

pass it on!

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PASSION! WINNER



Dear Colleagues,

It has been six years since we introduced the Passion! Award and we continue to be inspired by the many tales of perseverance, dedication and commitment.

Whatever the discipline, whether it is in frontline operations like driving a taxi or a bus, or behind the scenes work like maintenance or engineering, the common traits that run through the veins of all nominees is their never-say-die spirit and the passion manifested in whatever they do.



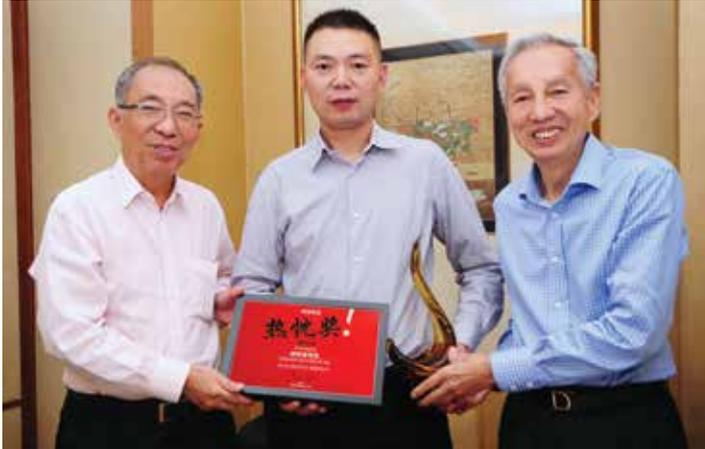
To them, work is not just a means to an end. It is something to be proud of, a source of satisfaction and fulfilment. They are constantly driven by that desire to do better – not because they want to impress others. They do their best because they want to.

Chengdu ComfortDelGro Taxi's Hu Anquan, our 2013 Passion! Award winner,

is certainly one who lives by this creed. His dedication to his work, his customers, the Company and the well-being of his fellow colleagues set him apart from the other nominees, all of whom showed great Passion for all that they do.

Please join me in extending our heartiest congratulations to Anquan and all our other nominees.

Warmest Regards
Kua Hong Pak



Passion! Winner, Hu Anquan (middle), receiving his award at a lunch hosted by MD/GCEO Kua Hong Pak (right), with special attendance by Chairman, Lim Jit Poh (left).

Forty-five year old Hu Anquan had always wanted to pay Singapore a second visit, having made his maiden trip here in 2009 as part of the “Excellent Drivers” delegation from Chengdu ComfortDelGro Taxi.

Four years on, his wish came true. As ComfortDelGro’s eighth Passion! winner, Anquan was given a free trip for two to Singapore. He also won a cash prize of S\$5,000 and a trophy.

*Wishes Do
Come True*

Asked about his win, Anquan said: “I am simply overjoyed as this is the ultimate award bestowed upon a ComfortDelGro employee. This award does not belong to me alone but to the entire team from the West China Business Unit who has helped me in my job all these years. Without the trust and strong support from my colleagues, I would not have been able to win.”



HU ANQUAN / 45

Taxi Driver

Chengdu ComfortDelGro Taxi, China

Length of Service: 8 years

Awards:
"Excellent Driver Award" from Chengdu ComfortDelGro Taxi in 2007 and 2008
"Excellent Driver" title awarded by Chengdu Taxi Management Department for four years consecutively from 2008 to 2011

In our business, "safety first" is not just a saying, it is a way of life.

This year, it has taken on even greater meaning – especially for the team at Chengdu ComfortDelGro Taxi. One of their own – Cabby Hu Anquan – has been named ComfortDelGro's 2013 Passion! Award winner.

Anquan, which means "safety or security" in Chinese, has always lived up to his name.

In the eight years that he has been with Chengdu ComfortDelGro Taxi, he has maintained a perfect safety record. And, as leader of the Star Fleet, which was formed in 2010 to provide premium transportation services to several five-star hotels in Chengdu, Anquan has always emphasised the need for safety.

Once, the safety of staff in the office was called into question due to an incident. Anquan did not spare a moment's thought and immediately jumped in to help resolve

the situation. He succeeded, thanks to his calm disposition and gentle demeanour.

In June 2012, Anquan initiated a fund raising campaign after finding out that some of his fellow cabbies were facing financial difficulties. In all, RMB14,000 was raised and the funds were used to finance the education of three children who went on to excel in their exams.

Anquan isn't just an all-around nice guy, he is also very resourceful in business. As a member of management staff, he actively pursued hotels in the City in an attempt to drum up demand. Through his hard work, five partnerships were established where top hotels, including Minya Hotel, New Oriental Millennium Hotel and Ibis Hotel Yongfeng contracted Chengdu ComfortDelGro Taxi for their transportation needs.

At 45, Anquan has shown that perseverance and hard work are the key to success, but that passion is the key to true happiness.

Congratulations Anquan!



ZOU HONG / 30

Taxi Driver

Chengdu ComfortDelGro Taxi, China

Length of Service: 12 years

Awards:

"Top 100 Drivers Award" by Chengdu Taxi Association and Chengdu Traffic Radio Channel, 2005

"Excellent Driver Award" from Chengdu ComfortDelGro Taxi, 2011 and 2012

Taxi-driving isn't usually the career of choice for the young. After all, it isn't quite as glamorous as being in the medical or legal or financial sector.

But when 18-year-old Zou Hong left school, he knew straightaway that he wanted to be a taxi driver. Coming from a rural village located in Suining, Sichuan Province, he knew it would help him earn a stable income and that it would be something he would be good at.

Twelve years on, he has been proven right.

Said Zou Hong: "Not only was I able to support my family with the income I earned as a cabby, but I had the opportunity to pick up English again through the Company after having to stop school to find work."

And Zou Hong is so good at what he does as a cabby that he has accolades to prove it. Not only did he earn a spot in the "Top

100 Drivers Award" in 2005, he was also bestowed the "Excellent Driver Award" in 2011 and 2012 consecutively.

He still receives commendations from passengers frequently. Once, the British Consulate in Chongqing complimented Zou Hong for not only helping him with his luggage but also offering to plan his transportation schedule. As a result, the Consul General did not have to bother about buying his train and airplane tickets – Zou Hong had it all covered.

In another incident, Zou Hong spotted an elderly man in his 80s walking aimlessly along Dongchenggen Street. Zou Hong immediately stopped his taxi, got out and asked the elderly man if he could give him a lift. However, all the elderly man could utter was his name. Zou Hong then called the Police for assistance. He managed to trace the address and sent the elderly man home.



XIA HAI / 32

Operation Supervisor/Maintenance
Assistant

ComfortDelGro Rent-A-Car (Chengdu),
China

Length of Service: 2 years

Awards:
Commendation from the local police
for his courage and assistance to the
local community

Thirty-two-year-old Xia Hai wears many hats but the biggest one of all must be that of "Mr Nice Guy".

The Maintenance Assistance at ComfortDelGro Rent-A-Car's Chengdu office, and Operations Supervisor at its Nanba subsidiary, is always ready with a helping hand, whether it is for his fellow colleagues, customers or even strangers.

Once, there was an accident involving a young boy and one of the Company's cars. Xia Hai took it upon himself to visit the boy and his family during and after office hours whenever he could. On the day the boy was to be discharged, Xia Hai was assisting with

discharge matters when he was confronted by the boy's relatives, who wanted a higher compensation. Even before he had a chance to explain, the enraged relatives started raining blows on him.

Despite sustaining injuries, Xia Hai decided not to press charges against the assailants.

His gentlemanly behaviour touched his attackers and they later apologised for their behaviour and even paid for his medical fees!

It is a common joke amongst driving instructors that you need a strong stomach and a very patient disposition to succeed in the profession.

Well, 51-year-old Walter Peh Kim Hock certainly qualifies.

Always ready with a warm smile, ComfortDelGro Driving Centre's Senior Driving Instructor is known for his calm disposition and his readiness to help. He never shies away from challenges and always looks for ways to make driving a more pleasant experience for his students.

Once, Walter was assigned a wheelchair-bound learner. After helping the student secure a mobility scooter, he made it a point to always ensure that the vehicle was always parked nearby for the learner's convenience. He continually offered words of encouragement to the learner, knowing how difficult it must be for him to take on driving, given his disability.

After just one attempt at the test, the learner got his licence.

For another learner, who was struggling to master the art of driving, Walter put in extra effort to help her grasp the finer points of each lesson, even foregoing his breaks in the process. For instance, to help her remember to check her blind spot, Walter got out of the vehicle, stood where the blind spot is, and asked the student to look at him. She had no choice but to turn her head. She never, ever forgot to check her blind spot after that lesson.

She, too, passed her driving test on her first try.

Indeed, Walter's students have consistently kept up a pass rate that surpasses the industry average. No mean feat given tests are getting tougher and tougher!

WALTER PEH KIM HOCK / 51

Senior Driving Instructor

ComfortDelGro Driving Centre, Singapore

Length of Service: 8 years





EUPHEMA WALLACE / 45

Bus Driver

Metroline, United Kingdom

Length of Service: 5 years

Awards:
Driver for the London Olympic and
Paralympic Games 2012
Received eight grade 1 driving assessment
over the past five years

*In a profession dominated mainly by men,
bus driver Euphema Wallace,
certainly stands out.*

Not only is she one of the very few roses among the thorns, she is also spunkier than most of her male colleagues.

Once, Euphema was faced with a tricky situation. She had pulled up at a bus stop and an elderly male passenger in a wheelchair was trying to board. Unfortunately, the electric wheelchair ramp wouldn't work.

Euphema had an unusual idea – switch the engine off so that the ramp would jumpstart. This, however, meant that passengers on board would be inconvenienced. Euphema decided to seek their patience and understanding – something they readily gave.

To ensure that there was a backup plan for the passenger-on-wheelchair, Euphema radioed her colleague on the next bus to look out for him should she fail.

Fortunately, Euphema's deduction was right, and the ramp worked perfectly after she restarted the engine. One of her passengers was so impressed with what transpired that he later wrote in to commend her for delivering "unparalleled level of passenger care".

Indeed, with her well-known never-say-die attitude, it was no surprise that Euphema was selected as vehicle instructor during the 2012 London Olympics and Paralympics. On top of training her colleagues on the different types of vehicles, she was also responsible for driving Games officials and teams to various competition venues. She carried out her tasks diligently, executing all trips like clockwork.

When asked whether she thought bus driving was the right career for her, Euphema said: "I saw more women becoming a bus driver and applied because I believe this is a job and a challenge that I could do well. Being recognised for my efforts affirms that I had made the right decision."

THOMAS CHARLES / 59

Taxi Driver

Comfort Transportation, Singapore

Length of Service: 4 years

Awards:
National Kindness Award - Transport
Gold Award 2012 (Kindness Champion)
Star Award 2012



Fifty-nine year old Cabby Thomas Charles may not look like your typical hero but he has certainly proven to be the knight in shining armour – several times over.

The Comfort cabby has always been known to be friendly and helpful, but his actions in two recent incidents have truly set him apart from the rest.

On the morning of 25 July 2013, as Cabby Thomas was leaving the Singapore Zoo after dropping off a passenger, a lady rushed out of nowhere to stop his taxi. She was clearly frantic. She had accidentally locked her baby in her car. She had absolutely nothing with her and she couldn't even call anyone for help as her mobile phone was also in the car.

Her baby girl, who was about four months old at the time, was wailing in the car.

Cabby Thomas tried to pry open the door. When he couldn't, he immediately called the Police and the Singapore Civil Defence Force (SCDF). He also poured water onto

the window screen in the hope that it would cool the temperature inside the car down. He also handed his mobile phone to the lady to get her husband to rush down with the spare car key.

Thankfully, the lady's husband arrived not long after, followed quickly by the SCDF. Mother and child were conveyed to the hospital and both were pronounced okay later.

On another occasion, a hapless elderly lady was thrown off her wheelchair when one of its wheels got stuck in the drain along the driveway of Gleneagles Hospital. Cabby Thomas immediately stopped his vehicle, got out and rushed to the old lady's aid. Impatient motorists repeatedly sounded their horns, but he was determined to help the old lady, lifting her back onto her wheelchair and pushing her to safety.

On both occasions, Cabby Thomas declined to be rewarded. "I didn't help to be rewarded. I simply couldn't stand by and do nothing," said the humble cabby.

ComfortDelGro Engineering's Automotive Maintenance Supervisor Lam Tow Chik is one who always thinks out of the box.

And the results have been nothing short of impressive.

A case in point: The “problem” that Hyundai Sonata taxis used to have with regards to noise in the undercarriage whenever they went over a hump.

Tow Chik discovered that this was because grease surrounding the ball joint of the upper arm of the front suspension tended to dry up quickly, causing premature wear and tear. Replacing a faulty front suspension arm would normally take about eight to 12 months. Tow Chik was determined to find a better solution to the problem and finally came up with the idea of greasing the joint through the rubber boot opening as part

of regular preventive maintenance. His simple method was so effective in slowing down the wear and tear and prolonging the lifespan of the suspension that it was quickly incorporated into regular preventive maintenance checks across all ComfortDelGro Engineering workshops. As a result, ComfortDelGro Engineering was able to save over S\$330,000 annually.

This is just one of the many examples of how Tow Chik had resolved complex technical issues faced by the Company in the last 31 years.

It is no surprise that he’s earned the title “Subject Matter Expert”!

LAM TOW CHIK / 51

Automobile Maintenance Supervisor

ComfortDelGro Engineering, Singapore

Length of Service: 31 years

Awards:
NTUC Model Workers’ Award 1993





Late one Saturday night last year, Liao Qi's phone suddenly rang, breaking the night's silence.

LIAO QI / 50

Operations Manager

Nanning Comfort Transportation, China

Length of Service: 10 years

Awards:
Outstanding Employee Award
Advanced Individual Award for National
Hygiene in Nanning City, 2011

The Operations Manager of Nanning Comfort Transportation immediately took the call and found a very desperate cabby on the other line. The latter's taxi meter had broken down and he was scheduled to pick up an important customer early the next morning. He did not know what to do.

Without a moment's hesitation, and despite the fact that it was close to midnight, Liao Qi told the cabby that he would meet him. The cabby did as instructed, thinking Liao Qi lived in the area.

Far from it.

Liao Qi was actually in the hospital at the time of the call and had left his ailing mother to assist the cabby.

Needless to say, the cabby was immensely touched and hugely apologetic. Liao Qi told the cabby it was no trouble at all and proceeded to help him with the repair.

This is but an example of how Liao Qi had gone the extra mile. He has, in fact, done this on countless occasions. When asked why he does that, Liao Qi said: "Any problems our taxi drivers have with the meter or taxi would affect their livelihood. Hence, I should help them the best I can. In fact, the best time to really hear our cabbies' heartbeat and to communicate with them is after office hours."

Truly inspiring.



WILLIAM GOH CHUNN GUI / 51

Bus Captain

SBS Transit, Singapore

Length of Service: 3 years

Awards:
National Kindness Award – Transport
Gold 2013

In the three short years of service with SBS Transit, Bus Captain William Goh's friendliness and caring personality have earned him over 1,500 compliments from satisfied commuters. In fact, in the first six months of 2013 alone, he received more than 650 compliments — that's a record four a day!

Many of the compliments William gets pertain to his personalised service – he greets all his passengers and is always ready with a smile. Once, he went out of his way to make sure a visiting tourist got to her destination safely by detailing the route she needed to take.

Two years ago, on 6 October 2011, William exhibited great compassion when he extended help to an elderly gentleman who had slipped and fallen at the bus stop his bus had pulled up at.

Without hesitation, he got off the bus and ran towards the elderly man. He then

helped and walked him up the bus. The old man declined medical assistance but William was still concerned that he had injured himself. Midway through the journey, he helped the elderly man down the bus and hailed a taxi so that the latter could get home faster. He even handed the taxi driver S\$20, which more than covered the metered fare.

By the time 75-year-old Ng Ah Lui realised all that William had done, it was too late. He never got his Good Samaritan's name so he turned to a local Chinese daily for help. SBS Transit got wind of the incident through the newspapers, and arranged the much-anticipated reunion for Mr Ng.

The moment Mr Ng saw William, he broke down with joy and thanked him profusely. Said Mr Ng: "I wanted to thank William personally. It is wonderful to meet Bus Captains with a heart of gold."

At 72, Setsco Services' driver Yeo Tian Seng is the Passion! Award's oldest finalist yet.

As a driver, Uncle Yeo, as he is affectionately called by his colleagues, coordinates sample collections and deliveries between clients and SETSCO's food and water testing laboratories.

Even though he is only required to transport items from point A to point B, Uncle Yeo makes it a point to check that all his samples are properly looked after – always ensuring that there is sufficient dry ice and ice boxes so that the integrity of the samples is not compromised. He is always early on time, often foregoing extra hours of sleep just so he could beat the morning peak traffic and be at the client's office early.

Once, Uncle Yeo was so early that he arrived at the National Water Agency a full hour before he was due to be there. Instead of sitting around or hopping over the nearest coffee shop for a drink, Uncle Yeo decided to help clear the compound of the dead leaves that had scattered overnight. When the client came an hour later, Uncle Yeo was still sweeping!

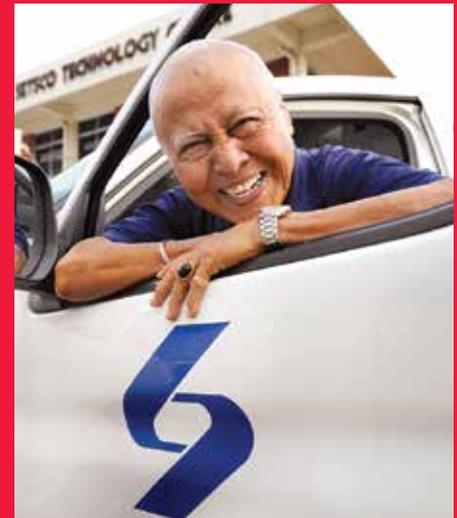
“I am that sort who can't sit still and do nothing. I would rather help sweep the floor than sit around and feed the mosquitoes.”

YEO TIAN SENG / 72

Driver

Setsco Services, Singapore

Length of Service: 15 years



Passion resonates throughout the pages of this booklet. The people featured may be separated by continents but they all pulsate with the kind of energy and enthusiasm that sets them apart from the crowd.

We believe that there are many more like them in our Group. Could it be you? Or your colleague? Perhaps your supervisor or your subordinate?

Help us find them and let us all celebrate their achievements.

AWARD

A cash prize of S\$5,000, a trophy, a free trip* and a framed certificate await our Passion! winner. He/She will receive the Passion! Award at a lunch hosted by ComfortDelGro's MD/GCEO. The winner's name will also be engraved on a Hall of Fame plaque which is located in our Singapore headquarters.

**Trip includes a pair of economy-class tickets, a two-night hotel stay and a half-day city tour.*

ASSESSMENT PERIOD

From 1 January 2013 to
31 October 2013

SELECTION CRITERIA

In general, areas of consideration are as follows:

- Number of service commendations
- Other awards received
- Attendance/punctuality
- Job competency
- Sense of integrity
- Safety and security consciousness
- Enthusiasm/job interest
- Customer focus
- Responsibility
- Special contributions