

VICOM LTD
(Company Registration No.: 198100320K)
(Incorporated in the Republic of Singapore)

MINUTES OF THE FORTY-FIRST ANNUAL GENERAL MEETING (“AGM”) OF VICOM LTD (“COMPANY”) HELD ON WEDNESDAY, 27 APRIL 2022 AT 10.00 A.M. VIA ELECTRONIC MEANS AND AT THE AUDITORIUM, SINGAPORE CHINESE CULTURAL CENTRE, 1 STRAITS BOULEVARD, SINGAPORE 018906

Board of Directors

Present at the Auditorium:

Mr Lim Jit Poh	: Chairman
Mr Yang Ban Seng	: Deputy Chairman
Mr Sim Wing Yew	: Director, Chief Executive Officer (CEO)
Professor Shim Phiau Wui, Victor	: Director, Lead Independent Director
Mr Goh Yeow Tin	: Director
Ms June Seah Lee Kiang	: Director
Dr Tan Kim Siew	: Director
Ms Tan Poh Hong	: Director

Present via Video-Link:

Mr Soh Chung Hian, Daniel	: Director
Ms Wong Yoke Woon	: Director

In Attendance

Present at the Auditorium:

Mr Michael Tsia Chee Wah	: Partner, Deloitte & Touche LLP
Ms Ang Poh Choo	: Partner, Deloitte & Touche LLP
Ms Chloe Tan Chu Yi	: Audit Manager, Deloitte & Touche LLP
Ms Mary Lee Peck Kim	: Chief Financial Officer (CFO)
Ms Tammy Tan I-Lin	: Group Chief Branding & Communications Officer
Mr Adrian Chong Fui Yew	: Group Chief Internal Audit Officer
Mr Christopher David White	: Group Finance Business Partner & Treasurer
Ms Angeline Joyce Lee Siang Pohr	: Group General Counsel & Company Secretary

Management / Invitees / Shareholders who attended physically or via live webcast:

As set out in the attendance records maintained by the Company.

Commencement of Meeting

At 10.02 a.m., Chairman took the Chair and called the Meeting to order after having ascertained that a quorum was present.

The Notice of AGM which was published on 29 March 2022 in The Business Times and SGXNet was taken as read.

Chairman informed the Meeting that all motions at the Meeting would be put to vote by way of a poll, and that voting may be done by casting their votes via the live voting feature during the Meeting. Alternatively, Shareholders would have, prior to the Meeting, appointed the Chairman of the Meeting as proxy to vote on their behalf in which case Chairman would vote in accordance with the instructions as stated in the proxy forms received by the Company.

Chairman then handed the Meeting to the CFO, Ms Mary Lee Peck Kim, to present a summary of the financial performance of the Company for the Financial Year ended 31 December 2021 (“**FY2021**”) (Annex A). Chairman informed Shareholders that there would be no questions taken on the presentation.

After the presentation, CFO handed the Meeting back to Chairman.

Chairman informed the Meeting that the Company had received questions from Shareholders earlier and that the Company would address them under the relevant Agenda items, where appropriate. Chairman also sought the understanding of the Shareholders if some questions were not addressed at the Meeting because certain information might be confidential in nature and disclosure might affect the Company’s competitiveness. In some cases, any answer given might be construed as a profit forecast.

Before moving on to the Actual Business of the Meeting, Chairman said that the minutes of the Meeting would be posted on the SGX-ST and the Company’s websites respectively in compliance with the Code of Corporate Governance 2018 and highlighted that the names of Shareholders asking questions would be recorded in the minutes of the Meeting which would be uploaded on the respective websites. Shareholders’ consent for this purpose had been obtained pursuant to the Company’s Constitution.

Chairman then proceeded with the business of the Meeting.

Chairman informed the Meeting that the independent scrutineers for the Meeting were representatives from our auditors, Messrs Deloitte & Touche LLP (“**Deloitte**”) and Mr Chong Yew Fui, Adrian (ComfortDelGro’s Group Chief Internal Audit Officer). Deloitte representatives and Mr Chong had been appointed as the joint scrutineers for Resolutions 1 to 8, while Mr Chong had been appointed as the sole scrutineer for Resolution 9 as it concerned the re-appointment of auditors.

Chairman further informed that voting for all the resolutions would now open, and Shareholders would be able to vote at any time throughout the AGM session until 5 minutes after the last question in respect of the last resolution was addressed. This was a new method of voting.

Item 1 / Resolution 1: Adoption of Directors' Statement, Audited Financial Statements and Auditors' Report for the Financial Year ended 31 December 2021

Chairman put forward Resolution 1 of the Agenda: to receive and adopt the Directors' Statement and the Audited Financial Statements for the Financial Year ended 31 December 2021 together with the Auditors' Report thereon.

At this juncture, Chairman said that the Company had received a few questions that were relevant to this Agenda item. He then handed the Meeting to CEO, Mr Sim Wing Yew to address them.

In response to questions received from Shareholders prior to the Meeting on the impact of large scale adoption of electric vehicles (“EV”) on the Company’s inspection business, CEO said that the Company was well-equipped with the knowledge and capability to test EVs, and had been accredited to test EVs since 2010, years before vehicle agents brought EVs to Singapore. CEO explained that there were up to 115 inspection items for EVs (compared to up to 131 inspection items for an ICE (internal combustion engine) vehicle), as it was also necessary to inspect the brake, chassis, lighting system etc of an EV to ensure the roadworthiness of the vehicle. CEO also assured Shareholders that the Company would continue to stay ahead of developments and invest in the latest technologies for both the vehicle inspection and non-vehicle testing businesses.

CEO then handed the proceedings back to the Chairman, who invited questions from the floor and virtually.

Mr Edwin Lim (“**Mr Lim**”) who attended the Meeting at the Auditorium, raised several questions. Mr Lim’s first question was whether there was any difference in gross margin for inspection of EVs compared to non-EVs. CEO replied that the margins were substantially the same as EVs and non-EVs were subject to similar tests and manpower requirements were also similar.

Mr Lim’s next question was whether the Company was accredited to test autonomous vehicles (“AV”). CEO replied that we have not been accredited and explained that there was currently no certified system in the world to test AVs. The Company had, in 2019, made a strategic investment in Foretellix, a company in the business of designing and developing software to test AVs. If Foretellix successfully develops solutions for AV testing, this would benefit the Company both as a user of the solutions and also as an investor of Foretellix.

Mr Lim then sought clarification on the definition of AVs. CEO explained that AVs would normally refer to any vehicles driven without drivers. CEO elaborated that there were 5 levels of vehicle autonomy (with level 5 being fully autonomous with no human beings on board while level 1 refers to the lowest level of automation) and trials on AVs were still being conducted in many countries. CEO said that it would probably take years for AVs to be adopted on a large scale.

Mr Lim noted that the Company’s market share in the vehicle-inspection business for the financial year ended 31 December 2020 (“**FY2020**”) was 75.2%, and asked what the Company’s market share was for FY2021. CEO said that it was 74.7%, and that FY2020 was an anomaly because due to the circuit breaker in FY2020, vehicle inspections could not take place during the period but the Company managed to clear the backlog faster than the competitor in the subsequent 6 months.

Mr Lim then asked whether the Company had any strategy to increase its market share. Chairman said that an increase in market share might lead to competition concerns on the

part of the authorities and this might influence the authorities to introduce new players to enter the market, thereby affecting the Company's market share again. Hence, the Company had to be mindful of increasing its market share.

Mr Lim's next question pertained to the private hire vehicle population size in Singapore. CEO said that generally, the population size had decreased due to COVID-19. With the reopening and relaxation of COVID-19 restrictions, the private hire vehicle population size would probably increase due to higher demand.

In response to Mr Lim's questions on the lease period for the new Setsco building and the justification for spending \$50 million for the new Setsco building, CEO said that the remaining lease period was 34 years. If the cost of \$50 million was equally spread over the lease period of 34 years, the amount would be comparable to the rental cost for Setsco to rent premises for its operations. CEO further explained that there were two factors limiting Setsco's growth – space and manpower. The net lettable area of the new Setsco building was around 30% more than that of the previous Teban premises, and housed 78 labs compared to 67 labs in the previous Teban premises. With more laboratories, more tests could be conducted and this would allow Setsco to grow its business further.

Referring to page 18 (Group Financial Highlights) of the Annual Report for FY2021, Mr Henry Ho ("**Mr Ho**"), who attended the Meeting at the Auditorium, noted that the Group revenue had increased significantly in FY2021 compared to FY2020, but the increase in profit was not significant. CEO explained that Government support in FY2021 was about \$5.9 million less than in FY2020. If Government support was not taken into account, operating profit grew by 35% in FY2021 compared to FY2020.

Mr Ho also asked for the reason for the decrease in net asset value per ordinary share in FY2021 compared to FY2020. CFO explained that the decrease was due to payment of dividend more than the profit earned in FY2021.

Mr Christopher White then read out a comment by Mr Tan Eng Gee ("**Mr Tan**"), submitted via the webcast portal, where Mr Tan congratulated the Company on delivering a stable performance amid the pandemic challenges and requested that the Company look into cost efficiency by conducting a strategic review of the number of directors on the Board, and further look at maximising rewards of top management and directors using equity instead of cash to better align with Shareholders' interests.

In response to Mr Chua How Kng's question submitted via the webcast portal as to whether there were plans to expand the inspection business overseas, Chairman said there were no such plans currently. If there were to be any overseas investment, VICOM's parent company would probably be the more appropriate investor as it would be better able to meet any risks. Chairman further added that the viability of vehicle inspection business depended on both regulations and their effective enforcement. However, the Company would provide its expertise to the parent company instead of being the investor.

Item 2 / Resolution 2: Declaration of Final Dividend

Chairman put forward Resolution 2 of the Agenda: to declare a final dividend.

Chairman invited Shareholders to raise questions pertaining to Resolution 2 but none was raised.

Item 3 / Resolution 3: Declaration of Special Dividend

Chairman put forward Resolution 3 of the Agenda: to declare a special dividend.

Chairman invited Shareholders to raise questions pertaining to Resolution 3 but none was raised.

Item 4 / Resolution 4: Directors' Fees

Chairman put forward Resolution 4 of the Agenda: to approve Directors' Fees.

Chairman invited Shareholders to raise questions pertaining to Resolution 4 but none was raised.

Item 5 / Resolution 5: Re-election of Mr Yang Ban Seng as a Director

Chairman said that pursuant to Regulation 98(b) of the Company's Constitution, four Directors would retire by rotation at the Meeting. They were Mr Yang Ban Seng, Professor Shim Phyu Wui, Victor, Ms June Seah Lee Kiang and Dr Tan Kim Siew.

Chairman said that all retiring Directors had offered themselves for re-elections.

Chairman put forward Resolution 5 of the Agenda: to re-elect Mr Yang Ban Seng as a Director of the Company.

Chairman invited Shareholders to raise questions pertaining to Resolution 5 but none was raised.

Item 6 / Resolution 6: Re-election of Professor Shim Phyu Wui, Victor as a Director

Chairman put forward Resolution 6 of the Agenda: to re-elect Professor Shim Phyu Wui, Victor as a Director of the Company.

Chairman invited Shareholders to raise questions pertaining to Resolution 6 but none was raised.

Item 7 / Resolution 7: Re-election of Ms June Seah Lee Kiang as a Director

Chairman put forward Resolution 7 of the Agenda: to re-elect Ms June Seah Lee Kiang as a Director of the Company.

Chairman invited Shareholders to raise questions pertaining to Resolution 7. There were no questions raised in relation to Resolution 7, but there was a question submitted by Mr Tan Yong Kian / Ms Estella Kueh Sing Ming via the webcast portal in relation to the Company's business. Chairman said that this was not the right place to raise the question. It should have been raised in item 1. Nevertheless, Chairman permitted it to be asked. The question was how much of the Company's existing testing facilities could be adopted to test EVs. CEO responded that at this juncture, there were no additional capital expenditure requirements for periodic inspection of EVs, but this might change if more inspection items were required by the authorities in the future.

Item 8 / Resolution 8: Re-election of Dr Tan Kim Siew as a Director

Chairman put forward Resolution 8 of the Agenda: to re-elect Dr Tan Kim Siew as a Director of the Company.

Chairman invited Shareholders to raise questions pertaining to Resolution 8 but none was raised.

Item 9: Note the retirement of Mr Lim Jit Poh as a Director

Chairman announced that he would be retiring as a Director upon conclusion of the Meeting and that Dr Tan Kim Siew, if re-elected, would succeed him as Chairman of the Board.

Chairman took the Meeting through the history of the Company as well as the Board renewal and Management succession exercises over the past years.

Chairman expressed confidence in the Board and Management and thanked them for according him the title of Chairman Emeritus and appointing him as the Senior Advisor to the Board and Management. Chairman also thanked the Shareholders for their support throughout the period that he served as the Chairman of the Board.

A copy of the Chairman's address is annexed hereto as Annex B.

Item 10: Note the retirement of Mr Goh Yeow Tin as a Director

Chairman noted the retirement of Mr Goh Yeow Tin as a Director upon conclusion of the Meeting and thanked Mr Goh for his valuable service for the past 12 years.

Item 11 / Resolution 9: Re-appointment of Auditors

Chairman put forward Resolution 9 of the Agenda: to re-appoint the Auditors. Messrs Deloitte & Touche LLP, the Auditors of the Company, had expressed their willingness to accept re-appointment.

Chairman invited Shareholders to raise questions pertaining to Resolution 9 but none was raised.

Results of the Resolutions

Voting in respect of the Resolutions in the Agenda closed at 10.53 a.m.

Resolution 1

Chairman announced the results of Resolution 1, as follows:

Votes FOR the Resolution	:	245,962,900 (approximately 99.99%)
Votes AGAINST the Resolution	:	24,000 (approximately 0.01%)

Number of votes abstained was 452,300.

Chairman declared the Resolution duly carried.

RESOLVED that the Directors' Statement and the Audited Financial Statements for the Financial Year ended 31 December 2021 together with the Auditors' Report submitted to this Meeting be adopted.

Resolution 2

Chairman announced the results of Resolution 2, as follows:

Votes FOR the Resolution	:	245,972,700 (approximately 99.99%)
Votes AGAINST the Resolution	:	21,000 (approximately 0.01%)

Number of votes abstained was 443,500.

Chairman declared the Resolution duly carried.

RESOLVED that a tax-exempt one-tier final dividend of 3.24 Singapore cents per ordinary share in respect of the Financial Year ended 31 December 2021, as proposed by the Board of Directors, be paid on 25 May 2022 to members whose names appear on the Register of Members as at 5.00 p.m. on 6 May 2022.

Resolution 3

Chairman announced the results of Resolution 3, as follows:

Votes FOR the Resolution	:	245,972,700 (approximately 99.99%)
Votes AGAINST the Resolution	:	21,000 (approximately 0.01%)

Number of votes abstained was 443,500.

Chairman declared the Resolution duly carried.

RESOLVED that a tax-exempt one-tier special dividend of 2.00 Singapore cents per ordinary share in respect of the Financial Year ended 31 December 2021, as proposed by the Board of Directors, be paid on 25 May 2022 to members whose names appear on the Register of Members as at 5.00 p.m. on 6 May 2022.

Resolution 4

Chairman announced the results of Resolution 4, as follows:

Votes FOR the Resolution	:	245,806,600 (approximately 99.95%)
Votes AGAINST the Resolution	:	127,500

(approximately 0.05%)

Number of votes abstained was 463,100.

Chairman declared the Resolution duly carried.

RESOLVED that the amount of \$508,502 proposed as Directors' Fees for the Financial Year ended 31 December 2021 be approved.

Resolution 5

Chairman announced the results of Resolution 5, as follows:

Votes FOR the Resolution	:	245,425,800 (approximately 99.79%)
Votes AGAINST the Resolution	:	511,500 (approximately 0.21%)

Number of votes abstained was 449,500.

Chairman declared the Resolution duly carried.

RESOLVED that Mr Yang Ban Seng who retires by rotation in accordance with Regulation 98(b) of the Company's Constitution and is eligible for re-election, be re-elected a Director of the Company.

Resolution 6

Chairman announced the results of Resolution 6, as follows:

Votes FOR the Resolution	:	245,434,500 (approximately 99.79%)
Votes AGAINST the Resolution	:	504,400 (approximately 0.21%)

Number of votes abstained was 458,300.

Chairman declared the Resolution duly carried.

RESOLVED that Professor Shim Phiau Wui, Victor who retires by rotation in accordance with Regulation 98(b) of the Company's Constitution and is eligible for re-election, be re-elected a Director of the Company.

Resolution 7

Chairman announced the results of Resolution 7, as follows:

Votes FOR the Resolution	:	245,416,500 (approximately 99.79%)
Votes AGAINST the Resolution	:	522,400 (approximately 0.21%)

Number of votes abstained was 458,300.

Chairman declared the Resolution duly carried.

RESOLVED that Ms June Seah Lee Kiang who retires by rotation in accordance with Regulation 98(b) of the Company's Constitution and is eligible for re-election, be re-elected a Director of the Company.

Resolution 8

Chairman announced the results of Resolution 8 as follows:

Votes FOR the Resolution	:	245,393,400 (approximately 99.99%)
Votes AGAINST the Resolution	:	24,400 (approximately 0.01%)

Number of votes abstained was 738,300.

Chairman declared the Resolution duly carried.

RESOLVED that Dr Tan Kim Siew who retires by rotation in accordance with Regulation 98(b) of the Company's Constitution and is eligible for re-election, be re-elected a Director of the Company.

Resolution 9

Chairman announced the results of Resolution 9, as follows:

Votes FOR the Resolution	:	245,476,900 (approximately 99.79%)
Votes AGAINST the Resolution	:	508,000 (approximately 0.21%)

Chairman declared the Resolution duly carried.

Number of votes abstained was 452,300.

RESOLVED that Messrs Deloitte & Touche LLP be re-appointed Auditors of the Company until the next Annual General Meeting at a fee to be agreed between the Directors and Auditors.

Closure of Meeting

Before the Meeting closed, Deputy Chairman requested leave to represent the Board and Management to express their appreciation to the Chairman of the Board Mr Lim Jit Poh as well as Mr Goh Yeow Tin.

Deputy Chairman said that Chairman had guided VICOM over 40 years and oversaw several acquisitions, including that of Setsco, which heralded VICOM's entry into the non-

vehicular testing business. Under his chairmanship, VICOM transformed first from a private entity to a listed one with a market capitalisation of just \$16.8 million, and then to the multi-disciplinary group that it is today with a market capitalisation of \$723 million.

Deputy Chairman also thanked Mr Goh Yeow Tin for selflessly contributing to the growth of the VICOM group in the last 12 years. Under his chairmanship of the Audit and Risk Committee, the Company achieved many awards such as the Singapore Corporate Governance Award, Shareholder Communications Excellence Award and the Most Transparent Company Award (Services Category) over the years.

With the Agenda for the Meeting fully dealt with, Chairman declared the Meeting closed at 11.02 a.m.

Chairman thanked Shareholders for attending the AGM and for their co-operation, patience and understanding.

Certified as a correct record of the proceedings of the Meeting.

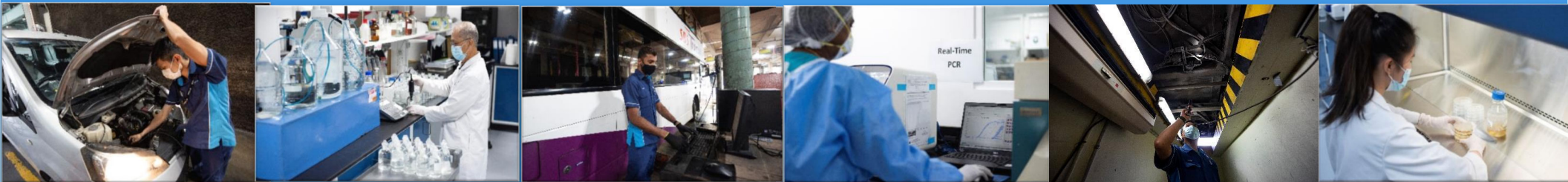
Lim Jit Poh
Chairman of the Meeting

**ANNEX A
CFO'S PRESENTATION**



Financial Results 2021 Presentation

27 April 2022



Disclaimer

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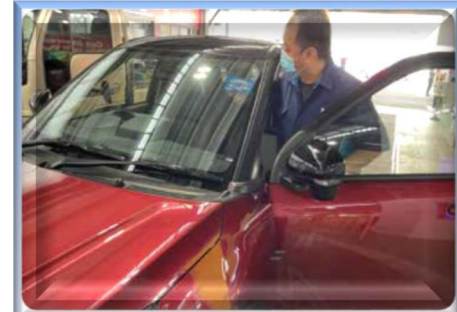
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- Review of FY 2021 Financial Results
- FY 2021 Dividend Payout and Shareholder Return



REVIEW OF FY 2021 FINANCIAL RESULTS



Income Statement – 2021

	2021	2020	Fav/(Adv)	
	\$'m	\$'m	\$'m	%
Revenue	100.9	86.4	14.5	16.7
Operating Costs	(69.9)	(57.1)	(12.8)	(22.4)
Operating Profit	31.0	29.3	1.7	5.6
Profit After Tax	25.2	25.0	0.2	1.0
Profit after Tax and Minority Interest (PATMI)	24.8	24.5	0.3	1.2
EBITDA	38.2	36.7	1.5	4.1
Operating Profit before COVID-19 Government Reliefs	29.2	21.6	7.6	35.0
COVID-19 Government Reliefs	1.8	7.7	(5.9)	(76.6)
Operating Profit after COVID-19 Government Reliefs	31.0	29.3	1.7	5.6

Balance Sheet

	2021	2020	Inc/(Dec)	
	\$'m	\$'m	\$'m	%
Cash & Cash Equivalents	75.4	93.2	(17.8)	(19.1)
Other Current Assets	12.3	12.3	-	-
Non-Current Assets	112.1	102.4	9.7	9.5
Total Assets	199.8	207.9	(8.1)	(3.9)
Current Liabilities	39.1	39.2	(0.1)	(0.3)
Non-Current Liabilities	32.5	33.2	(0.7)	(2.1)
Total Liabilities	71.6	72.4	(0.8)	(1.1)
Total Equity	128.2	135.5	(7.3)	(5.4)

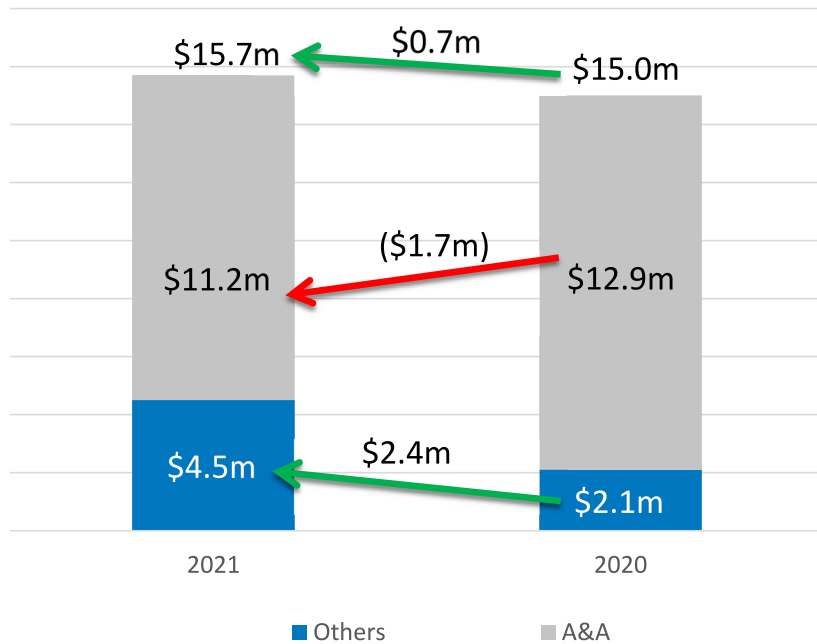
- Balance sheet remains strong with healthy cash & cash equivalent of \$75.4m.
- Non-current assets increased by \$9.7m mainly from progress payments for A&A at the new premises in Bukit Batok
- Total Equity at \$128.2m decreased by \$7.3m mainly from dividend payments of \$33.5m offset by profits of \$26.2m generated from operations and fair value adjustment of financial assets.

Cashflow

	2021	2020
	\$'m	\$'m
Cash from Operating Activities	29.7	36.7
Utilisation of Cash:		
Dividends to Shareholders and non-controlling interests	(33.5)	(21.7)
CAPEX	(12.3)	(15.0)
Payments under lease liability	(1.1)	(1.4)
Purchase of unquoted equity instruments held at Fair Value through Other Comprehensive Income	(0.9)	-
Total Utilisation of Cash	(47.8)	(38.1)
Interest Received	0.3	1.7
Net Cash (Outflow) / Inflow	(17.8)	0.3

CAPEX

CAPEX 2021 vs 2020



- CAPEX ↑ \$0.7m
- Increase in CAPEX for equipment and others of \$2.4m offset by the decrease of \$1.7m in progress payments for the A&A project at the new premises in Bukit Batok that was completed in 2021.



Financial Summary

Financial Performance

- Group PATMI at \$24.8m increased by \$0.3m or 1.2% against 2020.
- Government Reliefs fell by \$5.9m to \$1.8m compared to \$7.7m in 2020.
- Excluding the Government reliefs, Group operating profit at \$29.2m increased by \$7.6m or 35.0% against 2020.

Financial Position

- Strong and resilient balance sheet.
- Cash balance of \$75.4m to support business growth and opportunities.

Cash Flow

- Net cash outflow of 17.8m mainly due to higher dividend payment during the year.

FY 2021 DIVIDEND PAYOUT AND SHAREHOLDER RETURN



Financial Year 2021 Dividend Payout

	2021	2020	Inc/(Dec)		
	cents	cents	cents	%	
Earnings Per Share (EPS)	6.99	6.91	0.08	1.2	
Interim Dividend	3.04	-	3.04	N.M.	
Final Dividend	3.24	6.22	(2.98)	(47.9)	
	Payout Ratio: 90%	6.28	6.22	0.06	1.0
Special Dividend	2.00	-	2.00	N.M.	
Total	8.28	6.22	2.06	33.1	
Dividend Payout Ratio	118.0%	90.0%			
Dividend Yield	4.1% ^(a)	2.9% ^(b)			

a) VICOM share price of \$2.04 as at 31 December 2021

b) VICOM share price of \$2.16 as at 31 December 2020

N.M. Not Meaningful



Thank you



ANNEX B CHAIRMAN'S SPEECH

I am supposed to retire next year under the practice of rotational director retirement rules. However, I have decided to retire a year earlier. This is a logical follow up to my retirement at SBS Transit last year. Accordingly, I shall retire from ComfortDelGro, the parent company of SBS Transit and VICOM, next year. This has been my plan. I will be the last of the founding directors of ComfortDelGro, the merged entity of Comfort and DelGro created in 2003, about 19 years ago, to leave the Board.

VICOM has a special place in my heart. It was established in 1981, 41 years ago, and I was one of its founding directors. At that time, I was the Chief Executive Officer of the now defunct National Productivity Board. VICOM was one of the two original companies specifically appointed by the Government to compulsorily inspect vehicles for the purpose of creating a clean and safe environment. This was well before all this talk of climate change and sustainability these days. We were then owned by a statutory board, the Singapore Labour Foundation. The other company was owned by the Automobile Association of Singapore or AA for short. Subsequently we bought AA. To ensure competition in the industry, a company under the ST Group was allowed to start vehicle inspection operations.

It has been a long journey. We became a listed company in 1995, immediately increasing our responsibilities to a wider group of shareholders. In the course of our journey, we bought over non-vehicle testing business from Keppel Group in 2003. Just like vehicle testing business, we also expanded the initial testing portfolio of the non-vehicle testing business to other technical testing spheres. Today, we have two major businesses in vehicle testing and technical testing. In the former we are the clear leader since inception, consistently achieving about 75% share of the market. We operate in seven locations islandwide, ensuring we reach out to as many motorists as possible. We are also the leading player in the hugely competitive technical testing business. What started out as a supplement to our main vehicle inspection business has now grown significantly and we now have a brand new SETSCO building which can now be used to introduce even more testing services.

Since 2018, I have embarked on the renewal of the Board of Directors. We subscribe very strongly to our tripartite principles of industry, labour and government

experienced personnel in our composition. We are very mindful of diversity to avoid the disease of group think and hence embody diversity in gender, age and knowledge expertise in relevant fields. Besides the mandated committees of audit, remuneration and nominating we specially created two important committees of Technology and Sustainability to prepare for the challenges ahead. We now have eight directors averaging 4.75 years in tenure upon the retirement of Mr Goh Yeow Tin and me at this AGM. The new Chairman is Dr Tan Kim Siew having been re-elected today. He joined the Board in May 2018. He has had a reasonable runway to familiarise himself with the Group and I am confident he will be able to steer it to greater heights.

In terms of management, we have had five leadership changes over the last four decades. Our founding CEO Mr Yap Gim Chiu served for two years from 1981 and he was succeeded by a founding director, Mr Raymond Lim, for another three years. They were followed by Mr Sam Chong Keen and Mr Goh Chee Wee, who were concurrently CEOs of the parent, Comfort Group Limited. The next successor was another of our initial staff, the project engineer, who rose from that position to the highest management level as CEO in 2003. He was Mr Heng Chye Kiou. It was during his tenure that we expanded very aggressively to what we are today. The present CEO Mr Sim Wing Yew has been seconded from ComfortDelGro since 2012. He has been on the job for 10 years already. Our succession plans have therefore been smooth and effective.

In the course of our listing history, we have also established our dividend policy which is publicly announced. The board just had its biennial retreat. New plans have been put in place and these will be subject to changes in today's fast-moving business environment and technological advancement.

The board and management are therefore in excellent hands. I feel very happy to retire after a long four decades of involvement. I thank the board and management in bestowing on me the Emeritus Chairman status and shall assume my Senior Advisory role during the transition period which I think will be smooth and uneventful. I also wish to thank all of you for your understanding, trust, advice and assistance throughout the period when I serve as your Chairman. I urge that you continue to render your support to the new Chairman and his team of newer directors.