

1H2026 Business Updates



MD / Group CEO
SK Cheng

14 August 2026

1H2026 Financial Performance

Public Transport business strengthens earnings resilience amid transformation of Point-to-Point business

REVENUE

S\$2.56B

▲ 5.7%

PATMI

S\$85.1M

▼ 19.7%

INTERIM DIVIDEND PAYOUT

Maintained at

3.91 cents

per share

INTERNATIONAL REVENUE CONTRIBUTION

55.4%

▲ 1.1%

Figures compared to 1H2025

Reshaping the Group for Long-Term Growth

The Group focuses on strengthening earnings base, improving business quality and positioning itself for future growth

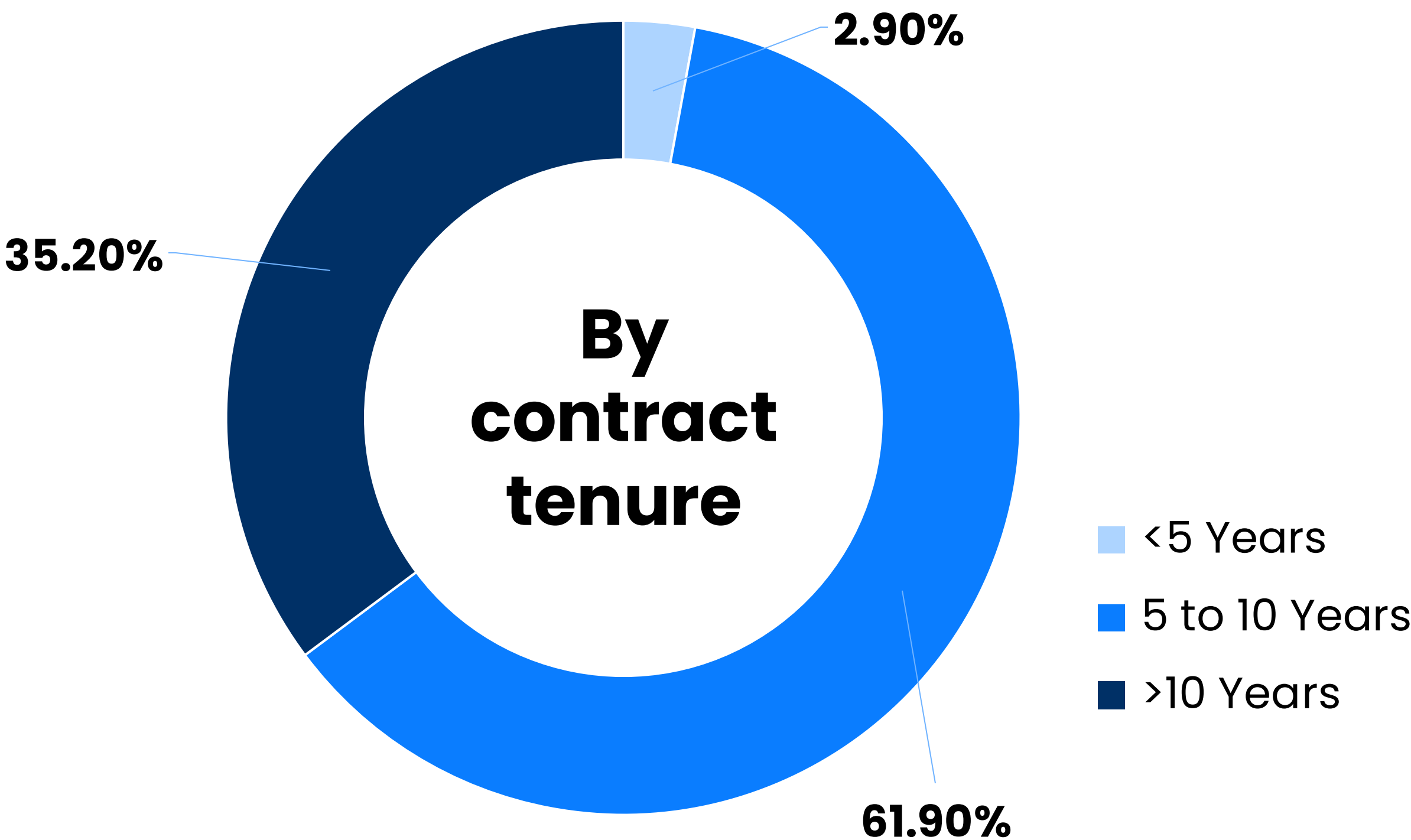
Building a Stronger Position

- 01** Transforming Point-to-Point business model and rebalancing customer mix
- 02** Growing international and contracted Public Transport portfolio for long-term recurring earnings base
- 03** Building AV and AI capabilities for future competitiveness
- 04** Productivity and operational efficiency initiatives underway

Public Transport: Growing a Long-term and Recurring Earnings Base

More than 97% of the Group's Public Transport contracts have tenures of over five years, providing visibility to contracted earnings well into the next decade

Public Transport Contracting Profile*



Contracted Public Transport Contributes 67% of the Group's 1H 2026 Revenue

- Multi-year contracts in established operating markets
- Recurring revenue and cash flows with government-backed counterparties
- A repeatable growth model

*As of August 2026. Based on aggregated revenue across contracts and base contract tenure

A Repeatable Growth Model: Leveraging Proven Capabilities to Drive Long-Term Contracted Growth

Selected Public Transport Opportunities Available in 2026 – 2028

Rail

- Copenhagen Metro (44 km)

Bus

- Liverpool Tranche 2 (520 buses)
- West Midlands (1,342 buses)
- West Yorkshire (526 buses)
- Wales South West (90 buses)

Opportunities Available
Est. More than \$17B

Rail

- Dubai Metro Blue Line (30 km)
- Dubai Tram (10.6 km)
- Riyadh Metro Line 7 (65 km)

GULF STATES

SINGAPORE

Rail

- Cross Island Line (67 km)

AUSTRALIA

Bus

- Melbourne MZF 2 (370 buses)
- Newcastle Integrated Services (200 buses + ferry + 2.7km light rail)

Fleet and opportunity sizing are indicative and based on total market opportunities. Actual bid participation, tender structure and contracted scope may vary.

Transforming our Point-to-Point Business

Building a higher-quality, platform-enabled mobility network

Evolving Business Models

Transitioning from a taxi operator to a hybrid fleet-and-platform model

Strengthen Fleet Operations

- Optimise fleet mix and utilisation
- Expand premium vehicle share
- Scale autonomous mobility capabilities

Enhance Platform Capability

- Leverage globally integrated platform and architecture
- Improve dispatch, booking and customer experience
- Deepen customer engagement and platform capabilities

Scale Enterprise Mobility (B2B)

- Grow corporate travel programmes and managed transport services
- Expand airport transfers and enterprise mobility solutions
- Leverage CMAC's global network to scale enterprise opportunities

Rebalancing our Customer Mix

Premium Mobility

Expand higher-yield mobility offerings

Enterprise Mobility (B2B)

Grow recurring corporate and managed transport demand

Specialised Transport

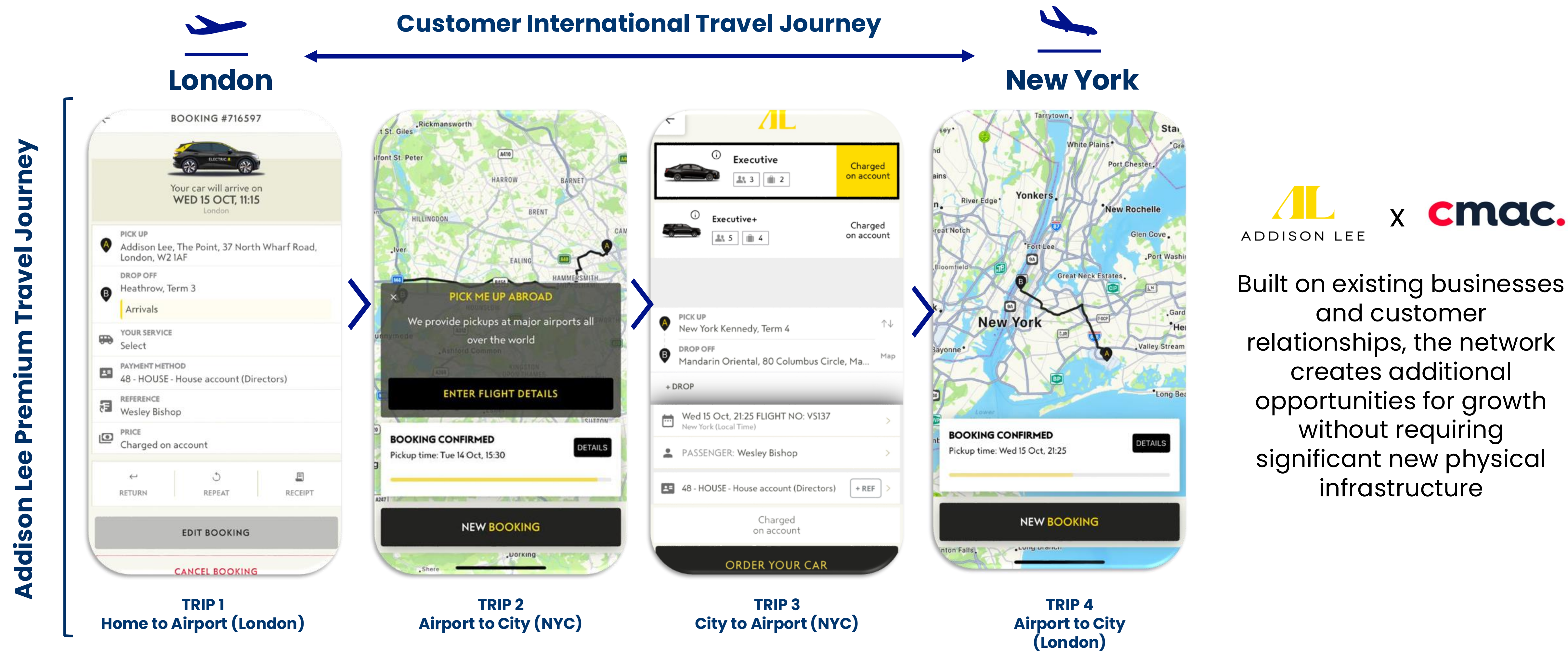
Develop specialised transport solutions for new market opportunities

B2C Mass

Sustain consumer segment for supply base

Expanding Demand Capture Across the Customer Journey

One customer, multiple destinations, more opportunities to capture value



Building a Higher-Quality Mobility Business

Leveraging Addison Lee's expertise in enterprise and premium mobility to build a global network



Growing Enterprise Customer Relationships

Leverage CMAC and Group relationships and network to aggregate corporate and premium mobility demand across markets



Expanding Network Reach

Enable customers to access mobility services across multiple cities through a seamless virtual fleet network



Increasing Share of Customer Spend

Extend premium, chauffeur and airport transfer services across the customer journey

39 cities across 10 countries connected today



Fulfilled by:



and other affiliates

Insights from Commercial Robotaxi Deployment in Guangzhou

Safe operations, growing rider acceptance and encouraging fleet economics



Operational Scale

620,000+ km

Autonomous kilometres completed*

Close to 40,000

Passenger journeys served*



Safety Validation

0

Serious safety incidents to-date

**Demonstrating safe and reliable
autonomous operations in everyday
passenger service**



Operational Economics



Operating hours up to 22 hours a day



Daily trip volumes higher than conventional taxi operations



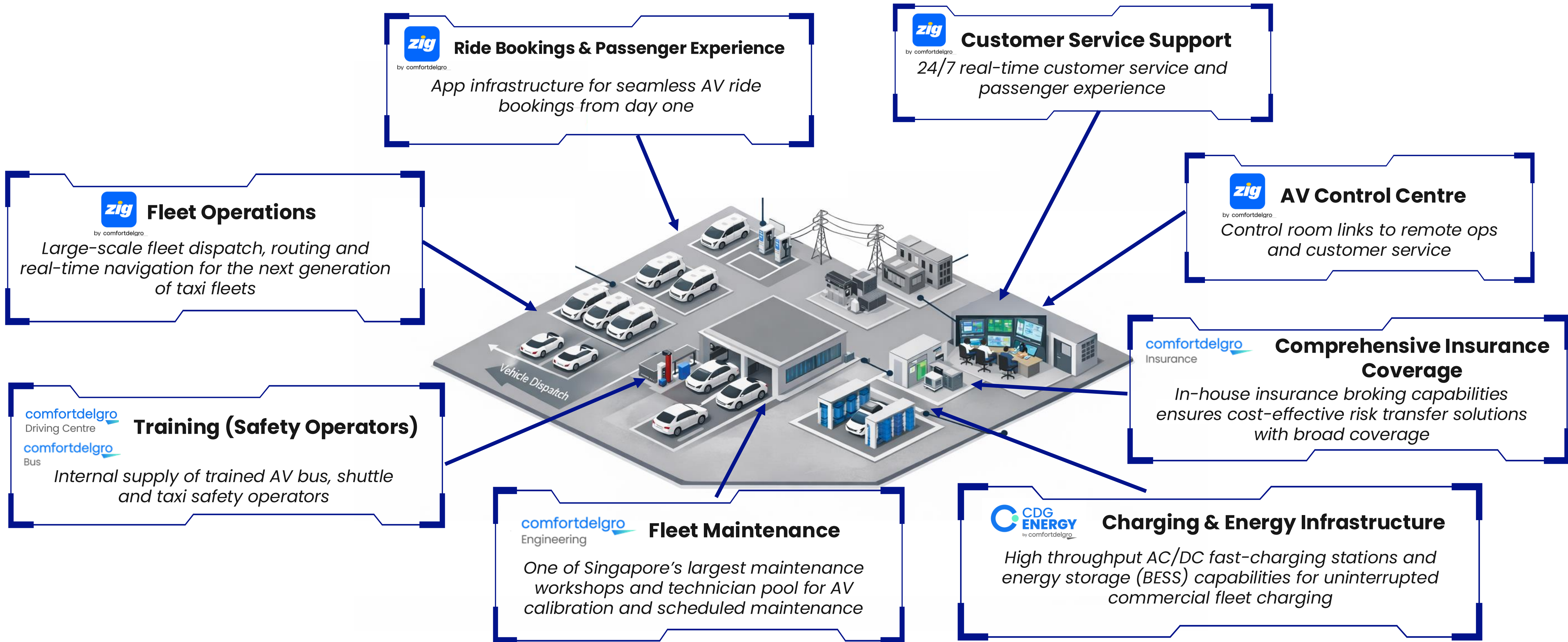
Proprietary data on fleet operations, maintenance, charging, dispatch, customer service help boost AV fleet efficiency even further

The competitive advantage in AVs will not be technology alone, but the proprietary data, operational expertise, and ecosystem accumulated over years of mobility operations.

*Guangzhou operations from 10 March 2025 – 30 June 2026

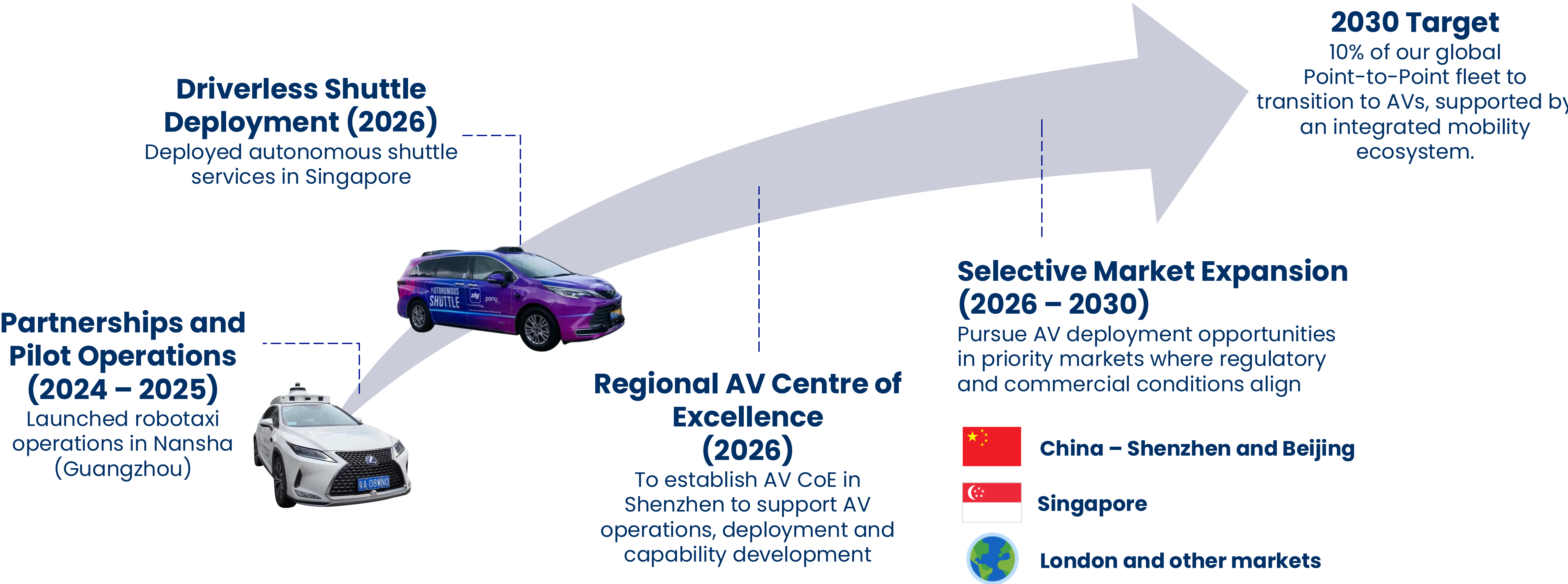
An Integrated Ecosystem Decades in the Making

Many of the capabilities required to support future autonomous mobility are already part of our operating model across Singapore, China and the UK today



Progressing Autonomous Mobility Across our Global Markets

Target approximately 10% of our global Point-to-Point fleet to transition to autonomous vehicles by 2030



2H2026 Priorities

- **Grow International Public Transport Portfolio**
Participating selectively in bus and rail tenders where we can deliver long-term value
- **Accelerate the Transformation of Point-to Point**
Pivoting towards a higher-quality mobility business through premium and enterprise mobility solutions
- **Drive Operational Excellence and Cost Optimisation**
Improving efficiency and cost discipline across the Group
- **Strengthen Future-Ready Capabilities**
Deepening AV and AI expertise and operational readiness to support growth
- **Disciplined Capital Management**
Maintaining financial flexibility while supporting sustainable shareholder returns

Thank you