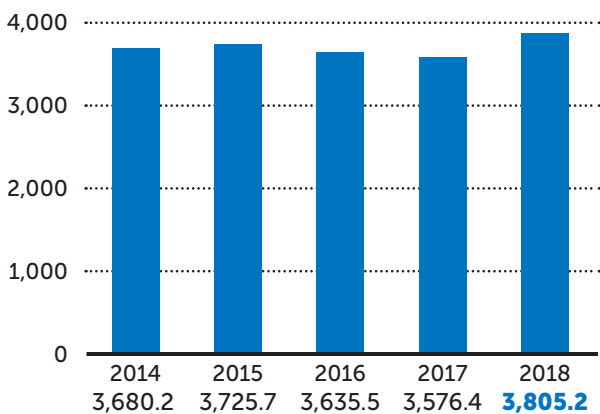


## GROUP FINANCIAL HIGHLIGHTS

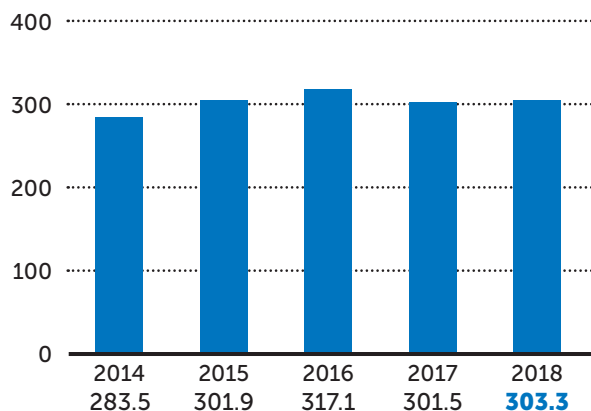
### Revenue

(S\$'mil)



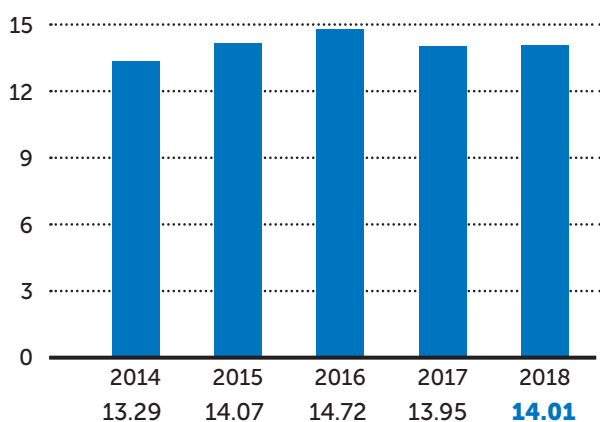
### Profit Attributable to Shareholders

(S\$'mil)



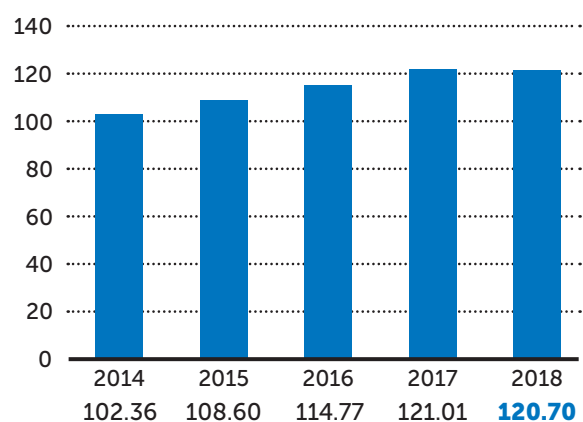
### Earnings Per Ordinary Share

(cents)



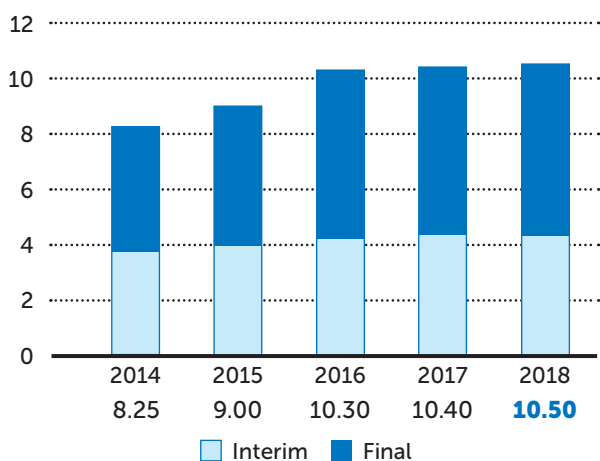
### Net Asset Value Per Ordinary Share

(cents)



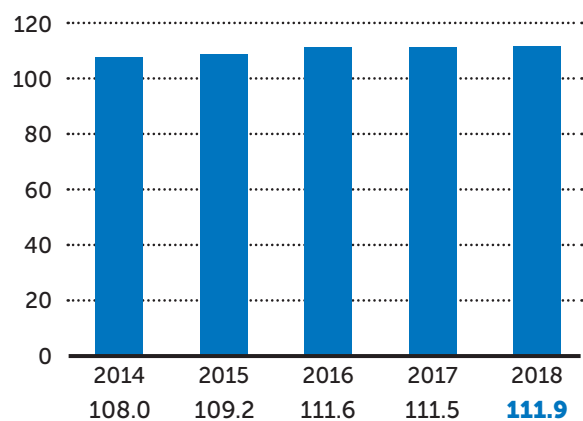
### Total Dividend Per Ordinary Share

(cents)



### Value-Added Per Employee

(S\$'000)



## GROUP FINANCIAL HIGHLIGHTS

### Financial Summary

|   | 2014    | 2015    | 2016    | 2017    | 2018    |
|---|---------|---------|---------|---------|---------|
| Revenue (S\$'mil)*                            | 3,680.2 | 3,725.7 | 3,635.5 | 3,576.4 | 3,805.2 |
| Operating Costs (S\$'mil)*                    | 3,238.1 | 3,275.0 | 3,173.3 | 3,167.2 | 3,366.4 |
| Operating Profit (S\$'mil)                    | 442.1   | 450.7   | 462.2   | 409.2   | 438.8   |
| Profit Attributable to Shareholders (S\$'mil) | 283.5   | 301.9   | 317.1   | 301.5   | 303.3   |
| EBITDA (S\$'mil)                              | 795.8   | 840.0   | 858.2   | 818.0   | 833.1   |
| Issued capital (S\$'mil)                      | 646.4   | 665.5   | 676.9   | 688.2   | 691.1   |
| Capital and reserves (S\$'mil)                | 2,189.9 | 2,335.1 | 2,475.5 | 2,618.2 | 2,613.6 |
| Capital disbursement (S\$'mil)                | 511.6   | 650.5   | 466.5   | 365.4   | 325.0   |
| Return on shareholders' equity (%)            | 13.1    | 13.3    | 13.2    | 11.8    | 11.6    |
| Earnings per ordinary share (cents)           | 13.29   | 14.07   | 14.72   | 13.95   | 14.01   |
| Net asset value per ordinary share (cents)    | 102.36  | 108.60  | 114.77  | 121.01  | 120.70  |
| Interim dividend per ordinary share (cents)   | 3.75    | 4.00    | 4.25    | 4.35    | 4.35    |
| Final dividend per ordinary share (cents)     | 4.50    | 5.00    | 6.05    | 6.05    | 6.15    |
| Total dividend per ordinary share (cents)     | 8.25    | 9.00    | 10.30   | 10.40   | 10.50   |
| Dividend cover (number of times)              | 1.6     | 1.6     | 1.4     | 1.3     | 1.3     |

\*The Group has adopted Singapore Financial Reporting Standards (International) (SFRS(I)) 15 Revenue from Contracts with Customers with effect from 1 January 2018. Certain comparative figures have been reclassified to conform to current year's presentation.

### Group Revenue by Business Segment

|                                 | 2014           |              | 2015           |              | 2016           |              | 2017           |              | 2018           |              |
|---------------------------------|----------------|--------------|----------------|--------------|----------------|--------------|----------------|--------------|----------------|--------------|
|                                 | S\$'mil        | %            | S\$'mil        | %            | S\$'mil        | %            | S\$'mil        | %            | S\$'mil        | %            |
| Public transport services       | 2,251.5        | 61.1         | 2,332.5        | 62.6         | 2,307.3        | 63.5         | 2,400.9        | 67.1         | 2,711.0        | 71.3         |
| Taxi                            | 912.6          | 24.8         | 941.0          | 25.3         | 916.8          | 25.2         | 804.7          | 22.5         | 726.5          | 19.1         |
| Automotive engineering services | 302.7          | 8.2          | 238.5          | 6.4          | 204.8          | 5.6          | 171.1          | 4.8          | 166.1          | 4.4          |
| Inspection and testing services | 109.1          | 3.0          | 107.5          | 2.9          | 103.7          | 2.9          | 100.7          | 2.8          | 107.5          | 2.8          |
| Driving centre                  | 39.3           | 1.1          | 38.9           | 1.0          | 39.7           | 1.1          | 42.0           | 1.2          | 43.3           | 1.1          |
| Car rental and leasing          | 35.9           | 1.0          | 38.3           | 1.0          | 36.3           | 1.0          | 31.4           | 0.9          | 26.7           | 0.7          |
| Bus station                     | 29.1           | 0.8          | 29.0           | 0.8          | 26.9           | 0.7          | 25.6           | 0.7          | 24.1           | 0.6          |
| <b>Group</b>                    | <b>3,680.2</b> | <b>100.0</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> |

### Group Revenue by Geographical Segment

|                          | 2014           |              | 2015           |              | 2016           |              | 2017           |              | 2018           |              |
|--------------------------|----------------|--------------|----------------|--------------|----------------|--------------|----------------|--------------|----------------|--------------|
|                          | S\$'mil        | %            | S\$'mil        | %            | S\$'mil        | %            | S\$'mil        | %            | S\$'mil        | %            |
| Singapore                | 2,038.0        | 55.4         | 2,092.4        | 56.2         | 2,133.3        | 58.7         | 2,108.6        | 59.0         | 2,241.4        | 58.9         |
| United Kingdom / Ireland | 1,004.6        | 27.3         | 1,014.6        | 27.2         | 912.5          | 25.1         | 855.6          | 23.9         | 891.0          | 23.4         |
| Australia                | 413.5          | 11.2         | 387.1          | 10.4         | 385.5          | 10.6         | 423.6          | 11.8         | 503.4          | 13.2         |
| China                    | 212.9          | 5.8          | 219.7          | 5.9          | 192.4          | 5.3          | 179.2          | 5.0          | 163.5          | 4.3          |
| Vietnam                  | 7.1            | 0.2          | 8.7            | 0.2          | 8.9            | 0.2          | 6.8            | 0.2          | 3.3            | 0.1          |
| Malaysia                 | 4.1            | 0.1          | 3.2            | 0.1          | 2.9            | 0.1          | 2.6            | 0.1          | 2.6            | 0.1          |
| <b>Group</b>             | <b>3,680.2</b> | <b>100.0</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> |

### Operating Profit by Business Segment

|                                 | 2014         |              | 2015         |              | 2016         |              | 2017         |              | 2018         |              |
|---------------------------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
|                                 | S\$'mil      | %            | S\$'mil      | %            | S\$'mil      | %            | S\$'mil      | %            | S\$'mil      | %            |
| Public transport services       | 172.2        | 38.9         | 177.7        | 39.4         | 178.3        | 38.6         | 180.1        | 44.0         | 216.5        | 49.3         |
| Taxi                            | 150.9        | 34.1         | 163.9        | 36.4         | 167.5        | 36.2         | 134.0        | 32.7         | 129.4        | 29.5         |
| Automotive engineering services | 51.4         | 11.7         | 41.2         | 9.1          | 50.7         | 11.0         | 33.9         | 8.3          | 25.3         | 5.8          |
| Inspection and testing services | 36.8         | 8.3          | 37.7         | 8.4          | 34.8         | 7.5          | 32.6         | 8.0          | 39.8         | 9.1          |
| Driving centre                  | 9.2          | 2.1          | 8.5          | 1.9          | 10.6         | 2.3          | 9.8          | 2.4          | 11.8         | 2.7          |
| Car rental and leasing          | 9.1          | 2.1          | 9.2          | 2.0          | 8.1          | 1.8          | 6.9          | 1.7          | 4.9          | 1.1          |
| Bus station                     | 12.5         | 2.8          | 12.5         | 2.8          | 12.2         | 2.6          | 11.9         | 2.9          | 11.1         | 2.5          |
| <b>Group</b>                    | <b>442.1</b> | <b>100.0</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> |

### Operating Profit by Geographical Segment

|                          | 2014         |              | 2015         |              | 2016         |              | 2017         |              | 2018         |              |
|--------------------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
|                          | S\$'mil      | %            | S\$'mil      | %            | S\$'mil      | %            | S\$'mil      | %            | S\$'mil      | %            |
| Singapore                | 227.2        | 51.4         | 245.1        | 54.4         | 275.1        | 59.5         | 243.9        | 59.6         | 282.7        | 64.4         |
| United Kingdom / Ireland | 89.1         | 20.2         | 92.2         | 20.5         | 80.7         | 17.5         | 60.7         | 14.8         | 53.0         | 12.1         |
| Australia                | 72.2         | 16.3         | 62.9         | 13.9         | 57.3         | 12.4         | 60.1         | 14.7         | 64.1         | 14.6         |
| China                    | 52.2         | 11.8         | 48.6         | 10.8         | 47.4         | 10.2         | 44.0         | 10.8         | 39.5         | 9.0          |
| Vietnam                  | 0.6          | 0.1          | 1.3          | 0.3          | 1.2          | 0.3          | -            | -            | (0.9)        | (0.2)        |
| Malaysia                 | 0.8          | 0.2          | 0.6          | 0.1          | 0.5          | 0.1          | 0.5          | 0.1          | 0.4          | 0.1          |
| <b>Group</b>             | <b>442.1</b> | <b>100.0</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> |

### Value-Added for the Group

|   | 2014         |       | 2015         |       | 2016         |       | 2017         |       | 2018         |       |
|---|--------------|-------|--------------|-------|--------------|-------|--------------|-------|--------------|-------|
|   | S\$'mil      | %     | S\$'mil      | %     | S\$'mil      | %     | S\$'mil      | %     | S\$'mil      | %     |
| Suppliers of capital<br>- loan interest and dividends | 220.0        | 9.5   | 232.7        | 9.7   | 244.4        | 9.9   | 294.1        | 12.0  | 291.1        | 11.1  |
| Taxation to the government                            | 240.6        | 10.4  | 242.9        | 10.1  | 243.8        | 9.9   | 212.7        | 8.7   | 198.3        | 7.6   |
| Retained earnings                                     | 485.0        | 21.1  | 521.0        | 21.7  | 528.4        | 21.3  | 450.2        | 18.3  | 463.4        | 17.8  |
| Employees<br>- salaries and other staff costs         | 1,359.3      | 59.0  | 1,403.5      | 58.5  | 1,458.0      | 58.9  | 1,495.2      | 61.0  | 1,656.1      | 63.5  |
| Total value-added                                     | 2,304.9      | 100.0 | 2,400.1      | 100.0 | 2,474.6      | 100.0 | 2,452.2      | 100.0 | 2,608.9      | 100.0 |
| Number of employees                                   | 21,344       |       | 21,975       |       | 22,176       |       | 21,983       |       | 23,308       |       |
| <b>Value-added per employee (S\$'000)</b>             | <b>108.0</b> |       | <b>109.2</b> |       | <b>111.6</b> |       | <b>111.5</b> |       | <b>111.9</b> |       |