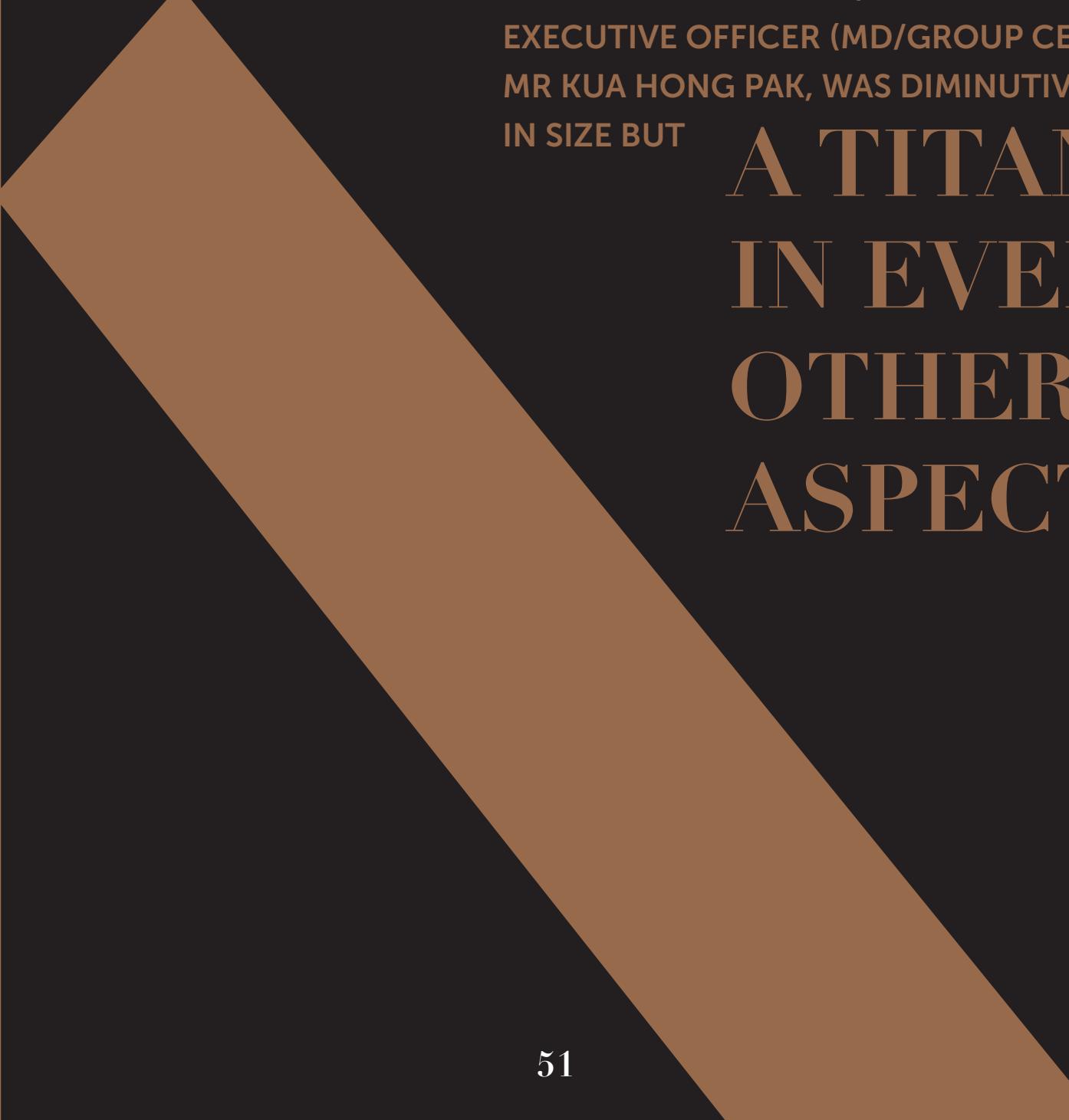


OUR PEOPLE



OUR PEOPLE





**MR KUA HONG PAK – FOUNDING MANAGING
DIRECTOR/GROUP CEO (2003-2017)**
COMFORTDELGRO'S FOUNDING
MANAGING DIRECTOR/GROUP CHIEF
EXECUTIVE OFFICER (MD/GROUP CEO),
MR KUA HONG PAK, WAS DIMINUTIVE
IN SIZE BUT

A TITAN
IN EVERY
OTHER
ASPECT

OUR PEOPLE

For 14 years, he guided the Group through thick and thin, seeing it through several crises including the 2003 outbreak of severe acute respiratory syndrome (SARS). Despite the challenges, he never lost faith in the strength of the Group and its people. As a result, ComfortDelGro's revenue during his tenure doubled from S\$2.02 billion in 2003 to S\$4.06 billion in 2016, with a compound annual growth rate of 5.1%. The Group's total assets grew from S\$2.67 billion to S\$5.12 billion.

Mr Kua, who stepped down in 2017 but remained as Senior Advisor, also oversaw the Group's international expansion. It was under his stewardship that the Group made its first investment in New South Wales, Australia, in 2005 and expanded its footprint in China and the United Kingdom.

Today, ComfortDelGro is in seven countries and has the broadest geographical footprint amongst its global peers.

Group Chairman, Mr Lim Jit Poh, who came up with the idea of merging the then Comfort Group and DelGro Corp with Mr Kua all those years ago, recalls: "He was a man with exemplary attributes of hard work, dedication, commitment and passion. All these qualities came together and helped to propel the Group to what it is today. ComfortDelGro has much to thank him for."

Back in 2002, Mr Lim, who was then the Chairman of the Comfort Group as well as a Director of DelGro, and Mr Kua, who was a fellow Director on the DelGro

board, saw the strength and possibilities in joining the two transport companies. They knew that a merger would result in economies of scale, combined financial strength and greater credibility on the international stage.

"Comfort and DelGro were competing against each other... 'Why are we doing this? The Koreans don't do this, the Japanese don't do this, why are Singapore companies doing this?'" Mr Kua said in a book commemorating the Group's 5th anniversary in 2008.

Their prescience stood the Company in good stead. Over the years, the size, strength and combined war-chests of the merged entity allowed it to weather severe head winds.

One of the biggest challenges came almost immediately after the 2003 merger. Singapore was facing an outbreak of SARS – a public health crisis unprecedented in the small densely-packed city state. Because the disease was spread through droplets in the air, taxi drivers who ferried patients were at risk. In fact, on 19 April 2003 of that one, a taxi driver had died at home. The demand for taxis plummeted. In addition to their fears of ferrying patients who could be infected, taxi drivers had to worry about their daily takings. To help them, Mr Kua cut their daily rental, lowered the cost of diesel and passed on all savings that the Government had handed out the Group.

"Everybody was shocked," recalled Mr Kua in the 5th anniversary book. "I didn't talk to anybody or consult

anybody. I didn't think how much it would cost us. I was making a decision with my head on the block."

The SARS crisis cost the Group S\$30 million, but what it gained in return was beyond measure. It sealed the relationship between Management and cabbies, showing them that Management would stand by them in hard times.

As Founding MD/Group CEO, Mr Kua had the unenviable task of marrying the two management cultures existing in the two large listed firms which had many years of historical significance and importance. Comfort Group had its roots as a taxi cooperative started by the Labour Movement. It was the largest taxi company then with a different business model. DelGro, on the other hand, had its roots in the private sector. It was an amalgamation of several small private bus companies owned by various families. It was also the largest bus company then.

Besides marrying the two divergent businesses and management cultures, he had to work exceptionally hard and smart to derive the benefits of a merger. He delivered on the promise that was made in the Merger Document to both groups of shareholders in such areas as synergy of business operations, streamlining of business activities and overseas expansion. More than that, he went on to expand aggressively and successfully, both overseas and locally, so much so that ComfortDelGro is now a global Group with a footprint second to none. It is a Group that Singapore should be proud of.

Mr Kua's tireless dedication to the ComfortDelGro Group was the stuff legends are made of. His personal commitment to the various categories of people coming from different nationalities, cultures and legal jurisdictions, all operating in four different time zones, could only be done through significant personal sacrifice.

Named for a fearsome panther, Mr Kua was a tough taskmaster.

Mr Yang Ban Seng, who took over from Mr Kua as MD/Group CEO in 2017, said: "Mr Kua was stern and no-nonsense in many ways but for the many of us who have worked with him and know him, he will always be remembered for being a very kind person. He always had the interests of his staff at heart. Indeed, Mr Kua had touched the hearts of many through his work."

Indeed, one of his greatest achievements, in his own words, was the fact that he never had to retrench anyone during his 14 years with the Group.

"Every staff member was able to go at home at the end of each day, sleep peacefully and wake up in the morning knowing that his job is waiting for him. This has been my credo and I am happy to be able to live by it," he said.



**MR KUA'S TIRELESS
DEDICATION TO THE
COMFORTDELGRO GROUP
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COULD ONLY BE DONE
THROUGH SIGNIFICANT
PERSONAL SACRIFICE.**

MR YANG BAN SENG - MANAGING DIRECTOR/GROUP CHIEF EXECUTIVE OFFICER (2017-2022)

AT AGE 60, AS MOST MEN PREPARE THEMSELVES FOR RETIREMENT,
MR YANG BAN SENG SHIFTED INTO HIGHER GEAR AND TOOK ON
THE BIGGEST CHALLENGE OF HIS CAREER. NOT ONLY DID HE
ASSUME THE HELM OF ONE OF THE WORLD'S LARGEST LAND
TRANSPORT COMPANIES, HE ALSO STEPPED INTO THE SHOES OF HIS
LARGER-THAN-LIFE PREDECESSOR, MR KUA HONG PAK.

**IT WAS NOT A JOB FOR
THE FAINT OF HEART.**



IN FACT, IT ISN'T EVEN THE SAME AS THE ONE FIVE YEARS AGO. GOING FORWARD, I FORESEE EVEN GREATER CHANGES AS TECHNOLOGY MOVES AT BREAKNECK SPEED. IT IS NOT EASY TO CRYSTAL GAZE BUT ONE THING IS FOR CERTAIN: WE CANNOT AFFORD TO SIT IDLY BY.



But Mr Yang, who was then CEO of ComfortDelGro Taxi, the world's largest taxi company, already had 28 years of experience in the Group under his belt. He was also no stranger to competition, having had to face disruption brought on by the ride-hailing apps like Uber and Grab.

In an interview he gave to The Edge Singapore soon after he assumed leadership, Mr Yang said: "We are fully aware that the playing field has changed. New technologies are redefining the way transport services are being procured. Going forward, technological advances are going to change the make-up of the very vehicles we rely on as a mainstay of our business."

The land transport industry, he said, was no longer what it was 30 years ago.

"In fact, it isn't even the same as the one five years ago. Going forward, I foresee even greater changes as technology moves at breakneck speed. It is not easy to crystal gaze but one thing is for certain: We cannot afford to sit idly by," he said.

And for sure, the MD/Group CEO with the booming voice was kept busy after taking on the top job.



He expanded on our already large global footprint, not only growing the business in Australia, but also adding New Zealand onto our map. Significantly, the entry into New Zealand not only marked our first foray into the international rail business, it was also the first such venture by any Singapore company overseas. He also intensified the Group's sustainability efforts, adding electric vehicles (EVs) to our global fleet, embarking on hydrogen and autonomous vehicle trials, as well as launching a new EV charging business in partnership with French energy giant ENGIE.

But even as he faced the multitude of challenges brought on by a fast-changing environment and intense competition, the biggest hurdle would present itself at the start of 2020.

What started as a sneeze and cough quickly became the most significant event in the modern world, changing the way people lived and worked. The COVID-19 pandemic grounded planes, shut down borders and shuttered businesses.

The ferocious rate at which the deadly virus spread meant that governments around the world had no choice but to impose mass quarantines. People were told to stay at home, and only allowed to leave their

homes if they worked in essential services. As a land transport company, we were badly hit. Overnight, the 25,000 taxis we operated worldwide ran empty. Drivers were lucky if they even managed to get one fare ride a day. Management, led by Mr Yang, had to act fast to help the thousands of drivers who were our partners. Taxi rental rebates were given in Singapore and China – and even completely waived when the cities they operated in went into full lockdown.

It was a bold decision. And it was unheard of. The Company was basically giving away its taxis for free for months on end.

But. It was the right thing to do.

Mr Yang recalls: "With the closure of non-essential workplaces and schools, our cabbies were having a lot of problems making ends meet. The full rental waiver was necessary to help ensure that they kept whatever fare revenue they could get during that incredibly difficult period. It was unprecedented times which required unprecedented actions."

"We are glad we got through that crisis together. Taxi drivers have, and will always be, part of the ComfortDelGro family," he said.

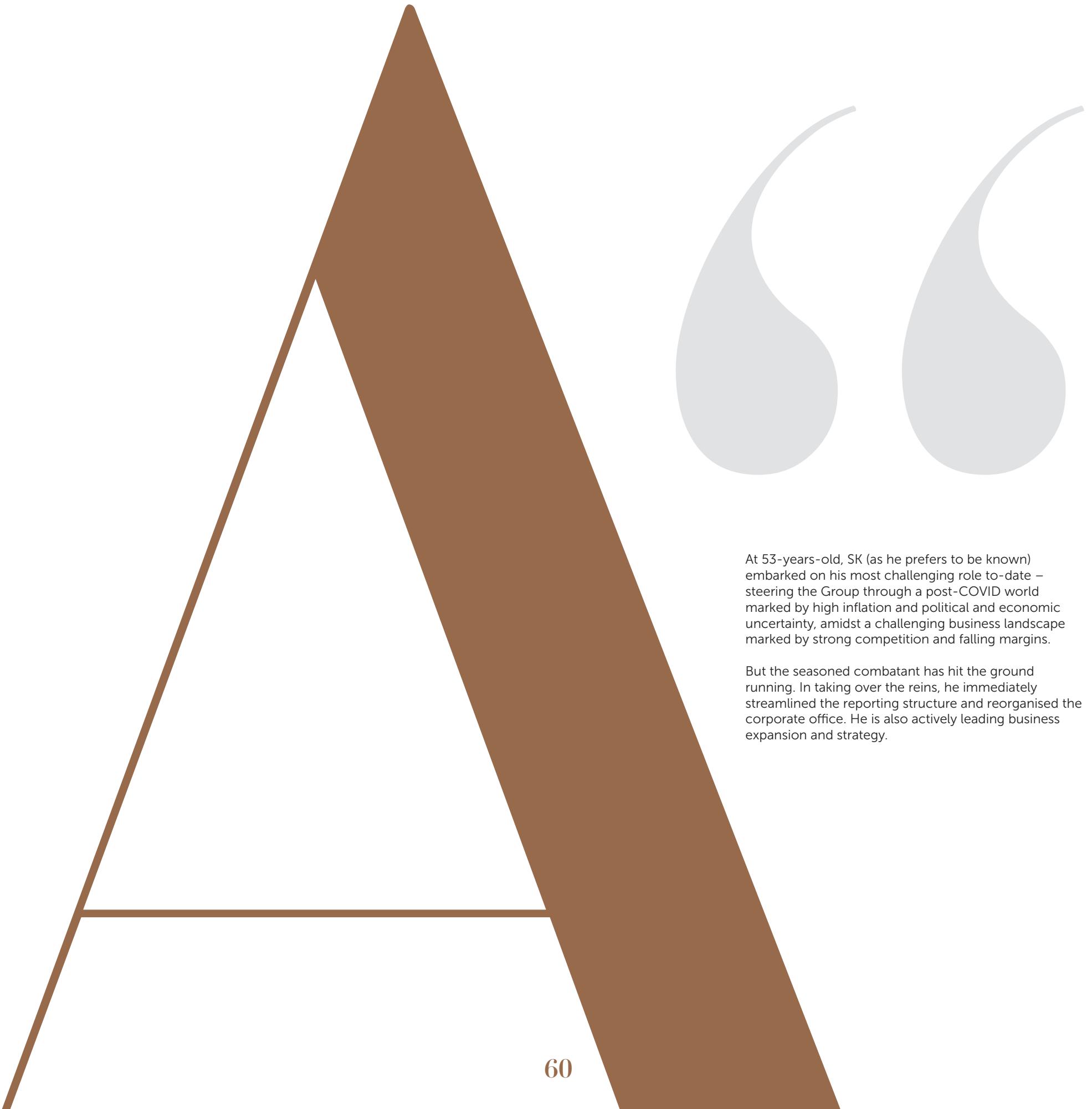
**MR CHENG SIAK KIAN – MANAGING DIRECTOR/
GROUP CHIEF EXECUTIVE OFFICER (2023-PRESENT)**

**WHEN COMFORTDELGRO'S THIRD MD/GROUP CEO,
MR CHENG SIAK KIAN, TOOK OVER THE MANTLE
FROM HIS PREDECESSOR ON 1 JANUARY 2023,
HE INSTANTLY BECAME THE**

**GROUP'S YOUNGEST
TOP GUN
TO-DATE**



OUR PEOPLE



At 53-years-old, SK (as he prefers to be known) embarked on his most challenging role to-date – steering the Group through a post-COVID world marked by high inflation and political and economic uncertainty, amidst a challenging business landscape marked by strong competition and falling margins.

But the seasoned combatant has hit the ground running. In taking over the reins, he immediately streamlined the reporting structure and reorganised the corporate office. He is also actively leading business expansion and strategy.

WITH THE SUPPORT OF OUR PEOPLE, I AM CONFIDENT THAT WE WILL CONTINUE TO BROADEN AND DEEPEN OUR CAPABILITIES. WE WILL CONTINUE TO STAY TRUE TO OUR CORE STRENGTHS IN LAND TRANSPORT, WHILST LOOKING AT NEW AVENUES OF GROWTH.

"With the support of our people, I am confident that we will continue to broaden and deepen our capabilities. We will continue to stay true to our core strengths in land transport, whilst looking at new avenues of growth. The bus and taxi businesses will continue to be our main engines of growth, but we hope to add rail services as a strong third leg as we expand overseas. As we grow our business, we will also build upon the inroads we have made in the field of sustainability," he said.

SK, who is known for always being calm and collected, has extensive Singapore and overseas experience. He joined SBS Transit in September 2015 as a Senior

Vice President in the bus operations division, and was subsequently posted to Australia to helm the Group's New South Wales' operations. There, he played an instrumental role in several business acquisitions, and moved our Australian operations into new areas such as non-emergency patient transportation and expanded its footprint to new states and territories such as the Northern Territory and Queensland. He returned to Singapore in 2019 to assume leadership at the Group's largest listed subsidiary, SBS Transit, where again, he steered the Company to be more focussed in delivering positive travel experiences for its passengers and in becoming a more caring and inclusive public transport operator.

OUR PEOPLE ARE
OUR STRONGEST
ASSET. WITHOUT
THEM, WE WOULD
NOT BE WHERE
WE ARE TODAY.

HERE, WE FEATURE SOME OF OUR LONGEST-SERVING STAFF ACROSS THE GROUP. COMBINED, THEY HAVE OVER 300 YEARS OF EXPERIENCE.

OUR PEOPLE





A WALKING HISTORY BOOK

Mr Teow Chue Hua is a living history book of the public bus scene in Singapore. He has lived through the changes and witnessed its transformation for more than half a century.

Starting out when he was just 20 years old, Chue Hua joined as a bus conductor with one of the several bus companies in operation. Three years later in 1973, the bus companies were consolidated to form the Singapore Bus Service (SBS), which later became known as SBS Transit in 2001.

For the first 15 years of his career, he collected cash fares from passengers and issued paper tickets while the coins jingled noisily in the money pouch that was slung over his shoulder.

With the one-man-operation ticketing system introduced in the 1980s that did away with the role of bus conductors, Chue Hua made a switch to driving buses. He never expected that it would be a career that would last him a lifetime. Today, at 72 years old – five years after his official retirement age – he continues to be re-employed on an annual contract and holds the record as the longest-serving, full-time, employee of the Company!

Working for the biggest and most established public bus operator in Singapore, he witnessed the transformation of the Company that paved the way forward for the industry. In design, the small old buses with just only one door that he grew up with became longer at 12m and wider at 2.4m with a dedicated door each for entry and exit. Automatic gear transmission replaced manual transmission and made driving less strenuous.

He remembers vividly that "buses then were also shakier as the suspension was not as good as the modern buses."

Double deck buses were added to the fleet to meet the demand for increased passenger capacity in land scarce Singapore and air-conditioned buses made their debut in hot humid sunny Singapore. Wheelchair buses followed by low floor, zero-step buses gradually replaced the entire fleet of more than 3,000 buses to enable the elderly and those on wheelchairs to get around more conveniently.

For Chue Hua, the most meaningful change that mattered most to him came in 1999 when he and his 5,500 colleagues had their job title changed from "Bus Drivers" to "Bus Captains". This instilled a sense of pride in the profession and recognised the value of their work. With it came a sharper focus on safety and customer service where regular training equipped them for their added responsibilities.

In the past 15 years, he also witnessed the shift towards environmental responsibility as new replacement buses complied with the European emission standards. In recent years, hybrid and electric buses were also added to the fleet while autonomous buses were put on trial. These initiatives came with the introduction of the Bus Contracting Model in September 2016 where all the bus assets and infrastructure came under the ownership of the Government.

Reflecting on his life and career, Chue Hua said: "SBS Transit has given me a good life where I am able to provide for my family, put my daughter through university and afford a flat that I call my home."

"There is no other company that I would rather work for, and I am grateful that I can continue to work here!" said the sprightly Bus Captain as he beamed with pride and satisfaction.

THERE IS NO OTHER COMPANY THAT I WOULD RATHER WORK FOR, AND I AM GRATEFUL THAT I CAN CONTINUE TO WORK HERE!

OUR PEOPLE

A TRAILBLAZER

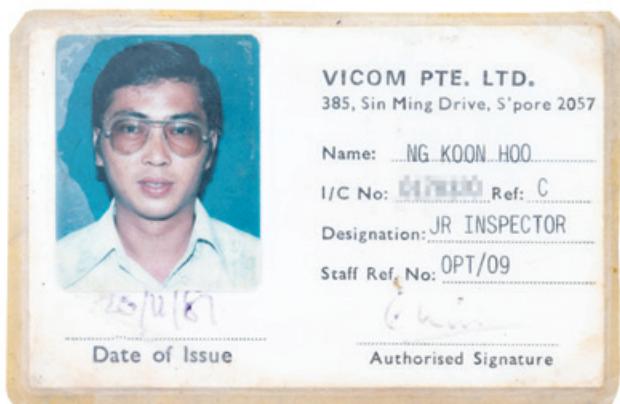
A veteran of the vehicle inspection industry in Singapore, Mr Ng Koon Hoo's journey with VICOM goes way back. At the age of 27, he joined VICOM in 1981 – the same year it was formed – and became part of the pioneer team of seven vehicle inspectors based in Sin Ming.

Having studied motor vehicle mechanics at then-Singapore Vocational Institute or the Institute of Technical Education as it is known now, Koon Hoo started out as a civilian technician maintaining vehicles for the police force before joining VICOM.

Koon Hoo can still recall the formative years of VICOM when the inspection of vehicles had just been newly mandated by the late Minister Mentor, Mr Lee Kuan Yew. He said: "When VICOM first started, it was very challenging as there were many teething problems and sceptism from the public. In fact, some of these vehicle owners were gangsters so they can be rather intimidating when their vehicles fail inspection. So, we have to be very firm when dealing with such situations."

Despite these challenges, Koon Hoo and the other inspectors maintained their professionalism and refined work processes where needed. For example, during the inspection of the undercarriages of vehicles, inspectors were prone to prematurely press the pass or fail button that is on an extendable remote control before the inspection is over. This would disrupt the process. To prevent such disruptions, Koon Hoo suggested to disable the buttons on the remote control so that inspectors had to submit the results only via the computerised and integrated vehicle inspection system.

This was just one of the many examples in which Koon Hoo displayed an enterprising spirit. Not surprisingly, Koon Hoo was the first in the pioneer batch of inspectors to be promoted to Senior Inspector in 1986. He became



Chief Inspector in 1993 and eventually rose to the rank of Assistant Centre Manager (Kaki Bukit) in 2015.

At Kaki Bukit Inspection Centre, Koon Hoo noticed the periodic vehicle inspection lanes tend to bottleneck, while the inspection lanes that were allocated for newly-registered and second-hand vehicles were underused. He therefore converted these inspection lanes into periodic inspection lanes to help clear the bottleneck.

Said Koon Hoo: "Seeing how there were fewer cars that came in for evaluation, the lanes were under-utilised. So, converting these lanes from evaluation into inspection ensured they were more efficiently used."

And it's not just operational problems that Koon Hoo tackles. Even something as small as picking rubbish up from the floor to keep the centre clean continues to be something that he instils into his team. His passion remains unchanged as he has personally witnessed VICOM's growth through the years.

"For my generation, it's considered a privilege to witness the growth of a company as there weren't many jobs then. VICOM had expanded from one to seven inspection centres, from my pioneer batch of seven inspectors to about 100-strong today. It shows that we have come a long way," Koon Hoo said.

What has made Koon Hoo stay on with VICOM all these years is the way Management takes care of its staff. For example, when the cost of living in Singapore rose in tandem with rising inflation in 2022, the Company gave its staff grocery vouchers every month to help with daily expenses.

Like the rest of his team, Koon Hoo has had many training opportunities with the Company as he has to always keep abreast with the newest car technology, from compressed natural gas vehicles in the past to electric vehicles now.

And as someone who enjoys learning about new vehicles, the 69-year-old, who could have retired when he turned 67, is not about to hang up his inspector uniform. His desire to impart his knowledge to the younger inspectors is another reason that he held himself back.

He said: "I see it as my duty and a privilege to share what I have learned over the decades to the younger inspectors as I hope VICOM will continue to prosper in the years to come."





OUR PEOPLE



THE 81-YEAR-OLD IS A STALWART IN THE INDUSTRY AND IS ONE OF COMFORTDELGRO CORPORATION AUSTRALIA'S (CDC) LONGEST-SERVING EMPLOYEES.

50 YEARS AND COUNTING

Brian Hutcheson is into his 50th year of service – and still going strong.

The 81-year-old is a stalwart in the industry and is one of ComfortDelGro Corporation Australia's (CDC) longest serving employees.

Brian, who joined Forest Coach Lines as a driver in 1972, now works in the Terrey Hills Depot in Northern Sydney as a bus body repairer. He started with the Company after moving to New South Wales from the Gold Coast in Queensland, where he had been driving buses.

As expected over a 50-year time frame, Brian has seen some significant changes to the area in which he works, as well as the buses the Company operates.

"Traffic became a lot heavier and there are a lot more traffic lights between here and Chatswood compared to when I started here," Brian said.

"The coaches I used to drive were all 'crash-box' manual transmissions, none of the drivers here would be able to drive them these days.

"I no longer drive but I was probably their best driver too! Fifty years with no accidents!" he proudly quipped.

However, his duties in the workshop have remained much the same over time.

"The buses have changed but bodywork repairs are basically the same. If a bus has a smash, you just repair it."



While the Terrey Hills Depot is a convenient 15 minutes from his home, the workplace culture and the enjoyment of working with people and serving the public kept Brian loyal to the Company.

"I just enjoyed driving," Brian said.

Brian worked through three generations of family management at Forest Coach Lines, which was set up by brothers Mr Eric and Trevor Royle in 1930.

He continued to work in the business following CDC's acquisition of the Company in 2018. Following the acquisition, he said the culture of the business has not changed.

"As long as you do your job, you're alright," Brian said.

"I just enjoy coming here each day."

OUR PEOPLE

UNFAZED BY CHALLENGES

It is already a daunting task for someone to join a new department in a company, much less run it alone, but that was what Ms Colette Lally, Head of the Finance Department, had to do when she first joined ComfortDelGro Irish Citylink in 2010.

The Company then was undergoing restructuring, but Colette still accepted the job offer as the only accountant in the Company and immediately hit the ground running, unfazed by the challenges ahead of her.

Said Colette: "Although I was a one-woman operation, I wasn't alone. I had colleagues from other departments who worked closely with me, and helped me understand the business better, so I was able to carry out my job as an accountant."

In fact, that is the same stoic resilience that Colette had displayed over the past 13 years as she overcame different work challenges to be where she is today.

But nothing quite prepared her for the COVID-19 pandemic when it reached Irish shores in 2020. Helping the Company stay afloat during the pandemic turned out to be the biggest challenge that she had to face in her career to-date.

At that time, Colette was also doubling up as Interim General Manager, and often had to make swift business decisions to implement the constantly changing Government guidelines and imposed restrictions to help prevent the spread of COVID-19 while also ensuring the safety and wellbeing of staff and passengers alike.

Fortunately, with the support of her colleagues, Colette managed to secure a year-long emergency funding for the Company to support the business during the pandemic.

Recalling, Colette said: "That year has been one of the most stressful periods since I joined the Company. We knew we had to secure the funding to stay afloat. My team and I worked tirelessly with a considerable amount of effort involved to seek the necessary approval. Looking back now, it was worth all the effort."



While the worst of the pandemic was over by 2022, Colette had another task she had to oversee, and that was the acquisition of GoBus. Now with a team of two, Colette worked closely with an external accountancy firm to carry out in-depth financial and tax reviews, as well as collaborated with the legal team at every stage of the acquisition till it was completed. As with an

expansion of business, Colette's team also expanded by another headcount.

She said: "I always see challenges as opportunities for growth, rather than as hurdles. Never have I regretted taking on this job and I look forward to going to work every day as no two days are the same at ComfortDelGro Irish Citylink!"

FROM DARTS TO DRIVING

A fateful game of darts in a pub was what got Mr Lennie Western, 72, started in the public bus industry in London, the United Kingdom back in 1968 when he was just 18 years of age.

During the game, his older friend who was already a bus driver, made a friendly bet that Lennie could only survive a short stint as a bus driver if he was successfully recruited.

To prove his friend wrong, Lennie applied to be a bus driver with then London Transport. Unfortunately, he did not meet the age requirement of a bus driver, and was recruited as a bus conductor instead for six years from 1968 to 1974.

He did, however, finally became a bus driver with London Transport, the predecessor to all London bus companies, including Metroline, in 1974. And the rest as they said, is history.

Lennie went on to be a bus driver for 36 years, remaining at his garage even when Metroline was established in 1989. For three decades, Lennie not only drove various bus models and make, but also witnessed significant improvements in the industry. He is heartened that buses have become more reliable and easily accessible to the elderly and the wheelchair-bound.

He recalled: "The first route I drove on was the Route 28, then the 7s, 18s and 21. In those days, I drove the old

AEC Regent III RTs, nicknamed the 'wall of death' for the way they leaned when going around corners.

"Later on, I would be on the Routemasters. Then I transferred on the H1, 140 and 114 where I was trained for one-man buses, which did away with the driver/conductor system, very much like how buses are run today," he added.

Lennie moved away from driving full time in 2010, and switched to the backend as a "postman" or despatch for the Company after he covered the duties of a former postman who was on sick leave. Based largely at Harrow Weald Garage, Lennie spent his working hours shuttling between offices, collecting and delivering internal mails. But, whenever a rail replacement bus driver was needed, Lennie could be found behind the wheel of a bus, up until two years ago, when he hung up the keys for good.

From transporting passengers to couriering documents, Lennie still goes to work with a smile every day. He is a well-known face in the Company and has always enjoyed the comradeship shared among colleagues.

When asked if he has any intention to retire, he said: "I decided to keep working to stay active, plus I enjoy what I do. I liked interacting with passengers who boarded my bus and now with colleagues from the various departments. My job scope may have changed over the years but these ties keep me motivated to stay on for this long."

DURING THE GAME, HIS OLDER FRIEND WHO WAS ALREADY A BUS DRIVER, MADE A FRIENDLY BET THAT LENNIE COULD ONLY SURVIVE A SHORT STINT AS A BUS DRIVER IF HE WAS SUCCESSFULLY RECRUITED.



OUR PEOPLE

LEARNING NEVER GETS OLD

Our longest-serving employee in China is also one of the first batches of staff to join the ComfortDelGro Group.

Mr Qiu Gui Quan, 58, joined Guangzhou Xin Tian Wei Transportation Development Co., Ltd in December 1996 when the joint venture company was first established.

Gui Quan started off as a Despatcher in the Operations Department, and has risen through the ranks over the last 26 years. He went on to become an Administrative Officer handling paperwork, a Cargo Officer managing baggage clearance, and is now Assistant Officer in the Property Management Department, supervising waste management, maintenance and enhancement works within the Bus Station. He is also responsible for ensuring the premises are kept spick and span every single day – something that became even more important during the COVID-19 years.

Gui Quan takes every single task assigned to him very seriously. Prior to the COVID-19 pandemic, he attended a waste classification course, which was held

every quarter in 2019, so that he could learn how to carry out better waste management practices within the Station. That ended up very useful in 2020 when the pandemic struck.

In fact, to ensure that the safety of passengers and staff was never compromised, Gui Quan also attended a Company-organised COVID-19 prevention training in March 2020 which enabled him to better enhance safety measures within the Station, such as disinfection procedures, dissemination of disinfecting equipment to staff, and ensuring of a safe and clean environment for passengers.

He said: "Learning never gets old. Even at my age, I enjoy learning new things every day."

And it's not just the opportunity to learn that has enabled Gui Quan to stay on this job for more than two decades. He said: "I really enjoy the camaraderie shared between my colleagues and I. It also goes beyond just loving the Company and the job. It is about being valued by the Company and having that sense of responsibility and belonging."

GUI QUAN TAKES EVERY SINGLE TASK ASSIGNED TO HIM VERY SERIOUSLY. PRIOR TO THE COVID-19 PANDEMIC, HE ATTENDED A WASTE CLASSIFICATION COURSE, WHICH WAS HELD EVERY QUARTER IN 2019, SO THAT HE COULD LEARN HOW TO CARRY OUT BETTER WASTE MANAGEMENT PRACTICES WITHIN THE STATION.



GRATEFUL FOR THE OPPORTUNITIES TO GROW

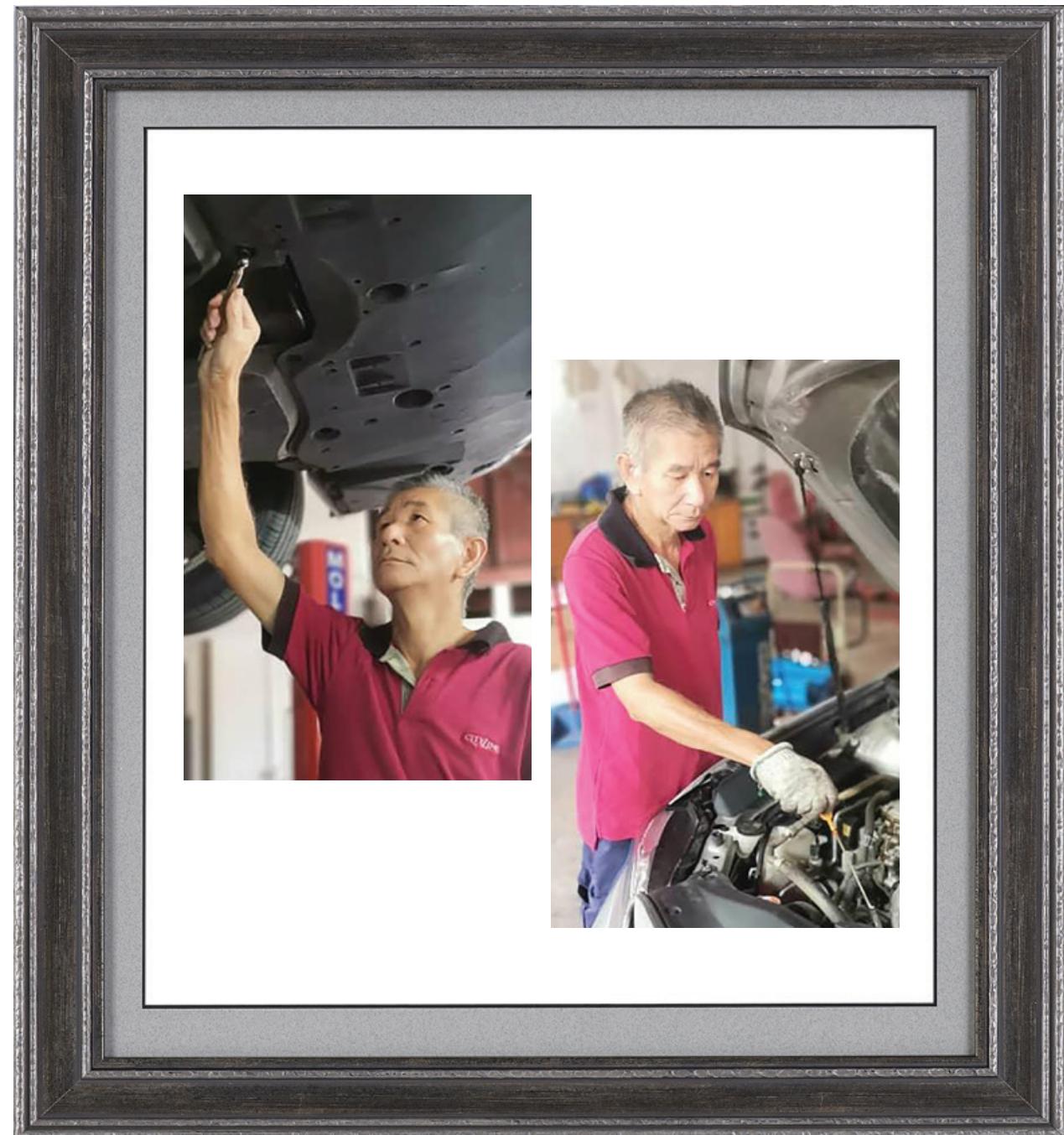
Having worked for Citylimo Leasing (M) Sdn Bhd for the past 18 years, Senior Technician, Mr Tan Fook Min, 55, a familiar face to many of its regular customers, is undoubtedly a veteran of the Company.

Prior to joining Citylimo in 2005, Fook Min worked as a technician with a motor service contracting company that was based in Singapore. He was a natural when it came to repairing vehicles and soon found himself in ComfortDelGro Engineering's (CDGE) workshops in Singapore where his company had a sub-contracting contract.

Fook Min was happy working in Singapore and had never thought of returning to Malaysia to work. However, in 2004, when he was 39 years old, the opportunity to return to his country to work came knocking.

A staff from CDGE asked Fook Min if he would consider joining ComfortDelGro's car rental business in Kuala Lumpur as it was looking for mechanics. Fook Min decided to give it a try, and was successfully employed by Pantas Rent-A-Car (RAC) Sdn Bhd in 2005.

Although that happened decades ago, Fook Min still remembered it like it was yesterday. He said: "I did not plan to return to Malaysia as I had been in Singapore for so long, but the offer seemed too good then."



Fook Min did well in Pantas RAC and was promoted to the position of Technician three years on. As a technician, Fook Min took on the responsibility of managing a team of junior mechanics. He was also in charge diagnosis of repairs and the repair works themselves.

In 2016, Fook Min was promoted to Senior Technician – a position that he still holds today.

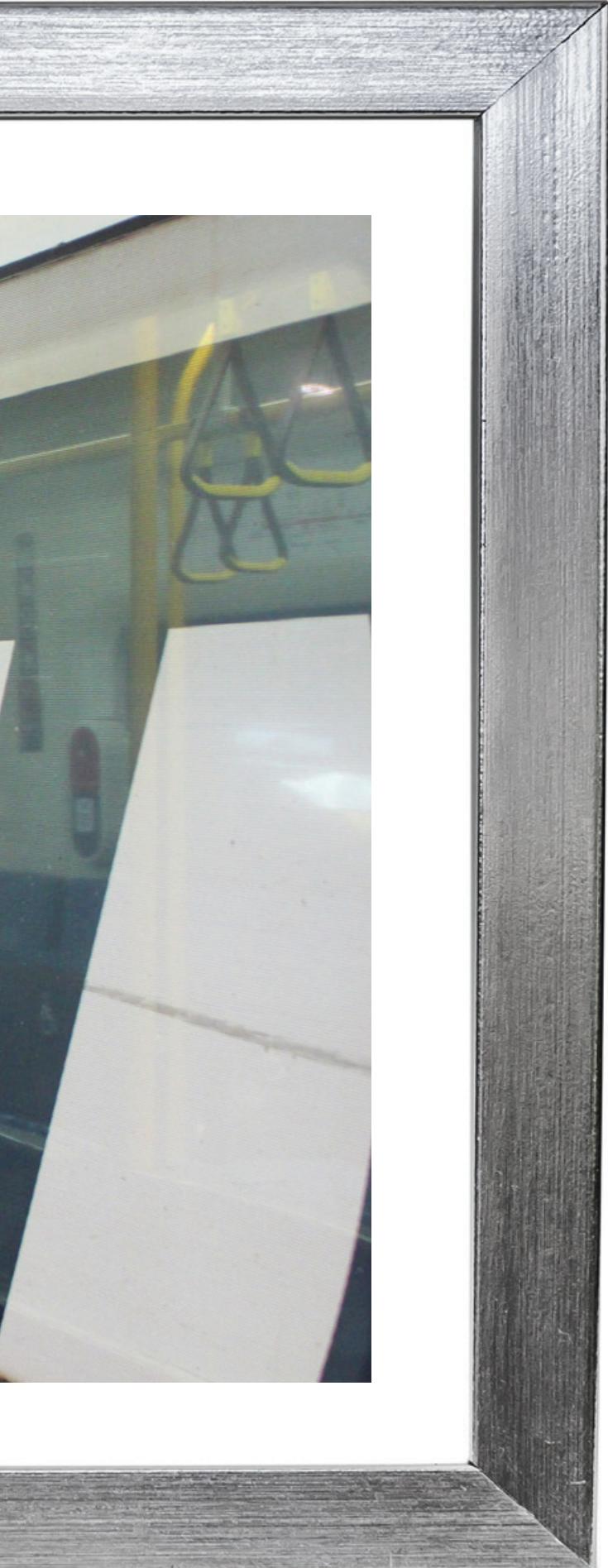
As one of two senior members within the Company, customer service was eventually added to Fook Min's portfolio – something he wasn't accustomed to at first as it meant moving from the backend to the frontline and taking on a managerial role.

But, Fook Min took it all in his stride. Being fluent in Malay and Cantonese, which are commonly spoken in Malaysia, also helped Fook Min settle quickly into the customer service role as he could explain to customers who prefer to communicate in Malay or dialect.

Speaking in his native Cantonese, Fook Min thanked the Group for the confidence it has placed in him. He said: "I am very shy by nature but I am very grateful to the Company for the many opportunities it has given me to grow in this job. Over the years, I have come to enjoy the interactions I have had with customers who lease our vehicles. It makes me happy that my team and I can upkeep the levels of our service by resolving any technical issues that our customers face."

OUR PEOPLE





A CHAT WITH A FRIEND, WHO WAS A TRAIN DRIVER, INSPIRED SALLY TO MAKE THE SWITCH FROM HER FIRST JOB AS A PRISON OFFICER BACK THEN.



FROM PRISONERS TO PASSENGERS

When Ms Sally Husband joined Auckland One Rail (AOR) in 2005, there were only four female train drivers in her cohort. Now, there are 30 female drivers working in the Company.

A chat with a friend, who was a train driver, inspired Sally to make the switch from her first job as a prison officer back then. Always up for a challenge, Sally thought to herself, "Why not give it a try?"

Eighteen years on, Sally, 55, is now a seasoned train driver and has certainly witnessed significant milestones within the industry. Unlike when she first started, train services are not only more frequent now, but train capacity has also increased. AOR has also grown from one to four depots with the addition of two new train lines – the Onehunga Line and the Manukau Line.

She said: "The industry is always changing and despite being a train driver for 18 years, I am still learning on the job."

Indeed, change is the constant with the advent of technology.

Sally used to have to carry several rule books, file binders containing regulations and operating codes, semi-permanent bulletins, and procedure manuals in a backpack – everywhere she went – just so she could access the information readily.

But that is no longer needed with technology improvements. All she needs now is an iPad with all the information at the touch of her fingertips.

To monitor safety, trains now are fitted with cameras which made incident reporting more efficient and reliable – a huge plus point for train drivers like Sally.

Sally is also appreciative of the inclusive working environment that AOR has offered as it allows her to engage with both colleagues and passengers from diverse backgrounds. It is with the support of her colleagues that has kept her striving for excellence in an ever-evolving transport sector.

Said Sally, who was promoted to Train Crew Manager in 2013: "One of the key highlights of my career at AOR is to see co-workers whom I have had the opportunity to work closely with advanced together within the Company and the industry. It's always heartwarming to see us grow as a team."