September 2021, resulting in an uptick in demand. By the end of 2021, ridership had reached 73% of pre-COVID levels.

To retain its drivers, a one-time increase in pay was effected during the year. This helped stem the outflow of drivers and attracted new ones. As at the end of December 2021, its driver pool stood at 70.

As in all the Group's operations worldwide, strict social distancing protocols and an intensive cleaning and disinfection regime was adhered to in our Irish business.

To reach out to more passengers online, the Company had planned to roll out its new online booking engine in 2021. This was delayed due to COVID-19, and will instead be launched in the second quarter of 2022.

16.3

REVENUE  
(S\$ MILLION)

23

TOTAL OPERATING  
FLEET SIZE

18

TOTAL NUMBER OF  
EMPLOYEES





## MALAYSIA

KUALA LUMPUR

AUTO LEASING  
INSPECTION & TESTING SERVICES

1.9

REVENUE  
(S\$'MILLION)

89

TOTAL OPERATING  
FLEET SIZE

41

TOTAL NUMBER OF  
EMPLOYEES

### AUTO LEASING

Established in 1996, our subsidiary, CityLimo Leasing (M) Sdn Bhd, offers auto leasing services in Malaysia through a fleet of 89 vehicles. In spite of many challenges resulting from the global pandemic, it successfully retained the confidence and trust of its customers.

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

### 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. It has a staff strength of 35 from three operational departments namely Building Materials Testing, Structural Testing and NDT.

