

Chart 1

# COMFORTDELGRO CORPORATION LIMITED

Sixteenth Annual General Meeting 26 April 2019

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## Summary of Financial Results for FY 2018

COMFORTDELGRO

Chart 2

## Financial Summary

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

Chart 3

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

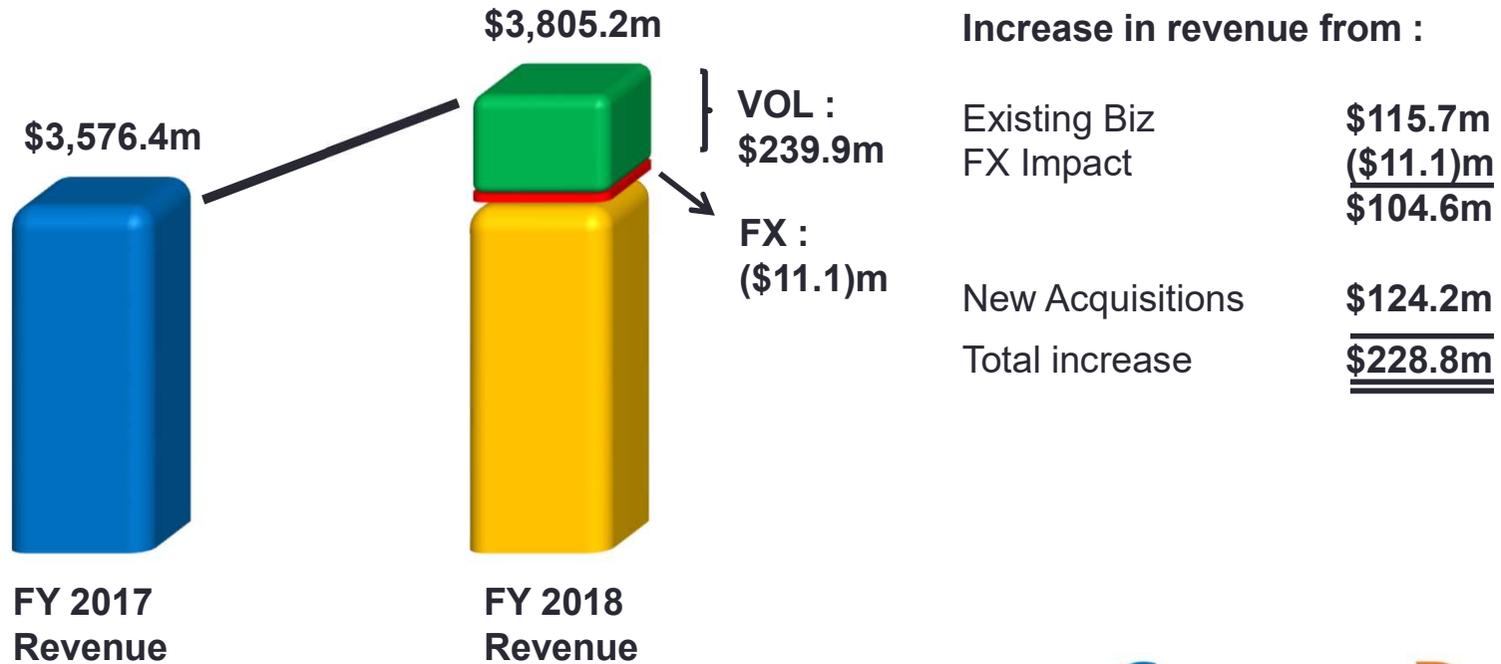
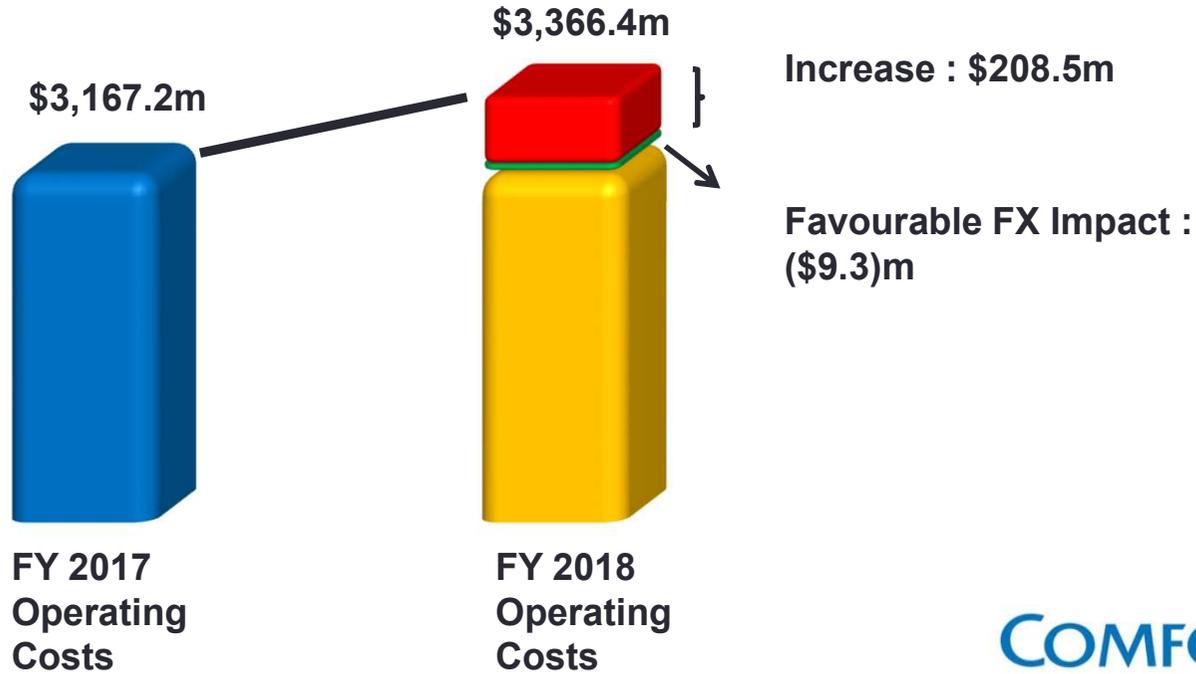


Chart 4 **Increase in Operating Costs by \$199.2m from \$3,167.2m to \$3,366.4m**



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

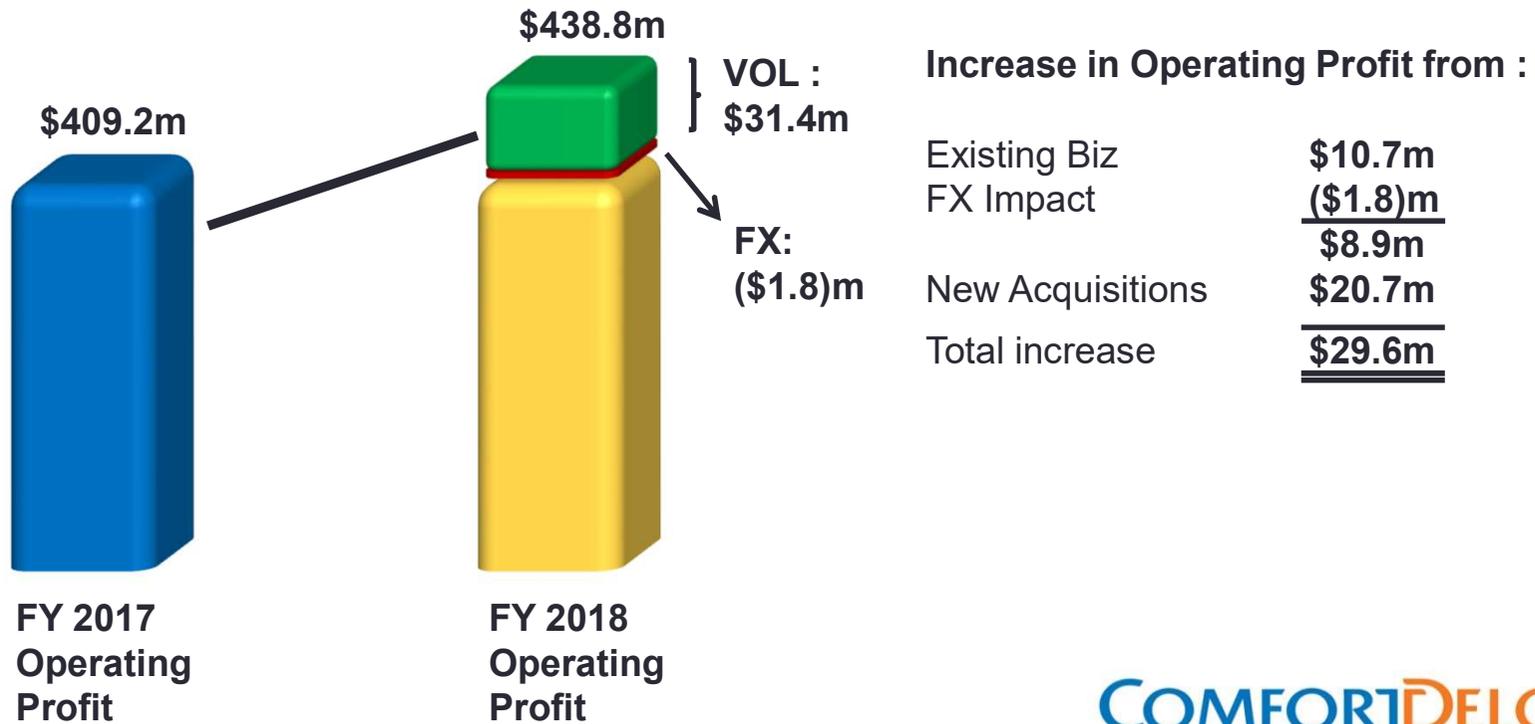
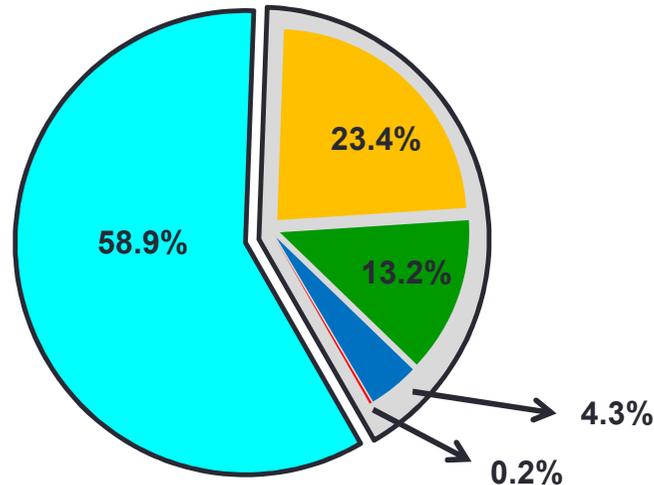


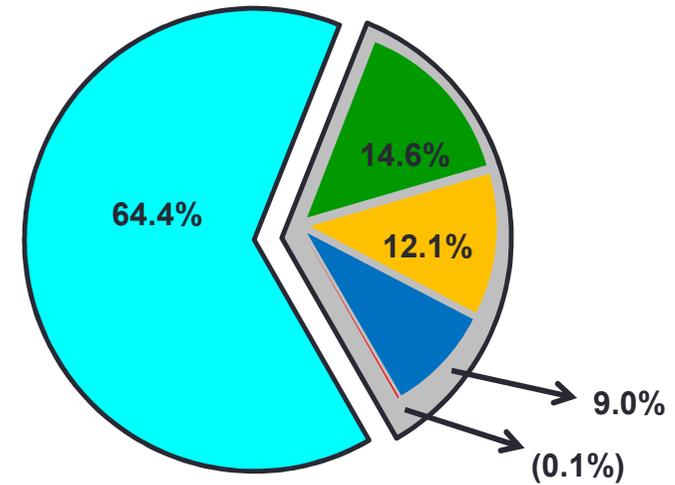
Chart 6

## 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

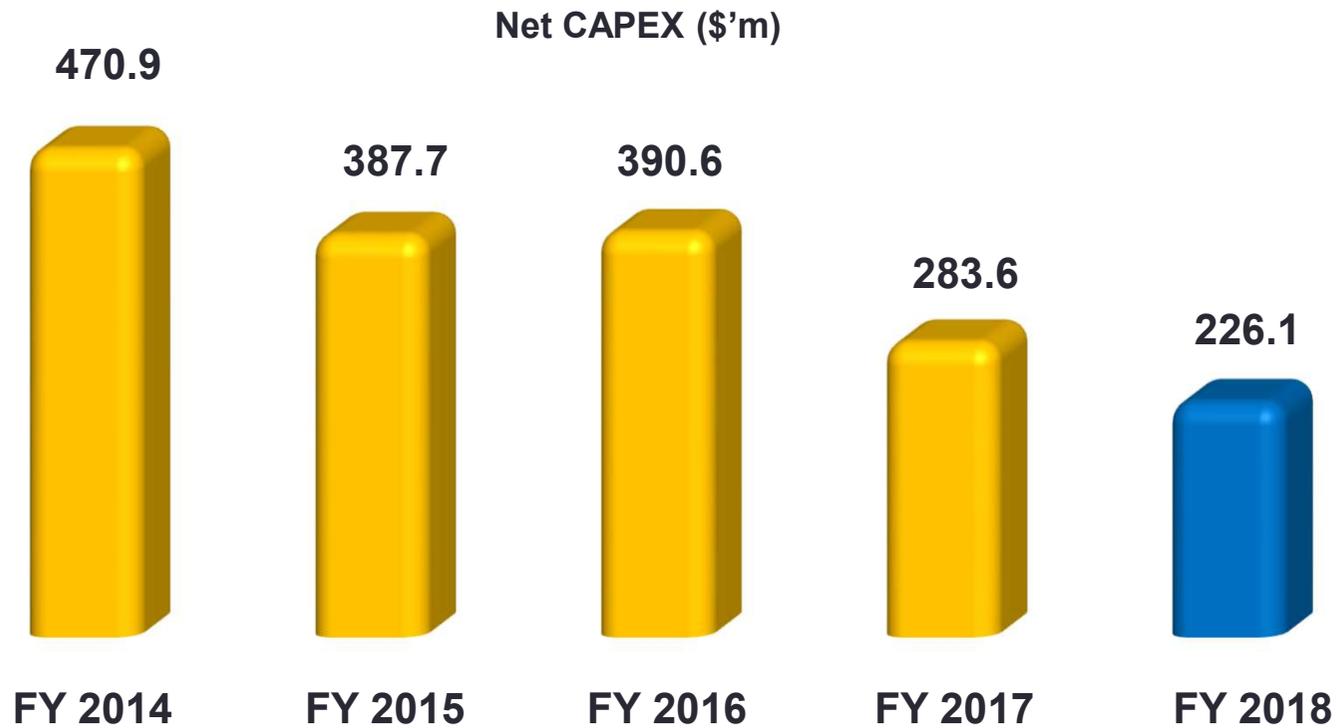


Chart 9

# Increasing Free Cash Flows

(\$'m)

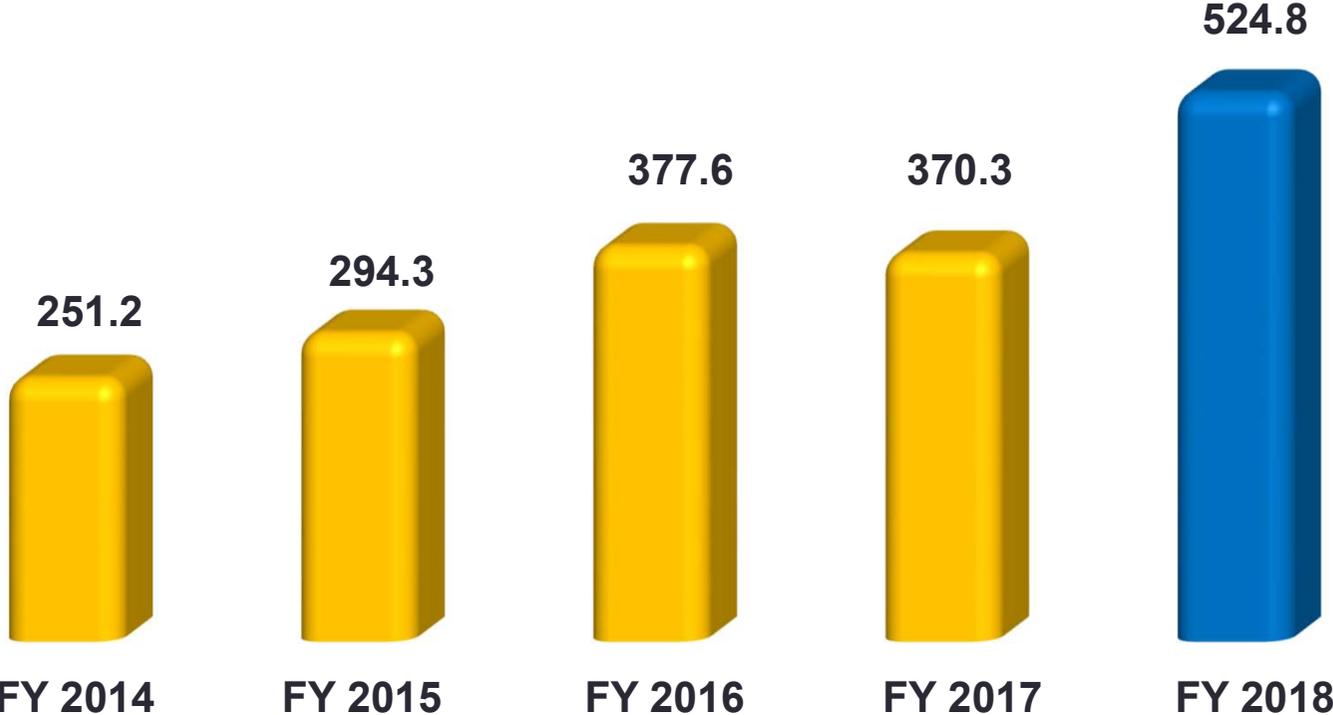
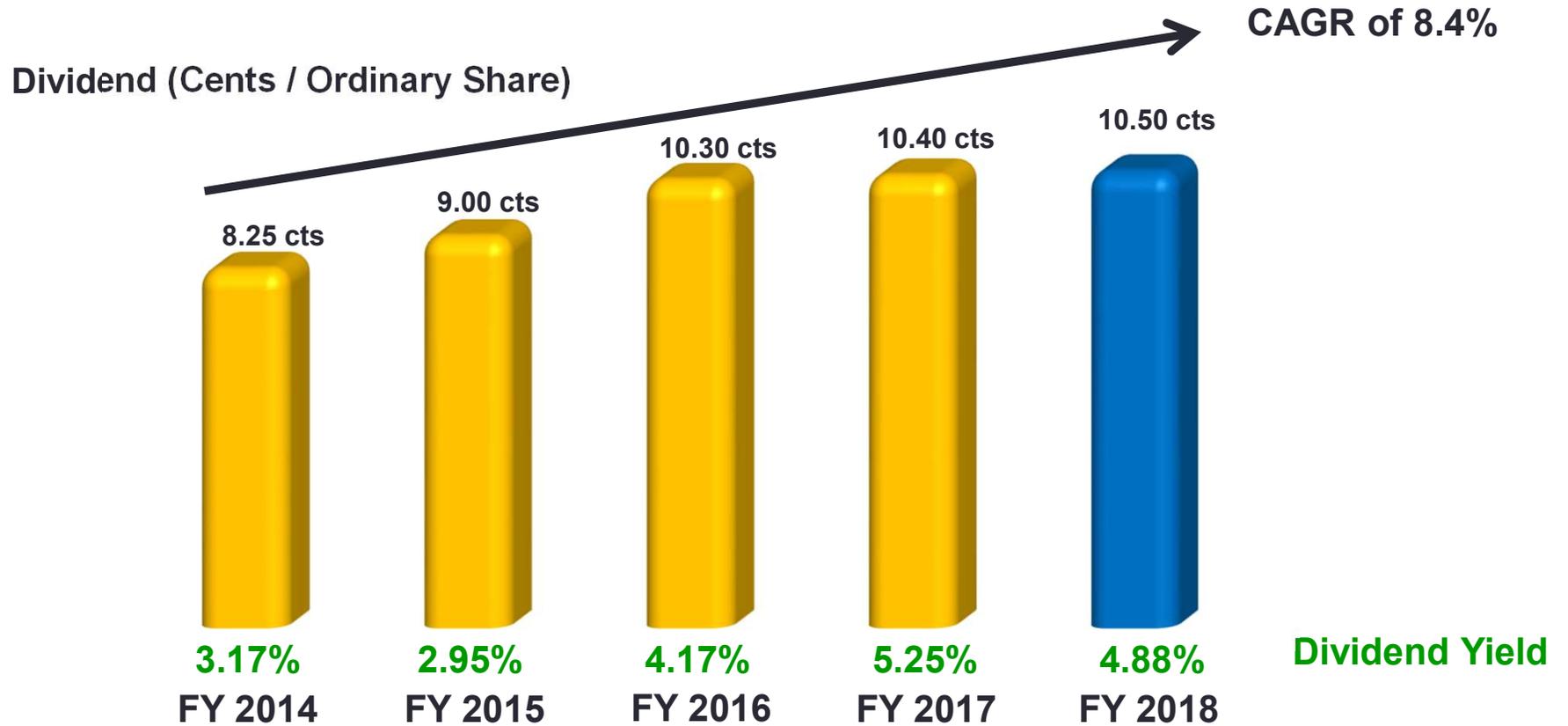


Chart 10

## 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**

**Annual Compounded**

%

%

**335**

**9.78**

Per Share

**Capital Gains ( \$0.79<sup>(1)</sup> to \$2.15<sup>(2)</sup> )**

**\$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



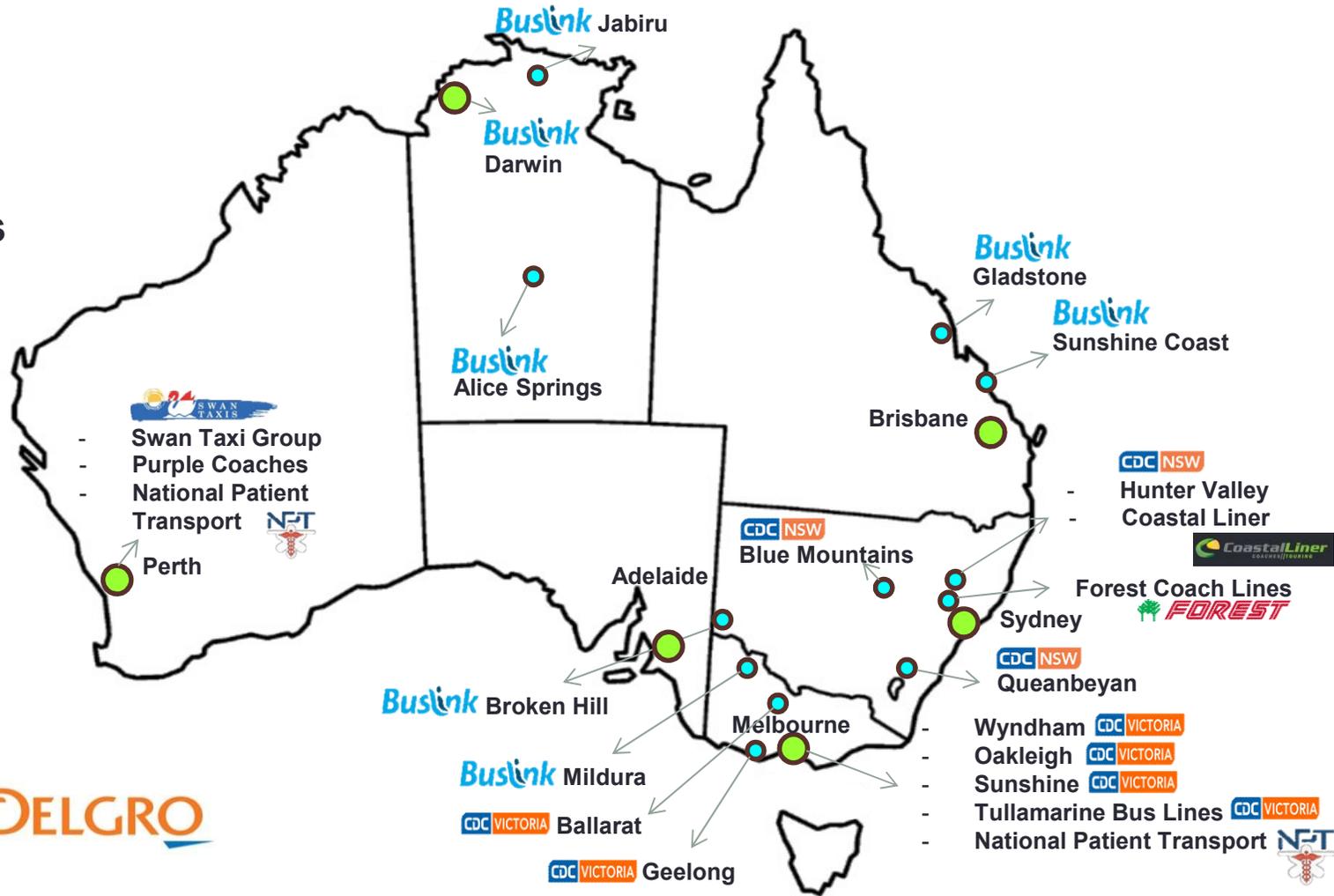
7 metropolitan routes with long term contracts operated by 34 buses in Victoria

### 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



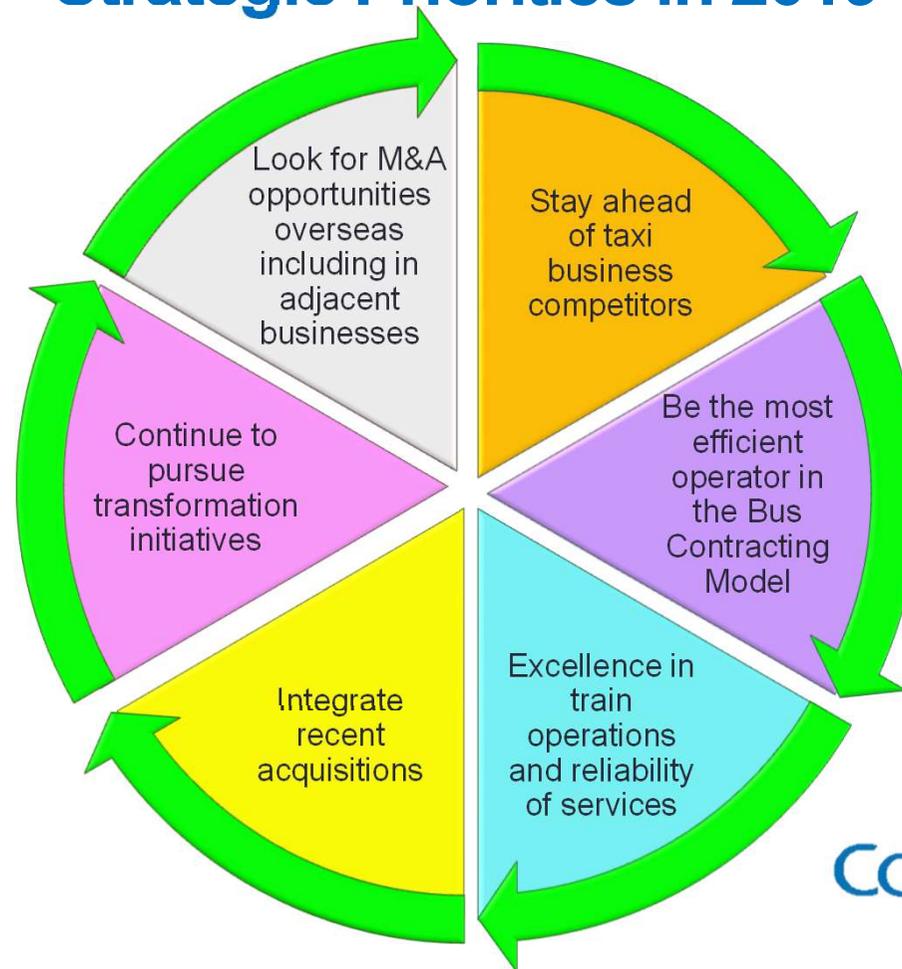
Data Mining



Innovation Centre at Singapore Tax

Chart 17

## Strategic Priorities in 2019



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Chart 18

**THANK YOU.**

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