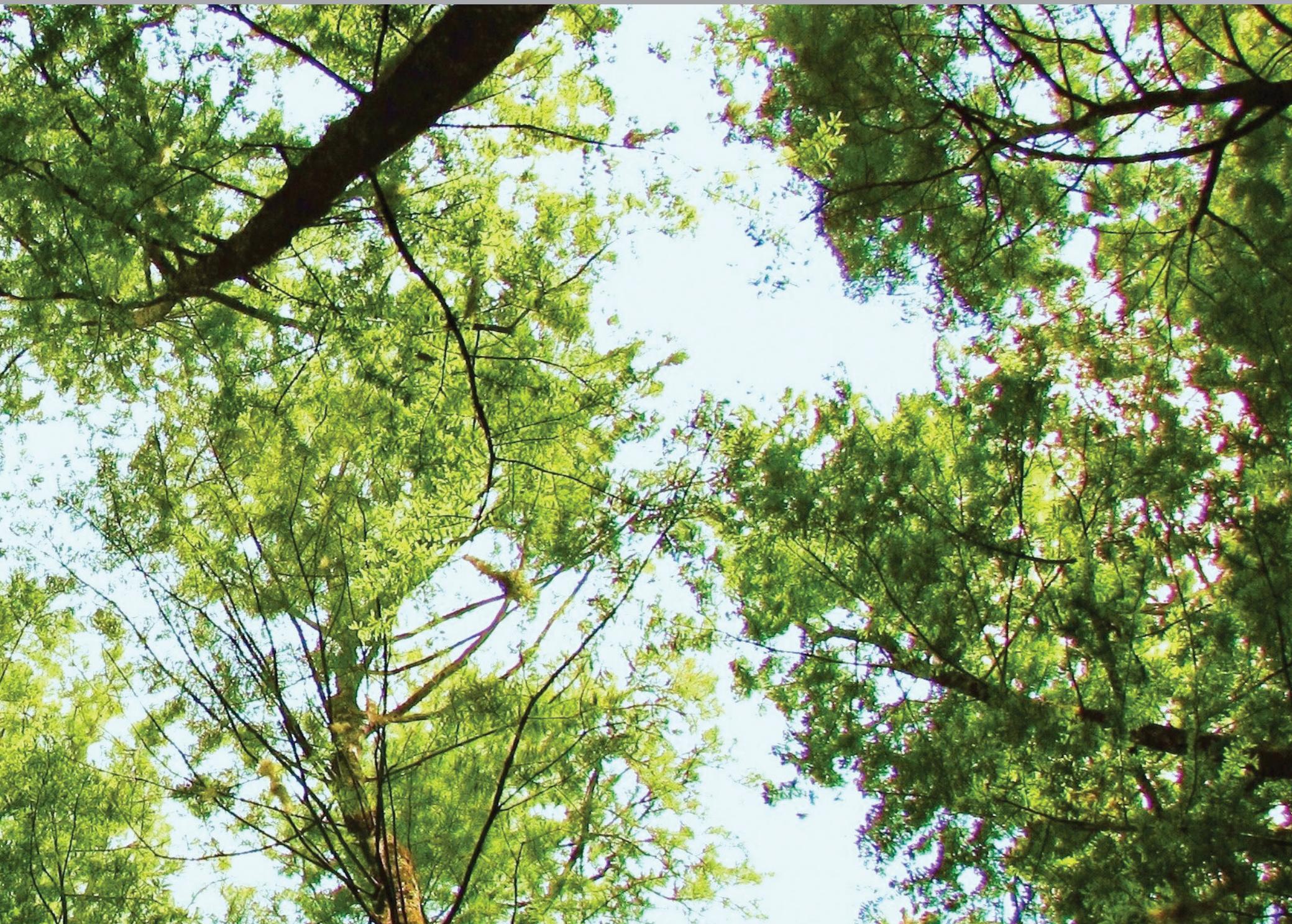


GIANT PIN TINY FOOT



NEES TPRINTS

BY MICHAEL HUANG, GENERAL MANAGER,
NANJING COMFORTDELGRO DAJIAN TAXI



京大件康福德高出租汽车有限公司植树园开园



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WE DECIDED TO PLANT TREE SAPLINGS –
ONE FOR EVERY NEW TAXI WE BOUGHT.

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What has buying new taxis got to do with planting trees? In Nanjing ComfortDelGro Dajian Taxi's case, everything. When we were awarded 45 licences for new taxis in November 2009, we went out and placed orders for environmentally friendly dual-engine taxis that ran on both petrol and Compressed Natural Gas (CNG). We wanted taxis with lower carbon emissions and these fit the bill.

But we felt we needed to do more. We wanted to minimise the damage to the atmosphere even further – not because we had to, but because we wanted to. It wasn't just a business decision, it was also an emotional one – one that underpinned our commitment to the environment. So we decided to plant tree saplings – one for every new taxi we bought. We selected a plantation and added 45 tree saplings.

Overnight, we became gardeners – digging, planting, fertilising and watering.

It felt good. It felt right.

And that is how we operate as a Group – regardless of where we are.

Our vehicles are Green; our buildings, environmentally friendly; and our people, eco-loving.

In Chengdu, for example, all our vehicles conform to the National Standard 4 level, which is equivalent to the international emission standard of Euro 4. Similarly, the bulk of our vehicles in Chongqing are driven by CNG. In the United Kingdom (UK), we have been operating hybrid buses which rely on both diesel and electricity to drive their engines.

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INDEED, ALL AROUND THE WORLD, OUR FLEETS ARE
BECOMING MORE AND MORE ENVIRONMENTALLY FRIENDLY.

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By 2005, the Group's entire taxi fleet in Singapore was running on Euro 4 diesel. In 2006, we signed an agreement to purchase our first batch of 1,400 Euro 4-compliant Hyundai Sonata taxis and these hit the road in January 2007. Since then, we have been aggressively replacing all older Toyota Crown taxi models with newer Euro 4 Hyundai taxis. To-date, nine in 10 taxis in the Singapore taxi fleet are Euro 4-compliant. Newer Euro 5 models have joined the fleet, upping the environmentally friendly quotient even more.

In 2008, SBS Transit became the first operator in Asia to purchase Euro 5 European Enhanced Environmentally Friendly Vehicles (EEV), which are able to reduce the emission of unburnt

hydrocarbons by 46% as compared to the standard Euro 5 models. In 2010, it embarked on the country's first Green bus trials with two hybrid electric buses. In 2011, SBS Transit took delivery of 337 new Euro 5 EEV buses. It took delivery of another 385 such buses in 2012. By then, about two-thirds of its buses would be environmentally friendly.

In the UK, we don't just run environmentally friendly vehicles, we also purchase carbon offsets to minimise our environmental footprint through Computer Cab, which runs taxi circuits.

Indeed, all around the world, our fleets are becoming more and more environmentally friendly.







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CDGE HAS BEEN REVIEWING NUMEROUS WORK PROCESSES NOT ONLY TO IMPROVE EFFICIENCY, BUT ALSO TO MINIMISE FURTHER THE IMPACT OUR OPERATIONS HAVE ON THE ENVIRONMENT.

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And we don't just buy Green vehicles – we support the research of alternative fuels as well. We have, for many years, worked hand in hand with our vehicle manufacturers and fuel suppliers in the field of Green Engineering, providing them with valuable on-the-ground feedback with regards to the performance of prototype vehicles and fuel technologies.

ComfortDelGro Engineering (CDGE) has, for example, been working with Shell Petroleum Singapore since June 2012 to test a new form of automatic transmission fluid aimed at extending the fluid change interval for Hyundai Sonata taxis from the usual 40,000km to 100,000km. If successful, this will greatly reduce the amount of downtime for drivers as well as the cost and impact on the environment.

Over the years, CDGE has been reviewing numerous work processes not only to improve efficiency, but also to minimise further the impact our operations have on the environment.

The Central Oil Management & Dispensing System is one such initiative. Under the old system, technicians dispensed lubrication oil, coolant and automatic transmission fluid into measuring flasks using manual pumps before transferring them into vehicle engines and automatic transmission gearboxes. That manual process was not only time-consuming, it resulted in spills and wastage. With the new automated system, technicians need only disengage the hose and leave the system to do the rest – no mess, no fuss and more importantly, no spillage. Better yet, the system eliminates the need for bottles and drums, which were previously used to store fluids.



GREEN STATEMENT

THE COMFORTDELGRO GROUP OF COMPANIES AIMS TO MINIMISE THE IMPACT OF ITS ACTIVITIES ON THE ENVIRONMENT BY ENSURING CONTINUOUS IMPROVEMENT IN ENVIRONMENTAL PERFORMANCE WHILST BEARING IN MIND PREVAILING TECHNICAL AND OPERATIONAL CONSTRAINTS. THE GROUP IS ALSO COMMITTED TO COMPLYING WITH ALL STATUTORY AND REGULATORY REQUIREMENTS.

Our overall goal in environmental management is to minimise the harmful effects of our operations across Singapore, United Kingdom, Ireland, China, Australia, Vietnam and Malaysia on the environment. By striving to reduce the environmental footprint of each passenger journey, ComfortDelGro can contribute to reductions in air pollution from road transport and carbon dioxide emissions. A complete elimination of harmful emissions is, however, not possible and we will explore how best we can offset any negative impact we have on the environment.

We endeavour to continue to improve the management of our environmental impact by reducing resource usage and minimising waste. We will continue to make ongoing investments in new vehicles so as to reduce our emissions profile. We will also continue to support research into alternative fuels.

In the longer term, our environmental goals are:

- To improve our emissions profile per passenger journey or per passenger kilometre;
- To reduce the output of waste and to increase the proportion of waste reused/recycled;
- To improve the environmental management standards across the Group;
- To continue to encourage and promote the use of public transport so as to ensure a modal shift away from car use;
- To continue to support initiatives on research and trial the use of alternative fuels.

SINGAPORE

Leading by example, no effort is spared at the Group's headquarters in ensuring that energy is conserved, materials are recycled and wastage is minimised.

Office lights are automatically switched off once a staff member leaves the office, thanks to a system which links the lighting system to the security-pass system. Motion detectors are also positioned in many of the Group's premises so that lights are only turned on when there is movement in the room.

All staff are also encouraged to recycle paper, plastics and cans – so much so that many can be seen lugging bags of soft drink cans and PET bottles from home ever so often.

Each year, these measures save the Company more than S\$330,000 in costs. Topping it all, ComfortDelGro successfully obtained the Singapore Environment Council's Eco-Office Label recertification in December 2012.

But going Green is more than a matter of dollars and cents. It is also about changing mindsets. In conjunction with World Car Free Day for two years, SBS Transit partnered the Automobile Association of Singapore to encourage motorists to leave their cars at home and use public transport for a day by offering them complimentary bus rides. It also encouraged its staff to take public transport on the first workday of every month.

ComfortDelGro is also committed to ensuring that harmful emissions of all vehicles are kept to a minimum. Not only are the vehicles in our fleet environmentally friendly, our subsidiary, VICOM, operates a S\$5.8 million facility that can conduct vehicle exhaust gaseous and particulate matter emission tests in compliance with Euro 5 or more stringent exhaust emission

standards. This laboratory is one of a handful in Asia that is capable of such advanced testing.

UNITED KINGDOM

In London, our Green buses live in Green houses, quite literally.

Metroline, which is one of London's largest scheduled bus operators with a fleet of about 1,200 buses, started trialling hybrid diesel-electric double deck buses in 2008. Compared to diesel-powered buses, hybrids cut carbon dioxide emission by up to 40%. In 2011, it added 46 hybrid diesel-electric buses and took delivery of another 123 Euro 5 buses in 2012. In addition, one of its service routes has been selected to run the iconic New Bus for London, the most environmentally friendly bus of its kind. Based on cutting-edge hybrid technology, the new buses are expected to cut emissions of carbon dioxide and nitrogen oxide to less than half that of the current diesel bus.

ComfortDelGro House and Metroline's Cricklewood Bus Garage in London are also Green with solar panel fittings for hot water, a rainwater harvesting system and a ground-source heat pump system. Both buildings have been given one of the highest environmental ratings for a building of its type in London.

All Metroline garages are also installed with waste compactors, which have reduced the number of collections. Another £39,000 has been invested in Green electronic devices, which have resulted in the reduction of electricity usage by 12%.

ComfortDelGro taxi companies in the UK use Euro 5 Mercedes Vito taxis, which are reputed to have the lowest emissions amongst all taxi models

currently available in London, as replacements for its older vehicles.

In Aberdeen, Computer Cab taxis fill their tyres with pure nitrogen instead of standard compressed air to improve fuel economy – a practice that is also in place in Singapore. Like its London counterpart, Computer Cab (Aberdeen) has secured the ISO 14001 Environmental Management Systems Certification.

AUSTRALIA

In our A\$14 million St Marys Depot in Sydney, rainwater keeps our buses clean. The environmentally friendly 28,000 sq m garage collects rainwater which is then used for cleaning vehicles, as well as watering grass and plants in the compound. All lighting and equipment are set to work-hour timers and motion detectors to reduce the consumption of electricity.

Our 38,000 sq m Foundry Road Depot in Sydney and 8,821 sq m Oakleigh Depot in Melbourne have similar environmentally friendly features.

The buses and taxis we operate in Australia are also environmentally friendly, either running on Euro 5 diesel, liquefied petroleum gas or electricity.

CHINA

Nanjing ComfortDelGro Dajian Taxi planted a total of 500 trees at a Green site earmarked for ecological preservation. In Guangzhou, a lightweight and durable material is used for its bus stations for better heat insulation, while energy-saving lighting is used to save electricity.