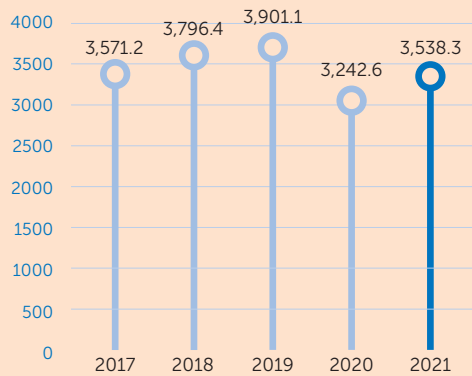


# GROUP FINANCIAL HIGHLIGHTS

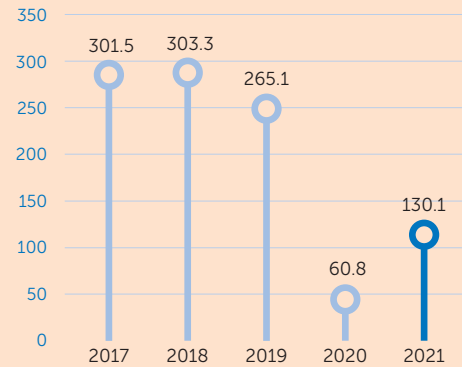
## REVENUE

(\$'mil)



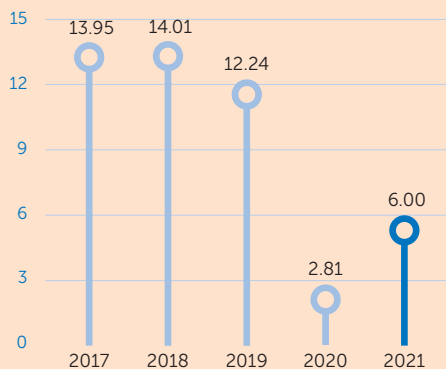
## PROFIT ATTRIBUTABLE TO SHAREHOLDERS

(\$'mil)



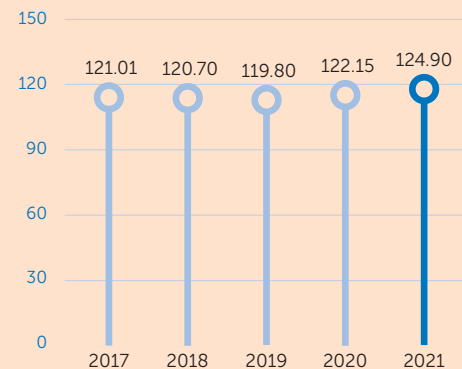
## EARNINGS PER ORDINARY SHARE

(cents)



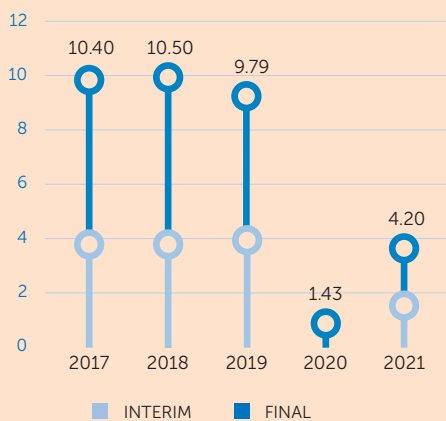
## NET ASSET VALUE PER ORDINARY SHARE

(cents)



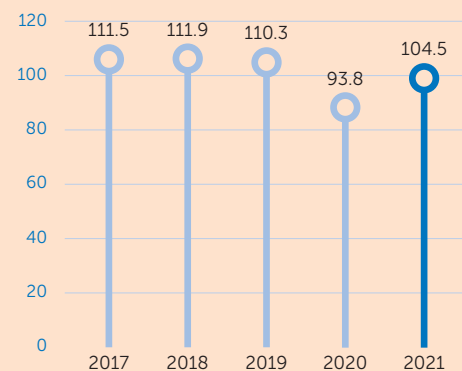
## TOTAL DIVIDEND PER ORDINARY SHARE

(cents)



## VALUE-ADDED PER EMPLOYEE

(cents)



Except for FY2020 numbers which have been restated due to change in accounting policy, the preceding years were not restated.

## FINANCIAL SUMMARY

	2017	2018	2019	2020	2021
Revenue (S\$'mil)	3,571.2	3,796.4	3,901.1	3,242.6	3,538.3
Operating Costs (S\$'mil)	3,162.0	3,357.6	3,485.3	3,120.9	3,328.3
Operating Profit (S\$'mil)	409.2	438.8	415.8	121.7	210.0
Profit Attributable to Shareholders (S\$'mil)	301.5	303.3	265.1	60.8	130.1
EBITDA *(S\$'mil)	814.1	823.2	864.2	613.2	635.3
Issued Capital (S\$'mil)	688.2	691.1	692.2	693.4	694.4
Capital and Reserves (S\$'mil)	2,618.2	2,613.6	2,595.0	2,646.7	2,706.5
Capital Disbursement (S\$'mil)	365.4	325.0	466.3	192.3	228.2
Return on Shareholders' Equity (%)	11.8	11.6	10.2	2.3	4.9
Earnings Per Ordinary Share (cents)	13.95	14.01	12.24	2.81	6.00
Net Asset Value Per Ordinary Share (cents)	121.01	120.70	119.80	122.15	124.90
Interim Dividend Per Ordinary Share (cents)	4.35	4.35	4.50	-	2.10
Final Dividend Per Ordinary Share (cents)	6.05	6.15	5.29	1.43	2.10
Total Dividend Per Ordinary Share (cents)	10.40	10.50	9.79	1.43	4.20
Dividend Cover (number of times)	1.3	1.3	1.3	2.0	1.4

## GROUP REVENUE BY BUSINESS SEGMENT

	2017		2018		2019		2020		2021	
	S\$'mil	%	S\$'mil	%	S\$'mil	%	S\$'mil	%	S\$'mil	%
Public Transport Services	2,398.9	67.2	2,710.3	71.4	2,878.6	73.8	2,581.9	79.6	2,821.7	79.8
Taxi	803.7	22.5	726.5	19.1	664.7	17.0	403.2	12.4	426.1	12.0
Automotive Engineering Services	171.1	4.8	166.1	4.4	159.2	4.1	89.4	2.8	101.8	2.9
Inspection And Testing Services	100.7	2.8	99.7	2.6	100.9	2.6	84.2	2.6	98.5	2.8
Driving Centre	42.0	1.2	43.3	1.2	48.1	1.2	41.2	1.3	52.2	1.5
Car Rental and Leasing	29.2	0.8	26.4	0.7	27.8	0.7	27.0	0.8	25.9	0.7
Bus Station	25.6	0.7	24.1	0.6	21.8	0.6	15.7	0.5	12.1	0.3
<b>Group</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>3,242.6</b>	<b>100.0</b>	<b>3,538.3</b>	<b>100.0</b>

## GROUP REVENUE BY GEOGRAPHICAL SEGMENT

	2017		2018		2019		2020		2021	
	S\$'mil	%	S\$'mil	%	S\$'mil	%	S\$'mil	%	S\$'mil	%
Singapore	2,107.1	59.0	2,232.8	58.8	2,258.9	57.9	1,769.8	54.6	1,903.4	53.8
United Kingdom / Ireland	855.5	24.0	890.8	23.4	853.8	21.9	733.9	22.6	807.2	22.8
Australia	421.8	11.8	503.2	13.3	627.6	16.1	622.1	19.2	700.9	19.8
China	178.9	5.0	164.2	4.3	155.7	3.9	113.4	3.5	124.2	3.5
Malaysia	2.6	0.1	2.5	0.1	2.5	0.1	2.0	0.1	1.9	0.1
Vietnam	5.3	0.1	2.9	0.1	2.6	0.1	1.4	-	0.7	-
<b>Group</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>3,242.6</b>	<b>100.0</b>	<b>3,538.3</b>	<b>100.0</b>

Except for FY2020 numbers which have been restated due to change in accounting policy, the preceding years were not restated.

- EBITDA excludes impairment and net gain/(loss) on disposal

## GROUP FINANCIAL HIGHLIGHTS

### OPERATING PROFIT BY BUSINESS SEGMENT

	2017		2018		2019		2020		2021	
	S\$'mil	%	S\$'mil	%	S\$'mil	%	S\$'mil	%	S\$'mil	%
Public Transport Services	180.1	44.0	216.5	49.3	224.3	53.9	124.1	102.0	130.7	62.2
Taxi	134.0	32.7	129.4	29.5	104.2	25.1	(64.4)	(52.9)	18.5	8.8
Automotive Engineering Services	33.9	8.3	25.3	5.8	27.8	6.7	18.1	14.9	10.7	5.1
Inspection and Testing Services	32.6	8.0	39.8	9.1	30.6	7.4	26.6	21.8	30.6	14.6
Driving Centre	9.8	2.4	11.8	2.7	14.6	3.5	8.6	7.1	14.9	7.1
Car Rental and Leasing	6.9	1.7	4.9	1.1	4.3	1.0	2.5	2.0	3.0	1.4
Bus Station	11.9	2.9	11.1	2.5	10.0	2.4	6.2	5.1	1.6	0.8
<b>Group</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>121.7</b>	<b>100.0</b>	<b>210.0</b>	<b>100.0</b>

### OPERATING PROFIT BY GEOGRAPHICAL SEGMENT

	2017		2018		2019		2020		2021	
	S\$'mil	%	S\$'mil	%	S\$'mil	%	S\$'mil	%	S\$'mil	%
Singapore	243.9	59.6	282.7	64.4	275.8	66.3	105.0	86.3	121.1	57.7
United Kingdom / Ireland	60.7	14.8	53.0	12.1	41.2	9.9	(28.0)	(23.0)	6.1	2.9
Australia	60.1	14.7	64.1	14.6	78.0	18.7	34.3	28.2	57.6	27.4
China	44.0	10.8	39.5	9.0	20.6	5.0	10.9	8.9	26.1	12.4
Malaysia	0.5	0.1	0.4	0.1	0.4	0.1	0.2	0.2	0.1	0.1
Vietnam	-	-	(0.9)	(0.2)	(0.2)	-	(0.7)	(0.6)	(1.0)	(0.5)
<b>Group</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>121.7</b>	<b>100.0</b>	<b>210.0</b>	<b>100.0</b>

### VALUE-ADDED FOR THE GROUP

	2017		2018		2019		2020		2021	
	S\$'mil	%	S\$'mil	%	S\$'mil	%	S\$'mil	%	S\$'mil	%
Suppliers of Capital - Loan Interest and Dividends	294.1	12.0	291.1	11.1	295.5	10.9	159.1	7.1	118.7	4.9
Taxation to the Government	212.7	8.7	198.3	7.6	193.0	7.1	116.2	5.1	140.5	5.8
Retained Earnings	450.2	18.3	463.4	17.8	489.0	18.1	427.8	19.0	451.7	18.6
Employees - Salaries and Other Staff Costs	1,495.2	61.0	1,656.1	63.5	1,726.2	63.9	1,550.1	68.8	1,711.9	70.7
Total Value-Added	2,452.2	100.0	2,608.9	100.0	2,703.7	100.0	2,253.2	100.0	2,422.8	100.0
Number of Employees	21,983		23,308		24,513		24,025		23,187	
<b>Value-Added Per Employee (S\$'000)</b>	<b>111.5</b>		<b>111.9</b>		<b>110.3</b>		<b>93.8</b>		<b>104.5</b>	

Except for FY2020 numbers which have been restated due to change in accounting policy, the preceding years were not restated.