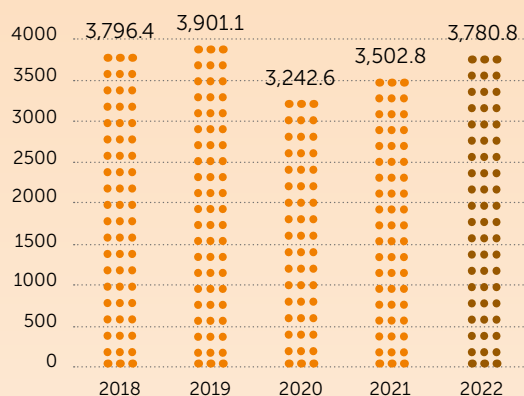


GROUP FINANCIAL HIGHLIGHTS

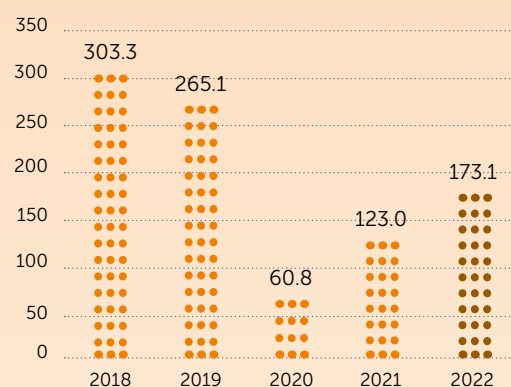
REVENUE

(\$'mil)



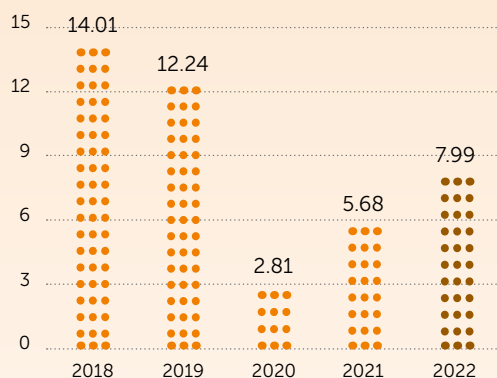
PROFIT ATTRIBUTABLE TO SHAREHOLDERS

(\$'mil)



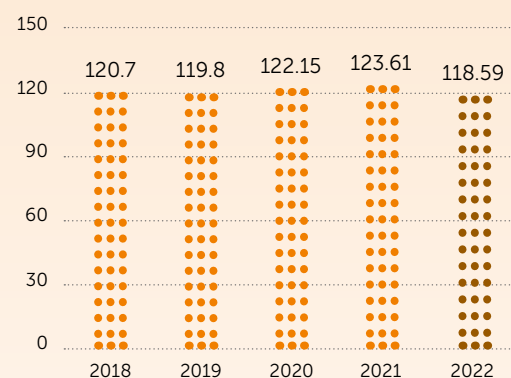
EARNINGS PER ORDINARY SHARE

(cents)



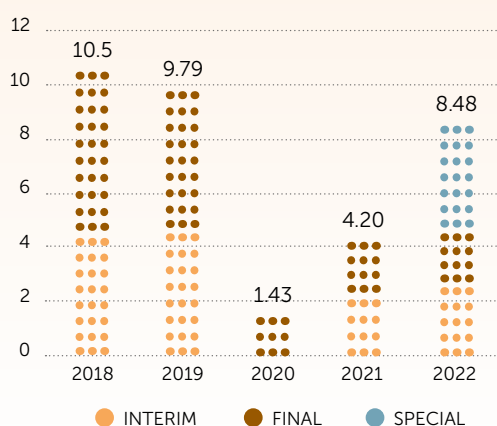
NET ASSET VALUE PER ORDINARY SHARE

(cents)



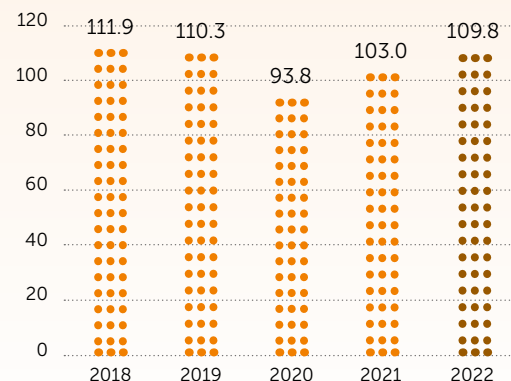
TOTAL DIVIDEND PER ORDINARY SHARE

(cents)



VALUE-ADDED PER EMPLOYEE

(\$'000)



● INTERIM ● FINAL ● SPECIAL

GROUP FINANCIAL HIGHLIGHTS

FINANCIAL SUMMARY

	2018	2019	2020*	2021*	2022
Revenue (S\$'mil)	3,796.4	3,901.1	3,242.6	3,502.8	3,780.8
Operating Costs (S\$'mil)	3,357.6	3,485.3	3,120.9	3,303.0	3,510.8
Operating Profit (S\$'mil)	438.8	415.8	121.7	199.8	270.0
Profit Attributable to Shareholders (S\$'mil)	303.3	265.1	60.8	123.0	173.1
EBITDA **(S\$'mil)	823.2	864.2	613.2	599.8	590.9
Issued capital (S\$'mil)	691.1	692.2	693.4	694.4	694.4
Capital and reserves (S\$'mil)	2,613.6	2,595.0	2,646.7	2,678.6	2,568.9
Capital disbursement (S\$'mil)	325.0	466.3	192.3	223.8	302.4
Return on shareholders' equity (%)	11.6	10.2	2.3	4.6	6.7
Earnings per ordinary share (cents)	14.01	12.24	2.81	5.68	7.99
Net asset value per ordinary share (cents)	120.70	119.80	122.15	123.61	118.59
Interim dividend per ordinary share (cents)	4.35	4.50	-	2.10	2.85
Final dividend per ordinary share (cents)	6.15	5.29	1.43	2.10	1.76
Special dividend per ordinary share (cents)					3.87
Total dividend per ordinary share (cents)	10.50	9.79	1.43	4.20	8.48
Dividend cover (number of times)	1.3	1.3	2.0	1.4	0.9

GROUP REVENUE BY BUSINESS SEGMENT

	2018		2019		2020*		2021*		2022	
	S\$'MIL	%	S\$'MIL	%	S\$'MIL	%	S\$'MIL	%	S\$'MIL	%
Public transport services	2,710.3	71.4	2,878.6	73.8	2,581.9	79.6	2,786.2	79.6	3,013.4	79.7
Taxi	726.5	19.1	664.7	17.0	403.2	12.4	426.1	12.2	437.8	11.6
Automotive engineering services	166.1	4.4	159.2	4.1	89.4	2.8	101.8	2.9	128.7	3.4
Inspection and testing services	99.7	2.6	100.9	2.6	84.2	2.6	98.5	2.8	106.0	2.8
Driving centre	43.3	1.2	48.1	1.2	41.2	1.3	52.2	1.5	52.4	1.4
Car rental and leasing	26.4	0.7	27.8	0.7	27.0	0.8	25.9	0.7	34.8	0.9
Bus station	24.1	0.6	21.8	0.6	15.7	0.5	12.1	0.3	7.7	0.2
Group	3,796.4	100.0	3,901.1	100.0	3,242.6	100.0	3,502.8	100.0	3,780.8	100.0

GROUP REVENUE BY GEOGRAPHICAL SEGMENT

	2018		2019		2020*		2021*		2022	
	S\$'MIL	%	S\$'MIL	%	S\$'MIL	%	S\$'MIL	%	S\$'MIL	%
Singapore	2,232.8	58.8	2,258.9	57.9	1,769.8	54.6	1,903.4	54.4	2,197.0	58.1
United Kingdom / Ireland	890.8	23.4	853.8	21.9	733.9	22.6	807.2	23.0	795.3	21.0
Australia	503.2	13.3	627.6	16.1	622.1	19.2	665.4	19.0	690.1	18.3
China	164.2	4.3	155.7	3.9	113.4	3.5	124.2	3.5	96.2	2.5
Malaysia	2.5	0.1	2.5	0.1	2.0	0.1	1.9	0.1	2.0	0.1
Vietnam	2.9	0.1	2.6	0.1	1.4	-	0.7	-	0.2	-
Group	3,796.4	100.0	3,901.1	100.0	3,242.6	100.0	3,502.8	100.0	3,780.8	100.0

* Certain comparative figure have been restated due to a change in accounting policy

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

OPERATING PROFIT BY BUSINESS SEGMENT

	2018		2019		2020*		2021*		2022	
	S\$'MIL	%	S\$'MIL	%	S\$'MIL	%	S\$'MIL	%	S\$'MIL	%
Public transport services	216.5	49.3	224.3	53.9	124.1	102.0	120.5	60.2	154.9	57.3
Taxi	129.4	29.5	104.2	25.1	(64.4)	(52.9)	18.5	9.3	52.1	19.3
Automotive engineering services	25.3	5.8	27.8	6.7	18.1	14.9	10.7	5.4	10.5	3.9
Inspection and testing services	39.8	9.1	30.6	7.4	26.6	21.8	30.6	15.3	32.6	12.1
Driving centre	11.8	2.7	14.6	3.5	8.6	7.1	14.9	7.5	18.8	7.0
Car rental and leasing	4.9	1.1	4.3	1.0	2.5	2.0	3.0	1.5	3.2	1.2
Bus station	11.1	2.5	10.0	2.4	6.2	5.1	1.6	0.8	(2.1)	(0.8)
Group	438.8	100.0	415.8	100.0	121.7	100.0	199.8	100.0	270.0	100.0

OPERATING PROFIT BY GEOGRAPHICAL SEGMENT

	2018		2019		2020*		2021*		2022	
	S\$'MIL	%	S\$'MIL	%	S\$'MIL	%	S\$'MIL	%	S\$'MIL	%
Singapore	282.7	64.4	275.8	66.3	105.0	86.3	121.1	60.6	181.2	67.1
United Kingdom / Ireland	53.0	12.1	41.2	9.9	(28.0)	(23.0)	6.1	3.1	26.8	9.9
Australia	64.1	14.6	78.0	18.7	34.3	28.2	47.4	23.7	51.7	19.1
China	39.5	9.0	20.6	5.0	10.9	8.9	26.1	13.0	10.3	3.9
Malaysia	0.4	0.1	0.4	0.1	0.2	0.2	0.1	0.1	0.2	0.1
Vietnam	(0.9)	(0.2)	(0.2)	-	(0.7)	(0.6)	(1.0)	(0.5)	(0.2)	(0.1)
Group	438.8	100.0	415.8	100.0	121.7	100.0	199.8	100.0	270.0	100.0

VALUE-ADDED FOR THE GROUP

	2018		2019		2020*		2021*		2022	
	S\$'MIL	%	S\$'MIL	%	S\$'MIL	%	S\$'MIL	%	S\$'MIL	%
Suppliers of capital - loan interest and dividends	291.1	11.1	295.5	10.9	159.1	7.1	118.7	5.0	184.6	7.4
Taxation to the government	198.3	7.6	193.0	7.1	116.2	5.1	137.4	5.8	110.4	4.4
Retained earnings	463.4	17.8	489.0	18.1	427.8	19.0	419.3	17.6	392.4	15.7
Employees - salaries and other staff costs	1,656.1	63.5	1,726.2	63.9	1,550.1	68.8	1,711.9	71.6	1,816.9	72.5
Total value-added	2,608.9	100.0	2,703.7	100.0	2,253.2	100.0	2,387.3	100.0	2,504.3	100.0
Number of employees	23,308		24,513		24,025		23,187		22,813	
Value-added per employee (S\$'000)	111.9		110.3		93.8		103.0		109.8	

* Certain comparative figure have been restated due to a change in accounting policy

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