



ComfortDelGro started out as an idea, hatched over sushi 15 years ago in a now-defunct hotel along Orchard Road, between two men behind Singapore's largest transport companies. "Why compete when we can collaborate?" asked Comfort Group's Chairman and DelGro's Board Director, Mr Lim Jit Poh, and another DelGro Board Director, Mr Kua Hong Pak.

Today, ComfortDelGro is one of the largest land transport companies in the world. We have a fleet of over 42,000-strong and our subsidiaries operate in Singapore, the United Kingdom, Ireland, Australia, Vietnam, Malaysia, and across 11 cities in China.

Our buses wind through Camden High Street in London as well as the scenic Blue Mountains in New South Wales, Australia. Our taxis ply the streets of Beijing, Aberdeen and Ho Chi Minh City and our trains run through most of Singapore.

Apart from bus, taxi and rail services, we also have subsidiaries that do car rentals and leasing, automotive engineering services, vehicle inspection and technical testing services, driving centres, insurance broking services and outdoor advertising. More recently, we inked a deal with ride hailing giant, Uber Technologies, Inc., to leverage on each other's strengths.

In our journey from a largely Singapore-based transport company to a global transport conglomerate, we have met with numerous obstacles, but we have persevered and prospered.

As we enter our next stage of growth, we find ourselves at a crossroads — as new competitors, brought on by new technologies, enter the fray. It is no longer business as usual as the environment we operate in undergoes a sea change. But, we are resilient and we are not unaccustomed to challenges. We, too, will evolve; we will continue to upskill and upgrade, all the while staying true to our core values of integrity, professionalism and respect for all we work with and work for.

This is our story thus far.

OUR VISION

TO BE
THE
LAND
OPERATOR

The transformation of ComfortDelGro began when two companies decided to forge a path together.

WORLD'S TRANSPORT OF CHOICE

Today, we operate in 7 countries, 37 cities and 4 time zones.

OUR CORE VALUES

RESULT ORIENTATION

WE WILL:

Set challenging and realistic goals
Focus on results
Identify and solve problems
Have a sense of urgency and ownership

COMMITMENT

WE WILL:

Anticipate our customers' needs and constantly upgrade ourselves to provide them with outstanding service

Foster an environment of trust by engaging the communities we serve

Reward our shareholders by delivering steady and sustainable results through growth in our businesses

Care for our staff by providing a challenging environment with ample opportunities for growth and development

Build on staff capabilities through effective recruitment, training and career planning so as to develop their full potential

Promote teamwork, initiative and creativity

Stay committed to the authorities by complying with regulatory requirements

INTEGRITY AND ETHICS

WE WILL:

Conduct our affairs in a manner consistent with the highest ethical and professional standards

Engage in fair and honest business practices

Show respect for each other, our customers, business partners, suppliers, shareholders, the authorities and the communities we operate in

Communicate in a factual, honest and prompt manner

Be open and transparent in our dealings

Exhibit strong environmental stewardship

OUR STRATEGIES FOR SUCCESS

LOOK BEYOND THE HORIZON

Innovate and be receptive to new ideas and opportunities
Solve problems in a prompt and effective manner
Anticipate and embrace change

DO THE RIGHT THINGS — RIGHT

Never take our eyes off the ball
Deploy people and assets for value enhancement
Admit and learn from mistakes

GROW OUR TALENT BASE

Set the performance bar above industry norms
Give credit where credit is due
Reward equitably