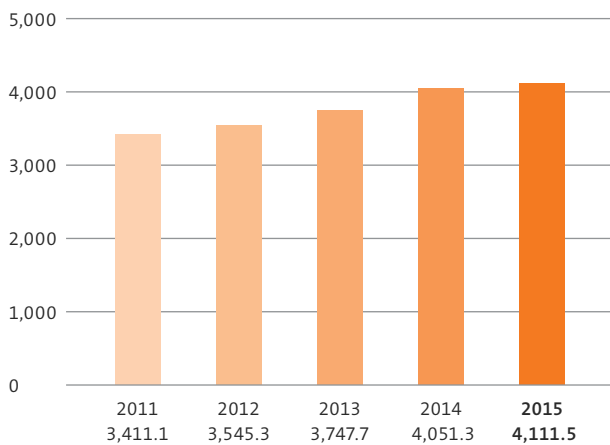


GROUP FINANCIAL HIGHLIGHTS

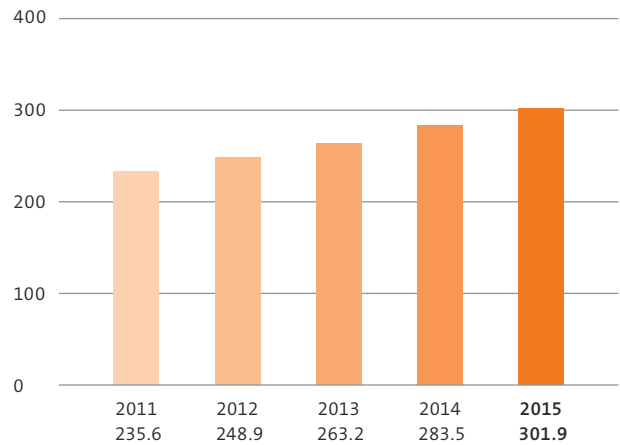
Revenue

(\$'mil)



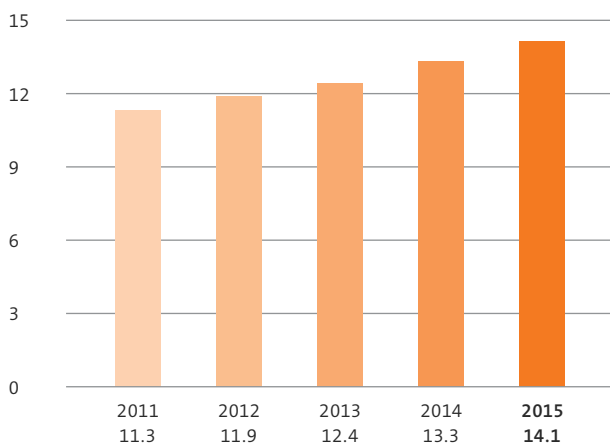
Profit Attributable to Shareholders

(\$'mil)



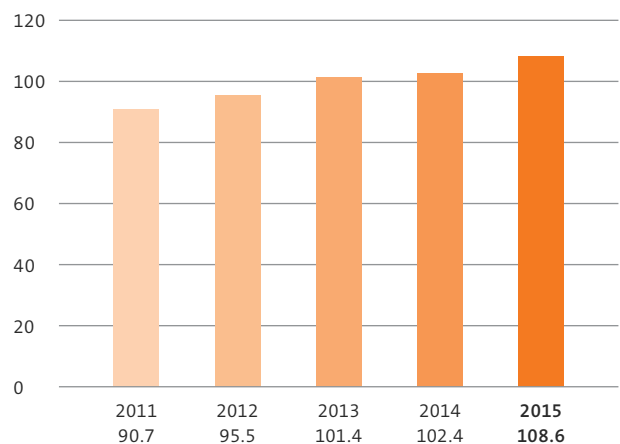
Earnings Per Ordinary Share

(cents)



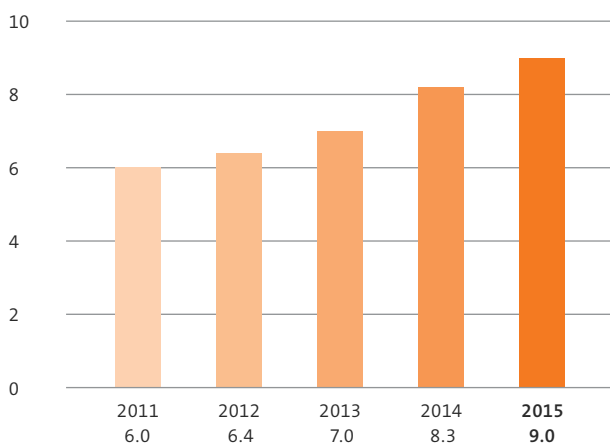
Net Asset Value Per Ordinary Share

(cents)



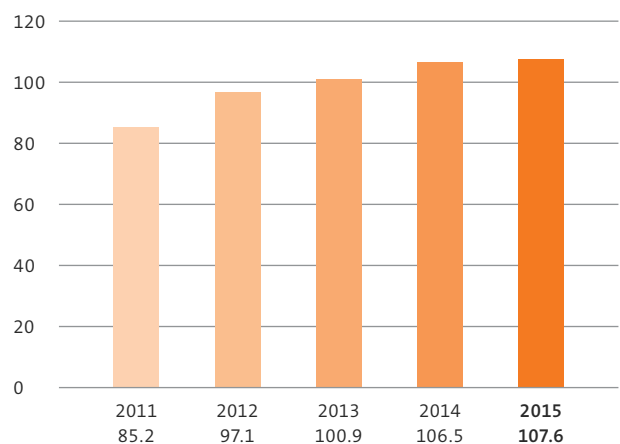
Total Dividend Per Ordinary Share

(cents)



Value-Added Per Employee

(\$'000)



GROUP FINANCIAL HIGHLIGHTS

Financial Summary

	2011	2012	2013	2014	2015
Revenue (S\$'mil)	3,411.1	3,545.3	3,747.7	4,051.3	4,111.5
Operating Costs (S\$'mil)	3,011.9	3,133.0	3,321.4	3,609.2	3,660.8
Profit Attributable to Shareholders (S\$'mil)	235.6	248.9	263.2	283.5	301.9
EBITDA (S\$'mil)	715.8	735.3	763.7	795.8	840.0
Issued capital (S\$'mil)	568.6	585.1	622.7	646.4	665.5
Capital and reserves (S\$'mil)	1,897.4	2,008.2	2,154.7	2,189.9	2,335.1
Capital disbursement (S\$'mil)	560.6	519.6	500.1	511.6	650.5
Internal funds generated (S\$'mil)	723.1	743.4	770.0	698.3	705.4
Earnings per ordinary share (cents)	11.3	11.9	12.4	13.3	14.1
Net asset value per ordinary share (cents)	90.7	95.5	101.4	102.4	108.6
Return on shareholders' equity (%)	12.7	12.7	12.6	13.1	13.3
Total dividend per ordinary share (cents)	6.0	6.4	7.0	8.3	9.0
Dividend cover (number of times)	1.9	1.8	1.8	1.6	1.6

Group Revenue by Business Segment

	2011		2012		2013		2014		2015	
	S\$'mil	%	S\$'mil	%	S\$'mil	%	S\$'mil	%	S\$'mil	%
Bus	1,684.1	49.4	1,710.4	48.2	1,861.1	49.7	2,054.7	50.7	2,119.1	51.5
Bus station	23.9	0.7	25.7	0.7	28.6	0.8	29.1	0.7	29.0	0.7
Rail	147.0	4.3	153.2	4.3	164.7	4.4	196.8	4.8	213.4	5.2
Taxi	1,039.2	30.5	1,129.8	31.9	1,197.9	32.0	1,283.7	31.7	1,326.8	32.3
Automotive engineering services	351.6	10.3	354.9	10.0	316.5	8.4	302.7	7.5	238.5	5.8
Inspection and testing services	90.9	2.7	97.8	2.8	105.7	2.8	109.1	2.7	107.5	2.6
Car rental and leasing	35.4	1.0	35.5	1.0	35.2	0.9	35.9	0.9	38.3	0.9
Driving centre	39.0	1.1	38.0	1.1	38.0	1.0	39.3	1.0	38.9	1.0
Group	3,411.1	100.0	3,545.3	100.0	3,747.7	100.0	4,051.3	100.0	4,111.5	100.0

Group Revenue by Geographical Segment

	2011		2012		2013		2014		2015	
	S\$'mil	%	S\$'mil	%	S\$'mil	%	S\$'mil	%	S\$'mil	%
Singapore	1,971.1	57.7	2,103.5	59.3	2,229.8	59.5	2,399.6	59.2	2,468.7	60.0
United Kingdom / Ireland	688.1	20.2	680.6	19.2	802.3	21.4	1,014.1	25.0	1,024.1	24.9
Australia	465.8	13.7	492.2	13.9	485.0	12.9	413.5	10.2	387.1	9.4
China	276.5	8.1	259.5	7.3	220.1	5.9	212.9	5.3	219.7	5.4
Vietnam	6.8	0.2	6.1	0.2	6.3	0.2	7.1	0.2	8.7	0.2
Malaysia	2.8	0.1	3.4	0.1	4.2	0.1	4.1	0.1	3.2	0.1
Group	3,411.1	100.0	3,545.3	100.0	3,747.7	100.0	4,051.3	100.0	4,111.5	100.0

Operating Profit by Business Segment

	2011		2012		2013		2014		2015	
	S\$'mil	%	S\$'mil	%	S\$'mil	%	S\$'mil	%	S\$'mil	%
Bus	145.0	36.3	144.6	35.1	157.4	36.9	164.6	37.2	174.5	38.7
Bus station	10.8	2.7	11.4	2.8	12.4	2.9	12.5	2.8	12.5	2.8
Rail	27.7	6.9	14.3	3.5	4.8	1.1	7.6	1.7	3.2	0.7
Taxi	129.6	32.5	141.1	34.2	146.2	34.3	150.9	34.1	163.9	36.4
Automotive engineering services	37.5	9.4	51.2	12.4	52.7	12.4	51.4	11.7	41.2	9.1
Inspection and testing services	30.7	7.7	32.6	7.9	35.2	8.3	36.8	8.3	37.7	8.4
Car rental and leasing	7.3	1.8	8.9	2.1	9.1	2.1	9.1	2.1	9.2	2.0
Driving centre	10.6	2.7	8.2	2.0	8.5	2.0	9.2	2.1	8.5	1.9
Group	399.2	100.0	412.3	100.0	426.3	100.0	442.1	100.0	450.7	100.0

Operating Profit by Geographical Segment

	2011		2012		2013		2014		2015	
	S\$'mil	%	S\$'mil	%	S\$'mil	%	S\$'mil	%	S\$'mil	%
Singapore	216.3	54.1	221.6	53.8	217.7	51.1	227.2	51.4	245.1	54.4
United Kingdom / Ireland	48.8	12.2	48.1	11.7	62.9	14.8	89.1	20.2	92.2	20.5
Australia	88.5	22.2	96.2	23.3	95.1	22.3	72.2	16.3	62.9	13.9
China	44.2	11.1	44.9	10.9	49.2	11.5	52.2	11.8	48.6	10.8
Vietnam	1.1	0.3	0.9	0.2	0.6	0.1	0.6	0.1	1.3	0.3
Malaysia	0.3	0.1	0.6	0.1	0.8	0.2	0.8	0.2	0.6	0.1
Group	399.2	100.0	412.3	100.0	426.3	100.0	442.1	100.0	450.7	100.0

Value-Added for the Group

	2011		2012		2013		2014		2015	
	S\$'mil	%	S\$'mil	%	S\$'mil	%	S\$'mil	%	S\$'mil	%
Suppliers of capital										
- loan interest and dividends	176.8	9.3	194.4	9.9	193.5	9.1	220.0	9.5	232.7	9.7
Taxation to the government	215.2	11.4	223.8	11.4	227.9	10.7	240.6	10.4	242.9	10.1
Retained earnings	459.2	24.3	456.9	23.2	484.9	22.9	485.0	21.1	521.0	21.7
Employees										
- salaries and other staff costs	1,040.5	55.0	1,093.3	55.5	1,216.7	57.3	1,359.3	59.0	1,403.5	58.5
Total value-added	1,891.7	100.0	1,968.4	100.0	2,123.0	100.0	2,304.9	100.0	2,400.1	100.0
Value-added per employee (S\$'000)	85.2		97.1		100.9		106.5		107.6	