

# GROUP FINANCIAL HIGHLIGHTS



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### FINANCIAL SUMMARY

|                                               | 2016    | 2017    | 2018    | 2019    | 2020    |
|-----------------------------------------------|---------|---------|---------|---------|---------|
| Revenue* (S\$'mil)                            | 3,633.2 | 3,571.2 | 3,796.4 | 3,901.1 | 3,228.6 |
| Operating Costs* (S\$'mil)                    | 3,171.0 | 3,162.0 | 3,357.6 | 3,485.3 | 3,105.5 |
| Operating Profit (S\$'mil)                    | 462.2   | 409.2   | 438.8   | 415.8   | 123.1   |
| Profit Attributable to Shareholders (S\$'mil) | 317.1   | 301.5   | 303.3   | 265.1   | 61.8    |
| EBITDA** (S\$'mil)                            | 860.1   | 814.1   | 823.2   | 864.2   | 599.2   |
| Issued Capital (S\$'mil)                      | 676.9   | 688.2   | 691.1   | 692.2   | 693.4   |
| Capital and Reserves (S\$'mil)                | 2,475.5 | 2,618.2 | 2,613.6 | 2,595.0 | 2,606.8 |
| Capital Disbursement (S\$'mil)                | 466.5   | 365.4   | 325.0   | 466.3   | 192.3   |
| Return on Shareholders' equity (%)            | 13.2    | 11.8    | 11.6    | 10.2    | 2.4     |
| Earnings Per Ordinary Share (cents)           | 14.72   | 13.95   | 14.01   | 12.24   | 2.85    |
| Net Asset Value Per Ordinary Share (cents)    | 114.77  | 121.01  | 120.70  | 119.80  | 120.31  |
| Interim Dividend Per Ordinary Share (cents)   | 4.25    | 4.35    | 4.35    | 4.50    | -       |
| Final Dividend Per Ordinary Share (cents)     | 6.05    | 6.05    | 6.15    | 5.29    | 1.43    |
| Total Dividend Per Ordinary Share (cents)     | 10.30   | 10.40   | 10.50   | 9.79    | 1.43    |
| Dividend Cover (number of times)              | 1.4     | 1.3     | 1.3     | 1.3     | 2.0     |

\* Certain comparative figures have been reclassified to conform to current year's presentation

\*\* Group operating profit before depreciation and amortisation, net loss/(gain) on disposal of vehicles, premises and equipment and provision for impairment on vehicles and goodwill

### GROUP REVENUE BY BUSINESS SEGMENT

|                                 | 2016           |              | 2017           |              | 2018           |              | 2019           |              | 2020           |              |
|---------------------------------|----------------|--------------|----------------|--------------|----------------|--------------|----------------|--------------|----------------|--------------|
|                                 | S\$'mil        | %            | S\$'mil        | %            | S\$'mil        | %            | S\$'mil        | %            | S\$'mil        | %            |
| Public Transport Services       | 2,305.8        | 63.5         | 2,398.9        | 67.2         | 2,710.3        | 71.4         | 2,878.6        | 73.8         | 2,567.9        | 79.5         |
| Taxi                            | 918.0          | 25.3         | 803.7          | 22.5         | 726.5          | 19.1         | 664.7          | 17.0         | 403.2          | 12.5         |
| Automotive Engineering Services | 204.8          | 5.6          | 171.1          | 4.8          | 166.1          | 4.4          | 159.2          | 4.1          | 89.4           | 2.8          |
| Inspection and Testing Services | 103.7          | 2.9          | 100.7          | 2.8          | 99.7           | 2.6          | 100.9          | 2.6          | 84.2           | 2.6          |
| Driving Centre                  | 39.7           | 1.1          | 42.0           | 1.2          | 43.3           | 1.2          | 48.1           | 1.2          | 41.2           | 1.3          |
| Car Rental and Leasing          | 34.3           | 0.9          | 29.2           | 0.8          | 26.4           | 0.7          | 27.8           | 0.7          | 27.0           | 0.8          |
| Bus Station                     | 26.9           | 0.7          | 25.6           | 0.7          | 24.1           | 0.6          | 21.8           | 0.6          | 15.7           | 0.5          |
| <b>Group</b>                    | <b>3,633.2</b> | <b>100.0</b> | <b>3,571.2</b> | <b>100.0</b> | <b>3,796.4</b> | <b>100.0</b> | <b>3,901.1</b> | <b>100.0</b> | <b>3,228.6</b> | <b>100.0</b> |

### GROUP REVENUE BY GEOGRAPHICAL SEGMENT

|                          | 2016           |              | 2017           |              | 2018           |              | 2019           |              | 2020           |              |
|--------------------------|----------------|--------------|----------------|--------------|----------------|--------------|----------------|--------------|----------------|--------------|
|                          | S\$'mil        | %            | S\$'mil        | %            | S\$'mil        | %            | S\$'mil        | %            | S\$'mil        | %            |
| Singapore                | 2,133.7        | 58.7         | 2,107.1        | 59.0         | 2,232.8        | 58.8         | 2,258.9        | 57.9         | 1,769.8        | 54.8         |
| United Kingdom / Ireland | 911.8          | 25.1         | 855.5          | 24.0         | 890.8          | 23.4         | 853.8          | 21.9         | 733.9          | 22.7         |
| Australia                | 385.5          | 10.6         | 421.8          | 11.8         | 503.2          | 13.3         | 627.6          | 16.1         | 608.1          | 18.9         |
| China                    | 191.7          | 5.3          | 178.9          | 5.0          | 164.2          | 4.3          | 155.7          | 3.9          | 113.4          | 3.5          |
| Vietnam                  | 7.6            | 0.2          | 5.3            | 0.1          | 2.9            | 0.1          | 2.6            | 0.1          | 1.4            | -            |
| Malaysia                 | 2.9            | 0.1          | 2.6            | 0.1          | 2.5            | 0.1          | 2.5            | 0.1          | 2.0            | 0.1          |
| <b>Group</b>             | <b>3,633.2</b> | <b>100.0</b> | <b>3,571.2</b> | <b>100.0</b> | <b>3,796.4</b> | <b>100.0</b> | <b>3,901.1</b> | <b>100.0</b> | <b>3,228.6</b> | <b>100.0</b> |

OPERATING PROFIT BY BUSINESS SEGMENT

|                                 | 2016         |              | 2017         |              | 2018         |              | 2019         |              | 2020         |              |
|---------------------------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
|                                 | S\$'mil      | %            | S\$'mil      | %            | S\$'mil      | %            | S\$'mil      | %            | S\$'mil      | %            |
| Public Transport Services       | 178.3        | 38.6         | 180.1        | 44.0         | 216.5        | 49.3         | 224.3        | 53.9         | 125.5        | 102.0        |
| Taxi                            | 167.5        | 36.2         | 134.0        | 32.7         | 129.4        | 29.5         | 104.2        | 25.1         | (64.4)       | (52.3)       |
| Automotive Engineering Services | 50.7         | 11.0         | 33.9         | 8.3          | 25.3         | 5.8          | 27.8         | 6.7          | 18.1         | 14.7         |
| Inspection and Testing Services | 34.8         | 7.5          | 32.6         | 8.0          | 39.8         | 9.1          | 30.6         | 7.4          | 26.6         | 21.6         |
| Driving Centre                  | 10.6         | 2.3          | 9.8          | 2.4          | 11.8         | 2.7          | 14.6         | 3.5          | 8.6          | 7.0          |
| Car Rental and Leasing          | 8.1          | 1.8          | 6.9          | 1.7          | 4.9          | 1.1          | 4.3          | 1.0          | 2.5          | 2.0          |
| Bus Station                     | 12.2         | 2.6          | 11.9         | 2.9          | 11.1         | 2.5          | 10.0         | 2.4          | 6.2          | 5.0          |
| <b>Group</b>                    | <b>462.2</b> | <b>100.0</b> | <b>409.2</b> | <b>100.0</b> | <b>438.8</b> | <b>100.0</b> | <b>415.8</b> | <b>100.0</b> | <b>123.1</b> | <b>100.0</b> |

OPERATING PROFIT BY GEOGRAPHICAL SEGMENT

|                          | 2016         |              | 2017         |              | 2018         |              | 2019         |              | 2020         |              |
|--------------------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
|                          | S\$'mil      | %            | S\$'mil      | %            | S\$'mil      | %            | S\$'mil      | %            | S\$'mil      | %            |
| Singapore                | 275.1        | 59.5         | 243.9        | 59.6         | 282.7        | 64.4         | 275.8        | 66.3         | 105.0        | 85.3         |
| United Kingdom / Ireland | 80.7         | 17.5         | 60.7         | 14.8         | 53.0         | 12.1         | 41.2         | 9.9          | (28.0)       | (22.8)       |
| Australia                | 57.3         | 12.4         | 60.1         | 14.7         | 64.1         | 14.6         | 78.0         | 18.7         | 35.7         | 29.0         |
| China                    | 47.4         | 10.2         | 44.0         | 10.8         | 39.5         | 9.0          | 20.6         | 5.0          | 10.9         | 8.9          |
| Vietnam                  | 1.2          | 0.3          | -            | -            | (0.9)        | (0.2)        | (0.2)        | -            | (0.7)        | (0.6)        |
| Malaysia                 | 0.5          | 0.1          | 0.5          | 0.1          | 0.4          | 0.1          | 0.4          | 0.1          | 0.2          | 0.2          |
| <b>Group</b>             | <b>462.2</b> | <b>100.0</b> | <b>409.2</b> | <b>100.0</b> | <b>438.8</b> | <b>100.0</b> | <b>415.8</b> | <b>100.0</b> | <b>123.1</b> | <b>100.0</b> |

VALUE-ADDED FOR THE GROUP

|                                                       | 2016           |              | 2017           |              | 2018           |              | 2019           |              | 2020           |              |
|-------------------------------------------------------|----------------|--------------|----------------|--------------|----------------|--------------|----------------|--------------|----------------|--------------|
|                                                       | S\$'mil        | %            | S\$'mil        | %            | S\$'mil        | %            | S\$'mil        | %            | S\$'mil        | %            |
| Suppliers of Capital<br>- Loan Interest and Dividends | 244.4          | 9.9          | 294.1          | 12.0         | 291.1          | 11.1         | 295.5          | 10.9         | 159.1          | 7.1          |
| Taxation to the Government                            | 243.8          | 9.9          | 212.7          | 8.7          | 198.3          | 7.6          | 193.0          | 7.1          | 116.6          | 5.2          |
| Retained Earnings                                     | 528.4          | 21.3         | 450.2          | 18.3         | 463.4          | 17.8         | 489.0          | 18.1         | 413.4          | 18.5         |
| Employees<br>- Salaries and Other Staff Costs         | 1,458.0        | 58.9         | 1,495.2        | 61.0         | 1,656.1        | 63.5         | 1,726.2        | 63.9         | 1,550.1        | 69.2         |
| <b>Total Value-Added</b>                              | <b>2,474.6</b> | <b>100.0</b> | <b>2,452.2</b> | <b>100.0</b> | <b>2,608.9</b> | <b>100.0</b> | <b>2,703.7</b> | <b>100.0</b> | <b>2,239.2</b> | <b>100.0</b> |
| <b>Number of Employees</b>                            | <b>22,176</b>  |              | <b>21,983</b>  |              | <b>23,308</b>  |              | <b>24,513</b>  |              | <b>24,025</b>  |              |
| <b>Value-Added Per Employee (S\$'000)</b>             | <b>111.6</b>   |              | <b>111.5</b>   |              | <b>111.9</b>   |              | <b>110.3</b>   |              | <b>93.2</b>    |              |