



BEYOND THE NUMBERS

Growth, for ComfortDelGro is not just about top or bottom line, it is about the way we treat our people, the community and the environment.



BEYOND THE NUMBERS

POSITIVE EXTERNALITIES

Australian lawyer Ms Prue Hawkins, who has brittle bone disease, has been relying on Cabby Tony Gibb to get around for the last 20 years.

It started when she was a 15-year-old secondary school student. Cabby Gibb would ferry her up and down from her school most days, taking great care in ensuring that she did not injure herself getting in and out of the taxi. This relationship continued when Ms Hawkins went on to the University of Western Australia to study law.

Theirs is a special friendship, built on trust and respect.

“Right from day one, Tony and I developed a trusted bond,” said Ms Hawkins. “Not only did he help me become independent, he also became a part of the family, a confidant, someone you could share a laugh with, as well as rely on in an emergency.”

Cabby Gibb is one of about 90 “Easy Access” drivers with Swan Taxis, our wholly-owned subsidiary in Perth, Western Australia. Launched in 2006, it is a service dedicated to passengers who are wheelchair users. Drivers like Cabby Gibb undergo dedicated training with Swan Taxis to ensure that they are well-equipped with the do’s and don’ts of transporting customers with disabilities.

Ms Hawkins’ story is one of many that we can tell.

As a company that provides public transport around the world, we touch lives wherever

As a company that provides public transport around the world, we touch lives wherever we operate.

And now, decades later, Ms Hawkins still relies on Cabby Gibb even though she can drive herself.



we operate, helping people — whether able-bodied or not — get to school, to work and to meet friends and family.

Apart from helping people get around, we play a vital role in keeping cities green. As an operator of public buses and trains, we reduce the carbon footprint of cities with environmentally friendly mass transport. As an active player in city planning, we improve the urban condition by reducing cars on roads, helping traffic flow more smoothly and reducing air pollution.

One way we do this is to embrace green vehicles. Whether we are talking about taxis or buses, whether it is in Changi or Chengdu, we are a leader in embracing green technology.

Ms Prue Hawkins (right), with Easy Access Driver — Swan Taxis Cabby Tony Gibb

GROWING GREEN

Every day, thousands of people in cities around the world rely on our taxis to get around. Now, thanks to new technology and our investments in clean vehicles, their carbon footprint will be reduced.

Our London operations are leading the charge in the zero emissions race. From 2018, new Computer Cab taxis in London must be zero emission capable and there will be no more new diesel taxis. And by 2020, all new private hire cabs must be capable of running solely on battery power.

All over the world, we are converting our fleets to higher standards, with hybrids and electric vehicles. In China, we have invested in dual-fuelled

taxis that run on both compressed natural gas and petrol.

Buses are also turning green.

In 2016, our subsidiary in London, Metroline, unveiled the world's first, fully electric double deck bus. These buses can travel for 306km between charges and can carry 81 passengers at any one time. We are also ensuring that our diesel-powered bus fleet minimises pollution. By the end of 2016, 73 per cent of SBS Transit's fleet of 3,119 buses were Euro 5-compliant. By 2017, 75 per cent or 2,433 buses were Euro 5-compliant.

Apart from using greener vehicles, we are also working to ensure that our vehicles are more fuel efficient.



New Computer Cab taxis in London must be zero emission capable from 2018





ComfortDelGro House and Cricklewood Garage

SUNNING A DEPOT

Our efforts at environmentalism do not just stop at taxis and buses. Buildings are green too!

In 2009, Metroline in London opened its new headquarters, ComfortDelGro House, and a new bus garage at Cricklewood.

Built at a cost of about £8 million (about S\$16.7 million then), the two adjacent buildings have solar panels, a rainwater harvesting system and a ground-source heat pump system.

In addition, Metroline's ComfortDelGro House and Cricklewood Garage successfully completed six years of continuous monitoring by the London Borough of Brent to ensure that the site fulfilled commitments to green travel planning. Metroline was awarded the gold certificate in 2017 as a result.

We have been investing in new technologies to reduce electricity usage with energy-saving lights and new heating systems.

In Singapore, a rooftop solar system was installed in the Downtown Line's (DTL) Gali Batu Depot which generates electricity to complement the depot's equipment operations. This helps reduce our carbon footprint.

Gali Batu is the first MRT depot in Singapore to achieve the Building and Construction Authority's Green Mark Gold. The depot consists of a seven-storey administration and workshop building and other buildings that provide stabling, maintenance, operation and support facilities for the operation of the DTL. It also houses the Operations Control Centre for the DTL.

Train depots are particularly well suited for solar panels because they have large roof areas, which provide economies of scale, and are usually not blocked by tall buildings nearby.

Apart from the depot, energy efficiency is the watchword at the MRT stations we operate. All stations use LED or fluorescent lights and station entrances leverage on natural light. Even the escalators in new stations have energy-saving features.

Trains are green too. The trains on the North East Line and DTL use regenerative brakes so that when the train brakes, it recovers the kinetic energy which can be channelled back to the power distribution network. This also means less wear and tear on the mechanical brakes.

SAFETY: SKILLS AND DRILLS

The bus driven by SBS Transit Bus Captain Kang Yen Yen was almost hit by a car that came out of nowhere, but he managed to avoid a potentially disastrous outcome thanks to a “friend” called Mobileye.

The advanced driver assistance system detects, analyses and monitors road conditions while the vehicle is moving and provides real-time audio-visual warnings.

Following the successful roll-out of the system in Singapore, we have also introduced it in Australia and the United Kingdom.

“Australian roads are becoming increasingly congested and we are taking a step towards the future of transportation technology,” said Mr Nicholas Yap, the Chief Executive Officer of ComfortDelGro Corporation Australia in Victoria, one of our Australian subsidiaries. “Mobileye’s technology is an investment towards safer roads and safety is our primary focus.”

In our operations worldwide, we have embraced technology not just to improve our service offerings to our customers but to also up the safety quotient in all that we do.

For example, we use telematics for the fleet — tapping the vehicle as a source of data to improve performance.

Mr Neo Eng Hoe, the Group Information Officer, said: “We



use the data to build up a profile of the driver — harsh braking, acceleration, cornering or speeding. We then see if they are not as strong drivers as they need to be. We send them for training to help correct some of their weaknesses.”

The same systematic scoring of drivers is undertaken in the driving school. Those that are deemed to be accident-prone by the data are sent for specific training.

“We put them through 45 minutes of driving and, sometimes the experienced ones will be shocked at the mistakes they make — safe following distance, not signalling,” says Mr Neo.

A behavioural check list of at least 20 items is used in the driver assessment tool. Together with the rest of the technology



Following the successful rollout of Mobileye in Singapore, it was introduced to our bus businesses in Australia

embedded in the vehicles, they work as a way to make rides safer and smoother for the commuter and other road users.

Technology also increases the productivity of our drivers in other ways. For example, mobile apps for bus captains mean that they can report accidents, incidents as well as defects on their bus on their mobile phones. In the past, they had to go to the bus depots and interchanges, fill up a paper form, and report it to the person in charge.

The same productivity gains have been made in simple human resources processes such as expense claims and leave applications, as well as duty rosters. In the past, drivers had to queue up and submit their leave requests at the kiosks.



The Mobileye is an advanced driver assistance system that detects, analyses and monitors road conditions while the vehicle is moving



More than
96 per cent of
SBS Transit's buses
are wheelchair
accessible

MOBILITY FOR ALL

Public transport for us means travel for everyone.

In Singapore, more than 96 per cent of SBS Transit's buses are wheelchair accessible, and by 2020 all buses will be so. In the United Kingdom (UK), Metroline's entire fleet of buses comes equipped with wheelchair ramps as part of a regulatory requirement, while in Australia, two-thirds of the bus services operated by ComfortDelGro Corporation Australia in Sydney and Melbourne are wheelchair-friendly.

Apart from buses, we ensure that the mobility-challenged can use our taxis as well. For example in the UK, all Computer Cab taxis are wheelchair accessible.

Since 1999, we have been giving the disabled free or subsidised rides under the Handicare Cab Scheme in Singapore. In 2017, ComfortDelGro Taxi subsidised S\$9,780 worth of booking fees for 1,770 trips. The Company has subsidised a total of 67,611 trips worth over S\$381,000 since the start of the scheme. The various taxi companies that we operate around the world are involved in helping the disabled in similar ways.

And of course, apart from subsidised taxi fares, our taxi companies like Swan Taxis offer services like "Easy Access" which essentially provides specially fitted taxis to cater to the needs of passengers like Ms Hawkins.





Cashless payment on board taxis makes its debut in Singapore. All major credit cards and the Company's own charge card — the Cabcharge card — are accepted.

Computer Cab introduces new Call-a-Cab service, London's first "no frills" radio circuit, which accepts cash bookings only.

ComfortDelGro Taxi launches the Integrated Taxi Management System, which works on technologies such as General Packet Radio System (GPRS), Global Positioning System (GPS), Text-to-Speech (TTS), voice streaming and intelligent algorithms.

1995

2003

2005

TECHNOLOGY MILESTONES OF OUR TAXI BUSINESSES



2006

ComfortDelGro Taxi becomes the first taxi company in Singapore to accept NETS — a popular debit payment system linked to local banks.



2008

- ComfortDelGro Taxi introduces taxi booking via Short Messaging Service (SMS).
- Computer Cab introduces a pre-booking service to provide customers with an alternative option for long-distance travelling. A more advanced booking and despatching system, which allows for faster and more intelligent vehicle allocation, is rolled out.

- Online booking for ComfortDelGro Taxi is introduced.
- Vietnam Taxi (Vinataxi) upgrades its call centre with a GPS despatching system.



2009

- The ComfortDelGro Taxi Booking App is introduced on iPhones.
- Swan Taxis transitions to MTData despatch system and launches the SmartCab App on iPhones.

2010

- ComfortDelGro App is extended to the Android platform.
- The Job Bid App is introduced for cabbies to bid for advanced booking jobs using their smartphones.
- Contactless cashless payments are accepted across the entire fleet of ComfortDelGro taxis in Singapore.

2011



- Computer Cab develops the ComCab London App.
- Computer Cab develops a new credit card payment gateway and fits its vehicles with new contactless card ready terminals to make cashless payments more convenient.
- Computer Cab (Aberdeen) launches the TaxiApp, which commuters can download to book a taxi anywhere in the City with their iPhones.

2012



- ComfortDelGro Taxi installs in-vehicle cameras in all its taxis.
- Cabcharge cards go contactless.

2013



- ComfortDelGro Taxi is voted Singapore's Favourite Cab Agency and Taxi Booking App by TripAdvisor.
- ComfortDelGro Taxi accepts Singtel Dash, a mobile payment solution.
- Flightlink invests in the Freedom® System, a leading booking and despatch system that increases its capacity to manage a larger executive car operation.
- Computer Cab (Aberdeen) implements MTDData, which allows online booking, app booking and enhanced features for improved customer and driver experience.

2014

- ComfortDelGro Taxi revamps its App in January.
- Masterpass, a new online "cardless" payment facility is accepted for the first time on board ComfortDelGro taxis.
- Swan Taxis launches the ComfortDelGro Swan Taxis Booking App.
- CityFleet Network upgrades the Advantage system; introduces a Business-to-Business CityFleet Business brand as well as invests in new state-of-the-art mobile apps, an online booking tool and a new website.

2015





2016

- Apple Pay, Samsung Pay and Android Pay are accepted on board ComfortDelGro taxis.
- CityFleet Network develops an app booking tool for Taxicard, a scheme that provides subsidised travel for London residents with serious mobility or sight impairments.
- Swan Taxis launches a fully automated Contract Management System (CMS), a software system that assists in the processing of corporate contract bookings and related driver payments.

2017

- ComfortDelGro offers the Flat Fare option on its App.
- ComfortDelGro Taxi accepts Masterpass for Street Hail as well as other QR code payments such as DBS PayLah! and Alipay.
- Jilin ComfortDelGro Taxi launches its App on Android and iOS, which offers cashless payment options, including those that are unique to the Chinese market such as WeChat and Alipay.
- Vinataxi fully implements a new taxi despatch system.
- ComfortDelGro Taxi launches CabRewards+ to reward taxi passengers who also travel on public buses and trains.
- Vinataxi accepts QR code payments.

2018

- ComfortDelGro Taxi and Uber launch UberFLASH, which matches riders to the nearest ComfortDelGro taxi or UberX.

