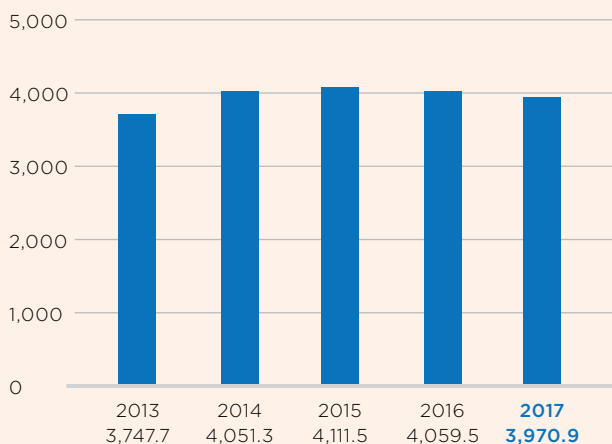


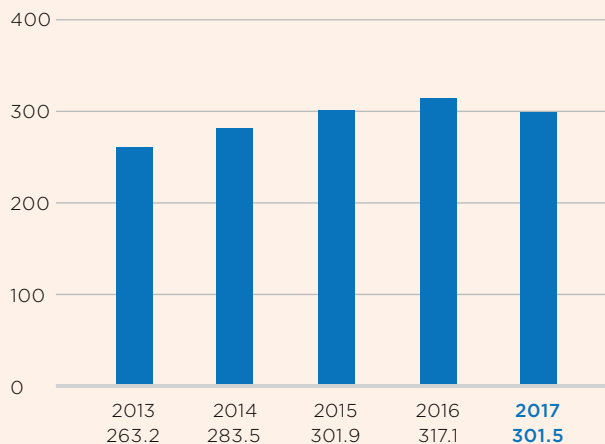
Revenue

(\$'mil)



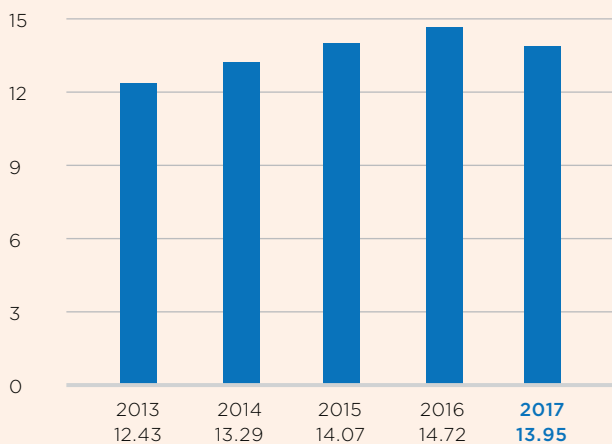
Profit Attributable to Shareholders

(\$'mil)



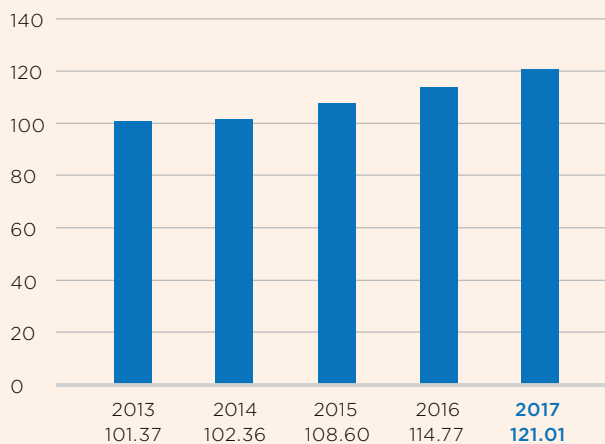
Earnings Per Ordinary Share

(cents)



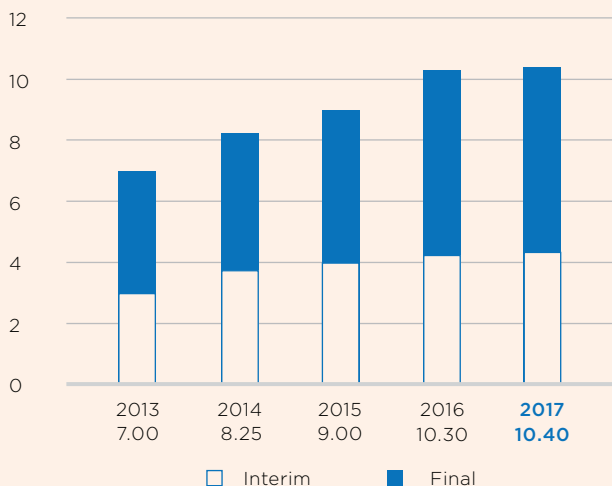
Net Asset Value Per Ordinary Share

(cents)



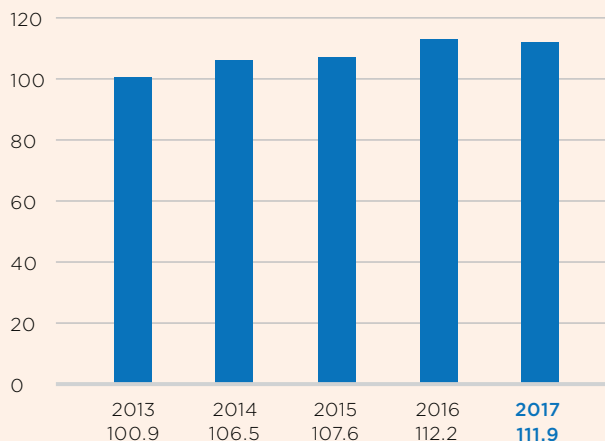
Total Dividend Per Ordinary Share

(cents)



Value-Added Per Employee

(\$'000)



Financial Summary

	2013	2014	2015	2016	2017
Revenue (S\$'mil)	3,747.7	4,051.3	4,111.5	4,059.5	3,970.9
Operating Costs (S\$'mil)	3,321.4	3,609.2	3,660.8	3,597.3	3,561.7
Operating Profit (S\$'mil)	426.3	442.1	450.7	462.2	409.2
Profit Attributable to Shareholders (S\$'mil)	263.2	283.5	301.9	317.1	301.5
EBITDA (S\$'mil)	763.7	795.8	840.0	858.2	818.0
Issued capital (S\$'mil)	622.7	646.4	665.5	676.9	688.2
Capital and reserves (S\$'mil)	2,154.7	2,189.9	2,335.1	2,475.5	2,618.2
Capital disbursement (S\$'mil)	500.1	511.6	650.5	466.5	365.4
Return on shareholders' equity (%)	12.6	13.1	13.3	13.2	11.8
Earnings per ordinary share (cents)	12.43	13.29	14.07	14.72	13.95
Net asset value per ordinary share (cents)	101.37	102.36	108.60	114.77	121.01
Interim dividend per ordinary share (cents)	3.00	3.75	4.00	4.25	4.35
Final dividend per ordinary share (cents)	4.00	4.50	5.00	6.05	6.05
Total dividend per ordinary share (cents)	7.00	8.25	9.00	10.30	10.40
Dividend cover (number of times)	1.8	1.6	1.6	1.4	1.3

Group Revenue by Business Segment

	2013		2014		2015		2016		2017	
	S\$'mil	%	S\$'mil	%	S\$'mil	%	S\$'mil	%	S\$'mil	%
Public transport services	2,025.8	54.1	2,251.5	55.5	2,332.5	56.7	2,307.3	56.8	2,391.4	60.2
Taxi	1,197.9	32.0	1,283.7	31.7	1,326.8	32.3	1,340.8	33.0	1,208.7	30.5
Automotive engineering services	316.5	8.4	302.7	7.5	238.5	5.8	204.8	5.0	171.1	4.3
Inspection and testing services	105.7	2.8	109.1	2.7	107.5	2.6	103.7	2.6	100.7	2.5
Driving centre	38.0	1.0	39.3	1.0	38.9	1.0	39.7	1.0	42.0	1.1
Car rental and leasing	35.2	0.9	35.9	0.9	38.3	0.9	36.3	0.9	31.4	0.8
Bus station	28.6	0.8	29.1	0.7	29.0	0.7	26.9	0.7	25.6	0.6
Group	3,747.7	100.0	4,051.3	100.0	4,111.5	100.0	4,059.5	100.0	3,970.9	100.0

Group Revenue by Geographical Segment

	2013		2014		2015		2016		2017	
	S\$'mil	%	S\$'mil	%	S\$'mil	%	S\$'mil	%	S\$'mil	%
Singapore	2,229.8	59.5	2,399.6	59.2	2,468.7	60.0	2,545.9	62.7	2,483.3	62.5
United Kingdom / Ireland	802.3	21.4	1,014.1	25.0	1,024.1	24.9	923.9	22.8	875.4	22.0
Australia	485.0	12.9	413.5	10.2	387.1	9.4	385.5	9.5	423.6	10.7
China	220.1	5.9	212.9	5.3	219.7	5.4	192.4	4.7	179.2	4.5
Vietnam	6.3	0.2	7.1	0.2	8.7	0.2	8.9	0.2	6.8	0.2
Malaysia	4.2	0.1	4.1	0.1	3.2	0.1	2.9	0.1	2.6	0.1
Group	3,747.7	100.0	4,051.3	100.0	4,111.5	100.0	4,059.5	100.0	3,970.9	100.0

Operating Profit by Business Segment

	2013		2014		2015		2016		2017	
	S\$'mil	%	S\$'mil	%	S\$'mil	%	S\$'mil	%	S\$'mil	%
Public transport services	162.2	38.0	172.2	38.9	177.7	39.4	178.3	38.6	179.0	43.7
Taxi	146.2	34.3	150.9	34.1	163.9	36.4	167.5	36.2	135.1	33.0
Automotive engineering services	52.7	12.4	51.4	11.7	41.2	9.1	50.7	11.0	33.9	8.3
Inspection and testing services	35.2	8.3	36.8	8.3	37.7	8.4	34.8	7.5	32.6	8.0
Driving centre	8.5	2.0	9.2	2.1	8.5	1.9	10.6	2.3	9.8	2.4
Car rental and leasing	9.1	2.1	9.1	2.1	9.2	2.0	8.1	1.8	6.9	1.7
Bus station	12.4	2.9	12.5	2.8	12.5	2.8	12.2	2.6	11.9	2.9
Group	426.3	100.0	442.1	100.0	450.7	100.0	462.2	100.0	409.2	100.0

Operating Profit by Geographical Segment

	2013		2014		2015		2016		2017	
	S\$'mil	%	S\$'mil	%	S\$'mil	%	S\$'mil	%	S\$'mil	%
Singapore	217.7	51.1	227.2	51.4	245.1	54.4	275.1	59.5	243.9	59.6
United Kingdom / Ireland	62.9	14.8	89.1	20.2	92.2	20.5	80.7	17.5	60.7	14.8
Australia	95.1	22.3	72.2	16.3	62.9	13.9	57.3	12.4	60.1	14.7
China	49.2	11.5	52.2	11.8	48.6	10.8	47.4	10.2	44.0	10.8
Vietnam	0.6	0.1	0.6	0.1	1.3	0.3	1.2	0.3	-	-
Malaysia	0.8	0.2	0.8	0.2	0.6	0.1	0.5	0.1	0.5	0.1
Group	426.3	100.0	442.1	100.0	450.7	100.0	462.2	100.0	409.2	100.0

Value-Added for the Group

	2013		2014		2015		2016		2017	
	S\$'mil	%	S\$'mil	%	S\$'mil	%	S\$'mil	%	S\$'mil	%
Suppliers of capital										
- loan interest and dividends	193.5	9.1	220.0	9.5	232.7	9.7	244.4	9.9	294.1	12.0
Taxation to the government	227.9	10.7	240.6	10.4	242.9	10.1	243.8	9.9	212.7	8.7
Retained earnings	484.9	22.9	485.0	21.1	521.0	21.7	528.4	21.3	450.2	18.3
Employees										
- salaries and other staff costs	1,216.7	57.3	1,359.3	59.0	1,403.5	58.5	1,458.0	58.9	1,495.2	61.0
Total value-added	2,123.0	100.0	2,304.9	100.0	2,400.1	100.0	2,474.6	100.0	2,452.2	100.0
Number of employees	21,042		21,646		22,303		22,048		21,918	
Value-added per employee (S\$'000)	100.9		106.5		107.6		112.2		111.9	