

Chart 1

COMFORTDELGRO CORPORATION LIMITED

Sixteenth Annual General Meeting 26 April 2019

Summary of Financial Results for FY 2018

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Chart 2

Financial Summary

	FY 2018	FY 2017	Incr/(Decr)
Revenue(\$'m)	3,805.2	3,576.4	228.8 / 6.4%
Op Costs(\$'m)	3,366.4	3,167.2	199.2 / 6.3%
Op Profit(\$'m)	438.8	409.2	29.6 / 7.2%
Net Profit(\$'m)	303.3	301.5	1.8 / 0.6%
EBITDA(\$'m)	833.1	818.0	15.1 / 1.8%
EPS(Cents)	14.01	13.95	0.06 / 0.4%
Dividend(Cents)	10.50	10.40	0.10 / 1.0%

Chart 3

Revenue Increased by \$228.8m from \$3,576.4m to \$3,805.2m

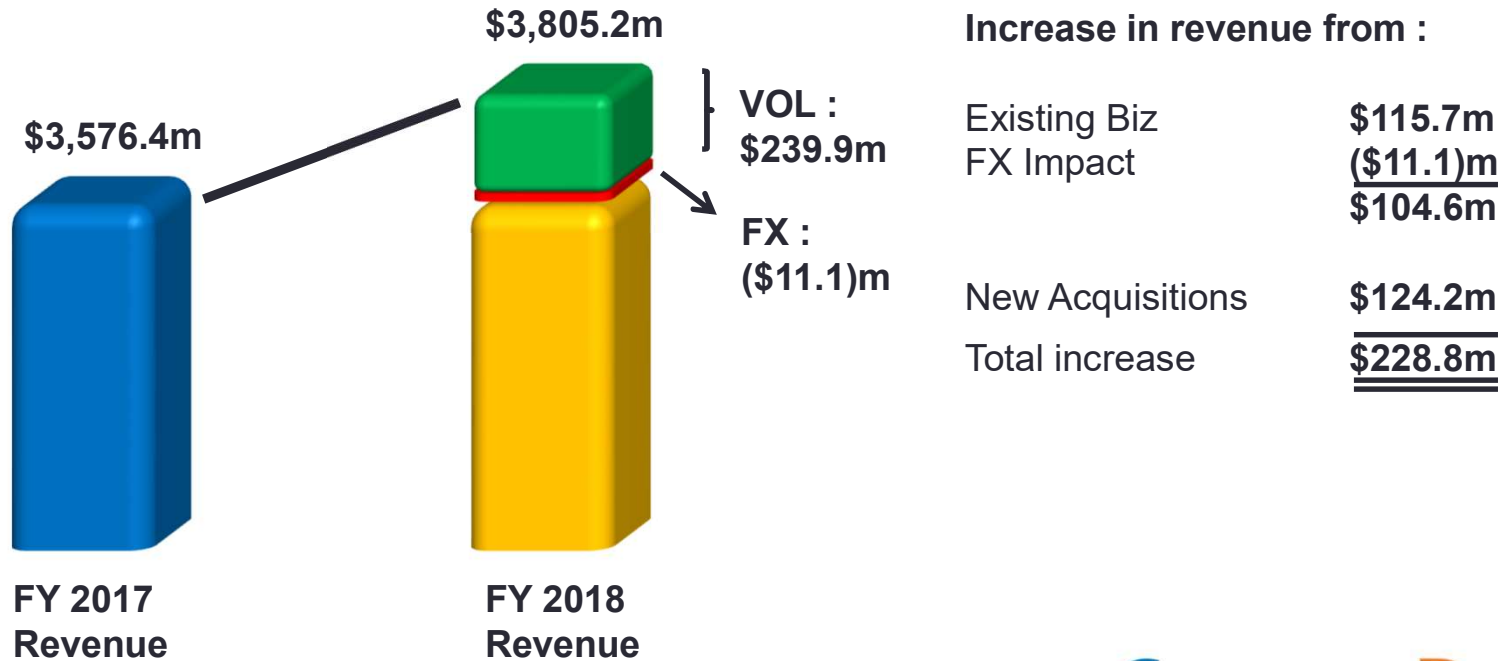


Chart 4 **Increase in Operating Costs by \$199.2m from \$3,167.2m to \$3,366.4m**

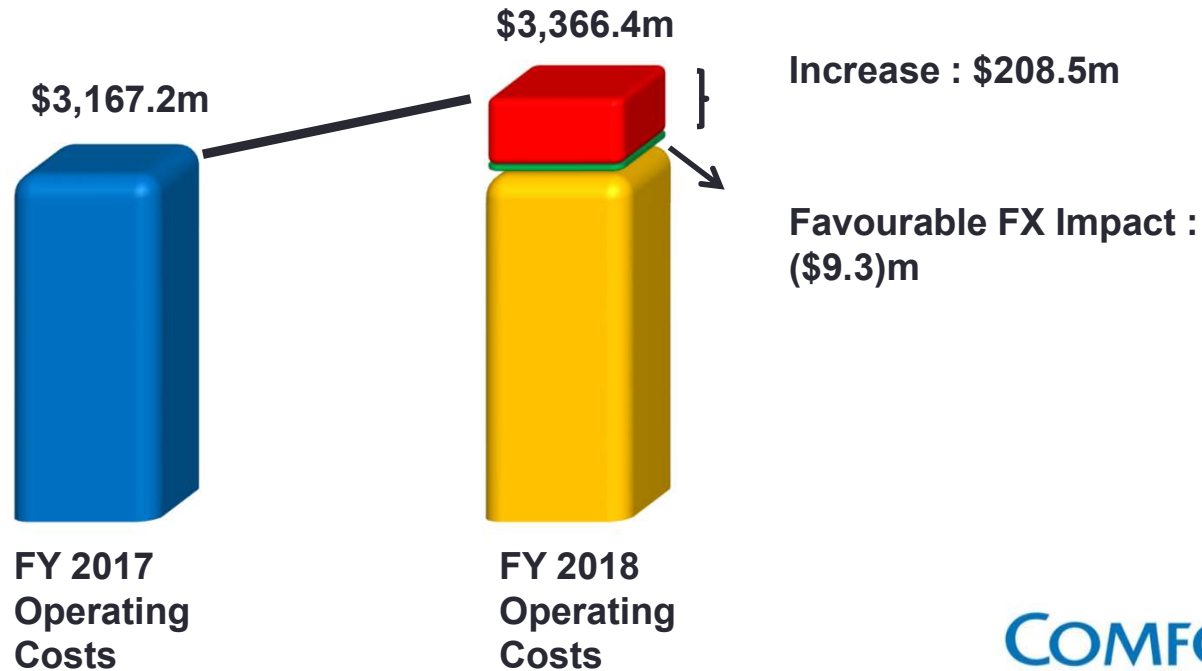


Chart 5 Operating Profit Increased by \$29.6m from \$409.2m to \$438.8m

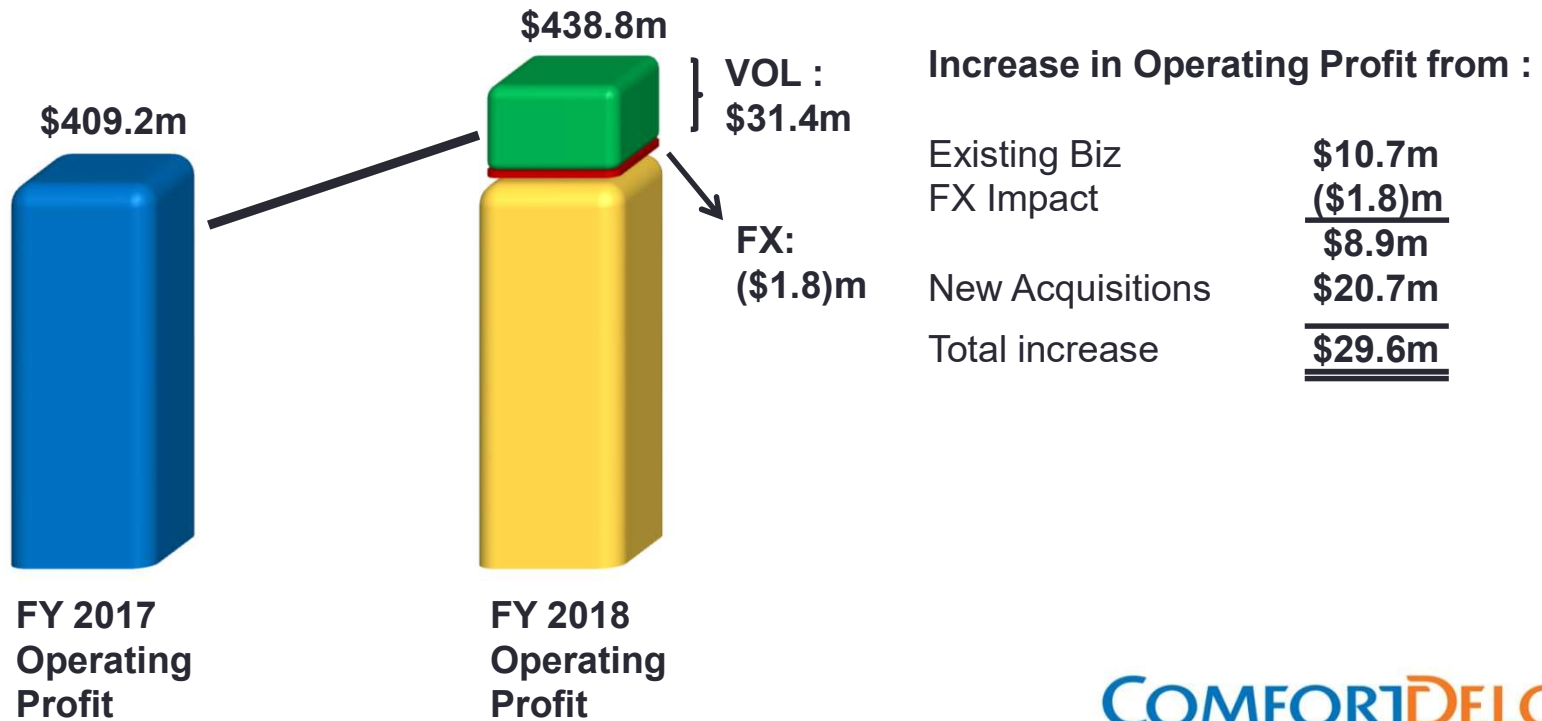
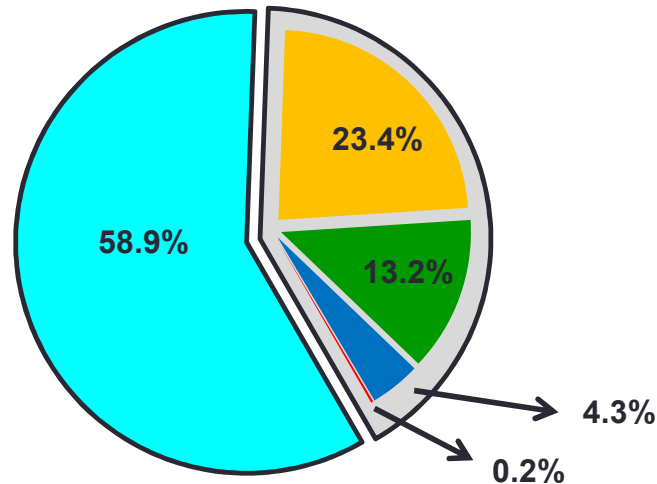


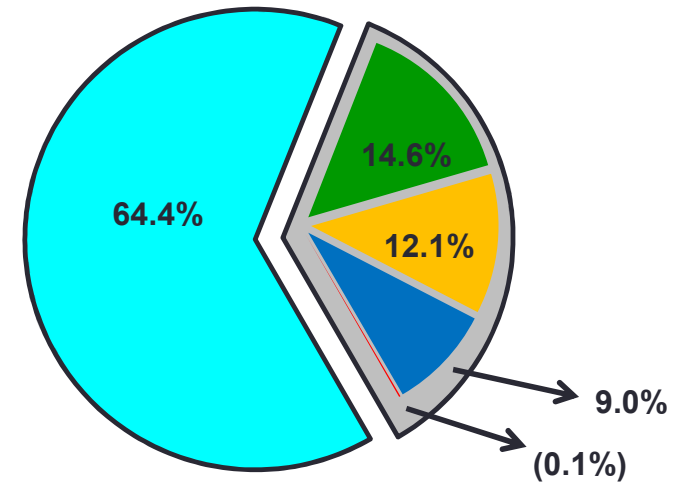
Chart 6

Contribution by Geographical Region

Group Revenue



Group Operating Profit



- Singapore
- UK/Ireland
- Australia
- China
- Vietnam & Malaysia

Chart 7

Financial Position Remains Stable

	Dec 18	Dec 17	Incr/(Decr)
Cash and short-term deposits	\$586.1m	\$596.2m	(\$10.1)m / (1.7)%
Borrowings	\$569.9m	\$322.3m	\$247.6m / 76.8%
Net Cash	\$16.2m	\$273.9m	(\$257.7)m / (94.1)%
Gross Gearing	18.8%	10.6%	8.2% points

Chart 8

Moving to Asset-Light Business Model Lowest CAPEX in last five years

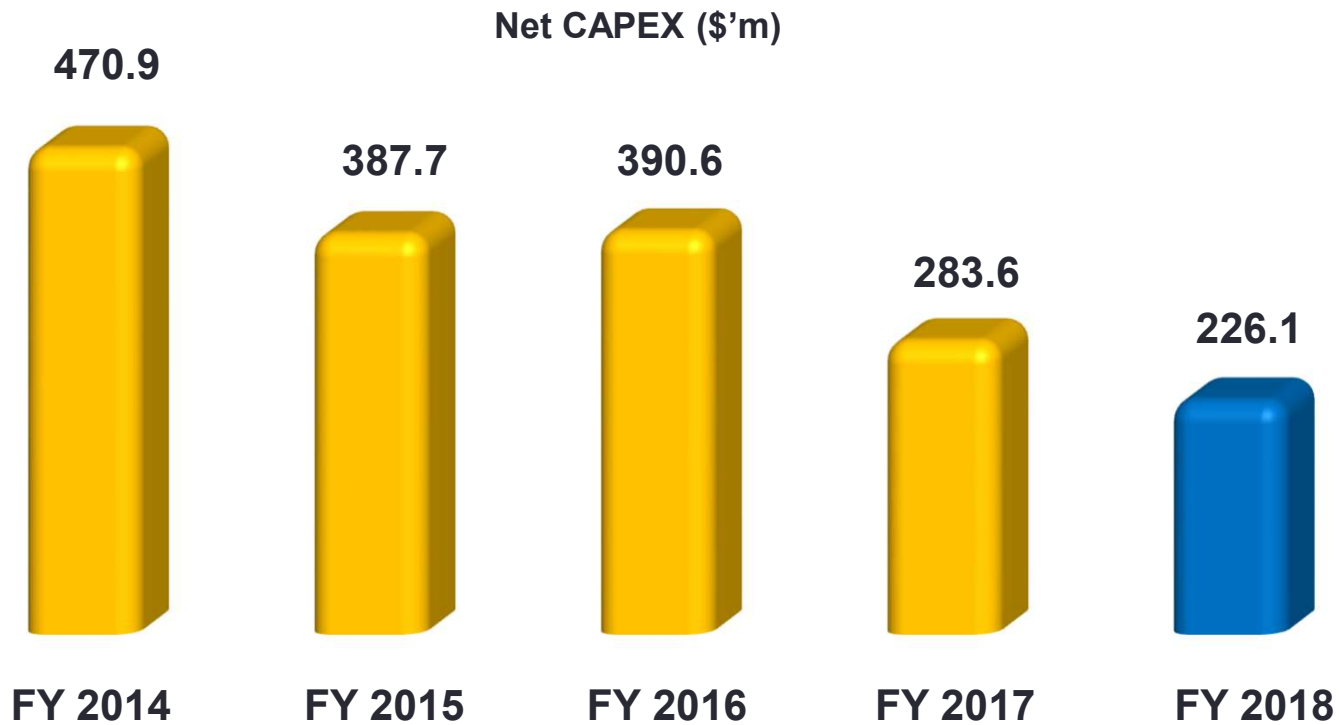


Chart 9

Increasing Free Cash Flows

(\$'m)

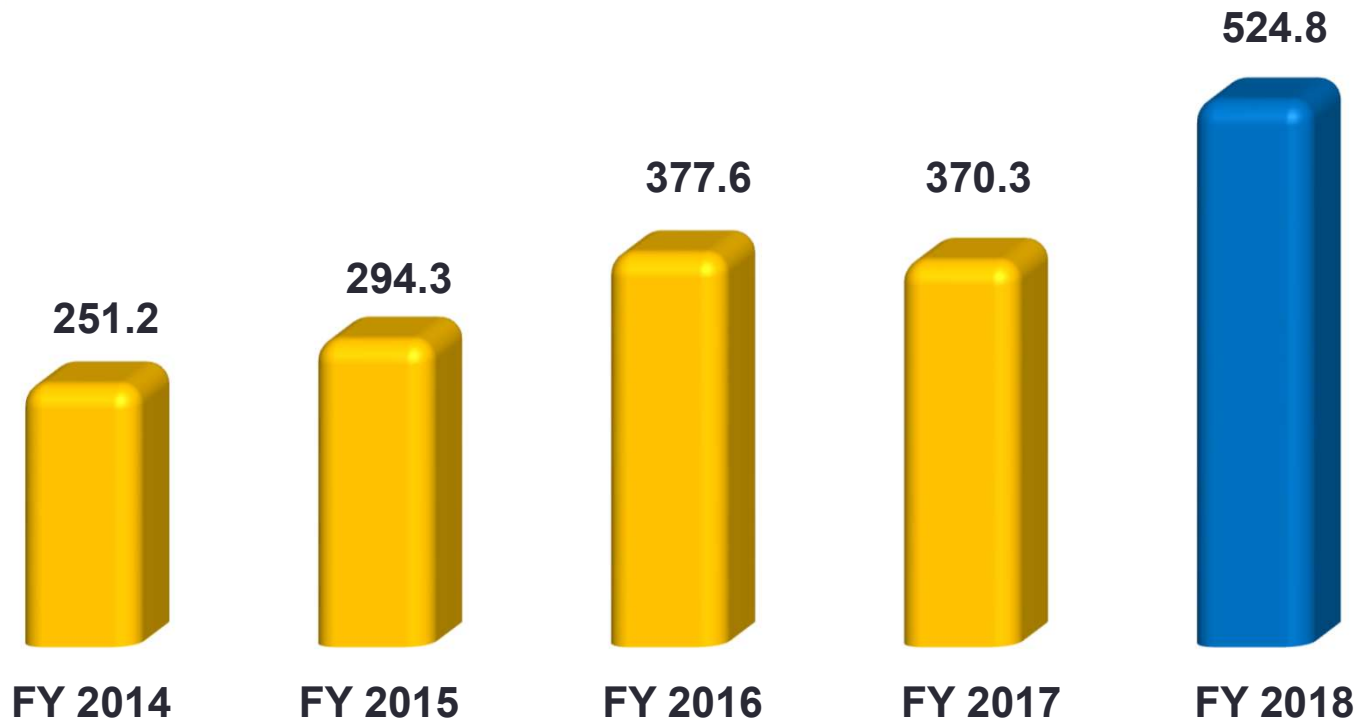


Chart 10

Growth in Dividends

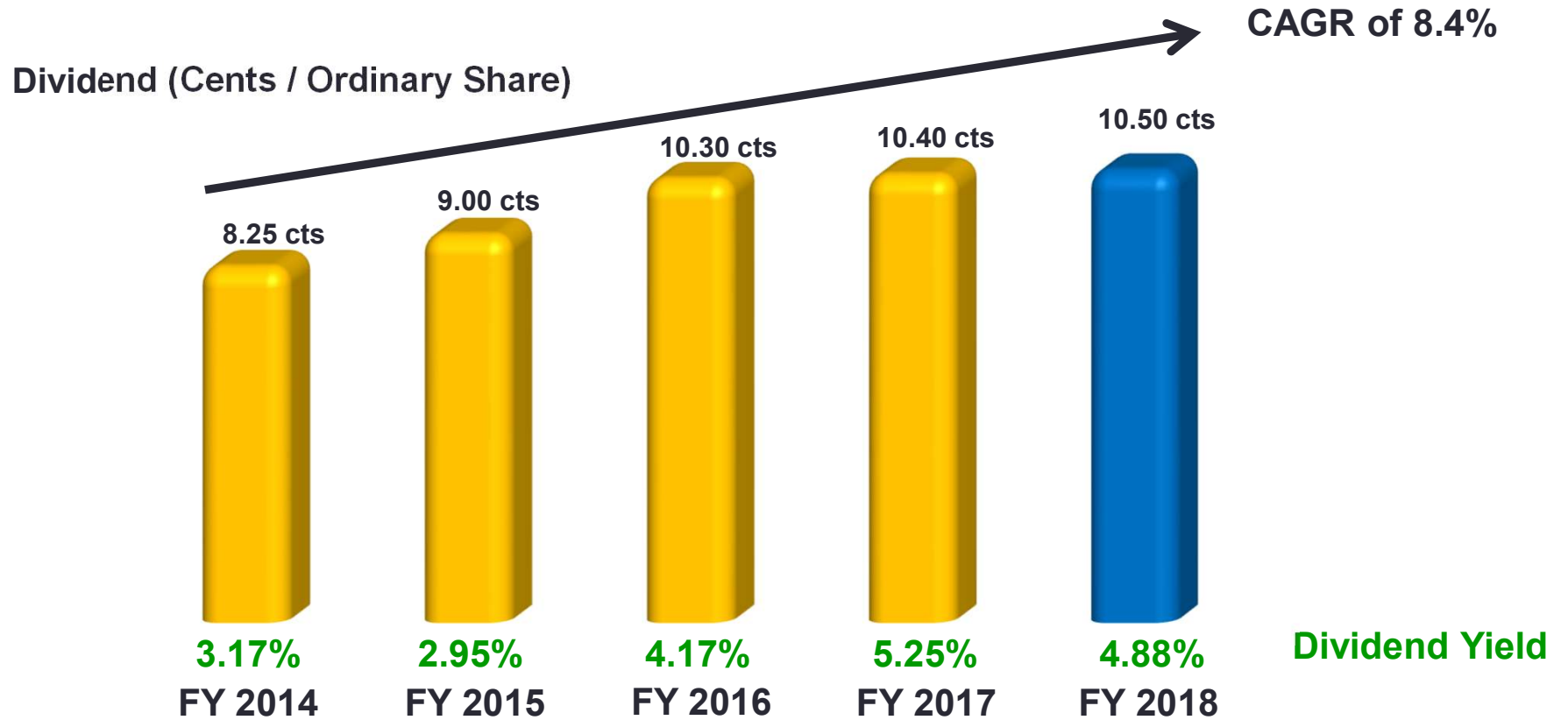


Chart 11

Total Shareholder Return

TOTAL SHAREHOLDER RETURN

From First Trading Date of 1 Apr 2003 to 31 Dec 2018

Total Return

%

335

Annual Compounded

%

9.78

	Per Share
Capital Gains (\$0.79 ⁽¹⁾ to \$2.15 ⁽²⁾)	\$1.36
Gross Dividends (2003 – 2018)	\$1.29
Total Shareholder Return	\$2.65

(1) Closing Share Price on 1 April 2003

(2) Closing Share Price on 31 December 2018

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Chart 12

Merger & Acquisition in 2018

Acquisitions in Australia

Buslink



Operates a fleet of 401 buses providing public bus, school bus and charter bus services

Forest Coach Lines



Managing 8 bus depots and a fleet of 220 buses in New South Wales

National Patient Transport



Providers of non-emergency patient transport ambulance services

Tullamarine Bus Lines



7 metropolitan routes with long term contracts operated by 34 buses in Victoria

Other acquisition include :

- Purple Coaches in Perth, providing coach services for schools, private charters and tours

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Existing Businesses And New Acquisitions

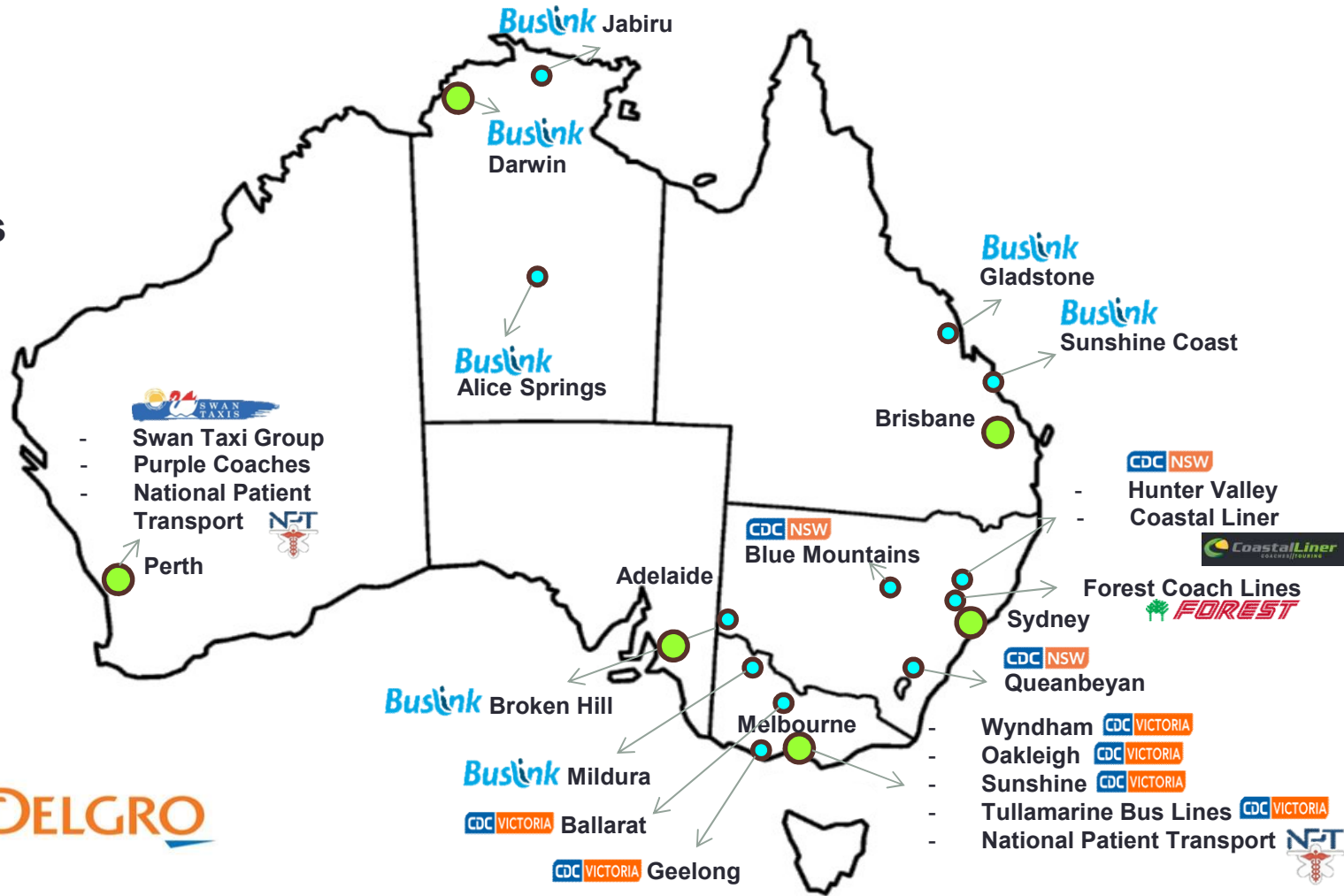


Chart 14

Merger & Acquisition in 2018

Acquisitions in UK, China and Singapore

New Adventure Travel Group



NAT Group with a fleet of 117 buses and coaches in Wales

Dial-a-Cab



Acquired business assets of Dial-a-Cab

AZ Bus



Acquired 94 coaches from AZ Bus

Ric-Tat Bus



Acquired 72 coaches from Ric-Tat

Other acquisition include :

- Acquired 217 Taxi Licences and Vehicles in Shenyang, China
- Acquired remaining 51% of shares in ComfortDelGro Insurance Brokers in Singapore

Chart 15

Transformation Journey in 2018



Group Transformation Office set up in June 2018 to focus on the mega business and technological trends

Work closely with external and internal stakeholders to fill technology gaps and build partnerships to manage disruptive challenges through :



- a) Strengthening our core mobility business in existing markets and services
- b) Exploring new markets and adjacent businesses
- c) Exploring new mobility perspectives and services
 - **On-demand bus services**
 - **Fleet electrification and charging technology**
 - **Trials for autonomous vehicles**



Set up in US\$100m Corporate Venture Fund to pursue long-cycle investments in selected technology start-up companies with potential to support collaboration efforts and access to new technologies for the Group

Chart 16

Digitalisation Journey



ChatBot



Robotic Process Automation



Engineering Workshop
Process Digitalisation



Data Mining



Innovation Centre at Singapore Tax

Chart 17

Strategic Priorities in 2019

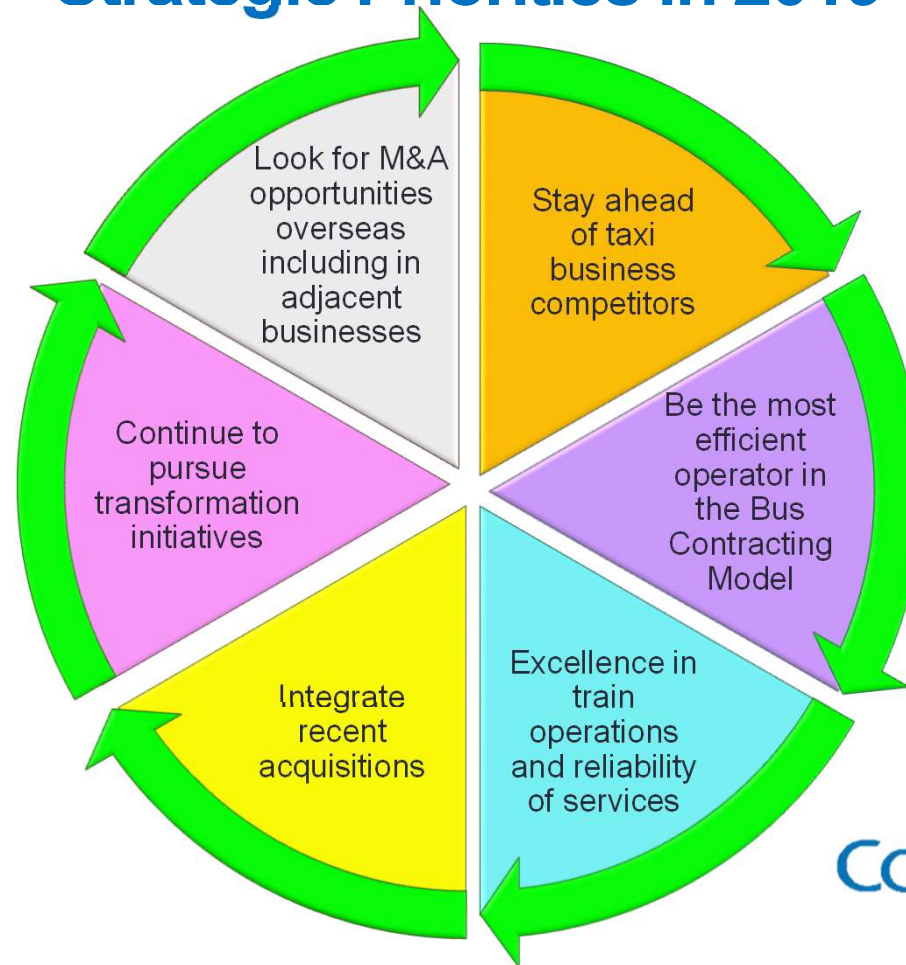


Chart 18

THANK YOU.

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