

A network diagram on the left side of the slide. It consists of a series of interconnected nodes and lines. The nodes are circular icons representing various transportation and service concepts: a group of people, a car, a gear, a location pin, a globe, a bus, a wheelchair, a train, a head with a gear, an ambulance, and a road. Some nodes are highlighted with dashed white borders. The background of the slide features a geometric pattern of overlapping light gray and white shapes.

3Q2021 Financial Results Presentation

11 November 2021

COMFORTDELGRO

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- Financial Update for 3Q2021
- Performance By Business Segment for 3Q2021



COVID-19 UPDATE FOR 3Q2021

COVID-19 Update

Overall

- More than 7.1 billion doses of COVID-19 vaccines as of 5 November 2021 have been administered globally, with highest vaccination rates in developed countries. Vaccines have proven to be effective at preventing hospitalisation and deaths.
- New strains, led by highly transmissible Delta variant, have resulted in renewed outbreaks, with increasing number of infections and deaths over past two months.
- Almost every country, apart from China, is shifting away from the “COVID-19-Zero” policy
 - Aggressive vaccination strategy to enable re-opening and a return to normalcy
 - Progressive resumption of international travel via vaccinated travel lane arrangements
- With envisaged picking up of economic and social activities, most Government reliefs will also end in 2022
- The COVID-19 pandemic is far from over
 - Evolving Delta variants and approaching winter could fuel infection surges in northern hemisphere.
 - Emergency authorisation sought by Merck to make available the first oral antiviral medication to cut the rate of hospitalisation and death by 50 per cent.

COVID-19 Update

Singapore

- Infectious nature of Delta variant has necessitated a shift away from a “Zero-COVID-19” strategy to one of “Living with COVID-19” as an endemic
- Despite high vaccination of 84% by end Oct, daily infection numbers have increased to 3000s, with fatalities in the 10s, involving unvaccinated patients or elderly with underlying medical conditions
- Restrictions under the Stabilisation Phase has been extended by a month to 21 November to reduce the strain on the national healthcare system. More vaccination-differentiated measures and expansion in home recovery has also been introduced. Vaccine booster shots are also in-progress.
- International travel resumed with Vaccinated Travel Lane arrangement with selected countries, including the US, Korea, Brunei, Australia, Germany, UK and several other European nations
 - As of end October, about 15,000 travellers have been issued with vaccinated travel passes
- Ridership for public transport has remained at about 60% of pre-pandemic level

COVID-19 Update

China

- The Chinese Government continues to maintain a zero-tolerance approach to the COVID-19 pandemic
- China has seen a resurgence in infections across various provinces and cities since mid-October, including in Heilongjiang, Inner Mongolia, Gansu, Ningxia and Beijing. National daily infection numbers have steadily increased from low 10s to 70s
- Travel restrictions, snap lockdowns and mass screenings imposed whenever there is an infection surge
 - Stepping up test screening at ports of entry, especially those in North and Northwest China
 - Suspension of cross-provincial tours by Beijing on 23 October
 - Closure of Shanghai Disneyland on 1-2 November
- As of end October, 77% of the Chinese population have been fully inoculated
- Borders remain tightly controlled, particularly pre-Winter Olympics
 - Booster shots for all Chinese athletes and staff supporting the Winter Games

COVID-19 Update

Australia

- A 4-stage National Plan for re-opening was agreed to by all States and Territories with the Federal Government on 6 August
- Change in COVID-19 strategy from “COVID-Zero” to “Live with the Virus”
- With about 88% of Australians having received at least one COVID-19 vaccine dose, State Governments have eased tough restrictions in Melbourne and Sydney starting 23 October
- Despite the Delta wave, national COVID-19 numbers on infections and fatalities are still relatively low by global standards
- Established quarantine-free vaccinated travel lane with New Zealand and Singapore. Travel will be open to more designated “safe” countries and to vaccinated visitors.
- Expect resumption of economic and social activities, including domestic travels. International travel will resume, but at a measured pace.
- Federal Government will wind down emergency funding as vaccination rates improve

COVID-19 Update

United Kingdom / Ireland

- With a significant percentage of population vaccinated, lockdown restrictions including the wearing of masks and social distancing, were lifted on Freedom Day on 19 July
- 79% of the UK population aged 12 and over have been fully vaccinated. 87% have received at least one dose.
- COVID-19 infections have risen post summer but the number of hospitalisations and deaths remain low
- Recent surge attributed to several factors, from waning immunity from vaccines to uneven vaccination coverage within different age groups
- The UK Government likely to continue with the re-opening of the economy, to get the public and businesses back to some semblance of a “new normal”, including to “see people back in the office”
 - Focus on vaccine booster programme, and a winter plan advisory
- Full resumption of international travel, with last 7 countries removed from Red list on 1 Nov. Fully vaccinated travellers are not required to self isolate. Notwithstanding, we do not expect an immediate surge of international visitors.
- Public transport services have resumed to full-service level. Discretionary travel-related businesses remain subdued.

FINANCIAL UPDATE FOR 3Q2021

Income Statement – 3Q2021

	3Q2021	3Q2020 ¹	Fav/(Adv)	YTD Sep'21	YTD Sep'20 ¹	Fav/(Adv)
Revenue (\$'m)	880.3	820.0	60.3 / 7.4%	2,622.8	2,353.7	269.1 / 11.4%
Depreciation and Amortisation (\$'m)	(102.5)	(105.3)	2.8 / 2.7%	(308.3)	(317.1)	8.8 / 2.8%
Operating Costs (\$'m)	(737.5)	(653.4)	(84.1) / (12.9%)	(2,139.6)	(1,938.7)	(200.9) / (10.4%)
	40.3	61.3	(21.0) / (34.3%)	174.9	97.9	77.0 / 78.7%
Impairment (\$'m)	-	(17.5)	17.5 / 100.0%	-	(48.3)	48.3 / 100.0%
Operating Profit (\$'m)	40.3	43.8	(3.5) / (8.0%)	174.9	49.6	125.3 / 252.6%
Profit After Tax (\$'m)	31.3	31.8	(0.5) / (1.6%)	138.9	32.8	106.1 / 323.5%
Profit After Tax and MI (\$'m)	25.8	21.6	4.2 / 19.4%	116.8	15.0	101.8 / 678.7%
EBITDA (\$'m) ³	142.1	168.3	(26.2) / (15.6%)	480.8	422.1	58.7 / 13.9%

Operating Profit/(Loss) before COVID-19 Government relief (\$'m)	20.5	(0.4)	20.9 / 5,225.0%	97.9	(76.9)	174.8 / 227.3%
COVID-19 Government relief (\$'m)	19.8	44.2	(24.4) / (55.2%)	77.0	126.5	(49.5) / (39.1%)
Operating Profit after COVID-19 Government relief (\$'m)	40.3	43.8	(3.5) / (8.0%)	174.9	49.6	125.3 / 252.6%

Income Statement – 3Q2021

3Q2021 vs 3Q2020

- Revenue ↑\$60.3m or 7.4%
 - Excluding Government relief, Revenue ↑\$61.3m or 7.5% - Public Transport Services ↑\$65.3m; Automotive Engineering Services ↑\$5.1m; Taxi ↓(\$9.7m)
 - Includes Government relief of \$3.1m (3Q2020: \$4.1m)
 - Relief for unhired taxis, property tax and rental in Singapore – \$1.7m
 - Revenue support for charter bus businesses in the UK – \$1.4m
- Operating Costs ↑(\$84.1m) or (12.9%)
 - Excluding Government relief, Total Operating Costs ↑(\$60.7m) or (8.8%) - Public Transport Services ↑(\$61.3m)
 - Includes Government relief of \$16.7m (3Q2020: \$40.1m)
 - Jobs Support Scheme and waiver of Foreign Worker Levy in Singapore – \$16.5m
 - Employee furlough scheme in the UK – \$0.2m

YTD Sep'21 vs YTD Sep'20

- Revenue ↑\$269.1m or 11.4%
 - Excluding Government relief, Revenue ↑\$263.7m or 11.2% - Public Transport Services ↑\$197.5m; Taxi ↑\$38.4m; Inspection & Testing ↑\$13.4m; Driving Centre ↑\$9.7m
 - Includes Government relief of \$14.8m (YTD Sep'20: \$9.4m)
 - Relief for unhired taxis, property tax and rental in Singapore – \$3.2m
 - Revenue support for charter bus businesses in the UK – \$10.3m
 - VAT exemption in China – \$1.3m
- Operating Costs ↑(\$200.9m) or (10.4%)
 - Excluding Government relief, Total Operating Costs ↑(\$146.0m) or (7.1%) - Public Transport Services ↑(\$147.0m)
 - Includes Government relief of \$62.2m (YTD Sep'20: \$117.1m)
 - Jobs Support Scheme and waiver of Foreign Worker Levy in Singapore – \$58.7m
 - Employee furlough scheme in the UK – \$3.5m

Income Statement – Quarter-to-Quarter

	1Q2021	2Q2021	3Q2021
Revenue (\$'m)	856.3	886.2	880.3
Depreciation and Amortisation (\$'m)	(100.1)	(105.7)	(102.5)
Other Operating Costs (\$'m)	(674.9)	(727.2)	(737.5)
Operating Profit (\$'m)	81.3	53.3	40.3
Profit After Tax (\$'m)	66.8	40.8	31.3
Profit After Tax and MI (\$'m)	56.2	34.8	25.8
EBITDA (\$'m) ¹	181.1	157.6	142.1

Operating Profit before Government relief (\$'m)	47.9	29.5	20.5
COVID-19 Government relief (\$'m)	33.4	23.8	19.8
Operating Profit after Government relief (\$'m)	81.3	53.3	40.3

Income Statement – Quarter-to-Quarter

COVID-19 situation remained volatile through 3Q2021

- Further outbreaks and tightening of measures in most geographies
 - Singapore moved to Phase 3 (Heightened Alert) in July 2021
 - Full lockdowns in most states in Australia throughout 3Q2021
 - Some further virus outbreaks in China were controlled relatively quickly
 - UK re-opening commenced July 2021
- 3Q2021 revenue decreased (0.7%) on 2Q2021
 - Further COVID-19 discounts for Taxis in Singapore largely offset by increased revenues from Public Transport Services
- Operating costs increased in line with activity levels and rising fuel prices, reducing government reliefs
- Government relief mostly tapering off, except for in UK

Balance Sheet

	Sep 21	Dec 20 ¹	Fav/(Adv)
Cash and short-term deposits (\$'m)	867.4	742.8	124.6 / 16.8%
Other current assets (\$'m)	634.5	681.4	(46.9) / (6.9%)
Non-current assets (\$'m)	3,355.1	3,534.4	(179.3) / (5.1%)
Total Assets (\$'m)	4,857.0	4,958.6	(101.6) / (2.0%)
Current liabilities (\$'m)	929.6	1,012.5	82.9 / 8.2%
Non-current liabilities (\$'m)	821.4	877.4	56.0 / 6.4%
Total Liabilities (\$'m)	1,751.0	1,889.9	138.9 / 7.3%
Total Equity (\$'m)	3,106.0	3,068.7	37.3 / 1.2%

- Decrease in total assets mainly due to depreciation and collection of receivables, partially offset by increase in cash and short-term deposits
- Decrease in total liabilities mainly due to scheduled repayment of borrowings
- Increase in total equity mainly due to profit for the period, partially offset by dividends paid

Cashflow

	3Q2021 (\$'m)		YTD Sep'21 (\$m)	
Cash from Operating Activities		163.3		582.7
<u>Utilisation of Cash:</u>				
Net CAPEX	(51.9)		(136.1)	
Dividends	(54.5)		(105.3)	
Tax	(16.2)		(61.8)	
Others	(3.3)		1.4	
Total Utilisation of Cash		(125.9)		(301.8)
Net Decrease in Borrowings		(62.8)		(156.3)
Net Cash Inflow		(25.4)		124.6

- 3Q2021 Free Cash Flow \$72.8m
 - EBITDA \$142.1m – net capex (\$51.9m) – tax (\$16.2m) – net interest (\$1.2m)

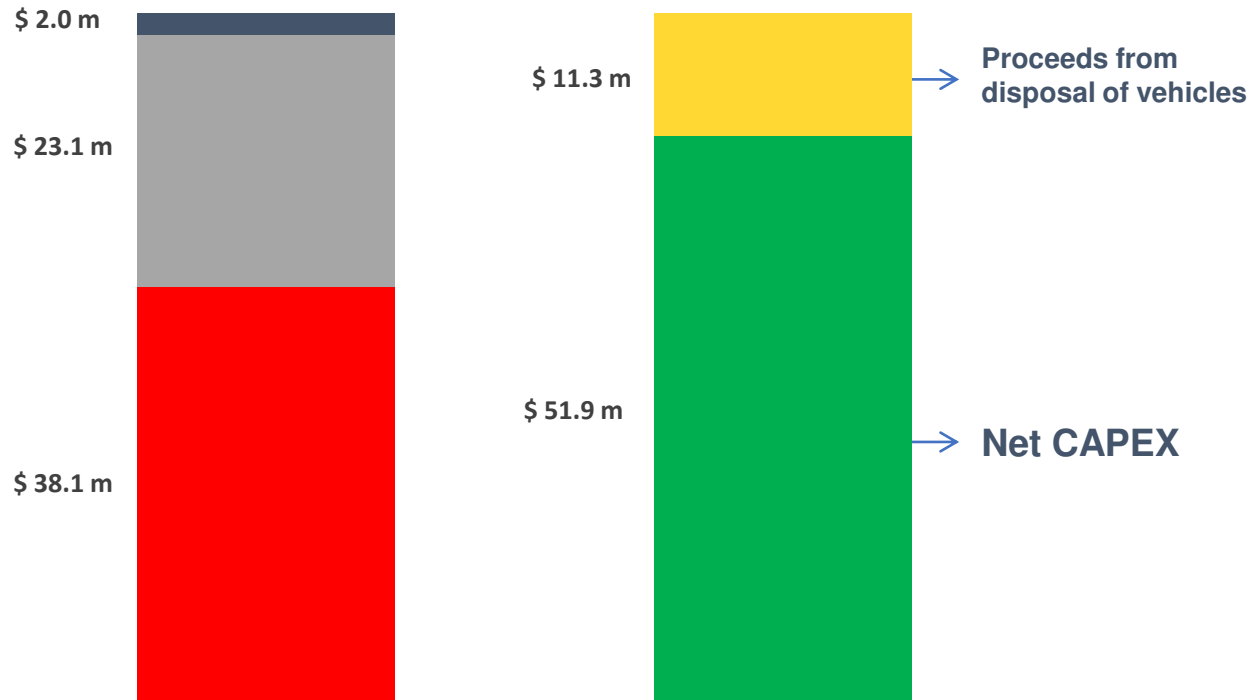
Group Treasury Status

	Sep 21	Dec 20 ¹	Fav/(Adv)
Cash and short-term deposits	\$867.4m	\$742.8m	\$124.6m / 16.8%
Borrowings + finance leases	(\$409.9m)	(\$552.3m)	\$142.4m / 25.8%
Gross Gearing (gross debt / equity)	13.2%	18.0%	4.8% points
Committed facilities	\$225.0m	\$435.9m	(\$210.9m) / (48.4%)
Uncommitted facilities	\$543.6m	\$514.3m	\$29.3m / 5.7%
Total Available facilities	\$768.6m	\$950.2m	(\$181.6m) / (19.1%)

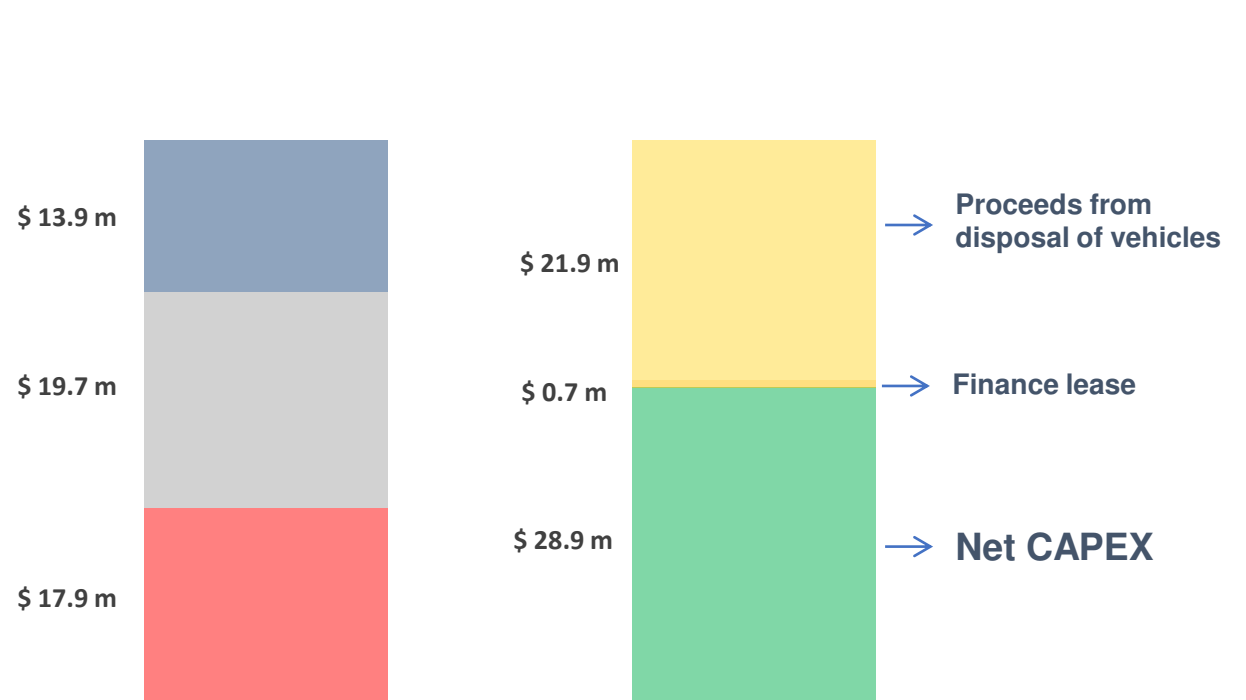
- Net cash position as at 30 Sep 2021 \$457.5m vs 31 Dec 2020 \$190.5m
 - Cash and short-term deposits increased from operating cashflows, net of 2020 final & 2021 interim dividends paid
 - Borrowings + finance leases decreased after scheduled repayments, other debts paid down where possible
- The Group has available facilities of ~\$770m in various currencies
 - Conscious effort to preserve and upsize facilities for risk management purposes

CAPEX Summary – 3Q2021

3Q2021
\$63.2m



3Q2020
\$51.5m



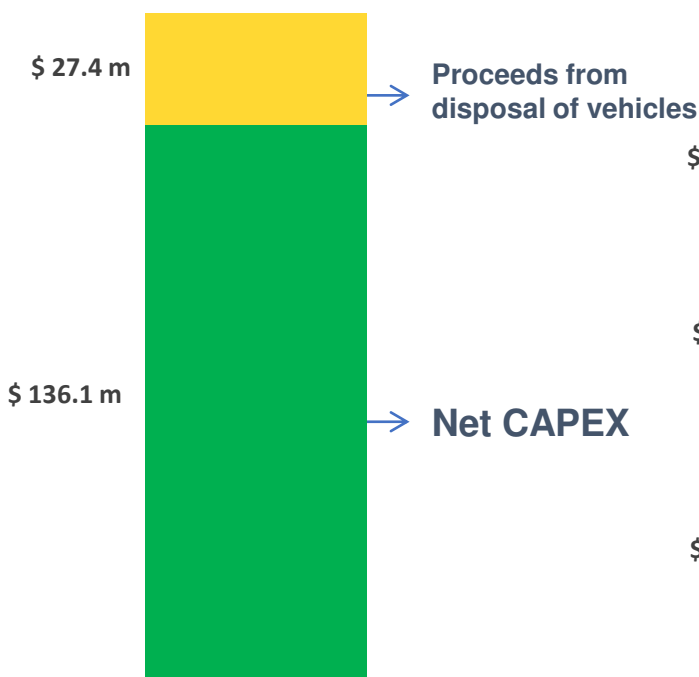
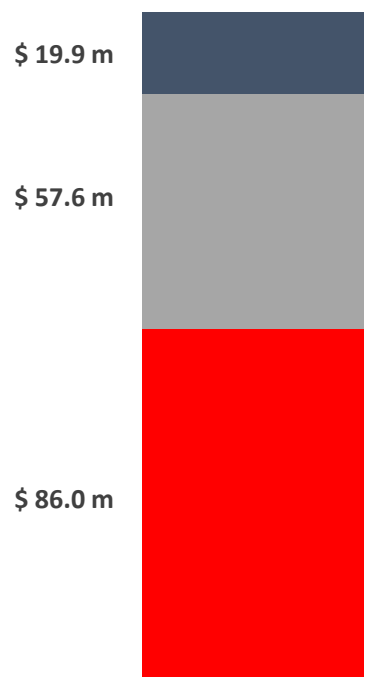
■ Buses ■ Taxis ■ Other vehicles, equipment and buildings ■ Buses ■ Taxis ■ Other vehicles, equipment and buildings

No new non-essential capital commitments are being made

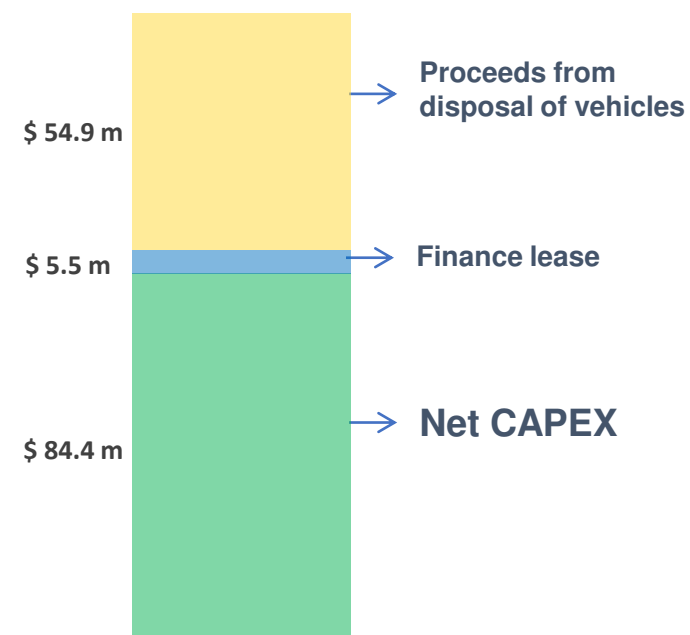
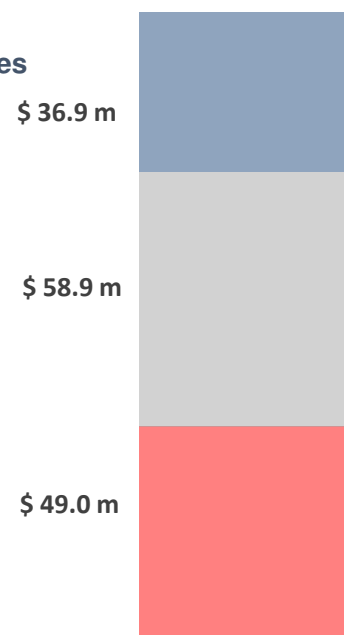
- Taxi – SG taxi fleet renewal and replacement under hybrid vehicle programme continued, further EV taxis purchased in China
- Buses – purchase of hybrid bus fleet in AU for fleet replacement for transport authorities which are funded by contracts
- Others includes land, buildings and depots \$18.2m; equipment \$7.6m; rental vehicles and ambulances \$6.5m; and operational technology \$4.8m

CAPEX Summary – YTD Sep'21

YTD Sep'21
\$163.5m



YTD Sep'20
\$144.8m



■ Buses ■ Taxis ■ Other vehicles, equipment and buildings

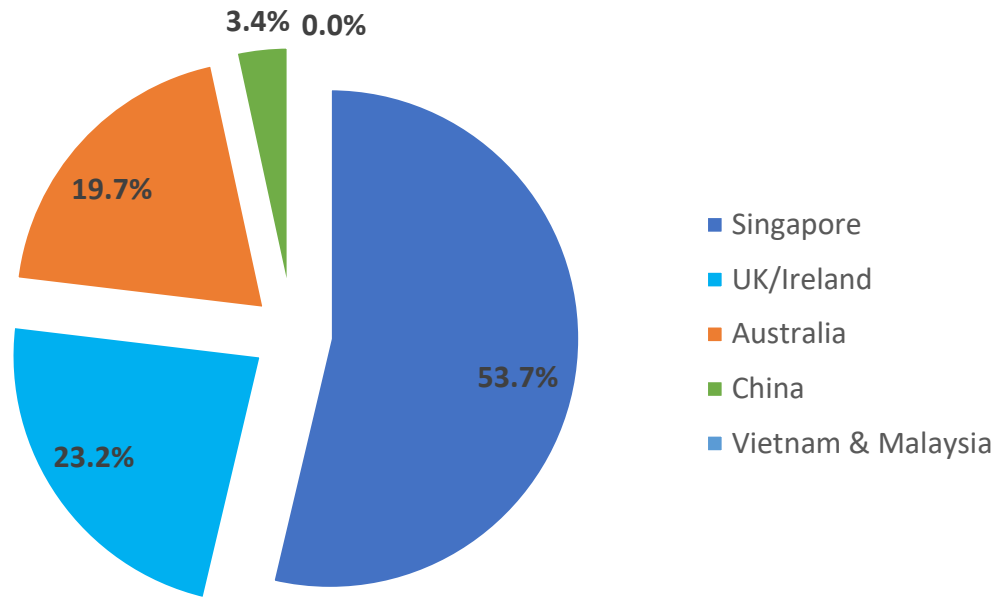
■ Buses ■ Taxis ■ Other vehicles, equipment and buildings

- **CAPEX spending remains under control**

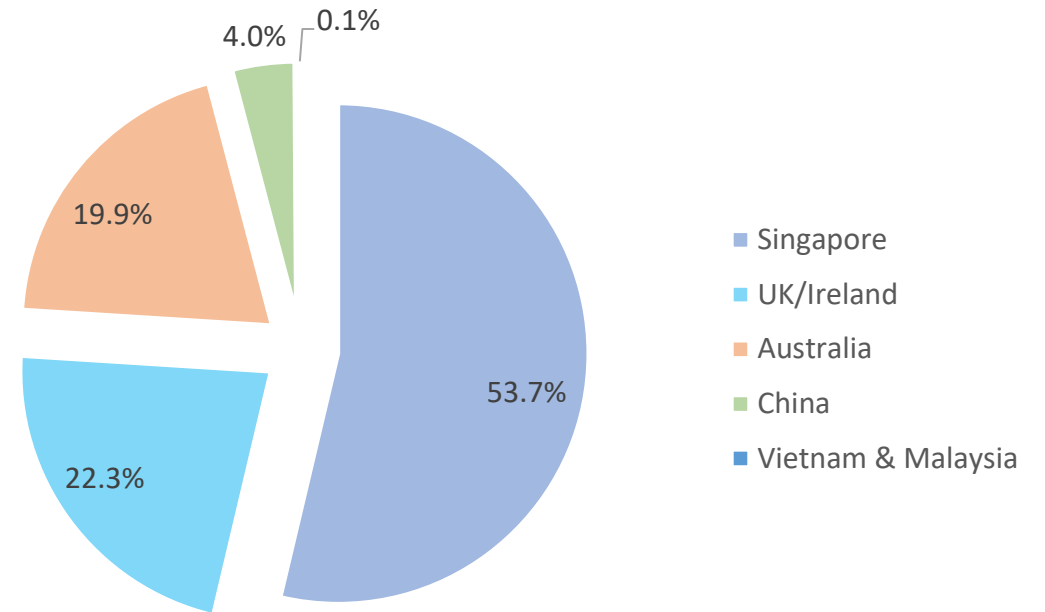
- Others includes land, buildings and depots \$35.3m; rental vehicles and ambulances \$20.2m; operational technology \$13.6m; and equipment \$13.5m

Revenue by Geographical Region – 3Q2021

3Q2021 Revenue by Geographical Region

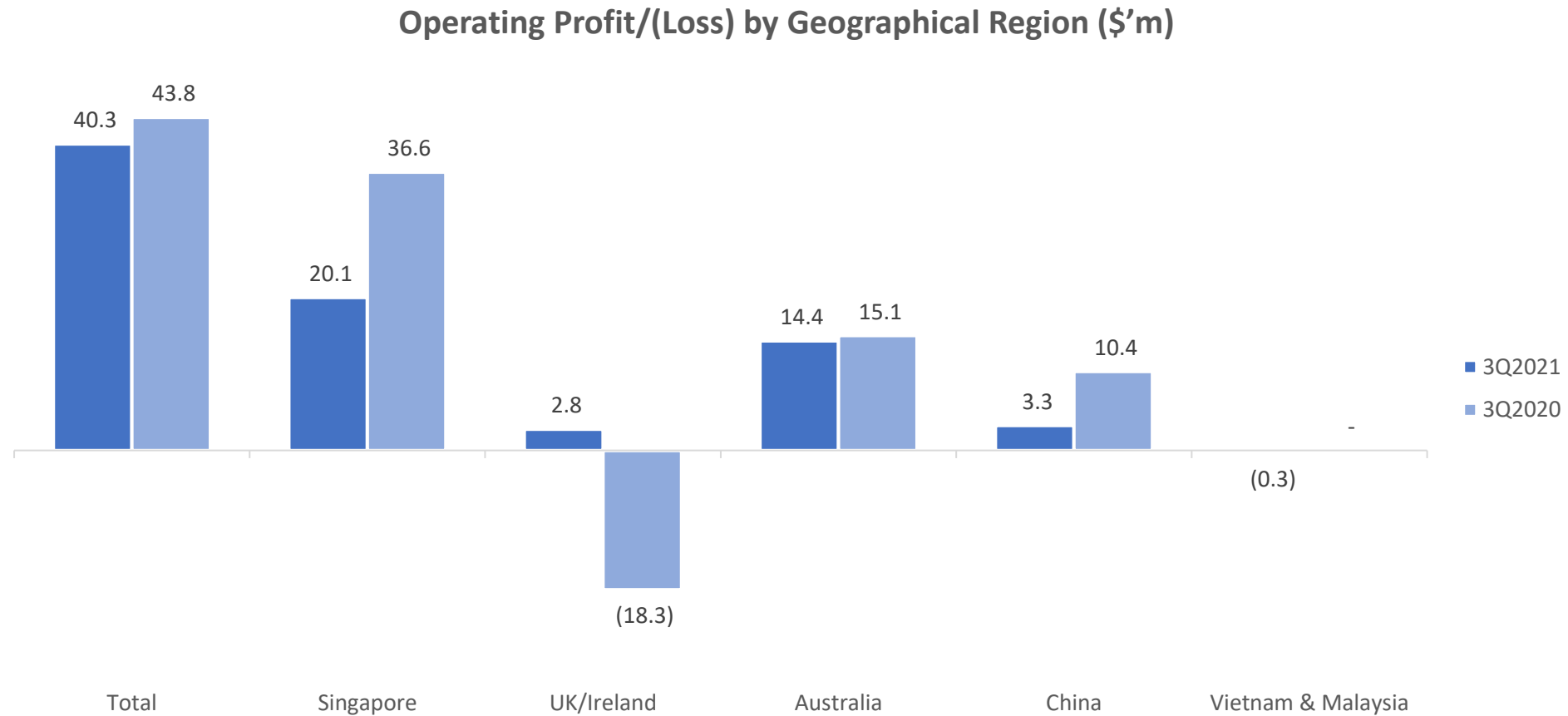


3Q2020 Revenue by Geographical Region



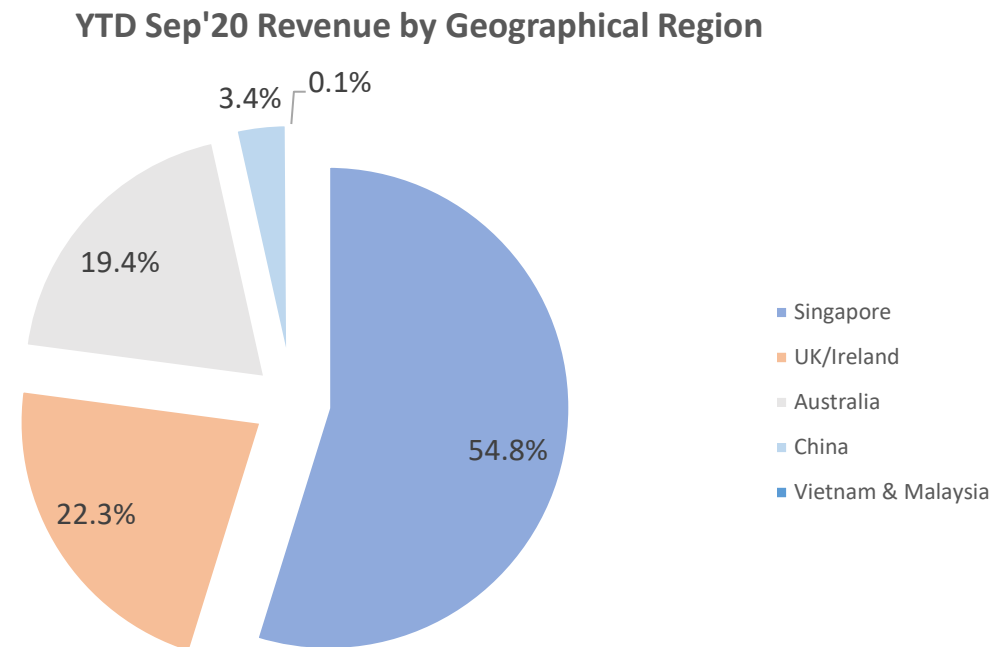
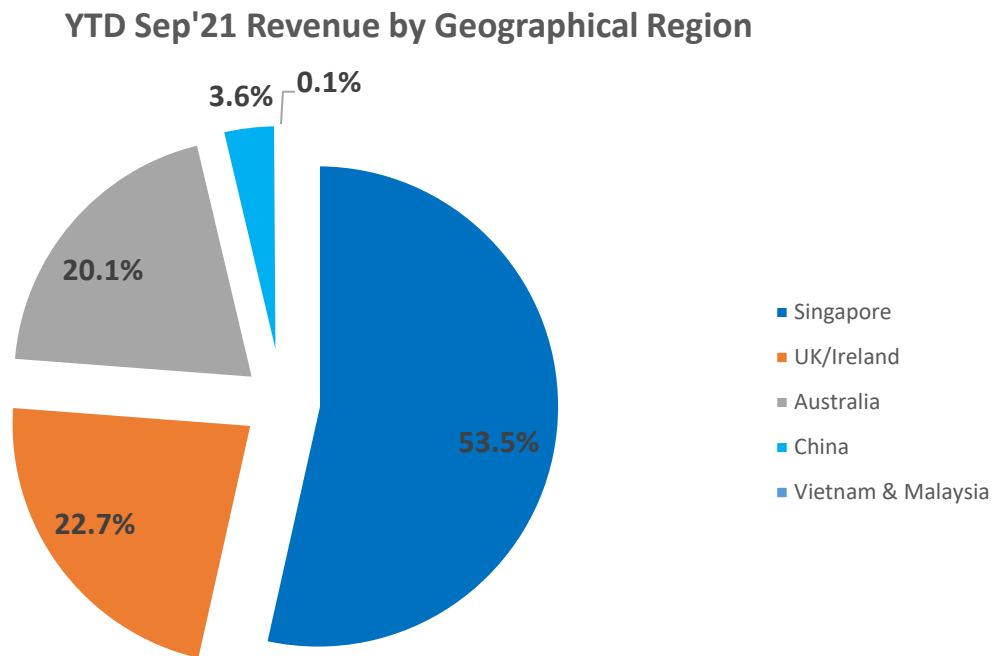
- 3Q2021 overseas revenue contribution of 46.3% (3Q2020 : 46.3%)

Operating Profit by Region – 3Q2021



- Significant government reliefs in Singapore and China in 2020 cushioned COVID-19 impacts

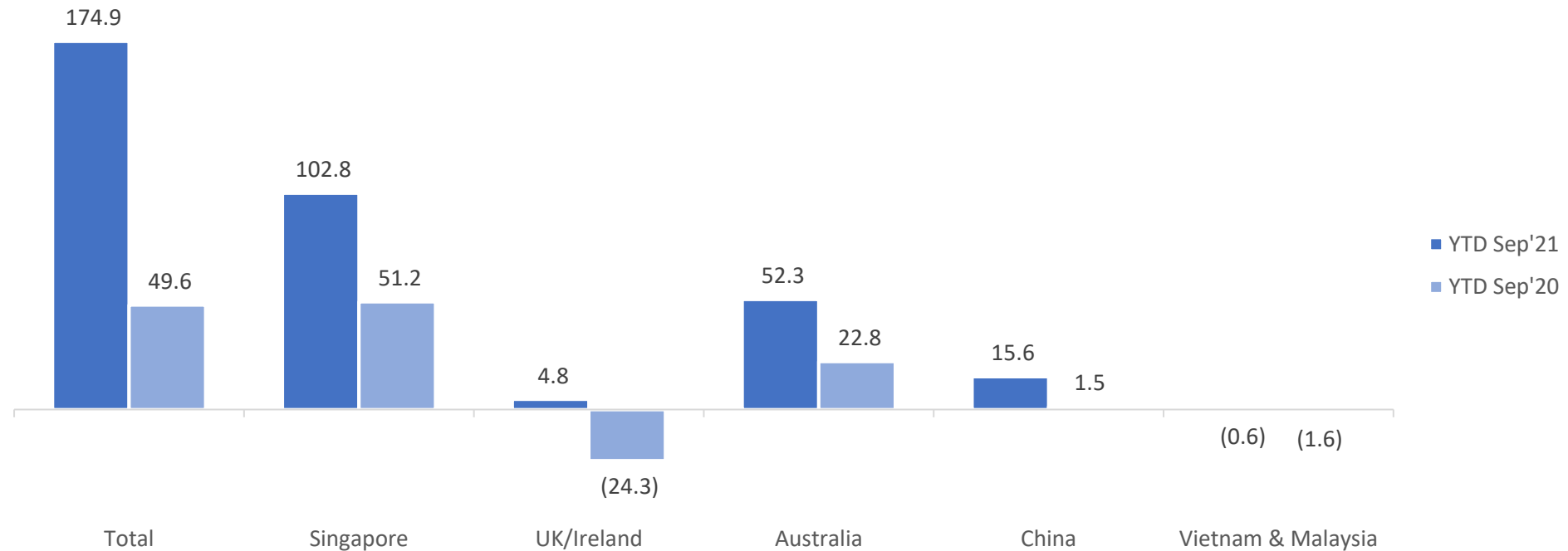
Revenue by Geographical Region – YTD Sep'21



- YTD Sep'21 overseas revenue contribution of 46.5% (YTD Sep'20 : 45.2%)

Operating Profit by Region – YTD Sep'21

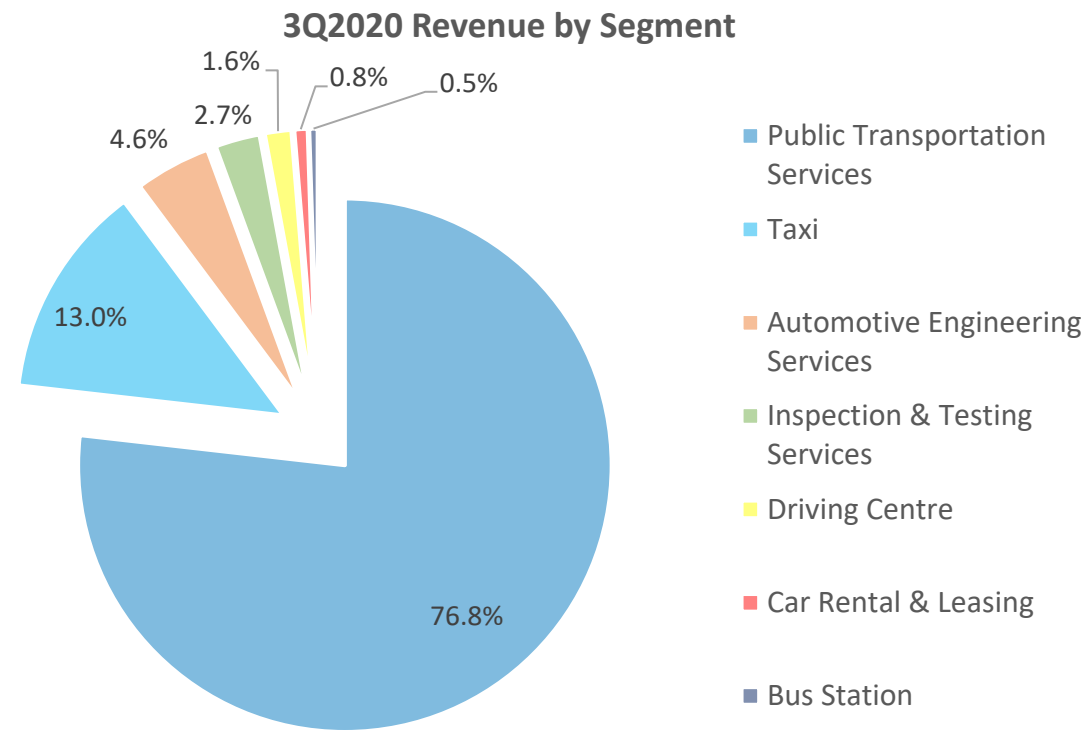
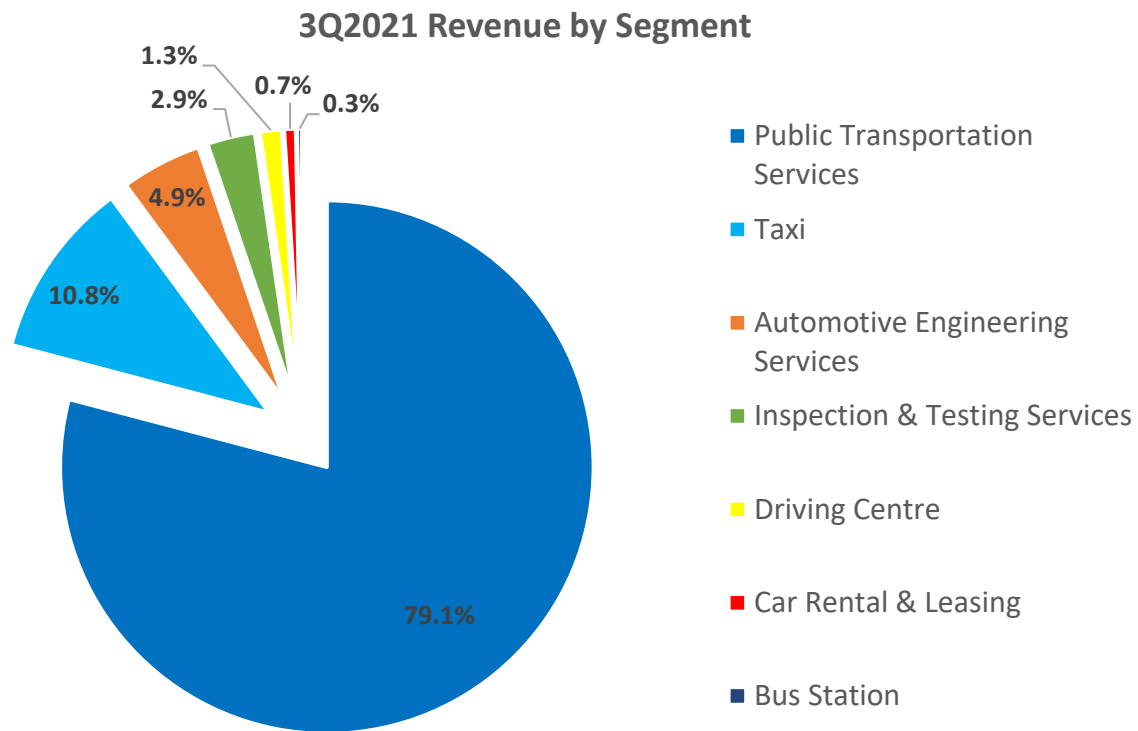
Operating Profit/(Loss) by Geographical Region (\$'m)



- All regions except Vietnam & Malaysia returned to Operating Profits in 2021 compared to Operating Losses during full lockdowns in 2020

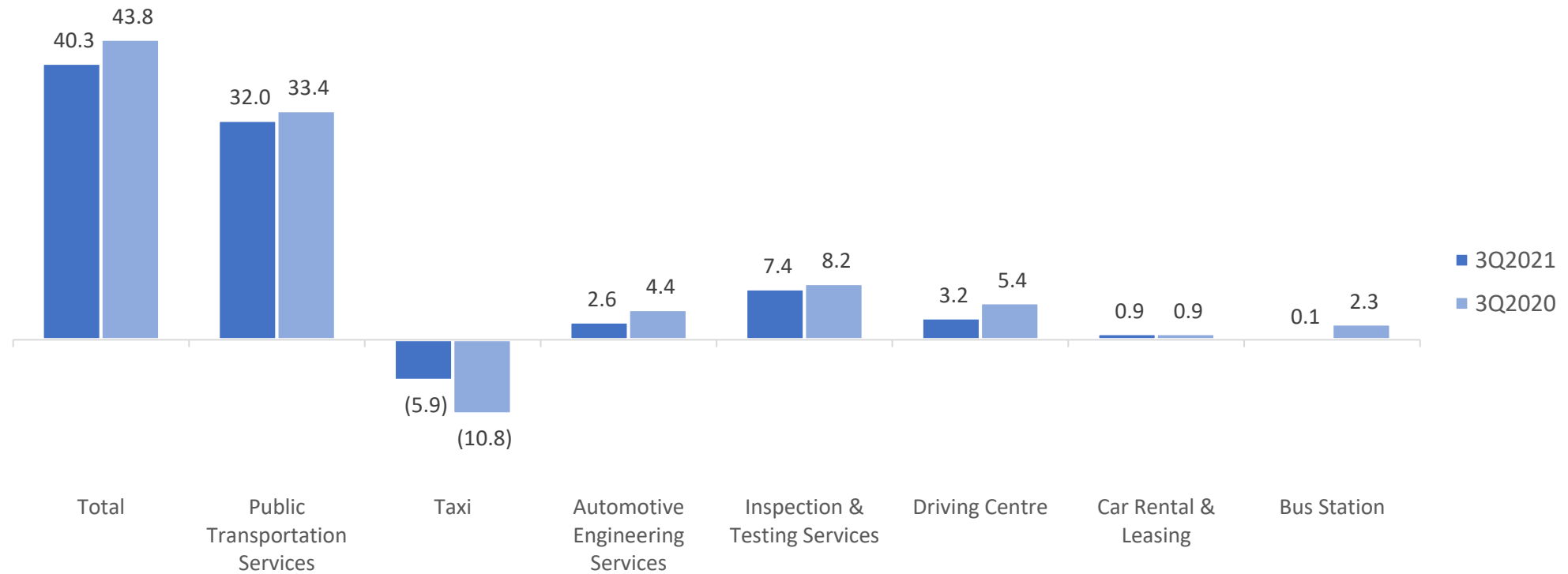
PERFORMANCE BY BUSINESS SEGMENT FOR 3Q2021

Revenue by Segment – 3Q2021



Operating Profit by Segment – 3Q2021

Operating Profit by Segment (\$'m)



Public Transport Services

\$'m	1Q 2021	2Q 2021	3Q 2021	3Q 2020
Revenue	665.6	708.6	710.6	644.3
Operating Costs	(621.3)	(670.4)	(678.6)	(606.4)
	44.3	38.2	32.0	37.9
Impairment	-	-	-	(4.5)
Operating Profit ("OP")	44.3	38.2	32.0	33.4

OP before Government relief	17.0	17.6	15.5	3.3
COVID-19 Government relief	27.3	20.6	16.5	30.1
OP after Government relief	44.3	38.2	32.0	33.4

- Revenue in 3Q2021 vs 3Q2020 increased by \$66.3m or 10.3%
 - Singapore – higher revenues compared to PCP from fuel indexation from higher oil prices
 - Australia – public transport schedules remain stable, slight increase in ad-hoc charter activities
 - UK – full schedules on public bus services continued despite national lockdown, local Government revenue support provided for charter businesses
- COVID-19 Government reliefs helped to partially mitigate lower activity levels
 - Local Government revenue support in the UK provided for charter businesses in addition to furlough scheme
 - JSS in Singapore partially offset lower rail ridership

\$'m	1Q 2021	2Q 2021	3Q 2021	3Q 2020
Revenue	119.7	106.2	97.3	109.0
Operating Costs	(101.1)	(106.9)	(103.2)	(106.8)
	18.6	(0.7)	(5.9)	2.2
Impairment	-	-	-	(13.0)
Operating Profit ("OP")	18.6	(0.7)	(5.9)	(10.8)
OP before Government relief	14.0	(2.1)	(8.0)	(20.2)
COVID-19 Government relief	4.6	1.4	2.1	9.4
OP after Government relief	18.6	(0.7)	(5.9)	(10.8)

- Revenue in 3Q2021 vs 3Q2020 decreased by (\$11.7m) or (10.7%)
 - Mainly from higher COVID-19 rental discounts in Phase 3 (Heightened Alert) period
- COVID-19 Government reliefs continued in Singapore

Automotive Engineering Services

\$'m	1Q 2021	2Q 2021	3Q 2021	3Q 2020
Revenue	42.0	43.5	44.2	39.1
Operating Costs	(39.0)	(40.9)	(41.6)	(34.7)
	3.0	2.6	2.6	4.4
Impairment	-	-	-	-
Operating Profit ("OP")	3.0	2.6	2.6	4.4
OP before Government relief	2.6	2.2	2.5	3.4
COVID-19 Government relief	0.4	0.4	0.1	1.0
OP after Government relief	3.0	2.6	2.6	4.4

- Revenue in 3Q2021 vs 3Q2020 increased by \$5.1m or 13.0%
 - Higher fuel sale revenues from rising oil prices, albeit at lower margins to support taxi drivers

Inspection & Testing Services

\$'m	1Q 2021	2Q 2021	3Q 2021	3Q 2020
Revenue	24.1	25.0	26.3	22.4
Operating Costs	(16.5)	(17.4)	(18.9)	(14.2)
	7.6	7.6	7.4	8.2
Impairment	-	-	-	-
Operating Profit ("OP")	7.6	7.6	7.4	8.2
OP before Government relief	7.0	6.9	7.0	6.1
COVID-19 Government relief	0.6	0.7	0.4	2.1
OP after Government relief	7.6	7.6	7.4	8.2

- Revenue in 3Q2021 vs 3Q2020 increased by \$3.9m or 17.4%
- Recovery in activity levels for non-vehicle testing continues
- Operating profit margin reducing as Government reliefs taper off

Driving Centre

\$'m	1Q 2021	2Q 2021	3Q 2021	3Q 2020
Revenue	13.9	12.7	11.5	13.1
Operating Costs	(8.2)	(8.3)	(8.3)	(7.7)
	5.7	4.4	3.2	5.4
Impairment	-	-	-	-
Operating Profit ("OP")	5.7	4.4	3.2	5.4
OP before Government relief	5.3	3.9	2.7	4.1
COVID-19 Government relief	0.4	0.5	0.5	1.3
OP after Government relief	5.7	4.4	3.2	5.4

- Revenue in 3Q2021 vs 3Q2020 decreased by (\$1.6m) or (12.2%)
 - Short term closure in July 2021 due to COVID-19 case
- Operating profit margin affected accordingly

Car Rental & Leasing

\$'m	1Q 2021	2Q 2021	3Q 2021	3Q 2020
Revenue	6.4	6.6	6.5	6.5
Operating Costs	(5.6)	(5.7)	(5.6)	(5.6)
	0.8	0.9	0.9	0.9
Impairment	-	-	-	-
Operating Profit ("OP")	0.8	0.9	0.9	0.9
OP before Government relief	0.7	0.7	0.7	0.7
COVID-19 Government relief	0.1	0.2	0.2	0.2
OP after Government relief	0.8	0.9	0.9	0.9

- Revenue and operating profit margin in 3Q2021 in line with 3Q2020

Bus Station

\$'m	1Q 2021	2Q 2021	3Q 2021	3Q 2020
Revenue	3.8	2.8	2.8	4.5
Operating Costs	(2.5)	(2.5)	(2.7)	(2.2)
	1.3	0.3	0.1	2.3
Impairment	-	-	-	-
Operating Profit ("OP")	1.3	0.3	0.1	2.3
OP before Government relief	1.3	0.3	0.1	2.2
COVID-19 Government relief	-	-	-	0.1
OP after Government relief	1.3	0.3	0.1	2.3

- Lower CN bus station revenue in 3Q2021 vs 3Q2020 by (\$1.7m) or (37.8%)
 - Further lockdowns and traveling restrictions imposed in 3Q2021
- Operating profit margin decreased due to additional COVID-19 related costs and no government relief granted in 3Q2021

3Q2021 Summary

- **COVID-19**
 - Vaccinations progressing well across major economies and nations
 - Spikes and mutations worrying, restrictions reimposed in most geographies
 - Recovery remains uncertain and uneven across geographies
- **P&L – 3Q2021 Group PATMI \$25.8m**
 - Lower than 2Q2020 due to Phase 3 (Heightened Alert) in Singapore
- **Balance Sheet**
 - Balance sheet remains strong
 - Free cash flows, cash and facilities adequate for business continuity and growth

THANK YOU

Appendix – Segments 3Q2021

(S\$m)	3Q2021 Revenue	3Q2020 Revenue ¹	3Q2021 Operating Profit	3Q2020 Operating Profit ¹
Public Transportation Services	710.6	644.3	32.0	33.4
Taxi	97.3	109.0	(5.9)	(10.8)
Automotive Engineering Services	44.2	39.1	2.6	4.4
Inspection & Testing Services	26.3	22.4	7.4	8.2
Driving Centre	11.5	13.1	3.2	5.4
Car Rental & Leasing	6.5	6.5	0.9	0.9
Bus Station	2.8	4.5	0.1	2.3
Elimination	(18.9)	(18.9)	-	-
Total	880.3	820.0	40.3	43.8

- Elimination relates to elimination of inter-segment services

Appendix – Segments YTD Sep'21

(S\$m)	YTD Sep'21 Revenue	YTD Sep'20 Revenue ¹	YTD Sep'21 Operating Profit	YTD Sep'20 Operating Profit ¹
Public Transportation Services	2,084.8	1,878.6	114.5	88.9
Taxi	323.2	287.6	12.0	(79.2)
Automotive Engineering Services	129.7	121.2	8.2	12.1
Inspection & Testing Services	75.4	62.3	22.6	17.6
Driving Centre	38.1	28.6	13.3	4.2
Car Rental & Leasing	19.5	20.4	2.6	1.7
Bus Station	9.4	11.3	1.7	4.3
Elimination	(57.3)	(56.3)	-	-
Total	2,622.8	2,353.7	174.9	49.6

- Elimination relates to elimination of inter-segment services