

OUR FOOTPRINT

From a largely Singapore-based company 15 years ago, ComfortDelGro today is well and truly a global company with significant operations in the United Kingdom and Australia, and a strong presence in Asia, including 11 cities in China.

ComfortDelGro was formed in 2003 through the merger of two Singapore-listed companies, the Comfort Group (a predominantly taxi company) and the DelGro Corporation (a predominantly bus company).

Following the merger, we embarked on a period of expansion in Singapore and overseas, growing our reach in London and China, later adding Australia to our global footprint.

That journey of expansion continues.



SINGAPORE

Our global headquarters

REVENUE

S\$2,483.3 mil

INVESTMENT

S\$388.5 mil

OPERATING FLEET SIZE

19,426

NUMBER OF EMPLOYEES

12,623

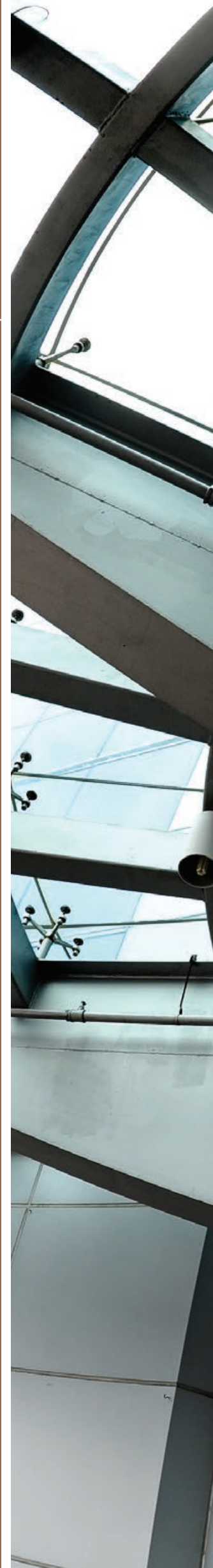
Singapore continues to function as the Group's global headquarters. It is also where we operate the widest spectrum of land transport services.

SBS Transit, a 75-per cent owned listed subsidiary that operates the North East Line and the Downtown Line, is also the largest scheduled public bus operator in Singapore with a fleet of about 3,000 buses that plies over 200 routes. Another subsidiary, ComfortDelGro Bus, is the largest private land transport company, serving over 200 local contract customers.

We are also Singapore's leading taxi operator with about 13,700 vehicles under the Comfort and CityCab brands.

The superlatives continue in the vehicle and testing services business where our listed subsidiary, VICOM, operates seven vehicle inspection centres. Through a January 2003 acquisition of Setsco Services, VICOM expanded its vehicle inspection services to include technical testing for different industries.

ComfortDelGro Engineering, which runs vehicle repair and maintenance workshops, is also the industry's largest. Other transport related businesses in Singapore include a driving school, an insurance brokerage, an outdoor advertising firm, and a car rental firm.



COMFORT1 DEL CERRO



ComfortDelGro Taxi





SBS Transit's North East Line Trains



SBS Transit's Bus



SBS Transit's Downtown Line MRT



ComfortDelGro Bus



Moove Media



VICOM Inspection Centre



ComfortDelGro Driving Centre



ComfortDelGro Insurance Brokers



ComfortDelGro Rent-A-Car



ComfortDelGro Engineering

UNITED KINGDOM

Our second biggest market

We own Metroline, the second largest public bus operator in London. In 2013, Metroline acquired the bulk of FirstGroup's West London operations and today, Metroline operates 19 per cent of the London bus network.

We also operate Westbus Coach Services out of Hounslow. Based in London, it provides executive coach services across the United Kingdom (UK) and mainland Europe, catering to a broad spectrum of school, commuters, tourist and corporate coach passengers.

In February 2018, we announced the acquisition of New Adventure Travel (NAT Group), one of the leading bus and coach operators in South Wales. The move is significant as it marks the expansion of bus services outside of London proper.

In Scotland, we operate two coach businesses under the brands Scottish Citylink Coaches and megabus.com together with partner Stagecoach.

Apart from buses and coaches, we have a large taxi business in the UK. Subsidiaries Computer Cab in London, Computer Cab (Aberdeen) and Computer Cab (Liverpool) operate a fleet of about 5,822 radio taxis and private hire vehicles. We also run private car hire services in London.

REVENUE

\$855.2 mil

INVESTMENT

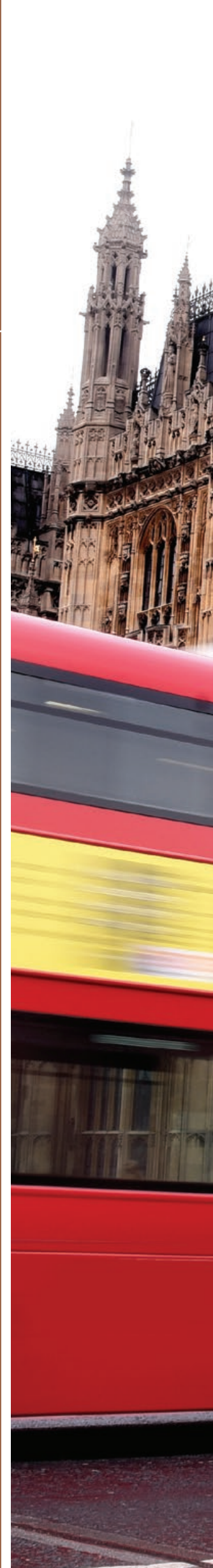
\$431.5 mil

OPERATING FLEET SIZE

7,969

NUMBER OF EMPLOYEES

5,762





Metroline



Metroline





Scottish Citylink Coaches



Computer Cab

AUSTRALIA

Our second largest overseas market

REVENUE

S\$423.6 mil

INVESTMENT

S\$729.3 mil

OPERATING FLEET SIZE

3,350

NUMBER OF EMPLOYEES

2,376

We entered the Australian market in 2005 with the acquisition of Westbus Group, the largest bus operator in New South Wales. For this venture, we partnered Cabcharge Australia Limited, which owned 49 per cent of Australian subsidiary ComfortDelGro Cabcharge.

Through ComfortDelGro Cabcharge, we acquired more bus and coach companies in the state — with the most recent being the Blue Mountains Bus Company, which operates an Outer Metropolitan Bus services contract in the Blue Mountains region.

The Group also has a significant bus presence in Victoria and Canberra, where we operate scheduled bus services. In Melbourne, for example, we operate essential bus services across the Western and Eastern suburbs, as well as Ballarat and Geelong.

In February 2017, we bought over the 49 per cent shareholding stake of ComfortDelGro Cabcharge from partner Cabcharge Australia and renamed the subsidiary ComfortDelGro Corporation Australia.

We also have a taxi business in Perth after we acquired Swan Taxis in 2010 and an outdoor advertising business via subsidiary Moove Media Australia.





ComfortDelGro Corporation Australia in Sydney



ComfortDelGro Corporation Australia (CDC) in Melbourne



A CDC Melbourne mechanic at work



Swan Taxis

CHINA

Our third largest overseas market

REVENUE

S\$179.2 mil

INVESTMENT

S\$249.1 mil

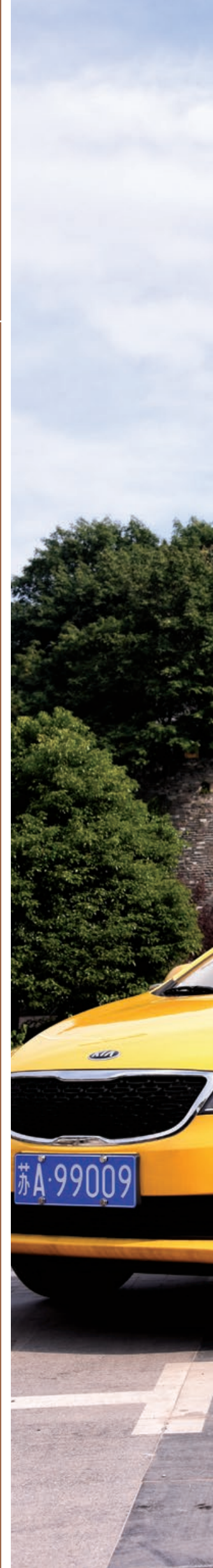
OPERATING FLEET SIZE

11,230

NUMBER OF EMPLOYEES

958

We operate in 11 cities, including Beijing, Guangzhou, Jilin, Nanjing, Shanghai and Suzhou. China contributed S\$179.2 million to the Group in 2017. In China, our businesses include operating a bus station, running taxi companies, and operating vehicle testing facilities. We also have a car rental and leasing business and a driving school.



Nanjing ComfortDelGro Dajian Taxi



Chengdu ComfortDelGro Taxi



Tianhe Bus Station



Beijing Jin Jian Taxi Services



Jilin ComfortDelGro Taxi



Shenyang ComfortDelGro Taxi



Chengdu ComfortDelGro
Qing Yang Driving School



Chengdu ComfortDelGro Taxi



Nanjing ComfortDelGro Dajian Taxi



Shanghai City Qi Ai Taxi Services



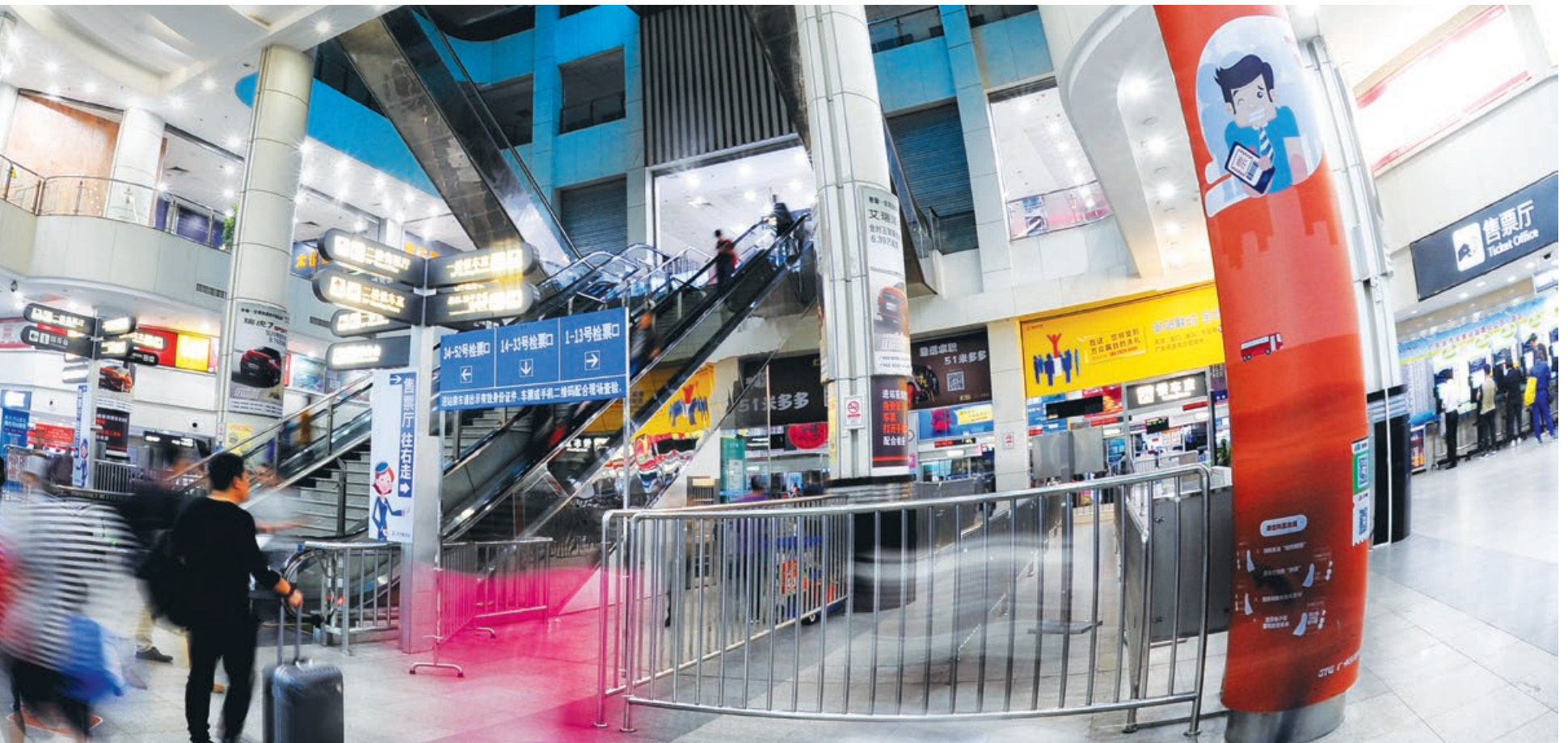
Tianhe Bus Station



Suzhou Comfort Taxi



Nanning Comfort Transportation



IRELAND

REVENUE

\$20.2 mil

INVESTMENT

\$3.1 mil

OPERATING FLEET SIZE

25

NUMBER OF EMPLOYEES

17

In Ireland, we own ComfortDelGro Irish Citylink Limited, a major provider of express coach travel in Ireland. Based in Galway, it runs inter-city routes between Galway, Dublin, Cork and Limerick. ComfortDelGro Irish Citylink Limited operates over 20 modern and comfortable coaches with a distinctive livery. For the convenience of our passengers, all of these coaches are Wi-Fi-enabled. Over the years, we have invested in new vehicles and technology to better serve our commuting public. As a result, we have won numerous awards and accolades for service and innovation. For example, ComfortDelGro Irish Citylink which was named one of Ireland's top brands, topped the travel sector in the 2016 Customer Experience Insights Survey.





ComfortDelGro Irish Citylink

VIETNAM

REVENUE

S\$6.8 mil

INVESTMENT

S\$11.5 mil

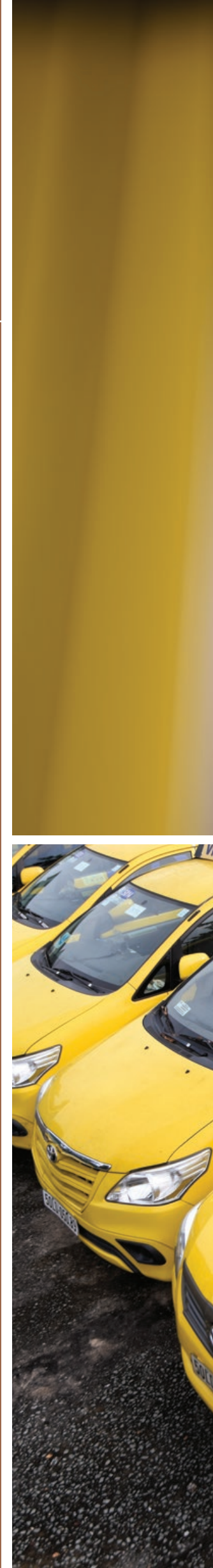
OPERATING FLEET SIZE

352

NUMBER OF EMPLOYEES

141

Vietnam Taxi Co., Ltd (Vinataxi) is based in Ho Chi Minh City. It was incorporated in 2003 and runs taxi services in the City and neighbouring provinces.





Vietnam Taxi



MALAYSIA

REVENUE

S\$2.6 mil

INVESTMENT

S\$3.8 mil

OPERATING FLEET SIZE

160

NUMBER OF EMPLOYEES

41

In Malaysia, CityLimo Leasing (M) Sdn Bhd offers auto leasing services through a fleet of 160 vehicles. Established in 1996, it provides both short- and long-term leasing for a full range of passenger cars and 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. Our other business, Setsco Services (M) Sdn Bhd, provides civil engineering, mechanical and non-destructive testing services.





Kuala Lumpur



CityLimo Leasing