

# OPERATIONS REVIEW

**2.197**

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

**15,423**

**TOTAL OPERATING  
FLEET SIZE**

**12,744**

**TOTAL NUMBER OF  
EMPLOYEES**



## SINGAPORE

**PUBLIC TRANSPORT SERVICES (BUS & RAIL)  
TAXI & PRIVATE-HIRE • AUTOMOTIVE ENGINEERING SERVICES  
ELECTRIC VEHICLE CHARGING • INSPECTION & TESTING SERVICES  
DRIVING CENTRE • NON-EMERGENCY PATIENT TRANSPORT SERVICES  
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 is Singapore's biggest public bus operator with a fleet of 3,562 buses representing a market share of 62%. It operates from 15 bus terminals and 18 bus interchanges, and averages 30,245 bus trips a day.

The 75%-owned subsidiary has been operating two tendered contracts for a five-year term each since 2018. The Seletar Bus Package was extended by the Land Transport Authority (LTA) in 2022 by another two years to March 2025. However, the Bukit Merah Bus Package, which will end in April 2024, has been put up for competitive tendering. Concurrently, SBS Transit is the incumbent operator of seven bus packages under negotiated contracts. Of these, six have had their contracts extended in the past two years while the Jurong West Bus Package, which

will end in August 2024, has been put up for competitive tendering. For these two bus packages, the LTA called for a cluster tender in November 2022.

Nine in 10 of its buses were rated Euro 5 and above which minimised environmental pollution. It also operated 56 green buses comprising 31 fully electric and 25 diesel-hybrid ones. With more environmentally friendly buses coming on stream, SBS Transit bus technicians continued to attend training programmes to be equipped in handling high voltage vehicles safely. In November 2022, 46 of its technical staff became the first in the industry to be certified under the National Electric Vehicle Specialist Safety (NESS) Certification Course that was launched just two months before. The rest of its 480 technicians continued to be put through the basic module of a certification course that SBS Transit had jointly developed with the Institute of Technical Education (College West) in 2021 to provide them with basic knowledge of working with these systems.

In performance, SBS Transit met all the standards stipulated by the LTA in the maintenance of buses, bus interchanges and depots, the Common Fleet Management and the Bus Ticketing systems. It also passed the standards for operated mileage while its accident rate was kept below the tolerance level.

In the area of safety, SBS Transit continued to invest in training, systems and technology to help its Bus Captains (BCs) become safer drivers. To reduce blind-spot related accidents, a 360-degree three-dimensional Surround View camera system was trialled on two buses over a six-week period to assess its effectiveness in increasing BCs' visual awareness of their surroundings when manoeuvring tight spaces or making turns at low speeds at junctions and within bus parks and depots. The trial has since been expanded to include more buses across various bus routes.



Similarly, to avoid incidents of runaway buses, a device was installed in the BC's cabin that emits an audio alert if the BC leaves his seat without engaging the handbrake. The trial, conducted in 2022, was a success and the device will be progressively installed fleet-wide in 2023.

Its efforts paid off as SBS Transit was recognised by the LTA at its Public Transport Safety and Security Awards Day. In the Operational and Workplace Safety (Bus Operator) category, its Bedok Bus Package clinched the

Excellence Award, and the Jurong West Bus Package the Merit Award. Two of its BCs were also recognised with the Safe Driver Award (Merit) under the Public Bus Fleet category at the Singapore Road Safety Awards 2022.

SBS Transit also invested resources to enhance the effectiveness and efficiency of its operations as well as its passengers' experience. Using data analytics, it identified areas that required attention and took targeted actions to correct them. As a result, fuel consumption was reduced,

air quality was improved and the punctuality of the first-last bus arrivals was further improved, among others.

More details on our scheduled bus operations can be found in SBS Transit's 2022 Annual Report.

#### **UNSCHEDULED BUS**

The Group's wholly-owned subsidiary, ComfortDelGro Bus Pte Ltd, operates a fleet of over 300 private buses, which provides employee and school bus charters, premium bus services, shuttle bus services for industrial parks, shopping malls, educational institutions and condominiums.

**IN THE AREA OF SAFETY, SBS TRANSIT CONTINUED TO INVEST IN TRAINING, SYSTEMS AND TECHNOLOGY TO HELP ITS BUS CAPTAINS BECOME SAFER DRIVERS.**

# OPERATIONS REVIEW SINGAPORE

In September 2022, ComfortDelGro Bus began its operation of electric shuttle bus services for the National University of Singapore (NUS) at its Kent Ridge campus and at the National Technological University Singapore (NTU) in October 2022. This brought ComfortDelGro Bus' fleet of private electric buses to 54 as at end of December 2022, making it Singapore's largest electric private bus operator. As demand for greener modes of transport among companies increased during the year, ComfortDelGro Bus commenced electric shuttle bus trials with SingHealth in October 2022 and Shell Bukom in November 2022.

To complement the shuttle bus service at NTU, ComfortDelGro Bus launched the nation's first Smart Mobility Experience Centre (SMEC) within the campus – a centre with the state-of-the-art systems that can track real-time hourly ridership, the location of the buses as well as the electrification

progress of the fleet. The electric buses at NTU were also equipped with a host of telematics devices, including Global Positioning System, battery management hardware for data collection. The data would then be transmitted to the SMEC to improve service reliability through the monitoring of deployment and performance of the electric shuttle bus fleet.

With the easing of COVID-19 safety measures in Singapore, workers gradually went back to office to work, resulting in a gradual increase in demand for private bus charter. However, demand was hampered by high fuel costs as well as a shortage in bus drivers. The Company therefore had to work on increasing subcontractor services to meet demand. ComfortDelGro Bus also aggressively organised overseas recruitment drives in Malaysia between May and October 2022 to recruit more drivers.

## RAIL

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 networks comprise 78 stations and a fleet of 192 trains.

With the resumption of social activities in 2022, SBS Transit's rail services experienced a 33% growth in demand, clocking in a total of 360.7 million passenger trips across the three lines.

Notably, the NEL saw an increase of 30.4% in average daily ridership, catering a total of 486,344 passenger trips, while the SPLRT experienced a 26.6% increase to make a total of 135,675 passenger trips. On the DTL, the average daily ridership grew at a higher rate of 39.1% to 366,181 passenger trips. However, combined ridership was still 18.9% lower than the pre-COVID levels in 2019.





## WITH THE RESUMPTION OF SOCIAL ACTIVITIES IN 2022, SBS TRANSIT'S RAIL SERVICES EXPERIENCED A 33% GROWTH IN DEMAND, CLOCKING IN A TOTAL OF 360.7 MILLION PASSENGER TRIPS ACROSS THE THREE LINES.

In Mean Kilometre Between Failure (MKBF), which is the internationally used measure for railway reliability, the DTL clocked 4.05 million train-km and for the second consecutive year, remained the most reliable MRT line not only in Singapore but also globally. The NEL clocked 2.06 million train-km, while the SPLRT achieved a 28.4% improvement in MKBF from 341,000 train-km previously to 438,000 train-km, which also far exceeded the national LRT network's average of 352,000 train-km.

To ensure the long-term sustainability of its signalling system, SBS Transit signed a 10-year service support

agreement with Alstom, the manufacturer of its NEL rolling stock to maintain and repair its signalling system, including the replacement of obsolete component parts to ensure train reliability.

The mid-life refurbishment works on the first generation NEL trains made significant progress during the year. Three refurbished trains, featuring new condition monitoring systems, upgraded features to improve the recovery of stalled trains, as well as newly renovated interiors with new seats, grab bars, flooring and air-conditioning system, were deployed into service.

To encourage the use of public transport, SBS Transit signed several Memoranda of Understanding with leading technology solutions providers to harness new and innovative technologies to elevate the commuting experience of its passengers. This included one with Siemens Mobility to develop an Artificial Intelligence (AI)-based solution to optimise train deployment to cater better to passenger demand.

More details on our rail operations can be found in SBS Transit's 2022 Annual Report.

# OPERATIONS REVIEW

## SINGAPORE



### TAXI & PRIVATE-HIRE

ComfortDelGro Taxi remained Singapore's largest taxi operator with a combined fleet of close to 9,000 Comfort and CityCab taxis, translating into a market share of about 63%.

Since starting its ride hailing service in February 2021, its private-hire car (PHC) fleet has been growing steadily. As at end of 2022, it has a fleet of 570 PHCs, with more than 3,000 drivers on board its ride-hailing platform.

On 1 March 2022, ComfortDelGro Taxi increased taxi fares – the first adjustment in 10 years – to help cabbies defray higher operating costs resulting from rising fuel prices and inflation even as the world economies emerged from the pandemic.

In April 2022, ComfortDelGro Taxi rebranded its widely-used taxi booking app and relaunched it as CDG Zig, as part of its plan to synergise and

leverage its core strengths in land transport solutions. This unified digital platform offers users taxi and ride-hailing booking, restaurant reservation, as well as services such as electric vehicle (EV) charging. The plan is to progressively add more products and services from ComfortDelGro's range of services from car rental to driving lessons.

As a result of the rebranding exercise that included intensive marketing efforts throughout the year, as well as the resumption of social activities, total number of bookings increased by 30% as compared to previous year. App bookings alone increased by about 36% in 2022.

Although demand had improved in 2022 on the back of tourism and the resumption of social activities, the Company continued to provide rental waivers, amounting to about S\$43.5 million, throughout the year to

mitigate the impact rising fuel prices and inflation had caused.

Cabbies, who were down with COVID-19 and unable to drive, continued to receive further financial aid from the Company. In total, ComfortDelGro Taxi disbursed S\$2.2 million in financial aid to its cabbies in 2022.

To retain its existing cabbies and attract new ones, ComfortDelGro Taxi not only offered contract schemes that came with attractive incentives and payouts, but also medical benefits. This included the Prolonged Medical Leave (PML) initiative that was rolled out on 1 July 2022, to help its hirers who may suffer a loss of income due to prolonged illnesses. Under the PML insurance plan, eligible drivers receive S\$80 per day from the eighth day of hospitalisation or medical leave. In addition, those diagnosed with COVID-19 were also given a one-

time S\$1,000 payout. Relief cabbies and PHC drivers were also able to purchase the PML insurance plan at an affordable price.

As one of two remaining appointed training centres in Singapore, ComfortDelGro Taxi conducts both the Taxi Driver's Vocational Licence (TDVL) and Private-Hire Car Driver's Vocational Licence courses for point-to-point drivers. As of December 2022, more than 5,300 trainees had attended the courses. New hirers who had obtained the TDVL through the Company, were offered 12 days' worth of free rental.

In support of the Singapore Green Plan 2030, ComfortDelGro Taxi rolled out 100 BYD e6 electric taxis, with plans to have up to 1,000 of such vehicles by 2024.

#### 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. The Company has also entered into two joint ventures with French energy company, ENGIE South East Asia to form ComfortDelGro ENGIE Pte Ltd (CDG ENGIE), which offers EV charging services and ComfortDelGro ENGIE Solar Pte Ltd which provides solar power solutions.

The Company's external car care business successfully secured new corporate fleet accounts in 2022. Demand also improved during the year due to increased advertising and direct marketing efforts, as well as the introduction of a new premium car wash service.

The "cashierless" Point-of-Sale system, which ComfortDelGro Engineering had introduced to its Pandan fuel kiosk in April 2021, was rolled out to its remaining fuel kiosks by September 2022.

To upskill technicians in the safe handling of high voltage systems in hybrid and EVs, the ComfortDelGro Engineering Academy was launched in November 2022. The Academy's

first course, NESS Certification Course, which was jointly developed between ComfortDelGro Engineering and TÜV SÜD PSB, equips participants with the necessary knowledge and skillset to become a certified EV technician within two months. As at end of March 2023, more than 100 applicants had signed up for the course, and more than one-third of them have graduated from it.

Separately, ComfortDelGro Engineering sent 20 technicians for EV maintenance training provided by EV manufacturers in 2022. Forty more technicians are slated to be trained in 2023, with all technicians expected to be trained by end-2024.

ComfortDelGro ENGIE Solar, which commenced operations in the November 2022, secured four projects with 2.2 megawatt-peak renewable energy capacity. It aims to achieve a 50 megawatt-peak renewable energy capacity by 2030, which is enough power to light up 12,500 Housing & Development Board (HDB) four-bedroom units for a year.



# OPERATIONS REVIEW

## SINGAPORE

### ELECTRIC VEHICLE CHARGING

CDG ENGIE, our year-old EV charging joint venture with French energy company, ENGIE South East Asia, operates one of Singapore's largest EV charging network with operations spanning across the East, West, Central as well as the North regions of Singapore.

In September 2021, CDG ENGIE won the LTA-Urban Redevelopment Authority's (URA) pilot tender, to install and deploy 479 charging points at car parks managed by the HDB, JTC Corporation, National Parks Board, People's Association and URA. This was followed by a second tender win in November 2022, to install up to 4,509 alternating current charging points at 387 HDB car parks. To-date, more than 400 charging points have been deployed at public car parks, ComfortDelGro premises, school campuses and commercial sites.

To cater to its growing number of users, CDG ENGIE launched the CDG ENGIE EV Charging App, where EV owners could locate the nearest chargers, receive notifications when charging sessions are completed and make payment via the App. Besides its App, information about the availability of CDG ENGIE chargers is also provided on the LTA's myTransport.SG App in real-time.

CDG ENGIE was also successfully listed by the LTA as one of the EV charging operators offering installation of charging points at non-landed private residences, such as condominiums and private apartments.



### INSPECTION & TESTING SERVICES

VICOM Ltd experienced a strong rebound in 2022, with a record 534,840 vehicles passing through its inspection lanes, thereby maintaining its leadership position with a market share of 74%.

With the Government's push for the adoption of clean vehicle through the enhanced Vehicular Emissions Scheme and the EV Early Adoption Incentive scheme, a total of 1,661 EVs and 37,371 hybrids were inspected during the year, compared to 577 EVs and 32,625 hybrids in 2021.

But, even as demand for its vehicle inspection services grew, its VICOM Emission Test Laboratory services

fell as parallel importers brought in fewer vehicles due to the record high Certificate of Entitlement prices.

A new plot of land at Jalan Papan has been secured as in place of the current vehicle inspection centre, which would have to be vacated by 2026. Plans have been drawn up to build more test laboratories on this new site.

VICOM's non-vehicle testing services business under Setsco Services Pte Ltd (SETSCO) experienced strong demand during the year as economic recovery took root.

SETSCO also began offering new services such as ballast water testing services. It also invested in new

**TO-DATE, MORE THAN 400  
CHARGING POINTS HAVE BEEN  
DEPLOYED AT PUBLIC CAR PARKS,  
COMFORTDELGRO PREMISES,  
SCHOOL CAMPUSES AND  
COMMERCIAL SITES.**

analytical instruments and developed the methods to test for hundreds of pesticides for a wide range of vegetables and fruits. These testing methods were successfully accredited in 2022.

It also developed a new lightweight testing structure for impact and robustness tests on partition walls. The new structure was commissioned in early-March 2022 and successfully completed the testing of glass brick samples in the same month. More of such tests are expected to be carried out going forward.

More details can be found in VICOM's 2022 Annual Report.

#### DRIVING CENTRE

In 2022, ComfortDelGro Driving Centre Pte Ltd, which provides learner driver training services in Singapore, held the largest market share of more than 40% for Class 3/3A learners' enrolment in driving schools. It also had the largest market share of more than 40% for basic and final theory tests taken for Class 2B and Class 3/3A learners.

During the year, the Centre experienced high demand for its motorcycle riding lessons due to the fast-growing market for delivery riders. There was also an uptick in demand for defensive driving courses in light of an increase in road traffic accidents involving fleet drivers. To meet the demand for defensive driving course, the Centre rolled out the "Safe, Skill and Standard" Driving Course in April 2022 for drivers to have a refresher. The course is approved by Enterprise Singapore, and course fees can be claimed using SkillsFuture credits.

With the resumption of social activities, the Centre introduced blended learning in mid-2022, which enabled learners to attend their theory lessons either online or in person. As a result, instructors could teach more learners per class, and were freed up to conduct practical lessons. This not only improved the productivity of instructors, but also enriched the instructor-learner interaction as learners could choose to attend physical lessons.

Due to a surge in demand, and limited slots for theory and practical lessons, learners were faced with the issue of long waiting time. To tackle that, the Centre extended the operating hours of its simulator centres, added two units of car simulators in November 2022, and recruited more full-time and part-time driving instructors, resulting in an increase of instructors from 421 to 432.

To improve the quality of coaching, and to better position itself as a professional training institution, the Centre sent a total of 18 driving instructors for the Workforce Skills Qualifications Advanced Certificate in Learning and Performance programme.

In June 2022, ComfortDelGro Driving Centre added five electric cars – the Hyundai Kona Electric (Standard Range) – into its training fleet for its Class 3A Licence Course. These EVs are available to corporate learners for use during the defensive and familiarisation driving courses, and can be booked by Elite Team learners.

As EVs have been well-received so far with about 270 learners using them for their lessons, ComfortDelGro Driving Centre plans to add up to another 10 EVs into its training fleet in 2023, with a view to grow the electric car training fleet to 100 by 2030. This means more than half of its fleet will be EVs by then.



# OPERATIONS REVIEW

## SINGAPORE

**IN JANUARY 2022, IT ACQUIRED A 90% STAKE IN MING CHUAN TRANSPORTATION PTE LTD AND GREW ITS FLEET SIZE FROM FOUR WHEELCHAIR TRANSPORTATION VANS TO 96, BECOMING THE LARGEST WHEELCHAIR TRANSPORT SERVICE PROVIDER IN SINGAPORE.**



### NON-EMERGENCY PATIENT TRANSPORT SERVICES

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

In January 2022, it acquired a 90% stake in Ming Chuan Transportation Pte Ltd and grew its fleet size from four wheelchair transportation vans to 96, becoming the largest wheelchair transport service provider in Singapore.

In operations, ComfortDelGro MedCare served a network of day care, dialysis and physical disability centres across Singapore, in the domain of eldercare, and medical escort and transport services, transporting up to 1,000 patients a day on average.

The Company continued to invest in vehicle safety and comfort, including installing forward-facing seats in vans, closed circuit televisions, quality lifters and wheelchair retractor sets.

With the COVID-19 pandemic stabilising and the resumption of social activities during the year, demand is expected to continue in an upward trend.

### CAR RENTAL & LEASING

During the year, our car rental & leasing subsidiary, ComfortDelGro Rent-A-Car Pte Ltd, operated a fleet of 1,750 passenger and commercial vehicles, of which 570 were PHCs.

As Singapore transits towards living with COVID-19, demand for PHC rentals among corporate clients especially the expatriates and individuals renting for riding hailing purposes picked up progressively in the second half of 2022. To retain these hirers and attract new ones, the Company continued to offer longer contracts for new vehicles with attractive fuel discounts while maintaining competitive rental rates.



Due to rising inflation and high Certificate of Entitlement (COE) premiums, the Company monitored the trends closely by setting COE thresholds to help in the planning of new car purchases so that the costs are kept at competitive rates.

The Company also bought more seven-seater multi-purpose vehicles, which were in demand by PHC drivers, instead of four-seater sedans.

In November 2022, the Company launched the Zig Rent App as part of efforts to digitalise its rental process

and make it more convenient for PHC drivers to rent a vehicle. The App enabled PHC drivers to select their preferred rental vehicle without the need to visit the office. There are plans to expand the functions of the App to non-PHC consumers by the third-quarter of 2023.

Besides improving on its digital offerings, ComfortDelGro Rent-A-Car increased its online presence by revamping its website to include call-to-action buttons for direct customer engagements. The Company also created a dedicated Facebook page to

share its latest promotions with PHC drivers, which managed to successfully convert about 8% of its leads.

In the area of sustainability, ComfortDelGro Rent-A-Car worked closely with its corporate clients to convert internal combustion engine (ICE) commercial vehicles to electric ones. It successfully secured 80 units of the Citroën eDispatch electric van for DHL Express Singapore in July 2022. Another 11 units of the Citroën eBerlingo for a German home appliance company will be delivered in March 2023.

# OPERATIONS REVIEW

## SINGAPORE

**IN OCTOBER 2022, THE COMPANY LAUNCHED “INSURESG”, ITS FIRST MOBILE APP AT THE SINGAPORE FINTECH FESTIVAL 2022, WHERE IT WAS A FINALIST AT THE SINGAPORE FINTECH AWARDS.**

### **INSURANCE BROKING SERVICES**

ComfortDelGro Insurance Brokers Pte Ltd continued to assist the Group and its external corporate clients in providing consulting, insurance broking, data driven analytics, risk management and claims advocacy services across all classes of insurance ranging from motor fleet, employee benefits to cybersecurity.

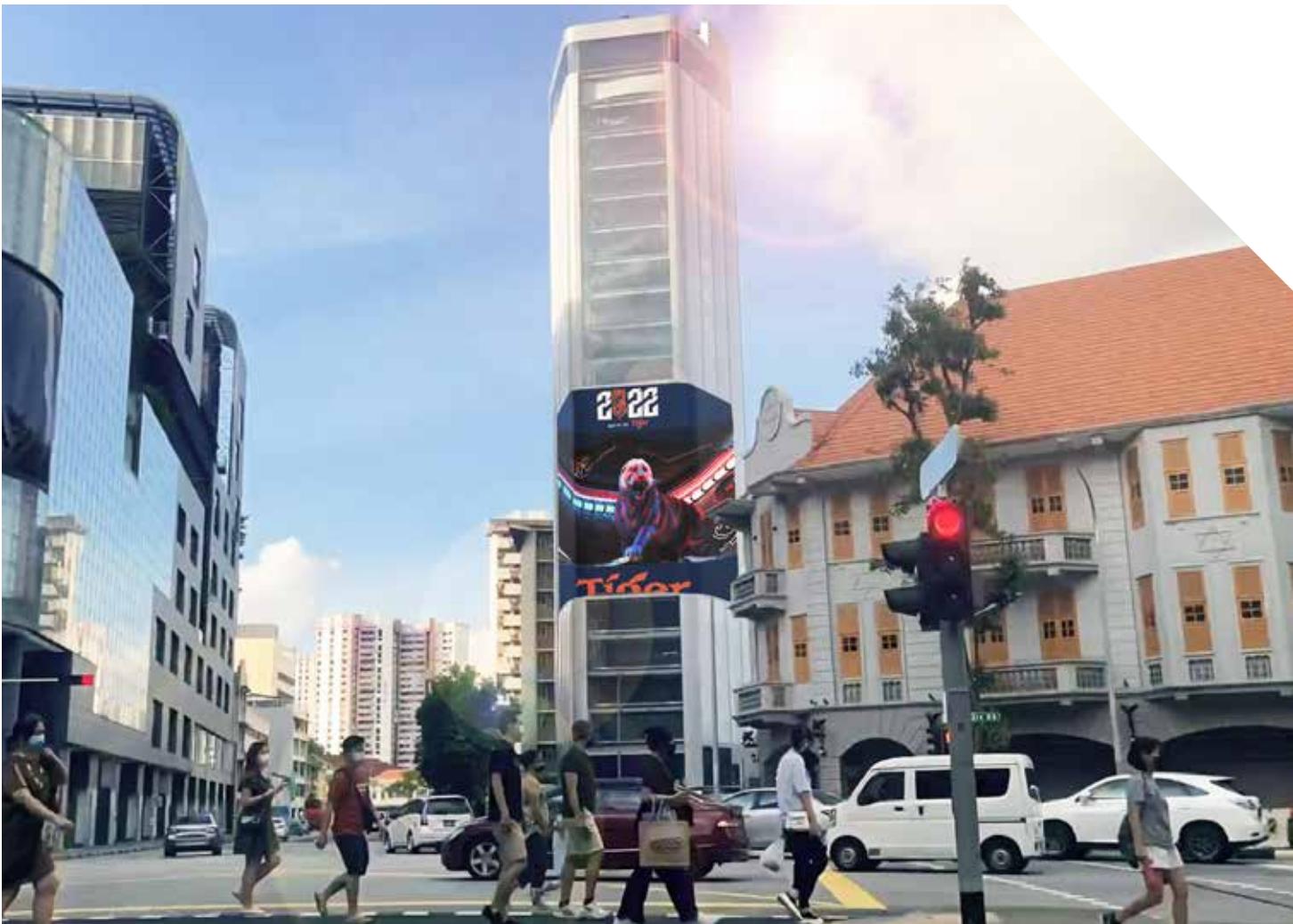
During the year, it further increased its external third-party revenue and

remained profitable. It also helped SBS Transit to roll out a digital evidence-based mental wellbeing mobile app that proactively and cost effectively promotes mental well-being, resilience and holistic health to its employees.

In July 2022, ComfortDelGro Insurance Brokers worked with its insurance partners to craft a specially curated PML Insurance plan for all full-time taxi hirers and PHC drivers of ComfortDelGro Taxi.

In October 2022, the Company launched “insureSG”, its first mobile app at the Singapore Fintech Festival 2022, where it was a Finalist at the Singapore Fintech Awards. The App featured customisable insurance products and a kick-starter platform for insurers and community alike to discuss and help bring new insurance ideas to life.





#### OUTDOOR ADVERTISING

During the year, Moove Media Pte Ltd, ComfortDelGro's outdoor advertising arm, installed six more large format digital screens at train stations in Bugis, and Harbourfront as well as at bus interchanges in Bedok and Ang Mo Kio, in addition to its first two digital screens that were installed at Dhoby Ghaut train station in 2021. A ninth one, a 54m screen, slated to be the longest screen in Singapore, will be installed at Outram Park train station in 2023. Riding on the success of its digital screens, Moove Media plans to convert static print advertisements to digital ones in 2023.

In January 2022, the Company worked with Ten Square, a cultural landmark, to market Singapore's first anamorphic screen. Together, they launched the screen with a three-dimensional (3D) tiger appearing to have jumped out of a glass panel as part of the Year of the Tiger Lunar New Year celebrations.

Moove Media also went big with its larger-than-life 3D sculptures on taxis and buses such as jewel top light boxes for UOB, iconic giant Taiwan lanterns for Taiwan Tourism Bureau (Singapore) and even a tank turret on a bus for the Singapore Armed Forces.

**RIDING ON THE SUCCESS OF ITS  
DIGITAL SCREENS, MOOVE MEDIA  
PLANS TO CONVERT STATIC PRINT  
ADVERTISEMENTS TO DIGITAL  
ONES IN 2023.**

# OPERATIONS REVIEW

## AUSTRALIA

ALICE SPRINGS • BALLARAT • BALLINA • BATCHELOR • BENALLA  
BLUE MOUNTAINS • BILLINUDGEL • BROKEN HILL • BYRON BAY  
CANBERRA • COFFS HARBOUR • DARWIN • GEELONG • GLADSTONE  
GRAFTON • HAMILTON • HUMPTY DOO • HUNTER VALLEY • JABIRU  
KILMORE • MANDURAH • MELBOURNE • MILDURA • NARRABRI  
PERTH • QUEANBEYAN • ROCKHAMPTON • SAWTELL • SEYMOUR  
SHEPPARTON • SUNSHINE COAST • SWAN HILL • SYDNEY  
WANGARATTA • WARRNAMBOOL • WEE WAA • WODONGA  
WOOLGOOLGA • YASS • YEPPON

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



### NORTHERN TERRITORY

### WESTERN AUSTRALIA



### ALICE SPRINGS

### QUEENSLAND



### NEW SOUTH WALES



Blanch's Bus Company

Blue Mountains Transit

CDC Northern Territory

CDC NSW

CDC Queensland

CDC Victoria

Coastal Liner Coaches

Forest Coach Lines

Moove Media Australia

National Patient Transport

CDC Canberra

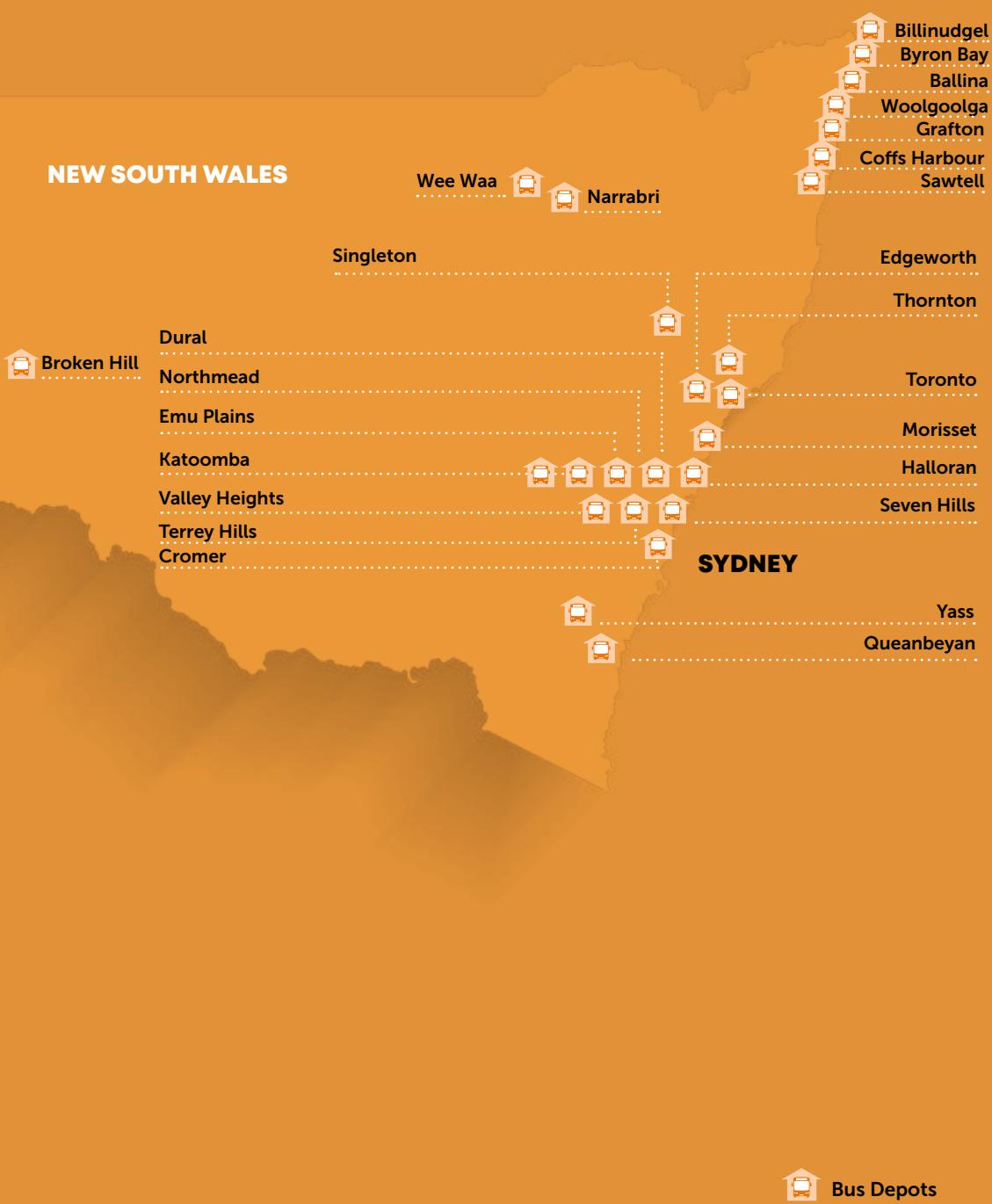
Swan Taxis

Taxi Fleet Management

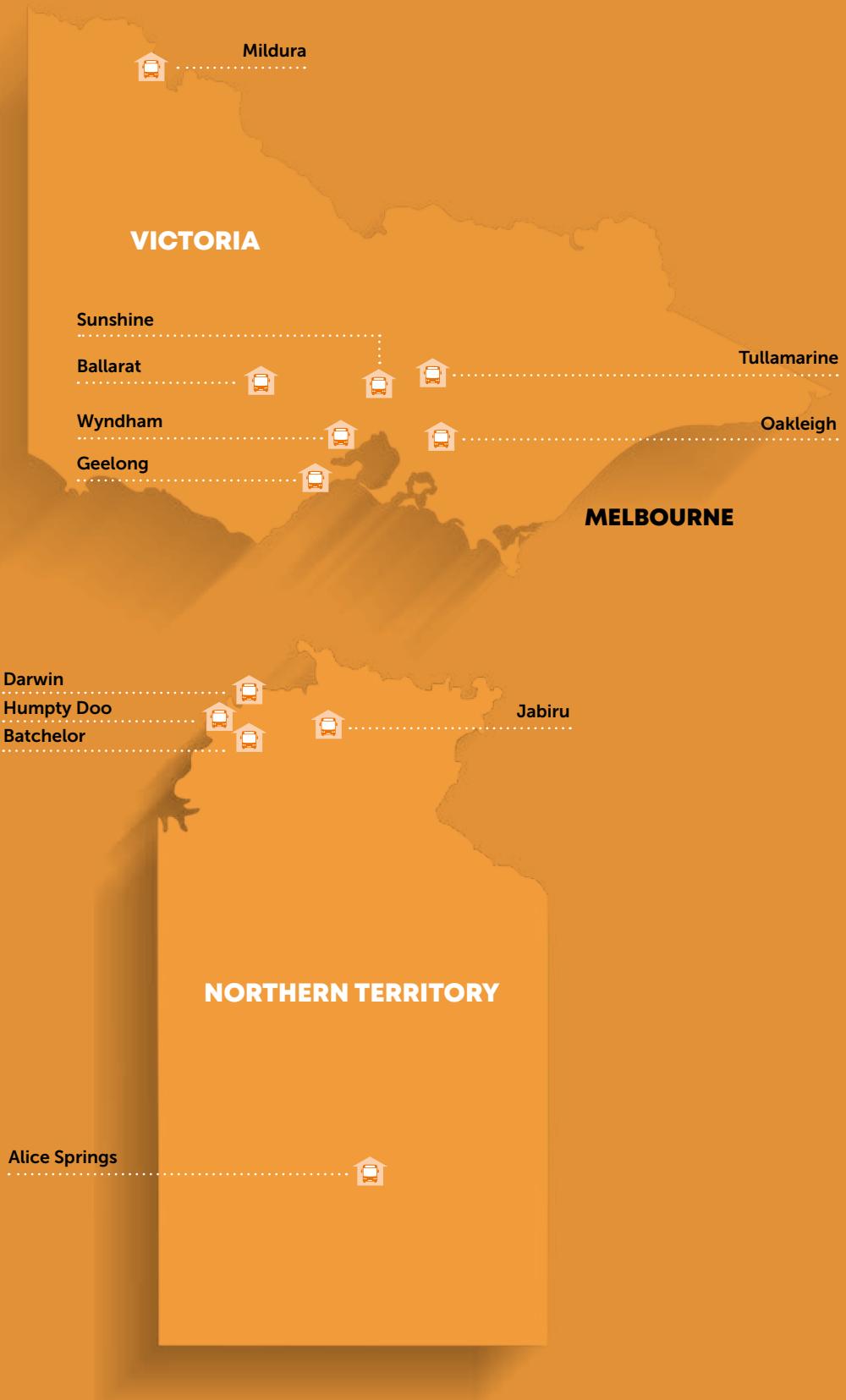
Young's Bus Service

Rothery's Coaches

## NEW SOUTH WALES



# OPERATIONS REVIEW



690.1

REVENUE  
(\$\$'MILLION)

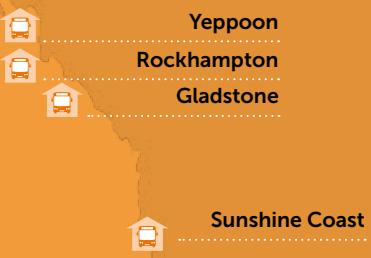
3,891

TOTAL OPERATING  
FLEET SIZE

4,000

TOTAL NUMBER OF  
EMPLOYEES

QUEENSLAND



# / OPERATIONS REVIEW



## AUSTRALIA

### NEW SOUTH WALES

#### SYDNEY

##### BUS

We operate bus services in Sydney, New South Wales (NSW) through ComfortDelGro Corporation Australia Pty Ltd (CDC), which has been the Group's wholly-owned subsidiary since February 2017.

CDC NSW, a subsidiary of CDC, is our biggest operation and largest revenue generator in Australia. It operates Hillsbus and Forest Coach Lines in Sydney, as well as other regional bus companies like Blue Mountains Transit and Hunter Valley Buses.

CDC NSW retained the existing Sydney Metropolitan Bus Services Contract (SMBSC) Region 4 and 14 contracts that made up approximately 30% of total Australian revenues. It also won the SMBSC Region 12 covering the Upper North Shore between Parramatta and the Hawkesbury

River which was previously held by Transdev NSW Pty Ltd. Together, the contracts total A\$1.7 billion and make up a significant part of Sydney's public transport network, covering the City's northern and northwestern suburbs and the northern beaches. These regions are home to over 700 buses, which make 18 million passenger trips every year. CDC NSW also won additional contracts to operate school services in the North Shore Region.

In anticipation that bus chartering demand would return to pre-pandemic levels following post COVID-19 recovery in the sector, CDC hived off its bus charter operations from its general bus business and set it up as a standalone Business Unit, with a dedicated management team and resources to oversee both metropolitan and outer metropolitan areas.

During the year, CDC NSW started implementing the Guardian Alert System – an AI-based system that helps detect drivers who are drowsy,

fatigued or distracted and promptly alerts them by physically shaking the driver's seat. The System then simultaneously alerts the Operations Control Centre. From there, additional measures would be carried out to manage the immediate safety of the driver and passengers. The Guardian Alert System is similar to the Goldeneye Anti-Fatigue System implemented in SBS Transit in Singapore – a testament to how the Group is able to leverage on the strengths of each Business Unit – to improve safety levels.

CDC NSW continued to support the wider community in 2022, with the sponsorship of Kinchela Boys Home Aboriginal Corporation (KBHAC), along with Penrith Panthers League Football Club, Blacktown Arts, and a number of local schools that the Company operates in. With KBHAC, the Company is in the second year of a three-year sponsorship totalling A\$750,000.

## **NON-EMERGENCY PATIENT TRANSPORT SERVICE**

National Patient Transport Pty Ltd (NPT) which is headquartered in Melbourne, operates across Victoria, NSW and Western Australia. 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 (RTO) that offers a

range of non-emergency healthcare transport, first aid and resuscitation courses in Australia.

NPT remained the market dominant private provider of non-emergency patient transport services in NSW and continued to transfer COVID-19 positive patients to hospitals.

During the year, NPT commissioned Longitude6 Pty Ltd, a workplace injury prevention consulting firm, to assess key manual handling risks faced by its staff. To get the information

needed for the analysis, staff had to don a wearable sensor technology consisting of five sensors placed on the back, arms and head while they performed a series of tasks to assess the potential risk of musculoskeletal injuries. The information collected was then used to review and develop standard operating procedures, and further improve manual handling techniques. Blue Mirror, an AI technology that teaches employees correct procedures in donning and doffing masks, gloves, and gowns, was also introduced at NPT.



# OPERATIONS REVIEW AUSTRALIA

In December 2022, NPT was presented with the NSW Premier's Award in Recovery and Resilience as a Partner Organisation for its COVID-19 discharge shuttle service. The shuttle service, which ran in conjunction with CDC NSW's bus transport business, consisted of a fleet of CDC NSW minibuses staffed with NPT clinicians and driven by specially trained CDC bus drivers. Operating during the outbreak of the Delta variant, NPT's shuttle service ran 24 hours a day, seven days a week, taking COVID-19 patients discharged from hospitals to their homes.

## OUTDOOR ADVERTISING

The Out-Of-Home advertising industry has been slowly recovering from record lows brought on by the impact of COVID-19 lockdowns throughout the year.

Moove Media Australia Pty Ltd inked a partnership with an Indigenous print manager, Printing with Purpose, and strengthened its relationship with Go Transit Media Group by awarding a printing contract to one of its subsidiaries. The partnership has enabled Moove Media Australia to save on production costs. Coupled with rate increases on production and



installation, the Company was able to increase its profits by 28% to about A\$700,000 in 2022.

Two continuing contracts, one in Geelong and Ballarat, and the other in Hunter Valley, as well as a new contract in Queanbeyan, also increased its revenue further. Moove Media Australia's partnership with programmatic seller, Helio, resulted in eight new contracts worth over A\$80,000.

## VICTORIA

### MELBOURNE

#### BUS

CDC Victoria operates essential bus services across the Western and Eastern suburbs of Melbourne, as well as Ballarat, Geelong and Mildura. It continued to retain its position as the third largest operator by fleet size in





## IN OCTOBER 2022, CDC VICTORIA RECEIVED DELIVERY OF ITS 50TH HYBRID BUS, MAKING IT AUSTRALIA'S LARGEST HYBRID BUS FLEET OPERATOR.

2022, representing about 16% of the market in the State.

During the year, CDC Victoria successfully renegotiated its Country and Regional Urban Bus Service contracts. The renewed seven-year contract, with the option to extend by another three years, came into effect on 1 July 2022. It covers major route services, some school services, and some V/Line services in the regional cities of Ballarat, Geelong and Mildura.

CDC Victoria launched FlexiRide, an on-demand bus service, in Tarneit North in October 2022. The five FlexiRide buses only run when bookings have been made and have no fixed route. The service carried over 17,000 passenger trips in the first 90 days of its operation, with 90% of passengers giving the service a five-star rating.

In October 2022, CDC Victoria received delivery of its 50th hybrid bus, making it Australia's largest hybrid bus fleet operator.

Battery electric bus trials commenced in November 2022 in partnership with Volvo Bus, ENGIE Australia & New Zealand, Monash University, and TSA Management. The bus will operate until June 2025 and aims to partner the Government to establish the most efficient zero-emission bus service options, and infrastructure. As part of the trial, CDC Victoria launched Australia's first Volvo Volgren BZL electric bus at the Oakleigh Depot in November 2022.

During the year, CDC Victoria achieved its on-time running key performance indicator targets for the metropolitan contracts by 1.5% and 4.6%. This resulted in the business receiving an incentive bonus payment of about A\$1.8 million.

The Company also invested in HASTUS, a public transportation software solution for scheduling and operations which is already used by SBS Transit in Singapore, for improved scheduling.

### NON-EMERGENCY PATIENT TRANSPORT SERVICES

NPT remained the market dominant private provider of non-emergency patient transport services in Victoria.

In response to the surge in demand for clinical resources, state-based ambulance services shifted their strategy to recruiting from universities. As such, NPT in Victoria also shifted its recruitment strategy towards diploma holders. In addition, NPT explored recruiting overseas, supported internal transfers of staff between states and introduced a staff referral programme.

# OPERATIONS REVIEW AUSTRALIA



## 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 June 2022, CDC RAD acquired Rothery's Coaches, adding another 16 buses to its existing bus operations in Rockhampton, Queensland. Through the acquisition, CDC RAD obtained contracts to transfer military personnel from the airport to Shoal Water Bay and other areas throughout Rockhampton. It also picked up additional school contracts in the central Queensland areas of Rockhampton and Kawana.

In July 2022, CDC RAD expanded its public transport service contracts in the NT, after CDC Darwin Pty Ltd (formerly Buslink NT Pty Ltd) won the NT Government tender for a six-year contract as the sole operator of public bus transport services in Darwin, Palmerston, Rural Areas and Special Needs Services within the region.

CDC RAD also formed a partnership with Woopi Connect, which operates in Regional NSW, for the provision of on-demand public transport services. Two electric Joylink vehicles have



been delivered for the Woopi Connect service in Regional NSW.

The roll-out of the Mobileye Collision Avoidance System, which alerts drivers to vehicles, pedestrians and cyclists on the roads with visual and audible alerts, has been completed in Queensland and NT, with the exception of the CDC fleet acquired as part of the contract from the NT Government tender win, where installation is underway.

In Regional NSW, all vehicles are now on the digital two-way radio network, Orion, which is the same system used throughout NSW and Victoria. The deployment of a centralised digital system enabled staff to manage communications with vehicles across all regions from a central location and has improved service delivery and driver safety.

Like CDC Victoria, HASTUS was rolled out throughout its operations in Queensland, including CDC Gladstone, Young's Bus Service and Rothery's Coaches.

## WESTERN AUSTRALIA

### PERTH

#### NON-EMERGENCY PATIENT TRANSPORT SERVICES

The Group operates non-emergency patient transport services in Perth as well as an RTO 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 Corporation Limited, operates the largest taxi fleet in Perth with 65% of the registered taxis under its brand.

During the year, there was a significant jump in positive public sentiment towards the taxi industry due to service gaps by its competitors. This resulted in the local media placing their support behind the taxi industry and Swan Taxis was often mentioned by name due to its strong brand presence.

As part of its transformation journey, Swan Taxis underwent a brand refresh in October 2022, giving its corporate logo a more modern look and feel.

Digital transformation continued during the year and a new ComfortDelGro Swan Taxis App was successfully launched in the fourth quarter, with over 20,000 downloads by the end of 2022. About 95% of the taxi booking jobs went through the new booking and despatch platform, which enabled passengers to track the whereabouts of their taxis, whilst enabling drivers to speak directly to their passengers in real-time through the App.

Swan Taxis continued to acquire new corporate clients in 2022, growing its total number of clients by 70%. It also successfully launched the corporate booking portal to most of its corporate clients. New features, such as trip reports, travel policies and other useful tools for corporate clients, will be implemented on the booking portal in 2023.

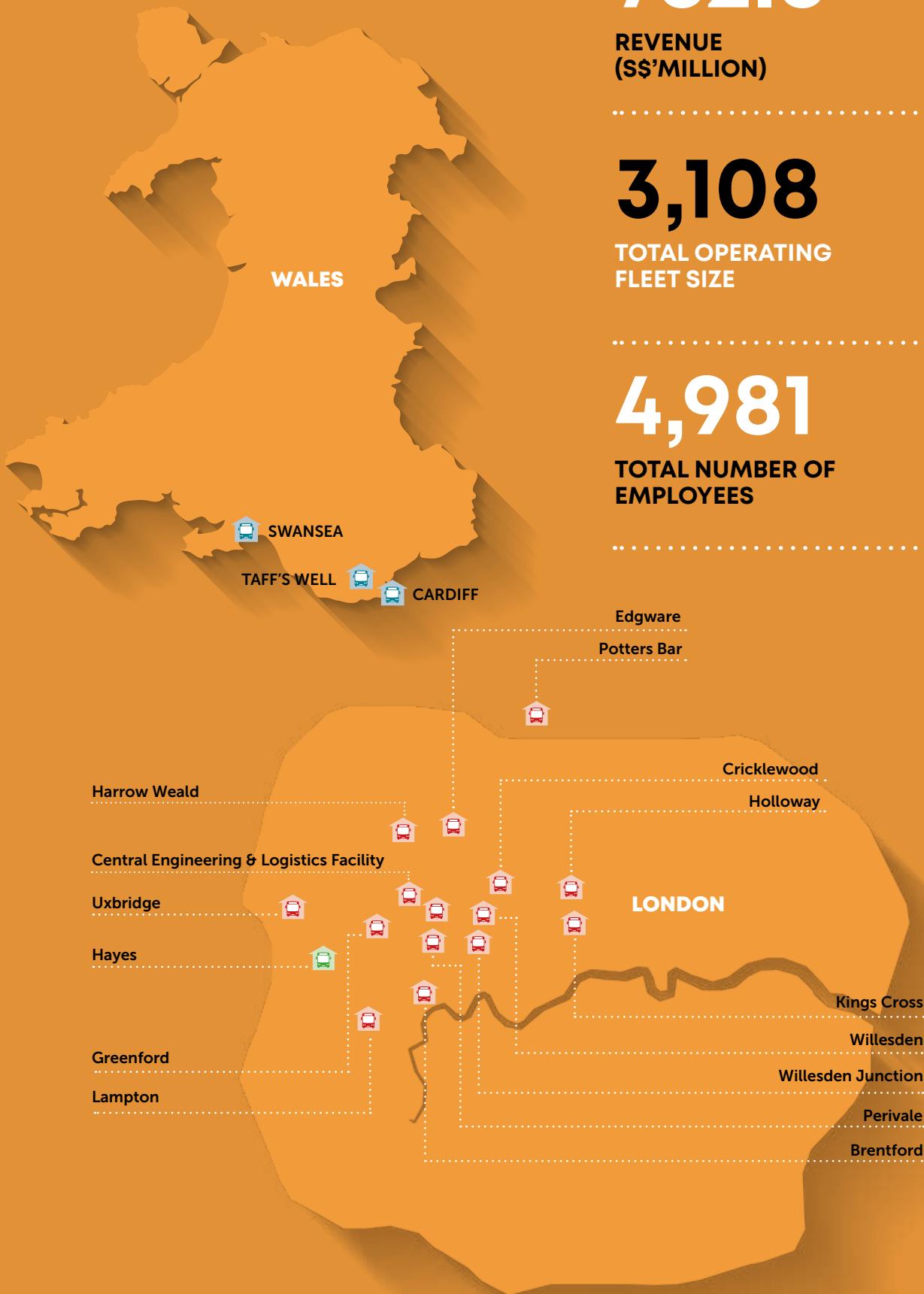
# OPERATIONS REVIEW

## UNITED KINGDOM

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

BUS • COACH • PRIVATE HIRE CAR • TAXI RADIO CIRCUIT





762.6

REVENUE  
(\$\$'MILLION)

3,108

TOTAL OPERATING  
FLEET SIZE

4,981

TOTAL NUMBER OF  
EMPLOYEES

# OPERATIONS REVIEW



## UNITED KINGDOM

### ENGLAND

#### LONDON

##### BUS

In the United Kingdom (UK), our wholly-owned subsidiary, Metroline Limited, operates about 17% of London's scheduled buses mileage with a fleet of close to 1,500 buses, plying routes in North, West and Central London.

Following the lifting of COVID-19 measures in February 2022, ridership levels gradually improved to a monthly average of 125 million trips. That was however still about 30% below pre-COVID levels as remote work practices and weak tourism demand remained in play.

For the most parts of 2022, Transport for London (TfL) provided the Company with short-term financial aid. In August 2022, this was converted to longer-term funding lasting till March 2024.

During the year, Metroline submitted bids for 39 of 102 contracts that TfL released. Of these, it won a total of 22 contracts, which included 19 existing ones.

The Company also faced a shortage of drivers and as a result, operated below

the usual schedule frequency on many routes. To attract more drivers to join, Metroline extended its recruitment outreach to social media platforms and to drivers of third-party agencies as well. These efforts paid off as the shortfall of drivers fell from 11% to 9.2% by January 2023. An increment in driver's pay was also successfully negotiated with the trade union to overcome high inflation rates and high cost of living as a result of the war in Ukraine.

During the year, Metroline continued to invest in clean energy vehicles and to electrify its garages to achieve TfL's target of a full clean energy fleet by 2034.

A digital vehicle defect reporting system, Tranzuara, was rolled out in all garages to replace the 500,000 paper cards that are used annually for such reports. The system utilises a handheld digital device that enables bus drivers to perform an in-depth check before service begins and report defects on board buses instantly to engineers.

##### 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 hire passengers.

Inbound tourism returned progressively and tourist bookings increased significantly in 2022. In anticipation of the increase in tourist activity, Westbus Coach Services signed a major contract to supply four coaches for service to Evans Evans Sightseeing Tours to run day trips to tourist attractions across the South East of England from London.

The staff shuttle, private-hire, rail replacement and transport service for events that Westbus Coach services had pivoted to during the COVID-19 pandemic experienced a 44% growth as more contracts in these sectors were secured during the year.

As the economy recovered, driver retention and recruitment became an issue that Westbus Coach Services had to grapple with. To retain existing driver and attract new ones, the Company increased its drivers' pay.

During the year, Westbus Coach Services rebranded itself with a new logo that was applied on its website and social media platforms. A new livery was also launched on four new Mercedes-Benz coaches that were deployed throughout the UK and Europe.



## LIVERPOOL

### TAXI RADIO CIRCUIT AND PRIVATE CAR HIRE

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

The combined fleet of over 1,000 black cabs and PHCs caters to both the corporate and individual clientele.

Demand from the education and health sector increased during the year, albeit still about 20% below pre-COVID levels. To attract more off-peak bookings, Computer Cab (Liverpool) offered attractive promotions on social media platforms. It also continued to participate in "Freshers' Fair", organised by universities in Liverpool, to promote its services to new students arriving in the City, after receiving positive response at the fair in 2021.

Driver retention was a challenge that the industry had to overcome as many cab drivers chose to switch jobs due to low demand. Both companies were, however, able to recruit drivers through the introduction of flexible subscription commissions.

**THE COMBINED FLEET OF OVER 1,000 BLACK CABS AND PRIVATE-HIRE CARS CATERS TO BOTH THE CORPORATE AND INDIVIDUAL CLIENTELE.**



# OPERATIONS REVIEW

## UNITED KINGDOM

### SCOTLAND

#### COACH

Scottish Citylink Coaches Limited is the leading provider of express coach services with 97 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.

In July 2022, an agreement was reached in which Stagecoach sold the retailing activities of its megabus and Falcon scheduled coach businesses to Scottish Citylink Coaches. In exchange, Stagecoach increased its shares in Scottish Citylink Coaches from 35% to 37.5%, with Braddell's shareholdings decreased from 65% to 62.5%. The transaction was completed in mid-August during the year.

As a result of the ongoing rail strikes which took place from June to December 2022, many commuters switched to travel by coaches instead. The Under-22 scheme, which provided free travel to those under the age of 22, also contributed to demand returning to pre-COVID levels by March 2022.

The Company continued to face the challenging issue of driver recruitment and retention. To mitigate the shortage of drivers, Scottish Citylink Coaches actively engaged with its subcontractors who had sufficient drivers.

In March 2022, Scottish Citylink Coaches completed phase one of its website revamp, by introducing a more user-friendly interface, resulting in an average lead conversion rate of

16%. Phase two of the website revamp, which will include other functions such as seat reservation, live chat and trip planner, will continue in 2023.

During the year, a marketing campaign to boost passenger confidence, encourage travel and assure commuters that coaches had met safety and hygiene standards, received high commendations for marketing excellence at the Scottish Transport Awards 2022.

#### ABERDEEN

#### TAXI RADIO CIRCUIT AND PRIVATE CAR HIRE

Computer Cab (Aberdeen) Limited has the second largest fleet in Aberdeen with a total of 141 taxis and private-hire vehicles (PHVs).





Demand increased progressively during the year although it remained at 40% below pre-COVID levels, largely due to companies still making hybrid work arrangements. With the COVID-19 situation stabilising in 2023, and more people returning to work in offices, an uptick in demand is expected.

The Company also faced the issue of shortage of drivers with about 20% of them leaving the trade during the pandemic. To recruit more drivers, Computer Cab (Aberdeen) started a training school for drivers in March 2022, where graduates take up to nine months to obtain their full licence badge known as the hackney licence. Response was positive with enrolment numbers increasing eight times in a short span of eight months.

Recognising the need to provide rental vehicles to graduates who passed the hackney test, Computer Cab (Aberdeen) started a rental business with eight vehicles in 2022. Depending on demand, it plans to expand the rental fleet to 30.

#### **WALES**

#### **CARDIFF**

#### **BUS AND COACH**

Adventure Travel operates a fleet of 150 buses and coaches across three depots in Cardiff, Taff's Well and Swansea.

Demand continued to be impacted by the pandemic with passenger figures reaching only 85% of pre-COVID levels by the end of the year.

During the year, the Company purchased a new 22-seater Mercedes-Benz minibus as well as more wheelchair-accessible Enviro 200 buses. It also installed USB charging ports in older coaches.

The Company also faced a shortage of drivers as most of them sought other means of living during the pandemic. To recruit drivers, pay adjustment to combat inflation and flexible shift arrangements were introduced.

Engagement activities were also introduced. For example, Adventure Travel's very own "Brunch Bus" toured all depots to provide breakfast or lunch to employees to thank them for their hard work during the COVID-19 pandemic.

## **RECOGNISING THE NEED TO PROVIDE RENTAL VEHICLES TO GRADUATES WHO PASSED THE HACKNEY TEST, COMPUTER CAB (ABERDEEN) STARTED A RENTAL BUSINESS WITH EIGHT VEHICLES IN 2022.**

# OPERATIONS REVIEW

**96.2**

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

**7,992**

**TOTAL OPERATING  
FLEET SIZE**

**580**

**TOTAL NUMBER OF  
EMPLOYEES**



## CHINA

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

**BUS STATION • TAXI • CONSTRUCTION LOGISTICS**

### NORTH CHINA

#### BEIJING

##### TAXI

Beijing Jin Jian Taxi Service Co., Ltd, is the capital City's third largest taxi operator with a fleet of 3,596 taxis, translating into a market share of 8.3%.

To generate revenue, the Company continued to lease out its PHVs to Didi Chuxing Technology Co. and CaoCao Mobility. It also continued to work with AMap Navigation, a navigation mobile App that shares the demand hotspots within the City, to provide booking jobs for its cabbies, and promoted its electric taxis on AMap Navigation's various channels.

### JILIN CITY, JILIN PROVINCE

##### TAXI

Our 97%-owned subsidiary, Jilin ComfortDelGro Taxi Co., Ltd, is the City's largest taxi operator with a fleet of 729 taxis, translating to a 14.3% share of the market.

Between March and May 2022, the City was hit by a full lockdown due to a COVID-19 outbreak, which resulted in significant drop in cabbies' income. To help drivers cope financially, the Company reduced the monthly taxi rental once between January and September 2022, and another time between October and December 2022, which was lower than what its competitors were offering.

In addition, the Jilin Government mandated that all taxi companies in the City provide rental waiver to all its cabbies from March to September

2022, which amounted to RMB8.2 million in total costs for the Company.

The Company also deployed 15 Hongqi battery-swapping EVs in November 2022 for the first time as part of the Government's efforts to promote electrification.

### SHENYANG, LIAONING PROVINCE

##### TAXI

The Group's operated a total of 1,146 taxis in Shenyang in 2022 through Shenyang ComfortDelGro Taxi Co., Ltd and CityCab (Shenyang) Co., Ltd. The combined fleet meant that ComfortDelGro was the largest taxi operator in the City.

Shenyang experienced its worst COVID-19 outbreak in 2022, resulting in 25 full lockdown days and 60 semi lockdown days. To cushion the impact these lockdowns had on its cabbies' income, the

Company monitored and adjusted rental charges based on the average daily income of drivers, so as to help them cope with the volatile pandemic situation.

Despite the challenges brought about by the outbreaks, both companies continued to improve service levels through training. As a result, a total of 290 cabbies from both companies were awarded the Outstanding Driver Award 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 804 vehicles, translating to a 7.13% share of the market.

The Company continued to face challenges in the recruitment of cabbies due to stiff competition



brought about by the ride-hailing industry and the reduction of rental rates by other taxi operators.

To mitigate the impact, a 16-day rental waiver was given to all drivers between January and October, when the City was placed on COVID-19 heightened restrictions. The Company also introduced

referral incentives for cabbies if they successfully recruited other cabbies to join the Company. It also introduced a taxi self-maintenance scheme – which allows cabbies to pay for their own vehicle's maintenance costs – so as to reduce their daily rental. This proved to be a popular scheme that many of the cabbies joined.

A photograph showing a long, straight line of numerous yellow and blue taxis parked side-by-side in a large outdoor parking lot. The cars are arranged in a single row, stretching into the distance. In the background, there are trees and some buildings. The taxis have 'JIN JIAN' branding on their roofs and sides.

**BEIJING JIN JIAN TAXI SERVICE CO., LTD,  
IS THE CAPITAL CITY'S THIRD LARGEST  
TAXI OPERATOR WITH A FLEET OF 3,596  
TAXIS, TRANSLATING INTO A MARKET  
SHARE OF 8.3%.**

COMFORTDELGRO CORPORATION LIMITED ANNUAL REPORT 2022

# OPERATIONS REVIEW CHINA

## 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 402 taxis.

To help cabbies with their income during the lockdown, the Shanghai Government also mandated that all taxi companies in the City provide rental waiver for six months till end-August 2022. This amounted to RMB5.8 million in total for the Company.

### SUZHOU, JIANGSU PROVINCE

#### TAXI

Our 70%-owned subsidiary, Suzhou Comfort Taxi Co., Ltd, operates a fleet of 77 taxis with a 92% hired-out rate due to the COVID-19 pandemic outbreak in February 2022. To tide cabbies through the difficult times, a four-month rental waiver was granted by the local Government.

## NANJING, JIANGSU PROVINCE

#### TAXI

Our 70%-owned subsidiary, Nanjing ComfortDelGro Dajian Taxi Co., Ltd, is now the City's third largest taxi company, with a combined 40,520-strong taxi and PHV fleet size.

Due to the COVID-19 outbreak between March and April 2022, demand fell. A disruption in the supply of electric taxis and higher fuel cost resulted in a shortage of electric taxis and oversupply in ICE taxis.

To overcome these challenges, the Company launched an early conversion programme in June 2022 to allow cabbies driving ICE taxis to switch to electric taxis in advance.

The Nanjing Government also mandated that all taxi companies in the City provide a rental waiver in April and June 2022, which amounted to RMB650,000 for the Company.

## SOUTH CHINA

### GUANGZHOU, GUANGDONG PROVINCE

#### BUS STATION

Our 60%-owned Tianhe Bus Station in Guangzhou served a total of 116,222 bus trips and 1.14 million passengers in 2022, a 42.6% drop as compared to 2021 due to the pandemic. Despite that, the Station continued to rank second of nine stations in Guangzhou with a market share of about 30% in ridership and 27% in bus trips.

Due to a surge in COVID-19 cases at the start of 2022, bus operations were suspended, resulting in a 39.1% drop in the number of bus trips as compared to 2021. Demand was also affected by a growing preference for high-speed rail, and lower flight prices as well as an increase in demand for PHVs for short-and medium-distance inter-city travel.





To mitigate the impact, the Company worked with bus operators to improve the customer experience for its passengers by installing media screens on bus seats with music and movies, pushing out discounts to increase ridership, and partnering video production companies to promote its products and services through livestream on WeChat.

The Company also officially launched its WeChat tour platform – Xin Tian Wei Tour – in January 2022 to actively promote its tour services such as accommodation, attraction tickets and tourist travel passes. As a result, it successfully generated a revenue of RMB492,000 during the year. The sale of bus tickets at the

Station was also integrated into the Xin Tian Wei Tour App in July 2022.

To enhance both passenger and tourist experience, the Company set up several WeChat community groups to reach out to passengers and users to provide timely answers to questions that passengers and tourists may have about its products and services in May 2022. This has enabled the Company to better meet the needs of its customers.

#### NANNING, GUANGXI PROVINCE

##### TAXI

Our 80%-owned subsidiary, Nanning Comfort Transportation Co., Ltd, is the largest taxi operator in Nanning

with a fleet of 700 taxis. Due to the continued disruption brought about by COVID-19, the hired-out rate dropped to 82% in 2022, as compared to 96% in the previous year. To improve the hired-out rate, the Company brought in 80 electric taxis that have proven to be popular amongst cabbies due to the lower operational costs.

#### CONSTRUCTION LOGISTICS

Due to the COVID-19 outbreaks within the City, Guangxi ComfortDelGro Logistics Co., Ltd, the joint venture Company between ComfortDelGro (China) Pte Ltd and Guangzhou Xinhongqiang Concrete Company Limited delayed the start of operations to December 2022.

# OPERATIONS REVIEW

**96.2**

REVENUE  
(\$\$'MILLION)

**70**

TOTAL OPERATING  
FLEET SIZE

**596**

TOTAL NUMBER OF  
EMPLOYEES



## NEW ZEALAND

AUCKLAND

RAIL



## **RAIL**

Auckland One Rail (AOR), which operates New Zealand's largest metro system, is a 50:50 partnership with UGL Rail Services, an Australian rail operations and maintenance company under the CIMIC Group.

Auckland Metro, as the system is called, comprises four lines representing 94km of rail network, 40 stations and 72 three-car electric multiple unit (EMU) trains. It currently provides about 3,200 scheduled train services each week.

As a result of the ongoing partial network closures due to the government rail projects, monthly ridership levels for the year had toggled between 55% and 60% of pre-COVID levels, with ridership peaking in May 2022 and November 2022 respectively. The global phenomenon of remote working also meant that fewer people were commuting to the offices, thereby resulting in ridership that was below pre-COVID levels.

To better manage the network disruptions brought about by infrastructure projects which are expected to be completed by 2025, a Planning and Readiness Steering Committee was formed to mitigate the risks involved and ensure operational readiness by planning ahead.

The Company leveraged on technology during the year to roll out three new App – one for staff and two for commuters.

The new staff App, which was developed to enable staff to access their duty rosters conveniently, will be further enhanced in 2023 to include financial features such as payroll and claims, as well as a chat function.

A customer-facing App – Customer Experience – was also launched in October 2022, for commuters to provide feedback so that the Company could improve its overall service standards. A group of mystery commuters was asked to use the

App and provide valuable feedback to Management for further service enhancements.

To improve operational efficiency, a Fix My Service App was launched in January 2023 to enable commuters to report on faults they encountered in real-time by scanning QR codes placed at every station. They could then upload photographs so that station staff could rectify the faults promptly. The Company also implemented hotspot and time mapping by March 2023 to improve its ability to respond to incidents across the network, so as to enhance security and reduce incidents based on data gathered in the process.

Addressing the issue of graffiti on its rolling stock, the Company installed AI surveillance cameras at Swanson Station, a graffiti hotspot. Three months after the installation, the occurrence of graffiti was reduced to zero from 27 cases before.



**AUCKLAND METRO, AS THE SYSTEM IS CALLED, COMPRISES FOUR LINES REPRESENTING 94KM OF RAIL NETWORK, 40 STATIONS AND 72 THREE-CAR ELECTRIC MULTIPLE UNIT (EMU) TRAINS.**

# OPERATIONS REVIEW

**32.7**

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

**64**

**TOTAL OPERATING  
FLEET SIZE**

**30**

**TOTAL NUMBER OF  
EMPLOYEES**

#### **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.

Ridership for the first quarter of the year remained low as COVID-19 restrictions were still in place. Ridership gradually picked up in the second quarter when most travel restrictions were lifted and more people were vaccinated. It greatly improved after the Government introduced the Young Adult Card, which provides 50%



## IRELAND

**CORK • DUBLIN • GALWAY • LIMERICK**

#### **INTER-CITY EXPRESS COACH**

discount off fares for young adults from 19 to 23 years old.

In July 2022, the Company acquired Evobus and Coach Limited, which operated the GoBus coach service, for €12 million (approximately S\$17.52 million). The acquisition increased its fleet by 31 buses and added three inter-city coach routes – the Galway-Dublin Express, the Cork-Dublin Express and the Galway-Ballina Express – to its operations, making it the third largest inter-city coach operator in the country. With the acquisition of GoBus, ComfortDelGro Irish Citylink clocked a weekly average of 40,000 passengers.

With the lifting of COVID-19 restrictions by the end of 2022, 95% of ComfortDelGro Irish Citylink services were reinstated, resulting in significant improvements to ridership levels. Full resumption of coach services is expected to take place by April 2023.

To enhance its reach to commuters, ComfortDelGro Irish Citylink rolled out successful social media campaigns throughout the year and achieved a click-through rate of 3.5% for its social media posts which is above the industrial benchmark of 2%. It is also in the midst of developing a mobile app which is slated to launch in April 2023.

**2.0**

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

**92**

**TOTAL OPERATING  
FLEET SIZE**

**41**

**TOTAL NUMBER OF  
EMPLOYEES**



# MALAYSIA

## KUALA LUMPUR

### AUTO LEASING INSPECTION & TESTING SERVICES

#### MALAYSIA

##### KUALA LUMPUR

##### AUTO LEASING

Established in 1996, our subsidiary, CityLimo Leasing (M) Sdn Bhd, offers auto leasing services in Malaysia through a fleet of 92 vehicles.

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, was established in 1995, and has a staff strength of 35. It provides civil engineering, mechanical and NDT services in Peninsular Malaysia. In 2022, the Company successfully secured a number of major contracts, including a contract to perform concrete modulus test at the Merdeka Mall, vibration monitoring at the Petronas Twin Towers, as well as the deflection monitoring of portal beam during load test at the Damansara-Shah Alam Elevated Expressway.

