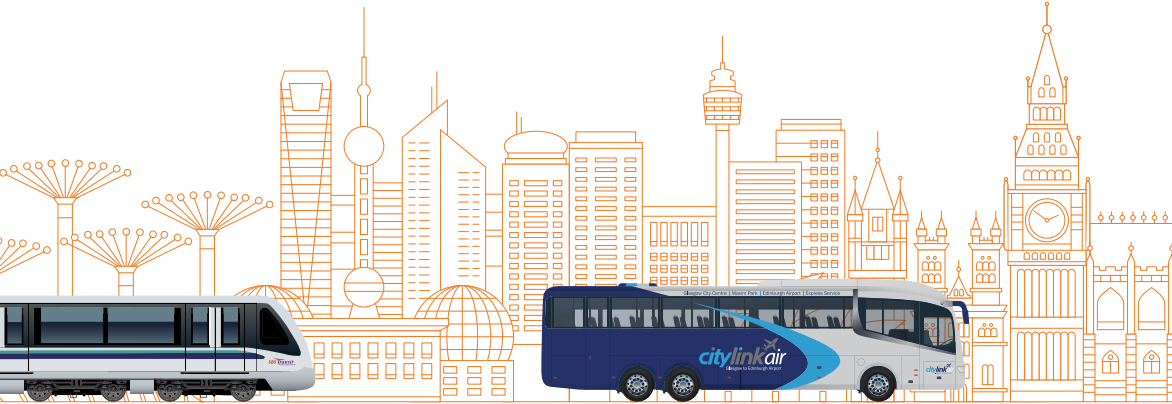


OUR VISION

TO BE THE WORLD'S LAND TRANSPORT OPERATOR OF CHOICE



GROUP FINANCIAL SUMMARY

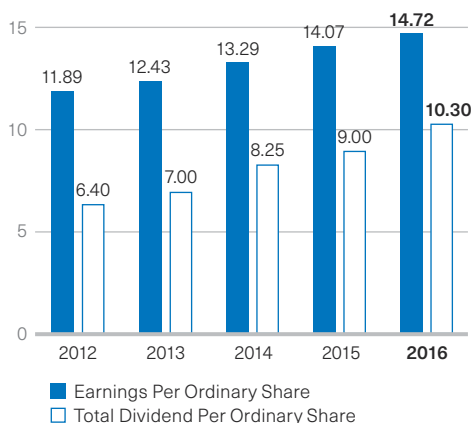
	2016 S\$'mil	2015 S\$'mil
Group Income Statement		
Revenue	4,059.5	4,111.5
Operating Profit	462.2	450.7
Profit Attributable to Shareholders	317.1	301.9
Statement of Financial Position		
Current assets	1,251.1	1,279.7
Non-current assets	3,870.9	3,936.6
Total assets	5,122.0	5,216.3
Current liabilities	1,111.6	1,136.9
Non-current liabilities	818.3	1,066.8
Total liabilities	1,929.9	2,203.7
Shareholders' equity	2,475.5	2,335.1
Non-controlling interests	716.6	677.5
Total equity	3,192.1	3,012.6
Total liabilities and equity	5,122.0	5,216.3

Group Cash Flow Statement

Net cash from operating activities	702.5	600.2
Net cash used in investing activities	(371.3)	(372.0)
Net cash used in financing activities	(320.8)	(269.0)
Net decrease in cash and cash equivalents	(8.5)	(38.0)
Cash and cash equivalents at end of year	779.3	787.8

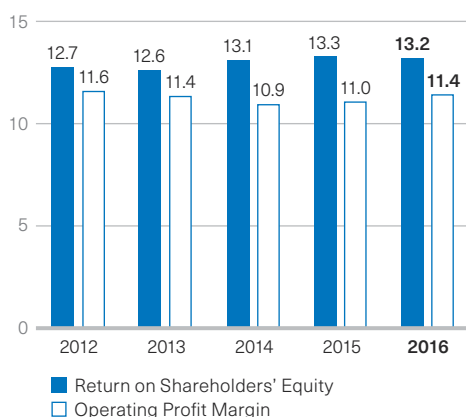
Earnings and Total Dividend Per Ordinary Share

(cents)



Profitability Ratios

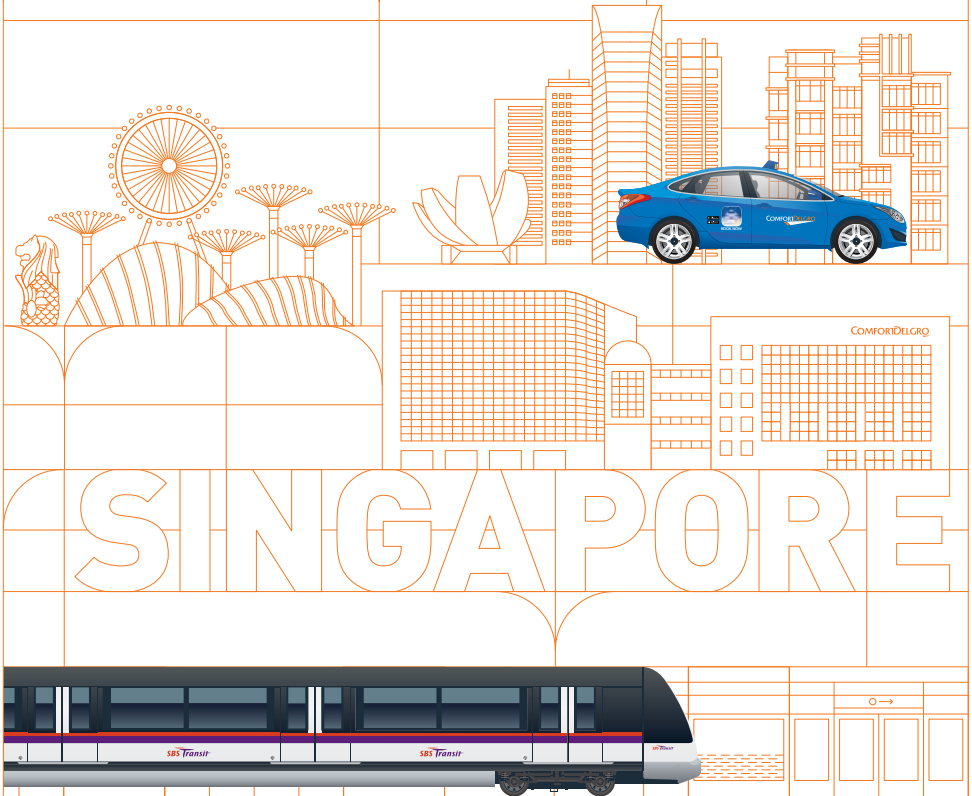
(%)



Revenue (S\$ mil)
2,545.9

Total operating fleet size
22,304

Total number of employees
12,287



Public Transport Services (Bus and Rail) • Taxi • Automotive Engineering Services
Inspection & Testing Services • Driving Centre • Car Rental & Leasing
Insurance Broking Services • Outdoor Advertising

Revenue (S\$ mil)

192.4

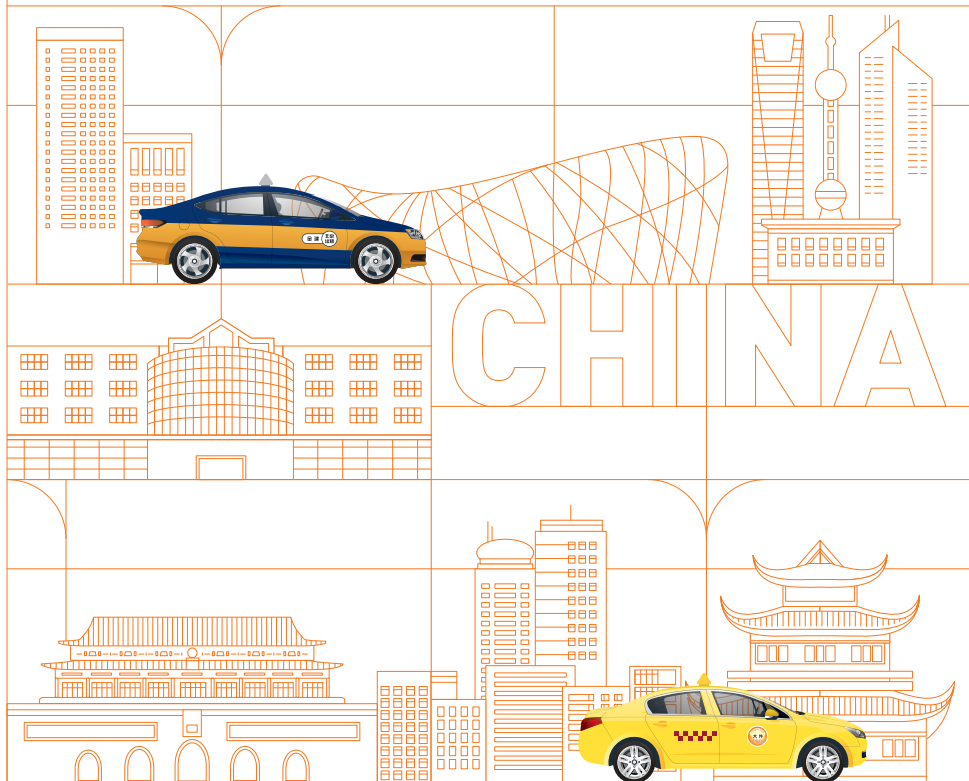
Total operating fleet size

11,019

Total number of employees

1,276

Beijing • Chengdu • Chongqing • Guangzhou • Jilin City
Nanjing • Nanning • Shanghai • Shenyang • Suzhou • Tianjin



Bus Station • Taxi • Car Rental & Leasing
Vehicle Testing Services • Driving Centre

Revenue (S\$ mil)

385.5

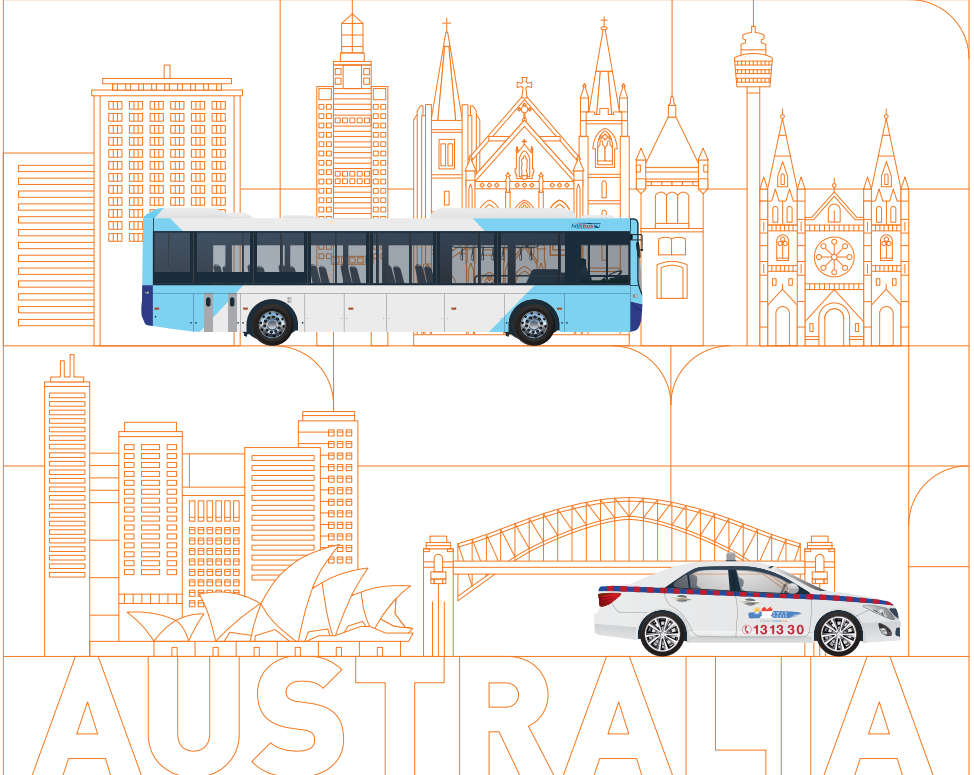
Total operating fleet size

3,437

Total number of employees

2,289

Ballarat • Blue Mountains • Canberra • Geelong • Lake Macquarie • Maitland
Melbourne • Newcastle • Parramatta • Perth • Queanbeyan • Sydney



Bus • Taxi • Outdoor Advertising

Revenue (\$\$mil)

906.3

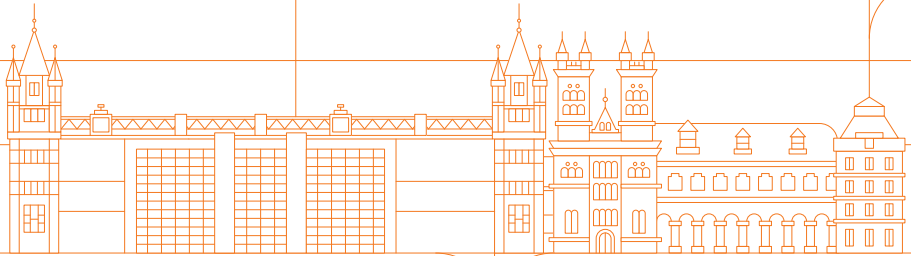
Total operating fleet size

7,764

Total number of employees

5,935

Aberdeen • Edinburgh • Glasgow
Liverpool • London



UNITED



KINGDOM

Bus • Coach • Taxi Radio Circuit • Private Car Hire

Revenue (\$\$'mil)

17.6

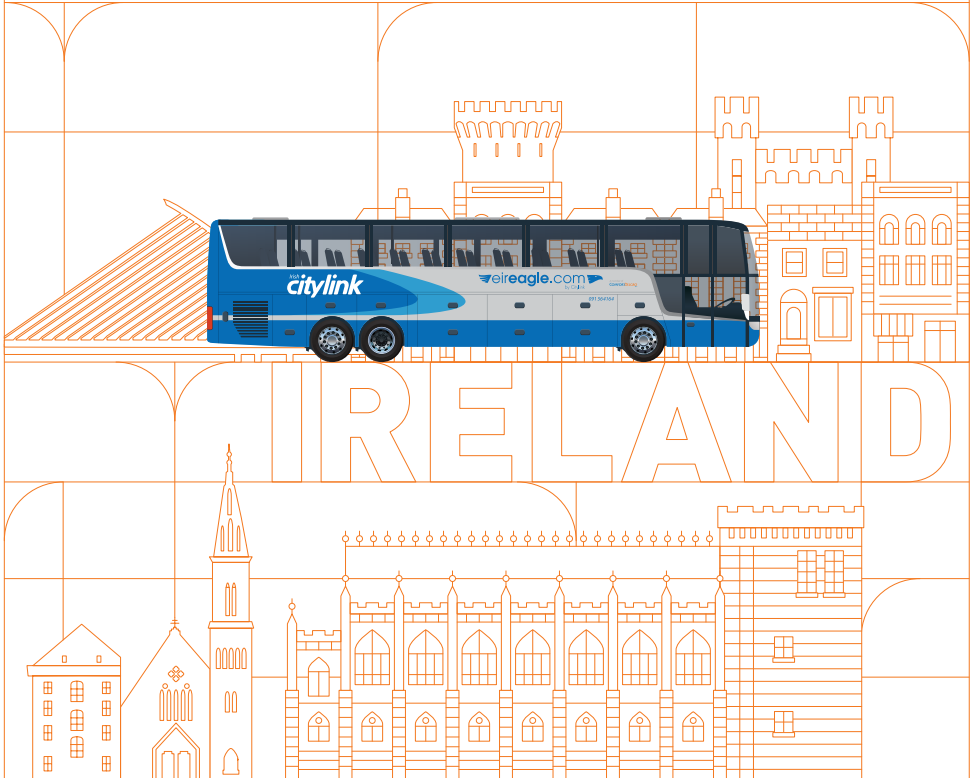
Total operating fleet size

25

Total number of employees

14

Cork • Dublin • Galway • Limerick



Inter-City Express Coach

Revenue (S\$ mil)

8.9

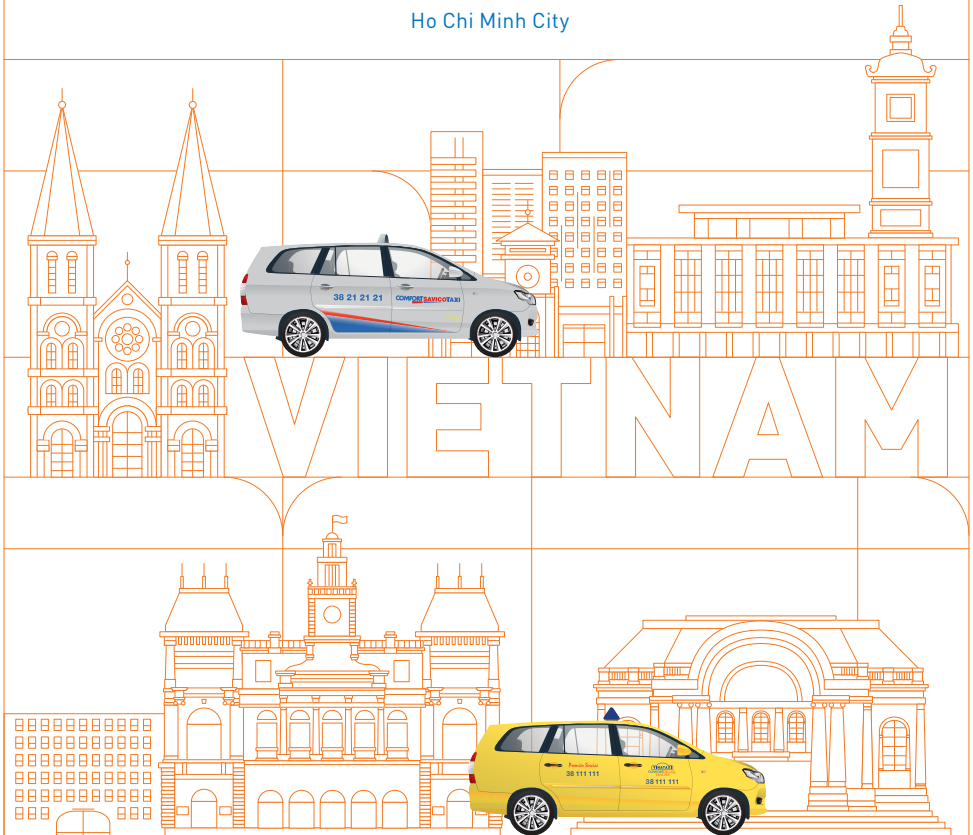
Total operating fleet size

604

Total number of employees

205

Ho Chi Minh City



Taxi

Revenue (S\$'mil)

2.9

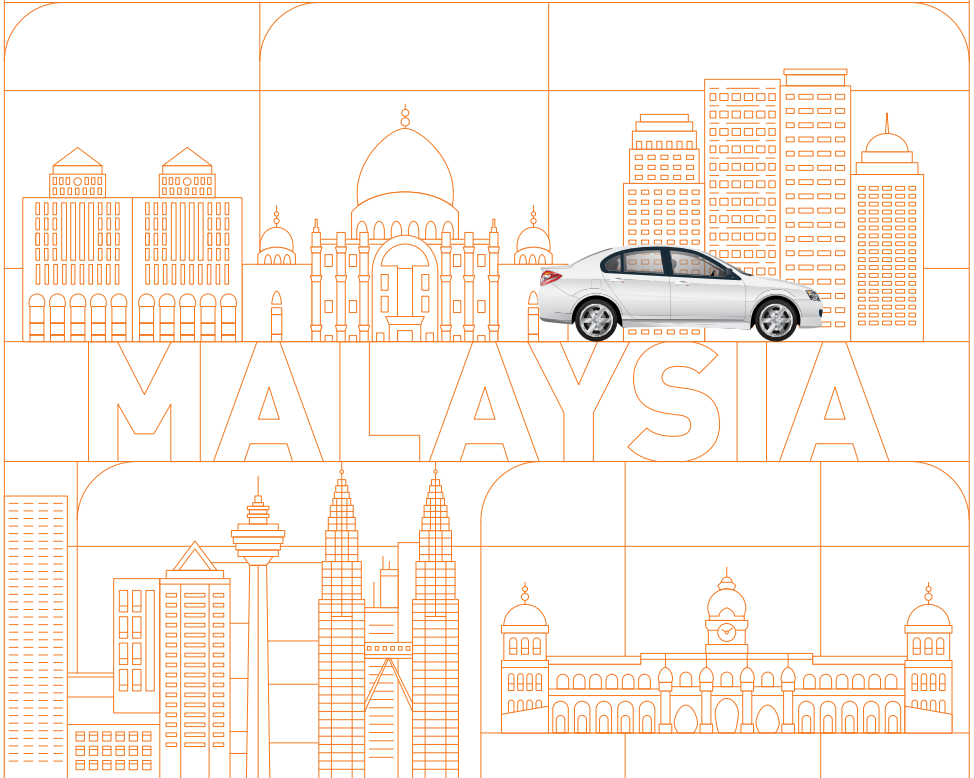
Total operating fleet size

182

Total number of employees

42

Kuala Lumpur



Auto Leasing • Inspection & Testing Services

**PLEASE NOTE THAT THIS YEAR'S
ANNUAL GENERAL MEETING WILL BE HELD AT:**

**HDB HUB AUDITORIUM
BASEMENT 1
480 LORONG 6 TOA PAYOH
SINGAPORE 310480**

**LIGHT REFRESHMENTS WILL BE SERVED
AFTER THE ANNUAL GENERAL MEETING**





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