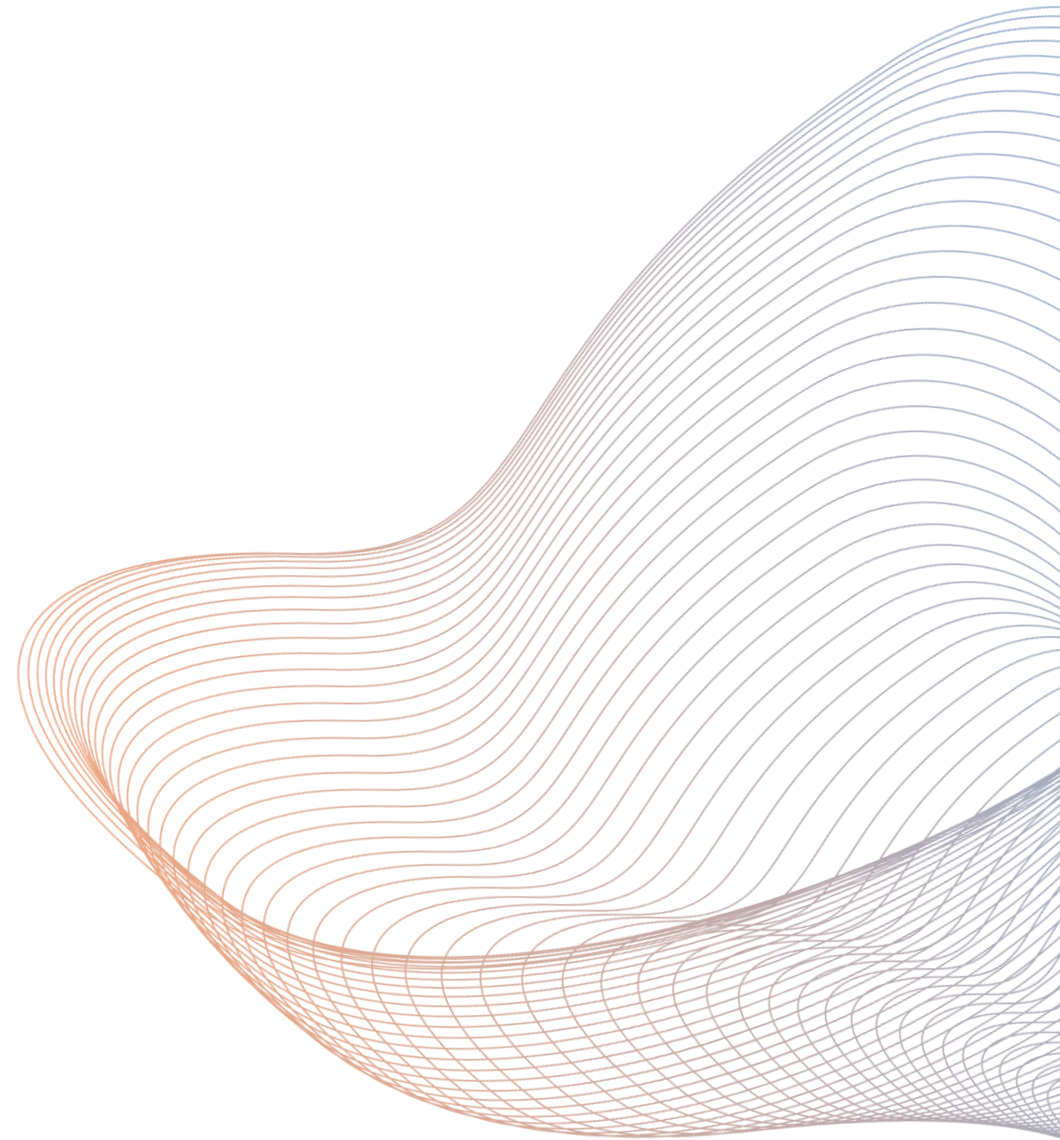




1H2024

FINANCIAL RESULTS PRESENTATION

14 August 2024



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EXECUTIVE SUMMARY

Executive Summary

Stronger 1H2024 earnings year-on-year, 21.4% increase in PATMI vs 1H2023 and 5 consecutive quarters of improvements vs PCP

1H2024 Financial Highlights

- Revenue of \$2.12b, ↑13.7% from 1H2023
- PATMI \$95.3m, ↑21.4% from 1H2023
- PATMI margin 4.5%, vs 4.2% for 1H2023
- Declared interim dividend of 3.52 cents / 80% of PATMI

2Q2024 Financial Highlights

- Revenue of \$1.11b, ↑16.4% from 2Q2023
- PATMI \$54.7m, ↑19.7% from 2Q2023

1H2024 Key Developments

Acquisitions



CMAC Group

- Highly experienced management team brings disrupted travel service capabilities to the Group
- Adding diversification and resilience to the Group's portfolio
- Steady foothold in UK & Europe, ability to scale in other markets



A2B Australia

- Scale point-to-point mobility business & diversification of business portfolio in Australia
- ComfortDelGro Australia is now the largest taxi network, comprising over 9,000 vehicles, bringing the Group's taxi operations to over 29,000 vehicles globally

Contract Wins



Rail Tenders

- To operate the South sector of Line 15 – a new automated line under the 200km Grand Paris Express (GPE) in Paris, France
- Successful in major rail tender in Stockholm, Sweden, with a long-term contract currently under finalisation
- Expand capabilities in Rail network and services



Public Bus Franchises

- Added four public bus franchises in Greater Manchester commencing 5 January 2025
- Further growing the Group's presence across the UK

Strategic Partnership



Pony.ai

- Strategic partnership for large-scale commercial robotaxi operations first in China and subsequently in other key markets
- Significant step in building future capabilities as part of its wider growth strategy

Key Business Updates

Public Transport

- UK public bus contract renewals at improved margins continuing strongly
- Retained SG rail advertising under new concession agreement from 1 January 2024
- Industrywide driver shortages remains a challenge

Taxi & Private Hire

- Taxi fare and Zig commission increased in December 2023, after platform fees introduced in July 2023
- A2B acquisition concluded on 11 April 2024, increasing global taxi fleet from ~21,000 to ~29,000

Other Private Transport

- CMAC acquisition concluded on 13 February 2024, in time for UK/EU peak travel season

Recent Developments

- Formed strategic partnership with Pony.ai to explore the commercialisation of a robotaxi operation in China
- Successfully retained Seletar bus package with a \$526 million contract value at current market margins to operate for the next five years from Mar 2025, with an option for a two- to five-year extension

REVIEW OF FINANCIAL RESULTS

Income Statement

| \$'m | 1H2024 | 1H2023 |
|---|----------------|----------------|
| Revenue | 2,117.5 | 1,862.3 |
| Operating Costs | (1,803.1) | (1,566.3) |
| Depreciation and Amortisation | (176.7) | (180.6) |
| Operating Profit excl. non-recurring items | 137.7 | 115.4 |
| | 6.5% | 6.2% |
| Net Gain on Disposal | 2.8 | 1.8 |
| Operating Profit | 140.5 | 117.2 |
| Net Interest Income | 6.0 | 7.7 |
| IFRS16 Finance Costs | (2.9) | (2.1) |
| Share of Results of Associates and Joint Ventures | 0.2 | 0.9 |
| Profit Before Tax | 143.8 | 123.7 |
| Profit After Tax | 116.1 | 100.0 |
| Profit After Tax and MI | 95.3 | 78.5 |

- **1H2024 PATMI ↑\$16.8m or 21.4% vs 1H2023**
 - 1H2024 Revenue ↑\$255.2m or 13.7%; Operating Costs ↑(\$236.8m) or (15.1%)
 - Platform fees introduced for Singapore Taxi / PHV from Jul'23, higher commission rates and fares year-on-year
 - Newly acquired CMAC and A2B contributing from Feb'24 and Apr'24 respectively
 - UK Public Transport contract renewals at improved margins continue
 - Partially offset by industrywide driver shortages and rail advertising concession fee in SG payable from Jan'24

Income Statement

| \$'m | 2Q2024 | 1Q2024 | 4Q2023 | 3Q2023 | 2Q2023 | 1Q2023 |
|---|----------------|----------------|----------------|--------------|--------------|--------------|
| Revenue | 1,112.9 | 1,004.6 | 1,021.4 | 996.6 | 955.9 | 906.4 |
| Operating Costs | (941.6) | (861.5) | (850.7) | (833.4) | (798.8) | (767.5) |
| Depreciation and Amortisation | (88.8) | (87.9) | (94.0) | (89.6) | (91.8) | (88.8) |
| Operating Profit excl. non-recurring items | 82.5 | 55.2 | 76.7 | 73.6 | 65.3 | 50.1 |
| | 7.4% | 5.5% | 7.5% | 7.4% | 6.8% | 5.5% |
| Net Gain on Disposal | 2.0 | 0.8 | 2.8 | 1.8 | 1.0 | 0.8 |
| Operating Profit | 84.5 | 56.0 | 79.5 | 75.4 | 66.3 | 50.9 |
| Net Interest (Expense)/Income | (1.6) | 7.6* | 2.8 | 3.0 | 3.8 | 4.0 |
| IFRS16 Finance Costs | (1.5) | (1.4) | (3.4) | (1.5) | (1.2) | (1.0) |
| Share of Results of Associates and Joint Ventures | 0.1 | 0.1 | 0.1 | 0.4 | 0.6 | 0.3 |
| Profit Before Tax | 81.5 | 62.3 | 79.0 | 77.3 | 69.5 | 54.2 |
| Profit After Tax | 65.8 | 50.3 | 62.9 | 62.1 | 56.4 | 43.6 |
| Profit After Tax and MI | 54.7 | 40.6 | 52.1 | 49.9 | 45.7 | 32.8 |

* Includes ~\$6m of pre-acquisition dividend income from A2B

- 2Q2024 – 5th consecutive quarters of improvements vs PCP
- Earnings pickup after low season in 1Q2024
- CMAC and A2B acquisitions contributing in line with expectations
- Net interest expense resulting from incremental borrowings for acquisitions

Balance Sheet

| \$'m | Jun 24 | Dec 23 | Fav/(Adv) |
|-------------------------------|----------------|----------------|----------------------|
| Cash and short-term deposit | 883.7 | 856.9 | 26.8 / 3.1% |
| Other current assets | 871.0 | 757.2 | 113.8 / 15.0% |
| Total current assets | 1,754.7 | 1,614.1 | 140.6 / 8.7% |
| Total non-current assets | 3,376.1 | 3,075.6 | 300.5 / 9.8% |
| Total Assets | 5,130.8 | 4,689.7 | 441.1 / 9.4% |
| | | | |
| Total current liabilities | 1,274.2 | 1,091.6 | 182.6 / 16.7% |
| Total non-current liabilities | 808.4 | 584.2 | 224.2 / 38.4% |
| Total Liabilities | 2,082.6 | 1,675.8 | 406.8 / 24.3% |
| | | | |
| Total Equity | 3,048.2 | 3,013.9 | 34.3 / 1.1% |

- Increase in total assets mainly due to CMAC and A2B acquisitions as well as increase in cash and short-term deposits
- Increase in total liabilities mainly due to increased borrowings related to CMAC and A2B acquisitions
- Increase in total equity mainly due to profit for the period partially offset by payment of final dividend for 2023

Cashflow

| \$'m | 1H2024 | | 1H2023 | |
|--|---------|----------------|---------|----------------|
| Cash from Operating Activities | | 321.2 | | 259.8 |
| Total Utilisation of Cash | | | | |
| Net CAPEX | (196.8) | | (152.1) | |
| Dividends (Ordinary) | (96.3) | | (64.6) | |
| Dividends (Special) | - | | (53.3) | |
| Tax | (31.6) | | (47.4) | |
| Others | (6.3) | | (4.3) | |
| | | (331.0) | | (321.7) |
| Acquisitions | | (234.3) | | (13.0) |
| Net Increase/(Decrease) in Borrowings | | 268.1 | | (11.3) |
| Net effect of exchange rate changes in consolidating subsidiaries | | 2.8 | | (3.8) |
| | | | | |
| Net Cash Inflow/(Outflow) | | 26.8 | | (90.0) |
| Cash and cash equivalents at beginning of period | | 856.9 | | 967.0 |
| Cash and cash equivalents at end of period | | 883.7 | | 877.0 |

- 1H2024 acquisitions and net increase in borrowings relates to CMAC and A2B in February 2024 and April 2024 respectively

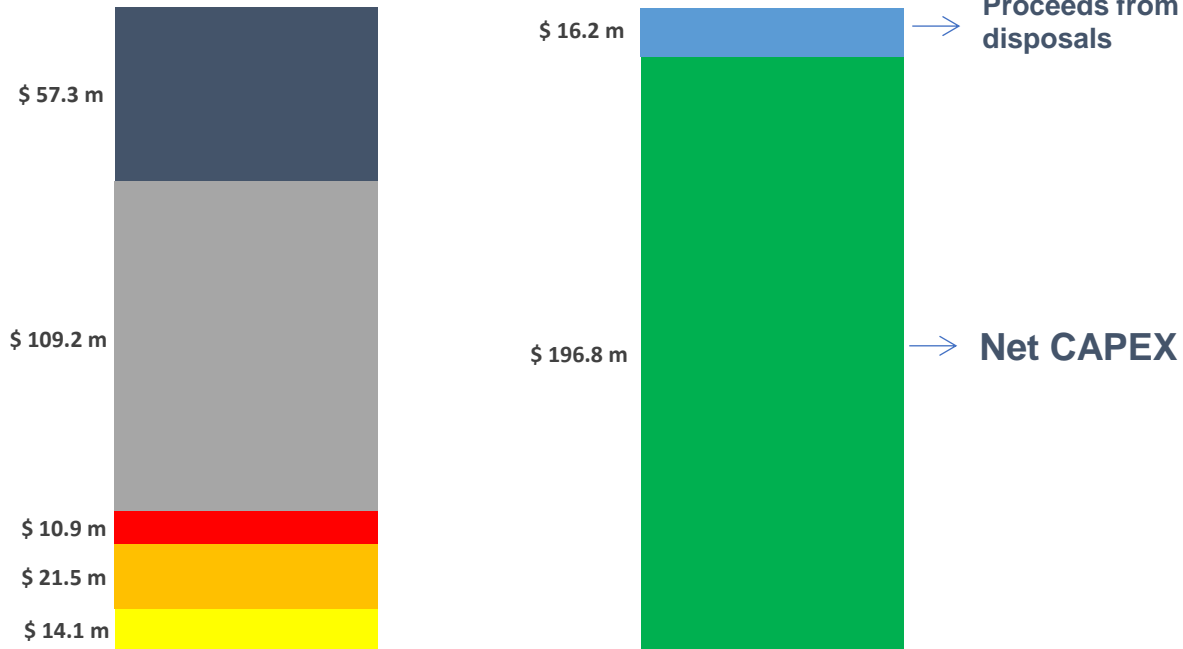
Group Treasury Status

| \$'m | Jun 24 | Dec 23 | Fav/(Adv) |
|--|--------------|--------------|--------------------------|
| Cash and short-term deposits | 883.7 | 856.9 | 26.8 / 3.1% |
| Borrowings + finance leases | (682.2) | (359.4) | (322.8) / (89.8%) |
| Net Cash | 201.5 | 497.5 | (296.0) / (59.5%) |
| Gross Gearing (gross debt / equity) | 22.4% | 11.9% | (10.5%) points |
| Total Available facilities | 745.7 | 874.9 | (129.2) / (14.8%) |

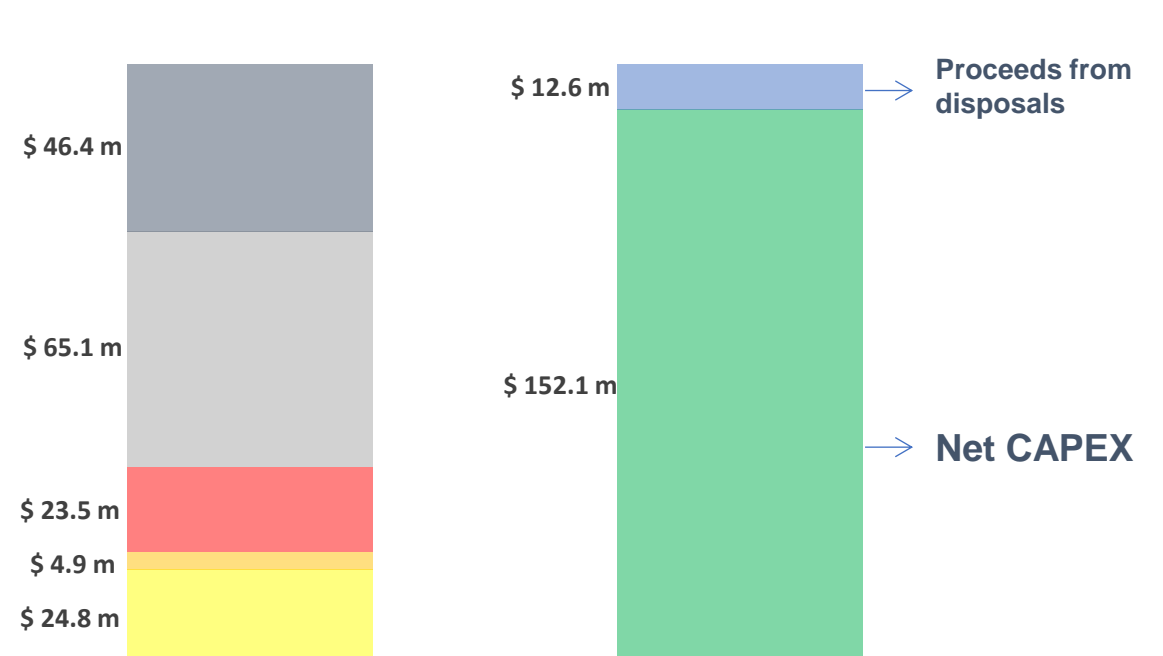
- Net cash position as at 30 Jun 2024 \$201.5m vs 31 Dec 2023 \$497.5m
 - Increase in borrowings and reduction of available facilities mainly relates to acquisition on CMAC and A2B Australia in February 2024 and April 2024 respectively
 - 2023 final dividends totalling \$81.5m paid in 2Q2024
- Borrowing headroom of \$0.9b - \$1.1b based on notional 20% - 30% net gearing

CAPEX Summary

1H2024
\$213.0m



1H2023
\$164.7m

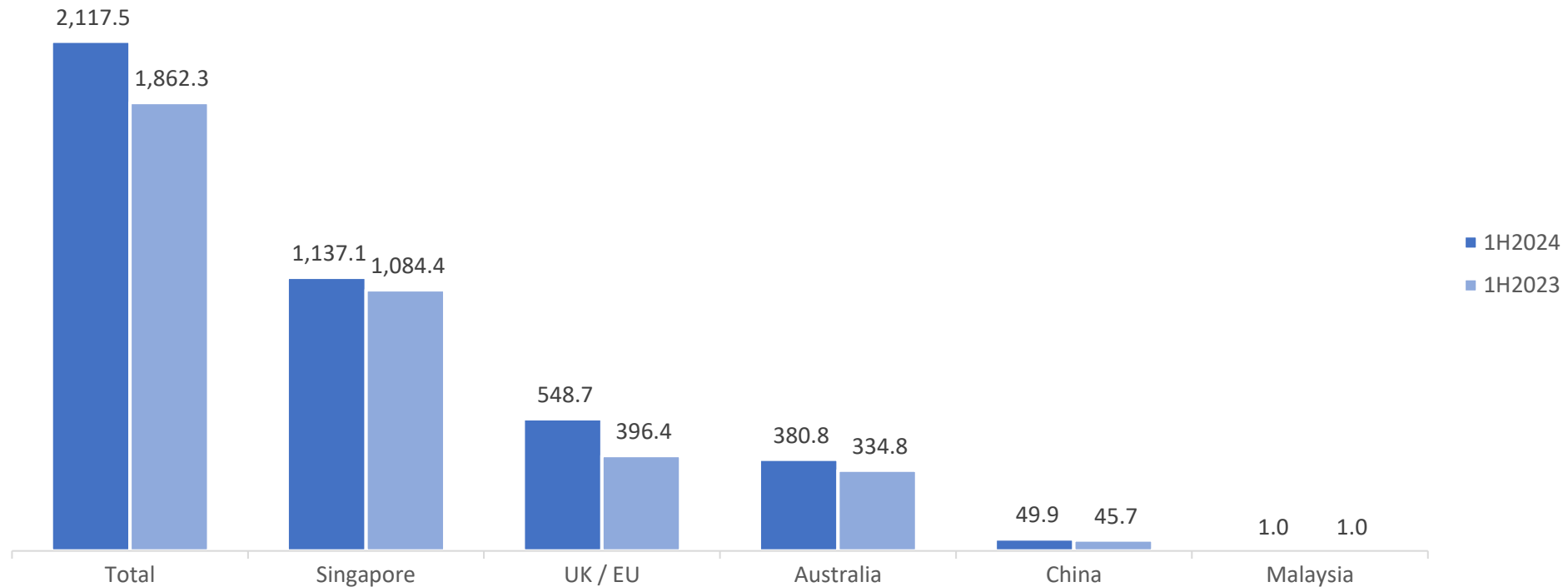


Buses
 Taxis
 Other vehicles
 Land and buildings
 Others

- Buses – fleet replacement and bus accessories for transport authorities which are funded by contracts
- Taxi – SG taxi diesel to EV/hybrid programme continued with 508 conversions, further 1,077 EV taxis purchased in China
- Other vehicles – mainly new and replacement SG rental vehicles and non-emergency ambulances in AU
- Land and buildings – mainly relates to depot development and electrification in the UK and AU
- Others includes equipment and Information/Operational Technology

Revenue by Geographical Region

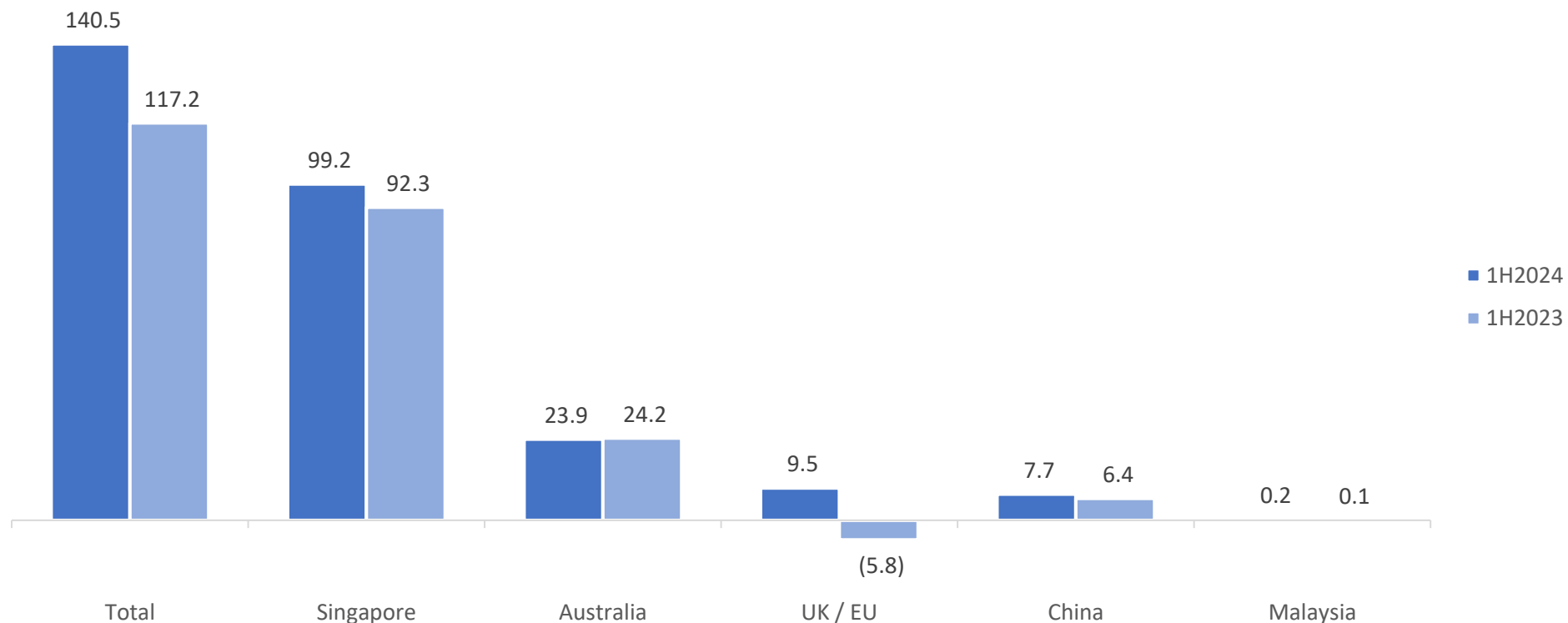
Revenue by Geographical Region (\$'m)



- 1H2024 overseas revenue contribution has increased to 46.3% (1H2023: 41.8%) mainly due to CMAC and A2B acquisitions in UK and Australia respectively

Operating Profit by Geographical Region

Operating Profit by Geographical Region (\$'m)



- A2B acquired in Australia in 1H2024; public bus contracts renewed in 1H2023 at lower margins, ongoing driver shortages
- China taxi rental discounts reduced year-on-year as recovery continues
- UK public bus recovery continues on track; CMAC acquired in 1H2024

PERFORMANCE BY BUSINESS SEGMENT

Public Transport

- Main components: Public Bus, Public Rail, Scheduled Bus

| \$'m | 1H2024 | 1H2023 |
|--|-----------|-----------|
| Revenue | 1,515.7 | 1,416.1 |
| Operating Costs | (1,460.9) | (1,364.2) |
| Operating Profit excl. non-recurring items ("OPE") | 54.8 | 51.9 |
| <i>OPE Margin %</i> | 3.6% | 3.7% |
| | | |
| Net Gain/(Loss) on Disposal | 0.2 | 0.5 |
| Operating Profit ("OP") | 55.0 | 52.4 |

- 1H2024 OPE ↑\$2.9m or 5.6% vs 1H2023
 - 1H2024 Revenue ↑\$99.6m or 7.0%; Operating Costs ↑(\$96.7m) or (7.1%)
 - UK public bus contract renewals at improved margins
 - Contract renewals at lower margins and driver shortages in AU
 - Rail advertising concession fee in SG introduced from Jan'24

Public Transport

- **Main components: Public Bus, Public Rail, Scheduled Bus**

| \$'m | 2Q2024 | 1Q2024 | 4Q2023 | 3Q2023 | 2Q2023 | 1Q2023 |
|--|---------|---------|---------|---------|---------|---------|
| Revenue | 774.6 | 741.1 | 784.7 | 758.5 | 730.0 | 686.1 |
| Operating Costs | (743.6) | (717.3) | (751.7) | (725.6) | (701.1) | (663.1) |
| Operating Profit excl. non-recurring items ("OPE") | 31.0 | 23.8 | 33.0 | 32.9 | 28.9 | 23.0 |
| <i>OPE Margin %</i> | 4.0% | 3.2% | 4.2% | 4.3% | 4.0% | 3.4% |
| | | | | | | |
| Net Gain/(Loss) on Disposal | 0.2 | - | 1.2 | 0.9 | 0.2 | 0.3 |
| Operating Profit ("OP") | 31.2 | 23.8 | 34.2 | 33.8 | 29.1 | 23.3 |

- 2Q2024 OPE ↑\$7.2m or 30.3% vs 1Q2024
 - 2Q2024 Revenue ↑\$33.5m or 4.5%; Operating Costs ↑(\$26.3m) or (3.7%)
 - Mainly UK public bus contract renewals at improved margins and seasonality in scheduled bus activities

Taxi & Private Hire

- Main components: Taxi Rental, PHV Rental, Platform Services, Engineering Services, Fuel Sales, newly acquired A2B

| \$'m | 1H2024 | 1H2023 |
|--|---------|---------|
| Revenue | 327.5 | 277.9 |
| Operating Costs | (265.9) | (235.3) |
| Operating Profit excl. non-recurring items ("OPE") | 61.6 | 42.6 |
| <i>OPE Margin %</i> | 18.8% | 15.3% |
| | | |
| Net Gain/(Loss) on Disposal | 1.6 | 0.1 |
| Operating Profit ("OP") | 63.2 | 42.7 |

- 1H2024 OPE ↑\$19.0m or 44.6% vs 1H2023
 - Includes A2B acquired Apr'24
- 1H2024 Revenue ↑\$49.6m or 17.8% mainly due to:
 - A2B revenue \$31.2m
 - Zig platform fees introduced Jul'23
 - Zig commissions from higher rates on increased fares from Dec'23
- Operating Costs ↑(\$30.6m) or (13.0%)
 - Mainly due to A2B operating costs (\$26.2m)

Taxi & Private Hire

- Main components: Taxi Rental, PHV Rental, Platform Services, Engineering Services, Fuel Sales, newly acquired A2B

| \$'m | 2Q2024 | 1Q2024 | 4Q2023 | 3Q2023 | 2Q2023 | 1Q2023 |
|--|--------------|--------------|--------------|--------------|--------------|--------------|
| Revenue | 179.2 | 148.3 | 149.2 | 147.6 | 140.8 | 137.1 |
| Operating Costs | (140.9) | (125.0) | (114.3) | (119.1) | (115.0) | (120.3) |
| Operating Profit excl. non-recurring items ("OPE") | 38.3 | 23.3 | 34.9 | 28.5 | 25.8 | 16.8 |
| <i>OPE Margin %</i> | <i>21.4%</i> | <i>15.7%</i> | <i>23.4%</i> | <i>19.3%</i> | <i>18.3%</i> | <i>12.3%</i> |
| | | | | | | |
| Net Gain/(Loss) on Disposal | 1.2 | 0.4 | 0.3 | 0.2 | 0.1 | - |
| Operating Profit ("OP") | 39.5 | 23.7 | 35.2 | 28.7 | 25.9 | 16.8 |

- 2Q2024 OPE ↑\$15.0m or 64.4% vs 1Q2024 (includes A2B acquired Apr'24)
 - 2Q2024 Revenue ↑\$30.9m or 20.8%
 - A2B revenue \$31.2m
 - Offset by lower Zig booking volumes of ~6.3m vs ~6.7m in 1Q2024 due to continuing competitive pressures
 - Operating Costs ↑(\$15.9m) or (12.7%)
 - Mainly due to A2B operating costs (\$26.2m)
 - Offset by lower Singapore operating costs from lower depreciation and timing differences

Other Private Transport

- Main components: Private Bus, Non-Emergency Patient Transport, Corporate Vehicle Leasing, newly acquired CMAC

| \$'m | 1H2024 | 1H2023 |
|--|-------------|--------------|
| Revenue | 173.5 | 69.5 |
| Operating Costs | (172.0) | (71.1) |
| Operating Profit excl. non-recurring items ("OPE") | 1.5 | (1.6) |
| <i>OPE Margin %</i> | <i>0.9%</i> | <i>-2.3%</i> |
| Net Gain/(Loss) on Disposal | 1.0 | 1.2 |
| Operating Profit ("OP") | 2.5 | (0.4) |

- 1H2024 OPE ↑3.1m vs 1H2023
 - 1Q2024 Revenue ↑\$104.0m or 149.6%; Operating Costs ↑(\$100.9m) or (141.9%)
 - Includes CMAC acquired Feb'24
 - Revenue \$97.3m; OPE \$3.9m
 - Partially offset by lower volumes for Singapore private bus and Australia NEPT

Other Private Transport

- Main components: Private Bus, Non-Emergency Patient Transport, Corporate Vehicle Leasing, newly acquired CMAC

| \$'m | 2Q2024 | 1Q2024 | 4Q2023 | 3Q2023 | 2Q2023 | 1Q2023 |
|--|---------|--------|--------|--------|--------|--------|
| Revenue | 108.2 | 65.3 | 36.4 | 37.9 | 35.4 | 34.1 |
| Operating Costs | (105.3) | (66.7) | (38.4) | (39.1) | (36.2) | (34.9) |
| Operating Profit excl. non-recurring items ("OPE") | 2.9 | (1.4) | (2.0) | (1.2) | (0.8) | (0.8) |
| OPE Margin % | 2.7% | -2.1% | -5.5% | -3.2% | -2.3% | -2.3% |
| | | | | | | |
| Net Gain/(Loss) on Disposal | 0.6 | 0.4 | 1.3 | 0.7 | 0.7 | 0.5 |
| Operating Profit ("OP") | 3.5 | (1.0) | (0.7) | (0.5) | (0.1) | (0.3) |

- 2Q2024 OPE ↑\$4.3m and turned profitable vs 1Q2024
 - 2Q2024 Revenue ↑\$42.9m or 65.7%; Operating Costs ↑(\$38.6m) or (57.9%)
 - Includes CMAC acquired Feb'24
 - 2Q2024 Revenue \$69.1m; OP \$3.1m vs 1Q2024 Revenue \$28.2m; OP \$0.8m
 - Other variances from higher volumes for UK and Singapore private bus, and Australia NEPT

Inspection & Testing Services

- Main components: Vehicle and Non-vehicle Inspection

| \$'m | 1H2024 | 1H2023 |
|--|--------------|--------------|
| Revenue | 55.1 | 54.7 |
| Operating Costs | (38.3) | (38.1) |
| Operating Profit excl. non-recurring items ("OPE") | 16.8 | 16.6 |
| <i>OPE Margin %</i> | <i>30.5%</i> | <i>30.3%</i> |
| | | |
| Operating Profit ("OP") | 16.8 | 16.6 |

- 1H2024 OPE ↑\$0.2m or 1.2% vs 1H2023
- 1H2024 Revenue ↑\$0.4m or 0.7%; Operating Costs ↑(\$0.2m) or (0.5%)
- Mostly in line with 1H2023

Inspection & Testing Services

- **Main components: Vehicle and Non-vehicle Inspection**

| \$'m | 2Q2024 | 1Q2024 | 4Q2023 | 3Q2023 | 2Q2023 | 1Q2023 |
|--|--------|--------|--------|--------|--------|--------|
| Revenue | 27.7 | 27.4 | 28.2 | 26.6 | 27.6 | 27.1 |
| Operating Costs | (19.2) | (19.1) | (19.7) | (18.7) | (19.1) | (19.0) |
| Operating Profit excl. non-recurring items ("OPE") | 8.5 | 8.3 | 8.5 | 7.9 | 8.5 | 8.1 |
| <i>OPE Margin %</i> | 30.7% | 30.3% | 30.1% | 29.7% | 30.8% | 29.9% |
| | | | | | | |
| Operating Profit ("OP") | 8.5 | 8.3 | 8.5 | 7.9 | 8.5 | 8.1 |

- 2Q2024 OPE ↑\$0.2m or 2.4% vs 1Q2024
 - 2Q2024 Revenue ↑\$0.3m or 1.1%; Operating Costs ↑(\$0.1m) or (0.5%)
 - Mostly in line with 1Q2024

Other Segments

- Main components: Driving Centre, Bus Station, Insurance, Media, Logistics, EV Charging

| \$'m | 1H2024 | 1H2023 |
|--|--------|--------|
| Revenue | 45.7 | 44.1 |
| Operating Costs | (42.7) | (38.2) |
| Operating Profit excl. non-recurring items ("OPE") | 3.0 | 5.9 |
| <i>OPE Margin %</i> | 6.6% | 13.4% |
| | | |
| Operating Profit ("OP") | 3.0 | 5.9 |

- 1H2024 OPE ↓(\$2.9m) or (49.2%) vs 1H2023
- 1H2024 Revenue ↑\$1.6m or 3.6%; Operating Costs ↑(\$4.5m) or (11.8%) including business development costs for overseas rail tenders

Other Segments

- Main components: Driving Centre, Bus Station, Insurance, Media, Logistics, EV Charging

| \$'m | 2Q2024 | 1Q2024 | 4Q2023 | 3Q2023 | 2Q2023 | 1Q2023 |
|--|--------|--------|--------|--------|--------|--------|
| Revenue | 23.2 | 22.5 | 22.9 | 26.0 | 22.1 | 22.0 |
| Operating Costs | (21.4) | (21.3) | (20.6) | (20.5) | (19.2) | (19.0) |
| Operating Profit excl. non-recurring items ("OPE") | 1.8 | 1.2 | 2.3 | 5.5 | 2.9 | 3.0 |
| <i>OPE Margin %</i> | 7.8% | 5.3% | 10.0% | 21.2% | 13.1% | 13.6% |
| | | | | | | |
| Operating Profit ("OP") | 1.8 | 1.2 | 2.3 | 5.5 | 2.9 | 3.0 |

- 2Q2024 OPE ↑\$0.6m or 50.0% vs 1Q2024
 - 2Q2024 Revenue ↑\$0.7m or 3.1%; Operating Costs ↑(\$0.1m) or (0.5%)
 - Mostly in line with 1Q2024

BUSINESS OUTLOOK

Business Outlook

- Public Transport
 - Singapore Public Transport
 - Rail revenues are expected to remain stable.
 - As only one out of two bus packages re-tendered in 2023 was successfully renewed, bus revenues are expected to reduce from September 2024.
 - The Seletar bus package was successfully re-tendered at current market margins for at least a further 5 years with new contract terms commencing March 2025.
 - Australia Public Transport driver shortages challenges remain.
 - UK Public Transport
 - London Public Bus contract renewals are expected to continue at improved margins.
 - Four successfully tendered public bus franchises in Greater Manchester will commence January 2025 for a period of at least 5 years.
- Taxi & Private Hire
 - Singapore Taxi & Private Hire revenues are expected to remain relatively stable even as intense competition continues. The Singapore Land Transport Authority's (LTA) review of the Point-to-Point (P2P) industry structure and regulatory framework is still ongoing.
 - Taxi revenues in China continue to recover gradually, moderated by weakness of economy.
 - A2B will contribute in full for 2H2024 onwards after a partial contribution in 1H2024.
- Other Private Transport
 - CMAC will contribute in full for 2H2024 onwards after a partial contribution in 1H2024 which is typically low travel season.
- The remaining business segments are expected to remain stable.
- The Group continues to monitor foreign exchange and interest rates while actively managing borrowings.
- Recent market volatility and geopolitical tensions have resulted in heightened uncertainty. The Group remains cautiously confident that its strategy execution will continue on-track backed up by a strong balance sheet, well managed long-term debt and operational excellence.

DIVIDEND PAYOUT

Financial Year 2024 Dividend Payout

| | FY2024 (cents) | FY2023 (cents) | Increase / (decrease) |
|-------------------------|---------------------|---------------------|--------------------------|
| Interim Dividend | 3.52 | 2.90 | 0.62 / 21.4% |
| Dividend yield | 5.3% ^(a) | 5.0% ^(b) | |

- Interim dividend declared at 80% payout ratio on PATMI

a) ComfortDelGro share price of \$1.34 as at 30 Jun 2024

b) ComfortDelGro share price of \$1.16 as at 30 Jun 2023

THANK YOU