

SUSTAINABILITY REPORT

As one of the world's largest passenger land transport companies with a global fleet of over 46,000 vehicles, an international workforce of over 21,000, and a passenger ridership of over 1.5 billion every year, we at ComfortDelGro Corporation Limited, are fully cognizant of our duty and responsibility not just to our many stakeholders, but to the environment as well. Firmly entrenched in our psyche is the need to better the welfare of the communities we operate in.

HUMAN SUSTAINABILITY

Helping our Community

The Group continued to care for the poor, the sick, the aged and the needy in 2013, donating close to S\$1 million to various charity and welfare organisations.

In Singapore, we completed our fourth year of partnership with the Lions Befrienders Service Association, a voluntary welfare organisation which focusses on improving the quality of life of the elderly in the lower income group. Through the Home Improvement Programme (HIP) Fund, several projects were carried out including replacing the old furniture of elderly residents in one-room flats, as well as getting them new electrical appliances and daily necessities. Excursions to places of interests were also organised for them, giving them a break from their usual routines.

All new executives in Singapore were also encouraged to make a meaningful donation to Community Chest of Singapore through the SHARE Programme – a workplace giving programme.

Our public scheduled bus subsidiary, SBS Transit Ltd, continued with its roll-out of Wheelchair Accessible Bus services during the year as part of its commitment to the physically disabled community.

In the United Kingdom (UK), our bus business continued to do its bit for charity.

Metroline Limited, which signed a Memorandum of Understanding with Brathay Trust in 2012 to help reduce anti-social behaviour amongst vulnerable youths through education and mentorship, participated in the gruelling Brathay Row Runner challenge for the second straight year. It also continued with its Wheel Power! initiative that mobilises and coordinates the skills available in the Company to promote volunteerism. In November, Metroline sponsored about S\$31,500 to decorate two of its buses

in support of the Royal British Legion Poppy Day, an initiative by the Transport for London to honour the Royal British Legion veterans. Garages also participated in other activities, including providing transport to veterans attending the Remembrance Sunday Service at the Cenotaph. Scottish Citylink Coaches Limited donated travel vouchers to various charities including those in aid of cancer patients, the disabled or terminally-ill children.

In Ireland, Irish Citylink ComfortDelGro Limited contributed to various charities including Cancer Care West and the Clifden Lifeboat, Pieta House, which provides much needed help to individuals with suicidal tendencies. In addition, unclaimed lost properties were distributed to applicable charities. For example, reading glasses were donated to Specsavers for their Vision Aim Programme and electronic devices were donated to the Jack and Jill Foundation, which provides care and support for children.

In Sydney, Australia, ComfortDelGro Cabcharge Pty Ltd made numerous donations to schools and worked closely with the New South Wales Police in promoting safety on board buses for children. Its biggest contribution of about S\$18,100 was towards The Hills Shire Council for the Australia Day Celebrations. It also provided discounted charters to over 170 schools located in the Western Sydney Parklands. ComfortDelGro Cabcharge in Melbourne continued to provide free two-way transfers for the elderly in Ballarat and for volunteers of the Salvation Army and the Australia Red Cross.

Our taxi companies and their cabbies were equally philanthropic when it comes to helping their communities.

In Singapore, ComfortDelGro Taxis sponsored S\$60,000 to various community projects. One of its largest beneficiaries was the Handicare Cab Scheme which waives the prevailing booking fees of taxi trips booked by members of the Handicaps Welfare Association (HWA). It also collected about 250kg of clothes in aid of

the Singapore Red Cross Society's humanitarian efforts. Other projects undertaken by the volunteer cabbies from the CabbyCare Charity Group (CabbyCare) comprised the Bread-On-Wheels Programme, the Meals-On-Wheels Programme and the Deliver Me Project.

CabbyCare also supported HWA's car wash fundraising event in August 2013 by buying S\$8,400-worth of vouchers, making it the single largest donor for the event. Apart from its initiatives, CabbyCare also provided free taxi trips to poor families, chronically-ill children, and the disabled.

In China, our taxi companies – CityCab (Shenyang) Co., Ltd, Jilin ComfortDelGro Taxi Co., Ltd, Nanjing ComfortDelGro Dajian Taxi Co., Ltd, Nanning Comfort Transportation Co., Ltd, Shenyang ComfortDelGro Taxi Co., Ltd and Suzhou Comfort Taxi Co., Ltd – provided free taxi trips to needy students during the country's National Education Entrance Examination.

In March 2013, Nanning Comfort Transportation provided 100 free trips to blood donors in celebration of Lei Feng Day, which is held in honour of a patriotic and selfless Chinese soldier. Some cabbies even became donors themselves.

Nanning Comfort Transportation also pledged to donate S\$70,500 to upgrade the facilities of a second school – Guangxi Wangzhuang Elementary School – in Quli Village of Fusui County. To-date, the Company has forked out about S\$16,500 towards the upgrading of the School's infrastructure, including air-conditioning in classrooms, a new library and a playground.

In April 2013, when news of the earthquake in Ya'an, Sichuan, broke, Nanning Comfort Transportation and Guangzhou Xin Tian Wei Transportation Development Co., Ltd sprung into action by organising donation drives. Many staff and cabbies came forward. Nanning Comfort Transportation also made a dollar-for-dollar contribution. Together, both companies raised a total of about S\$85,500.

Other taxi companies in China such as Nanjing ComfortDelGro Dajian Taxi gave free rides to the disabled on Disability Day in May 2013. Shanghai City Qi Ai Taxi Services Co., Ltd, Chengdu ComfortDelGro Qing Yang Driving School Co., Ltd and Chengdu Jitong Integrated Vehicle Inspection Co., Ltd contributed a total of about S\$85,500 to the Employment Fund for the Handicapped.

In Vietnam, ComfortDelGro Savico Taxi Company made contributions to the Flood Prevention Fund. Both ComfortDelGro Savico Taxi and Vietnam Taxi Co., Ltd also extended financial assistance to cabbies and family members suffering from illnesses. ComfortDelGro Savico

Taxi staff and cabbies raised funds to pay for the surgical operations of the wives of two of its cabbies, while Vietnam Taxi extended financial aid to one of its staff who had to undergo a skull graft operation as a result of a traffic accident.

In the UK, CityFleet Networks Limited sponsored over S\$14,000 to various charities, including the Magical Taxi Tour for terminally-ill children.

In Australia, Swan Taxis Pty Ltd donated to the Royal Life Saving Society-Australia that aims to prevent drowning and facilitate healthy, active lifestyles by equipping all Australians with water safety skills.

Our other businesses also extended a helping hand to the less fortunate. ComfortDelGro Engineering Pte Ltd in Singapore brought the elderly from the Singapore Cheshire Home to the Singapore Flyer and also provided maintenance services to eight charitable organisations under the National Council of Social Services at subsidised rates, while ComfortDelGro Insurance Brokers Pte Ltd contributed S\$14,500 to various non-profit organisations including the Gospel Mission to the Blind.

VICOM Ltd pledged taxi vouchers every month to Star PALS, a new palliative home care service for children and youth with life-threatening or life-limiting conditions. Its staff also organised fun activities for various charities, including the Thye Hua Kuan Indus Charities and TOUCH Community Services, throughout the year. Setsco Services Pte Ltd conducted two blood donation drives, contributing about 60 units of blood in all to the Singapore Red Cross Society.

Safety First

Safety is of paramount importance to us. The safety of our passengers, our staff and other road users is not something we ever compromise. To this end, we invest heavily in training and re-training courses, ensuring our people constantly uphold safety practices.

In line with this, the Group through its subsidiaries, ComfortDelGro Driving Centre Pte Ltd, ComfortDelGro Taxis and VICOM, sponsored S\$40,000 towards the Singapore Road Safety Council for its Road Safety Public Awareness Campaign during the year. As part of this campaign, ComfortDelGro Driving Centre collaborated with the Traffic Police to educate about 5,000 primary and secondary school children about road safety habits. In a similar vein, SBS Transit conducted 98 school talks and visits on safety and graciousness on board buses and trains to some 42,410 students.

SUSTAINABILITY REPORT

Road safety training, road shows and campaigns were also carried out by different businesses across the Group. In Singapore, ComfortDelGro Bus Pte Ltd engaged sister company, ComfortDelGro Driving Centre, to conduct a defensive driving course for its bus drivers to weed out bad driving habits.

In the UK, Metroline launched its "Think Safety" campaign to increase bus drivers' awareness of road safety. It launched another campaign to equip its drivers with the knowledge of how they could better assist older and disabled passengers. It also conducted open forums where special needs passengers such as the visually-impaired were invited to speak, so that its bus drivers could better understand their needs. Taxi and private hire subsidiary, CityFleet Networks, provided mandatory training covering customer care, disability awareness, safer driving and eco-driving tips to all its drivers

Technology plays a central role in the area of safety. SBS Transit, for example, developed an in-house Traffic Black Spots System which Route Groups use to brief Bus Captains on hazardous junctions before they take to the roads. ComfortDelGro Taxis embarked on the installation of a new in-vehicle camera in its taxis in December 2013. The installation of the cameras, which comes at no cost to the cabby, is expected to be completed by the first quarter of 2014.

In the area of security, SBS Transit conducted four train safety and evacuation exercises during the year. About 800 residents along the North East Line attended these exercises.

On workplace safety, SETSCO successfully attained the re-certification of its Occupational Health and Safety Advisory Services (OHSAS) 18001:2007 Requirements. ComfortDelGro Engineering, which sent its staff to work safety courses such as the Singapore Workforce Skills Qualifications (WSQ)'s Workplace Safety and Health Policies Procedure course and the OHSAS 18001 Awareness training, not only attained the OHSAS 18001 certification but was also awarded the BizSafe Star. Safety enhancement works to minimise slip and fall incidents at three diesel kiosks – Marymount, Sin Ming Drive and Ang Mo Kio – were also carried out. Similarly, Swan Taxis had its office stairwell painted and its steps fixed with nonslip tape to reduce the risk of falls.

TALENT SUSTAINABILITY

We believe that the sustained performance and future success of ComfortDelGro depends on a strong talent management system, where employees are groomed to become high performing leaders with a strong value system.

The upstream processes of recruitment, placement, talent development programmes and subsequent promotions to assume senior positions have been made more stringent and robust to ensure that we have a pipeline of consistently high quality management staff. Besides the functional competencies, the talents are considered for their general management attributes and leadership abilities to contribute at the more senior level.

As part of their development, selected talents attended Executive Development Programmes to hone their leadership abilities and were exposed to our overseas and local business units to better understand our diverse operating requirements. To further complement our talents' self-directed learning, a C-Suite Connection, where leadership articles were reviewed and discussed on an e-learning platform, has been put in place. With a good measure of success achieved in our Axle Programme, our mentoring programme, with our Business Unit Heads and Group Officers, was completed in mid-2013. We have since embarked on the next chapter of the Axle Programme in late-2013 for our next tier of talents.

Taken together, we believe that we will benefit from having a more sustainable pipeline of future leaders with broader organisational perspectives, better leadership abilities and be more equipped to deal with the increasingly competitive environment whilst leading their teams to greater performances.

ENVIRONMENTAL SUSTAINABILITY

We continue to be forerunners in the field of environmentalism.

Taking the lead this year is CityFleet Networks in the UK, which upped its Green quotient by taking on not just one, but two, carbon-offsetting projects.

The first – the Diaobingshan Wind Power project, which is based in northern China – provides sustainable local development by reducing carbon emissions and air pollutants. Fully validated and verified by the Verified Carbon Standard, this renewable wind farm project also helps to address the frequent power shortages in the area and increases the possibility of local infrastructure development whilst creating temporary and permanent employment opportunities for the local community.

The second initiative – the Fuel Switch project – which has been awarded the Social Carbon Standard for its broader social and environmental commitment, aims to reduce carbon emissions by converting the way factories in Brazil are powered to renewable biomass and waste products.

Factories involved employ full-time staff, who are given employment benefits such as health insurance and food staples. Developers of this project have also invested in education and capacity learning such as computer literacy lessons for both employees and their relatives.

In Singapore, ComfortDelGro Taxis rolled out 315 Euro 5 Hyundai i-40 taxis by the end of 2013, making 95% of its fleet environmentally friendly. These i-40 taxis, which emit only 159g of carbon dioxide per 100km, qualify for rebates under the Land Transport Authority Carbon Emissions-Based Vehicle Scheme.

SBS Transit took delivery of 403 Euro 5 buses. Slightly over 10% of ComfortDelGro Bus vehicles are also Euro 5-compliant, while 25 vehicles in ComfortDelGro Driving Centre are Euro 4-compliant.

All taxis under our radio circuits in UK and all coaches operated by Scottish Citylink Coaches and Irish Citylink ComfortDelGro are Euro 4- and Euro 5-compliant. Metroline also added 168 Euro 5 buses and 10 hybrid buses to its fleet, making 73% of its vehicles environmentally friendly. Besides rolling out Greener vehicles, Metroline fitted two of its garages with energy-saving lights and its Central Engineering and Logistics Facility with a new heating system that comes with energy-saving fans and door blowers.

As a member of the Roads and Traffic Authority's Clean Fleet Programme, ComfortDelGro Cabcharge is committed to providing fleet maintenance that meets regulatory requirements. During the year, it introduced over 40 Euro 5 Environmentally Efficient Vehicles (EEV), including five double decks in Sydney, and 28 Euro 5 buses in Melbourne. ComfortDelGro Cabcharge has plans to introduce similar EEVs in Melbourne. Presently, about one-third of the vehicles that both companies operate are environmentally friendly.

In China, vehicle fleets operated by CityCab (Shenyang), Chengdu ComfortDelGro Taxi Co., Ltd, ComfortDelGro Rent-A-Car (Chengdu) Co., Ltd, Chongqing ComfortDelGro Driver Training Co., Ltd, Jilin ComfortDelGro Taxi, Nanjing ComfortDelGro Dajian Taxi and Shenyang ComfortDelGro Taxi are mainly Euro 4-compliant or Compressed Natural Gas-driven.

Nanjing ComfortDelGro Dajian Taxi continued to cultivate the 500 trees it planted in 2012 to offset the carbon footprint of 45 environmentally friendly vehicles it had bought then. In a similar vein, our outdoor advertising arm, Moove Media Pte Ltd, planted about 50 mangrove plants at the West Coast Park as part of the National Parks Board's "50 Years of Greening Singapore" celebrations.

The Group continuously works at inculcating a Green culture amongst our staff.

For the second year running, the Group observed Earth Hour with headquarters and various subsidiaries in Singapore as well as Australia, China and Vietnam switching non-essential lights in their premises off for an hour. One subsidiary – VICOM – took it one step further by turning lights off during the lunch hour for two weeks leading up to Earth hour. It went on to organise a four-week competition to see which department collected the most number of recyclable items, including plastics and aluminum cans.

During Eco Action Day, the Group's Green Committee organised a garage sale with items going as little as 50 cents to as much as S\$5. All proceeds from the garage sale were then donated to the HIP Fund.

We continued to send used tyres, scrapped metals, lubricants and batteries from our workshops to the recycling plants.