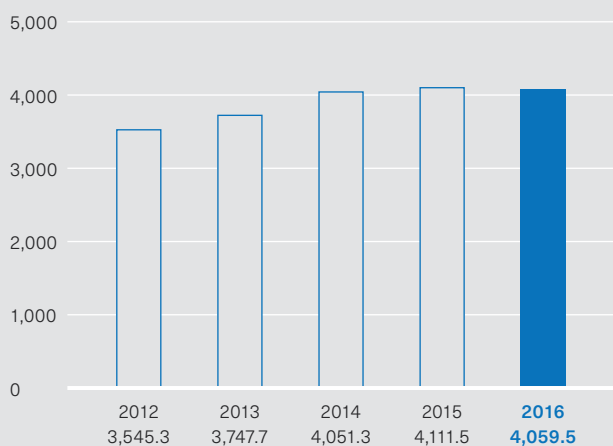


# GROUP FINANCIAL HIGHLIGHTS

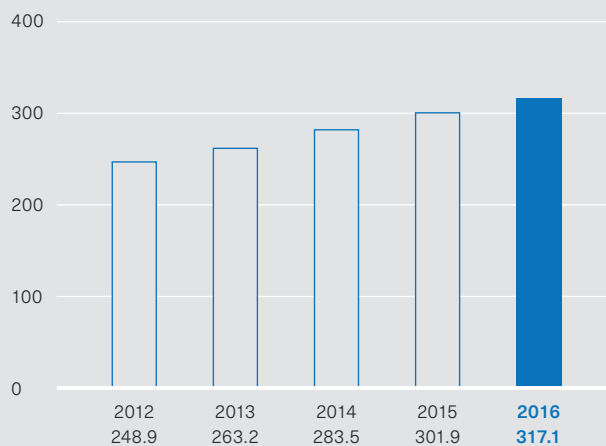
## Revenue

(S\$'mil)



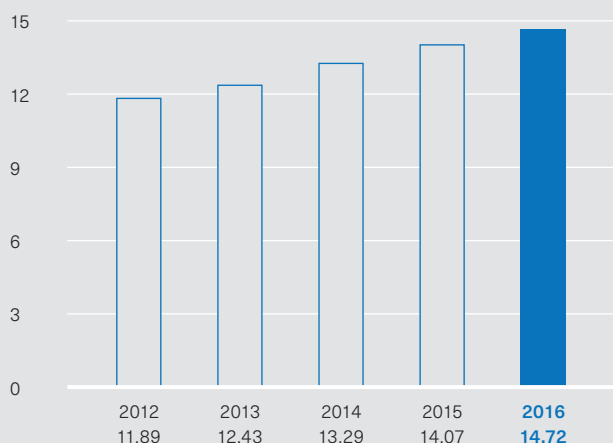
## Profit Attributable to Shareholders

(S\$'mil)



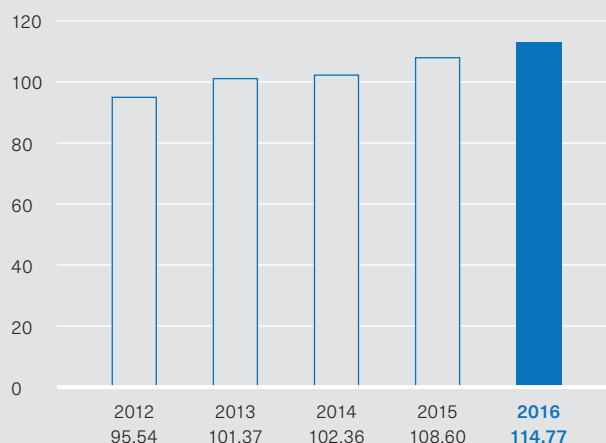
## Earnings Per Ordinary Share

(cents)



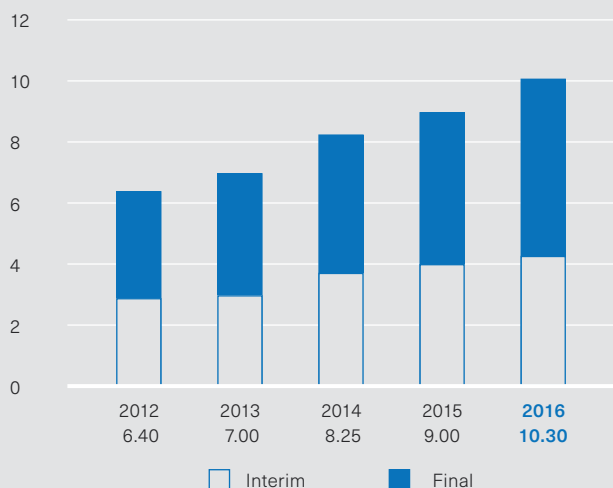
## Net Asset Value Per Ordinary Share

(cents)



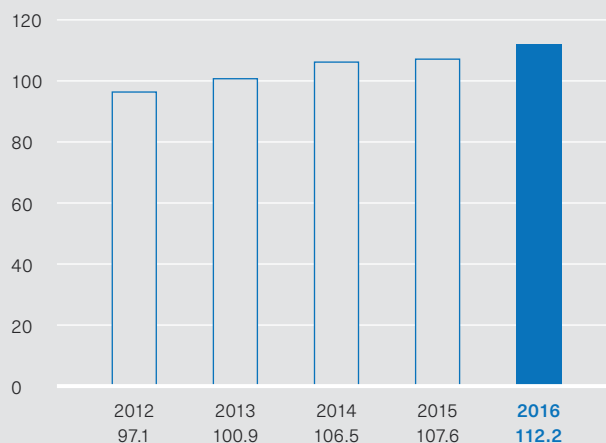
## Total Dividend Per Ordinary Share

(cents)



## Value-Added Per Employee

(S\$'000)



# GROUP FINANCIAL HIGHLIGHTS

## Financial Summary

	2012	2013	2014	2015	2016
Revenue (S\$'mil)	3,545.3	3,747.7	4,051.3	4,111.5	4,059.5
Operating Costs (S\$'mil)	3,133.0	3,321.4	3,609.2	3,660.8	3,597.3
Operating Profit (S\$'mil)	412.3	426.3	442.1	450.7	462.2
Profit Attributable to Shareholders (S\$'mil)	248.9	263.2	283.5	301.9	317.1
EBITDA (S\$'mil)	735.3	763.7	795.8	840.0	858.2
Issued capital (S\$'mil)	585.1	622.7	646.4	665.5	676.9
Capital and reserves (S\$'mil)	2,008.2	2,154.7	2,189.9	2,335.1	2,475.5
Capital disbursement (S\$'mil)	519.6	500.1	511.6	650.5	466.5
Return on shareholders' equity (%)	12.7	12.6	13.1	13.3	13.2
Earnings per ordinary share (cents)	11.89	12.43	13.29	14.07	14.72
Net asset value per ordinary share (cents)	95.54	101.37	102.36	108.60	114.77
Interim dividend per ordinary share (cents)	2.90	3.00	3.75	4.00	4.25
Final dividend per ordinary share (cents)	3.50	4.00	4.50	5.00	6.05
Total dividend per ordinary share (cents)	6.40	7.00	8.25	9.00	10.30
Dividend cover (number of times)	1.8	1.8	1.6	1.6	1.4

## Group Revenue by Business Segment

	2012		2013		2014		2015		2016	
	S\$'mil	%	S\$'mil	%	S\$'mil	%	S\$'mil	%	S\$'mil	%
Public transport services	1,863.6	52.5	2,025.8	54.1	2,251.5	55.5	2,332.5	56.7	2,307.3	56.8
Taxi	1,129.8	31.9	1,197.9	32.0	1,283.7	31.7	1,326.8	32.3	1,340.8	33.0
Bus station	25.7	0.7	28.6	0.8	29.1	0.7	29.0	0.7	26.9	0.7
Automotive engineering services	354.9	10.0	316.5	8.4	302.7	7.5	238.5	5.8	204.8	5.0
Inspection and testing services	97.8	2.8	105.7	2.8	109.1	2.7	107.5	2.6	103.7	2.6
Car rental and leasing	35.5	1.0	35.2	0.9	35.9	0.9	38.3	0.9	36.3	0.9
Driving centre	38.0	1.1	38.0	1.0	39.3	1.0	38.9	1.0	39.7	1.0
<b>Group</b>	<b>3,545.3</b>	<b>100.0</b>	<b>3,747.7</b>	<b>100.0</b>	<b>4,051.3</b>	<b>100.0</b>	<b>4,111.5</b>	<b>100.0</b>	<b>4,059.5</b>	<b>100.0</b>

## Group Revenue by Geographical Segment

	2012		2013		2014		2015		2016	
	S\$'mil	%	S\$'mil	%	S\$'mil	%	S\$'mil	%	S\$'mil	%
Singapore	2,103.5	59.3	2,229.8	59.5	2,399.6	59.2	2,468.7	60.0	2,545.9	62.7
United Kingdom / Ireland	680.6	19.2	802.3	21.4	1,014.1	25.0	1,024.1	24.9	923.9	22.8
Australia	492.2	13.9	485.0	12.9	413.5	10.2	387.1	9.4	385.5	9.5
China	259.5	7.3	220.1	5.9	212.9	5.3	219.7	5.4	192.4	4.7
Vietnam	6.1	0.2	6.3	0.2	7.1	0.2	8.7	0.2	8.9	0.2
Malaysia	3.4	0.1	4.2	0.1	4.1	0.1	3.2	0.1	2.9	0.1
<b>Group</b>	<b>3,545.3</b>	<b>100.0</b>	<b>3,747.7</b>	<b>100.0</b>	<b>4,051.3</b>	<b>100.0</b>	<b>4,111.5</b>	<b>100.0</b>	<b>4,059.5</b>	<b>100.0</b>

### Operating Profit by Business Segment

	2012		2013		2014		2015		2016	
	S\$'mil	%	S\$'mil	%	S\$'mil	%	S\$'mil	%	S\$'mil	%
Public transport services	158.9	38.6	162.2	38.0	172.2	38.9	177.7	39.4	178.3	38.6
Taxi	141.1	34.2	146.2	34.3	150.9	34.1	163.9	36.4	167.5	36.2
Bus station	11.4	2.8	12.4	2.9	12.5	2.8	12.5	2.8	12.2	2.6
Automotive engineering services	51.2	12.4	52.7	12.4	51.4	11.7	41.2	9.1	50.7	11.0
Inspection and testing services	32.6	7.9	35.2	8.3	36.8	8.3	37.7	8.4	34.8	7.5
Car rental and leasing	8.9	2.1	9.1	2.1	9.1	2.1	9.2	2.0	8.1	1.8
Driving centre	8.2	2.0	8.5	2.0	9.2	2.1	8.5	1.9	10.6	2.3
<b>Group</b>	<b>412.3</b>	<b>100.0</b>	<b>426.3</b>	<b>100.0</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>

### Operating Profit by Geographical Segment

	2012		2013		2014		2015		2016	
	S\$'mil	%	S\$'mil	%	S\$'mil	%	S\$'mil	%	S\$'mil	%
Singapore	221.6	53.8	217.7	51.1	227.2	51.4	245.1	54.4	275.1	59.5
United Kingdom / Ireland	48.1	11.7	62.9	14.8	89.1	20.2	92.2	20.5	80.7	17.5
Australia	96.2	23.3	95.1	22.3	72.2	16.3	62.9	13.9	57.3	12.4
China	44.9	10.9	49.2	11.5	52.2	11.8	48.6	10.8	47.4	10.2
Vietnam	0.9	0.2	0.6	0.1	0.6	0.1	1.3	0.3	1.2	0.3
Malaysia	0.6	0.1	0.8	0.2	0.8	0.2	0.6	0.1	0.5	0.1
<b>Group</b>	<b>412.3</b>	<b>100.0</b>	<b>426.3</b>	<b>100.0</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>

### Value-Added for the Group

	2012		2013		2014		2015		2016	
	S\$'mil	%	S\$'mil	%	S\$'mil	%	S\$'mil	%	S\$'mil	%
Suppliers of capital - loan interest and dividends	194.4	9.9	193.5	9.1	220.0	9.5	232.7	9.7	244.4	9.9
Taxation to the government	223.8	11.4	227.9	10.7	240.6	10.4	242.9	10.1	243.8	9.9
Retained earnings	456.9	23.2	484.9	22.9	485.0	21.1	521.0	21.7	528.4	21.3
Employees - salaries and other staff costs	1,093.3	55.5	1,216.7	57.3	1,359.3	59.0	1,403.5	58.5	1,458.0	58.9
Total value-added	1,968.4	100.0	2,123.0	100.0	2,304.9	100.0	2,400.1	100.0	2,474.6	100.0
Number of employees	20,275		21,042		21,646		22,303		22,048	
<b>Value-added per employee (S\$'000)</b>	<b>97.1</b>		<b>100.9</b>		<b>106.5</b>		<b>107.6</b>		<b>112.2</b>	