

THE

FUTURE

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THE FUTURE – THROUGH THE EYES OF OUR CHAIRMAN

TWENTY YEARS HAVE GONE BY IN A FLASH. IN THAT TIME, WE HAVE DELIVERED ON OUR PROMISE TO GROW THE BUSINESS WHILST LAYING THE FOUNDATION FOR SUSTAINABLE GROWTH. WE HAVE INVESTED EXTENSIVELY IN BOTH HARDWARE AND SOFTWARE, SHORT-TERM AND LONG-TERM, BUILDING UP OUR TALENT POOL AND PUTTING IN PLACE SYSTEMS AND PROCESSES WHICH CAN BE EASILY REPLICATED THROUGHOUT OUR GLOBAL OPERATIONS.

We have spread our wings, growing from Singapore's largest land transport operator to one of the largest in the world with a unique and multi-disciplinary footprint. Our fleet of buses, trains, taxis, private-hire and medical vehicles and cement mixers operate around the globe.

In the last two years alone, we have made significant inroads in the international rail scene. Not only have we won the rights to operate rail services in Auckland, New Zealand, we are also in the running for several large rail projects in Australia and Europe.

And we are not done.

In the next 20, 30 and even 40 years, we will continue to deliver reliable, efficient and safe transport services to more people in more countries. We will also look at more ancillary businesses to branch into as we build upon our core strengths. Medical transport is something we have already started delving into. This is likely to grow in importance as the world's population ages. During the height of the COVID-19 epidemic, we also branched out into the peripheries of medical testing through our subsidiary Setsco Services when we conducted tests on surgical and N95 facial masks. Can we build upon these capabilities for a more cohesive ecosystem for the aged covering transport, medical and care services? Thus far, we have been very focussed on moving people. We have started exploring moving goods and medicine in China and Singapore. Could the logistics business be a new growth arm? We have also invested in technology start-ups with a strong focus on future mobile technologies which not only complement our existing businesses but also provide us with new strategic capabilities.

For sure, the next twenty years are going to be difficult. Globalisation is being threatened. Geopolitics is unpredictable. Technology is continuing to play its crucial and disruptive role. Workforce characteristics are also changing.

The Singapore Headquarters cannot be staffed with just Singaporeans. We must have management staff from overseas. Staff across all our operations should be imaginatively deployed. Senior staff postings out of their places of recruitment have to be part and parcel of the staff development process. Continuing education and training have also to be part of staff development programmes.

Strategically, new businesses and new geographies have to be introduced and expanded. There is a limit to our intra transformation of land transport business. Inter transformation beyond land transport to sea and air and related sectors has to be seriously considered.

As we move ahead into the next phase of ComfortDelGro's journey as a multinational organisation, we have left no stone unturned, exploring all possibilities to ensure the continued success of the Group.

**THIS IS OUR
COMMITMENT,
AND OUR PLEDGE.**