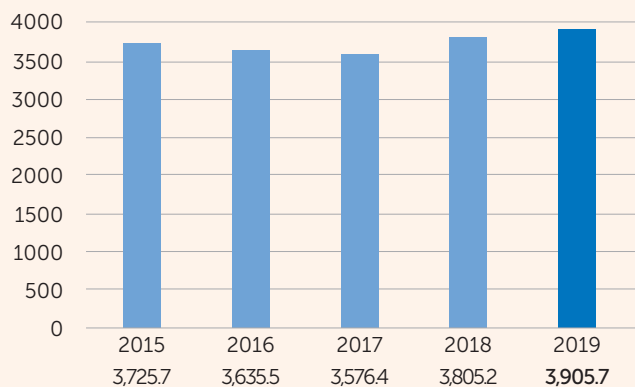


# GROUP FINANCIAL HIGHLIGHTS

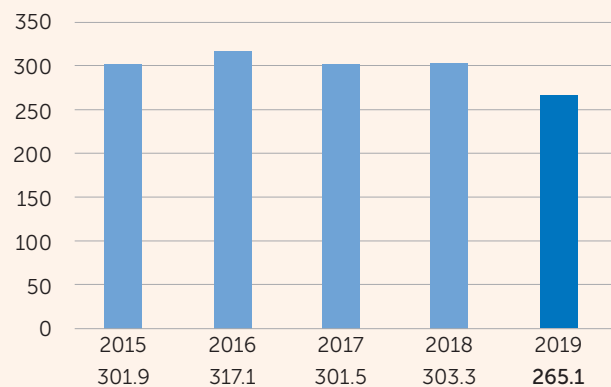
## REVENUE

(S\$'mil)



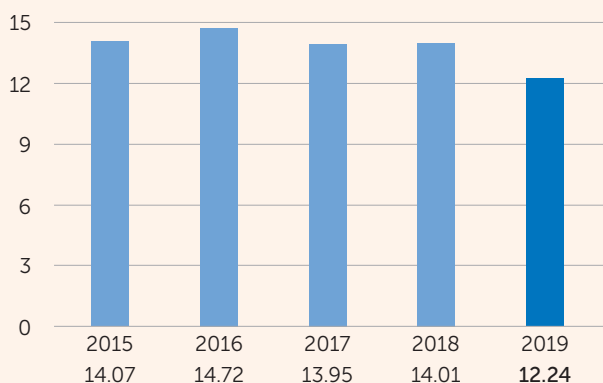
## PROFIT ATTRIBUTABLE TO SHAREHOLDERS

(S\$'mil)



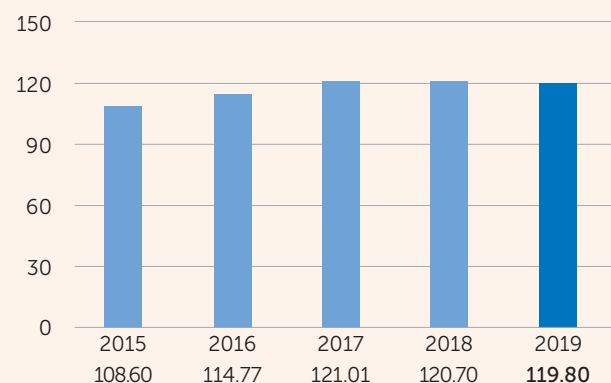
## EARNINGS PER ORDINARY SHARE

(cents)



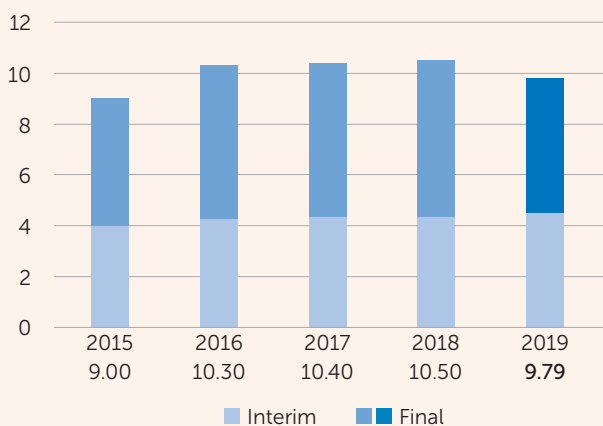
## NET ASSET VALUE PER ORDINARY SHARE

(cents)



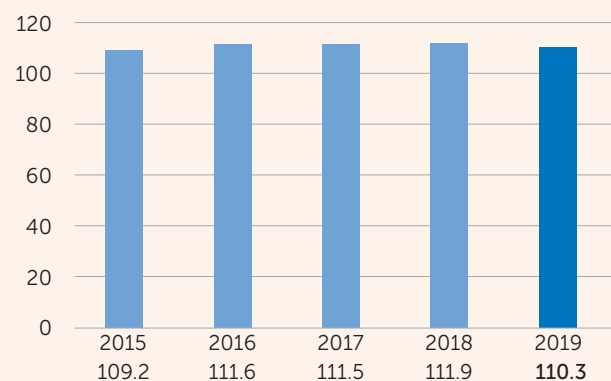
## TOTAL DIVIDEND PER ORDINARY SHARE

(cents)



## VALUE-ADDED PER EMPLOYEE

(S\$'000)



## GROUP FINANCIAL HIGHLIGHTS

### FINANCIAL SUMMARY

	2015	2016	2017	2018	2019
Revenue (S\$'mil)	3,725.7	3,635.5	3,576.4	3,805.2	3,905.7
Operating Costs (S\$'mil)	3,275.0	3,173.3	3,167.2	3,366.4	3,489.9
Operating Profit (S\$'mil)	450.7	462.2	409.2	438.8	415.8
Profit Attributable to Shareholders (S\$'mil)	301.9	317.1	301.5	303.3	265.1
EBITDA (S\$'mil)	840.0	858.2	818.0	832.0	868.8
Issued capital (S\$'mil)	665.5	676.9	688.2	691.1	692.2
Capital and reserves (S\$'mil)	2,335.1	2,475.5	2,618.2	2,613.6	2,595.0
Capital disbursement (S\$'mil)	650.5	466.5	365.4	325.0	466.3
Return on shareholders' equity (%)	13.3	13.2	11.8	11.6	10.2
Earnings per ordinary share (cents)	14.07	14.72	13.95	14.01	12.24
Net asset value per ordinary share (cents)	108.60	114.77	121.01	120.70	119.80
Interim dividend per ordinary share (cents)	4.00	4.25	4.35	4.35	4.50
Final dividend per ordinary share (cents)	5.00	6.05	6.05	6.15	5.29
Total dividend per ordinary share (cents)	9.00	10.30	10.40	10.50	9.79
Dividend cover (number of times)	1.6	1.4	1.3	1.3	1.3

### GROUP REVENUE BY BUSINESS SEGMENT

	2015		2016		2017		2018		2019	
	S\$'mil	%	S\$'mil	%	S\$'mil	%	S\$'mil	%	S\$'mil	%
Public transport services	2,332.5	62.6	2,307.3	63.5	2,400.9	67.1	2,711.0	71.3	2,879.2	73.7
Taxi	941.0	25.3	916.8	25.2	804.7	22.5	726.5	19.1	668.6	17.1
Automotive engineering services	238.5	6.4	204.8	5.6	171.1	4.8	166.1	4.4	159.1	4.1
Inspection and testing services	107.5	2.9	103.7	2.9	100.7	2.8	107.5	2.8	100.9	2.6
Driving centre	38.9	1.0	39.7	1.1	42.0	1.2	43.3	1.1	48.1	1.2
Car rental and leasing	38.3	1.0	36.3	1.0	31.4	0.9	26.7	0.7	28.0	0.7
Bus station	29.0	0.8	26.9	0.7	25.6	0.7	24.1	0.6	21.8	0.6
<b>Group</b>	<b>3,725.7</b>	<b>100.0</b>	<b>3,635.5</b>	<b>100.0</b>	<b>3,576.4</b>	<b>100.0</b>	<b>3,805.2</b>	<b>100.0</b>	<b>3,905.7</b>	<b>100.0</b>

### GROUP REVENUE BY GEOGRAPHICAL SEGMENT

	2015		2016		2017		2018		2019	
	S\$'mil	%	S\$'mil	%	S\$'mil	%	S\$'mil	%	S\$'mil	%
Singapore	2,092.4	56.2	2,133.3	58.7	2,108.6	59.0	2,241.4	58.9	2,259.7	57.9
United Kingdom / Ireland	1,014.6	27.2	912.5	25.1	855.6	23.9	891.0	23.4	857.1	21.9
Australia	387.1	10.4	385.5	10.6	423.6	11.8	503.4	13.2	627.7	16.1
China	219.7	5.9	192.4	5.3	179.2	5.0	163.5	4.3	155.5	3.9
Vietnam	8.7	0.2	8.9	0.2	6.8	0.2	3.3	0.1	3.1	0.1
Malaysia	3.2	0.1	2.9	0.1	2.6	0.1	2.6	0.1	2.6	0.1
<b>Group</b>	<b>3,725.7</b>	<b>100.0</b>	<b>3,635.5</b>	<b>100.0</b>	<b>3,576.4</b>	<b>100.0</b>	<b>3,805.2</b>	<b>100.0</b>	<b>3,905.7</b>	<b>100.0</b>

## OPERATING PROFIT BY BUSINESS SEGMENT

	2015		2016		2017		2018		2019	
	S\$'mil	%	S\$'mil	%	S\$'mil	%	S\$'mil	%	S\$'mil	%
Public transport services	177.7	39.4	178.3	38.6	180.1	44.0	216.5	49.3	224.3	53.9
Taxi	163.9	36.4	167.5	36.2	134.0	32.7	129.4	29.5	104.2	25.1
Automotive engineering services	41.2	9.1	50.7	11.0	33.9	8.3	25.3	5.8	27.8	6.7
Inspection and testing services	37.7	8.4	34.8	7.5	32.6	8.0	39.8	9.1	30.6	7.4
Driving centre	8.5	1.9	10.6	2.3	9.8	2.4	11.8	2.7	14.6	3.5
Car rental and leasing	9.2	2.0	8.1	1.8	6.9	1.7	4.9	1.1	4.3	1.0
Bus station	12.5	2.8	12.2	2.6	11.9	2.9	11.1	2.5	10.0	2.4
<b>Group</b>	<b>450.7</b>	<b>100.0</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>

## OPERATING PROFIT BY GEOGRAPHICAL SEGMENT

	2015		2016		2017		2018		2019	
	S\$'mil	%	S\$'mil	%	S\$'mil	%	S\$'mil	%	S\$'mil	%
Singapore	245.1	54.4	275.1	59.5	243.9	59.6	282.7	64.4	275.8	66.3
United Kingdom / Ireland	92.2	20.5	80.7	17.5	60.7	14.8	53.0	12.1	41.2	9.9
Australia	62.9	13.9	57.3	12.4	60.1	14.7	64.1	14.6	78.0	18.7
China	48.6	10.8	47.4	10.2	44.0	10.8	39.5	9.0	20.6	5.0
Vietnam	1.3	0.3	1.2	0.3	-	-	(0.9)	(0.2)	(0.2)	-
Malaysia	0.6	0.1	0.5	0.1	0.5	0.1	0.4	0.1	0.4	0.1
<b>Group</b>	<b>450.7</b>	<b>100.0</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>

## VALUE-ADDED FOR THE GROUP

	2015		2016		2017		2018		2019	
	S\$'mil	%	S\$'mil	%	S\$'mil	%	S\$'mil	%	S\$'mil	%
Suppliers of capital - loan interest and dividends	232.7	9.7	244.4	9.9	294.1	12.0	291.1	11.1	295.5	10.9
Taxation to the government	242.9	10.1	243.8	9.9	212.7	8.7	198.3	7.6	193.0	7.1
Retained earnings	521.0	21.7	528.4	21.3	450.2	18.3	463.4	17.8	489.0	18.1
Employees - salaries and other staff costs	1,403.5	58.5	1,458.0	58.9	1,495.2	61.0	1,656.1	63.5	1,726.2	63.9
<b>Total value-added</b>	<b>2,400.1</b>	<b>100.0</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>
Number of employees	21,975		22,176		21,983		23,308		24,513	
<b>Value-added per employee (S\$'000)</b>	<b>109.2</b>		<b>111.6</b>		<b>111.5</b>		<b>111.9</b>		<b>110.3</b>	