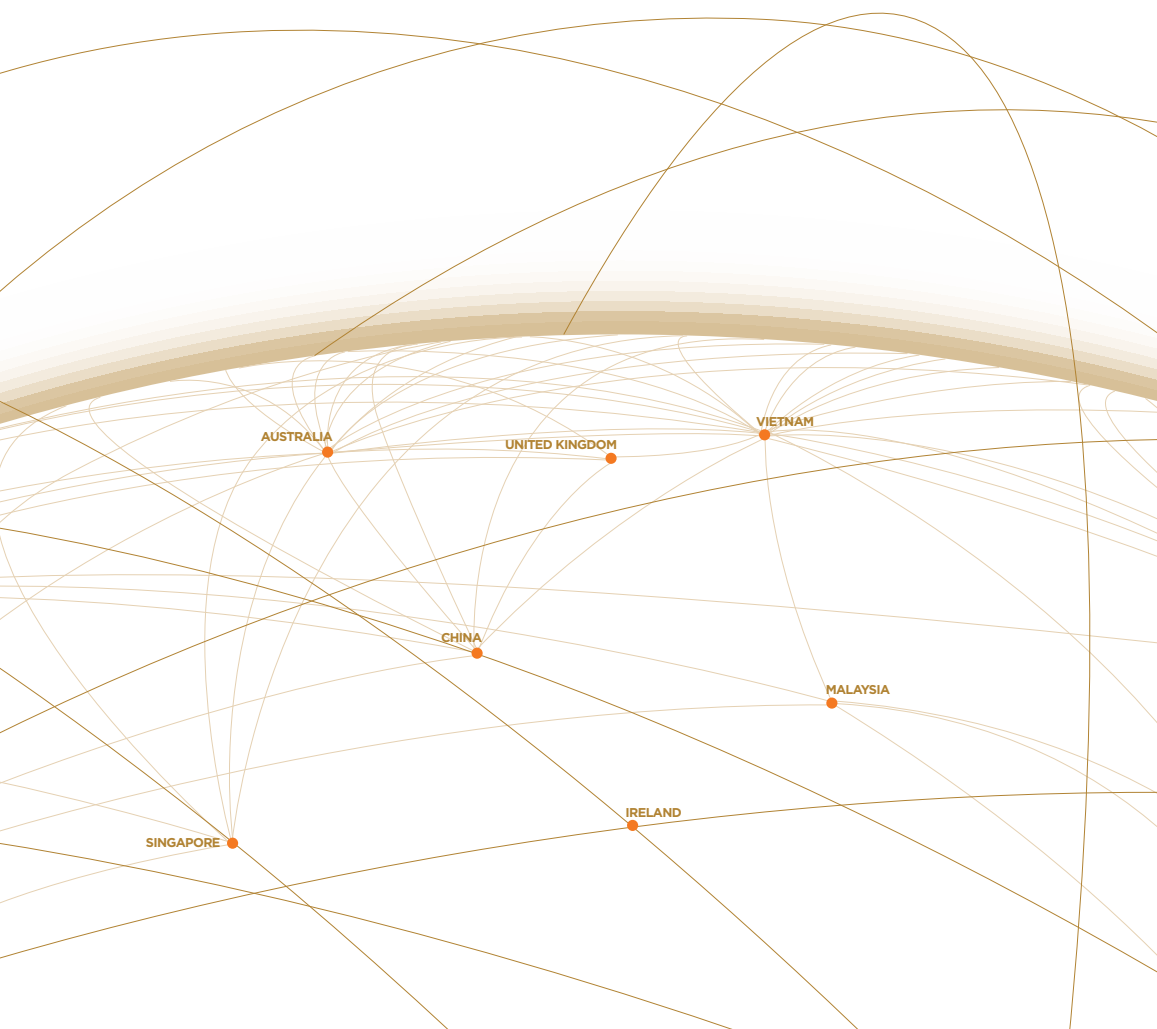


# OUR VISION

TO BE THE WORLD'S LAND TRANSPORT  
OPERATOR OF CHOICE

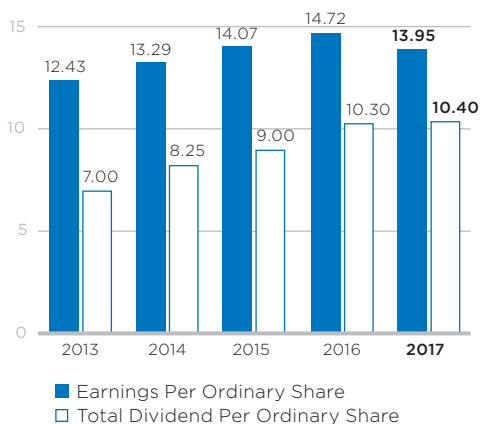


## GROUP FINANCIAL SUMMARY

	2017 S\$'mil	2016 S\$'mil
<b>Group Income Statement</b>		
Revenue	3,970.9	4,059.5
Operating Profit	409.2	462.2
Profit Attributable to Shareholders	301.5	317.1
<b>Group Statement of Financial Position</b>		
Current assets	1,166.0	1,251.1
Non-current assets	3,661.7	3,798.3
<b>Total assets</b>	<b>4,827.7</b>	<b>5,049.4</b>
Current liabilities	945.0	1,039.0
Non-current liabilities	844.9	818.3
<b>Total liabilities</b>	<b>1,789.9</b>	<b>1,857.3</b>
Shareholders' equity	2,618.2	2,475.5
Non-controlling interests	419.6	716.6
<b>Total equity</b>	<b>3,037.8</b>	<b>3,192.1</b>
<b>Total liabilities and equity</b>	<b>4,827.7</b>	<b>5,049.4</b>
<b>Group Cash Flow Statement</b>		
Net cash from operating activities	581.9	704.8
Net cash used in investing activities	(253.9)	(373.6)
Net cash used in financing activities	(507.0)	(320.8)
Net decrease in cash and cash equivalents	(183.1)	(8.5)
Cash and cash equivalents at end of year	596.2	779.3

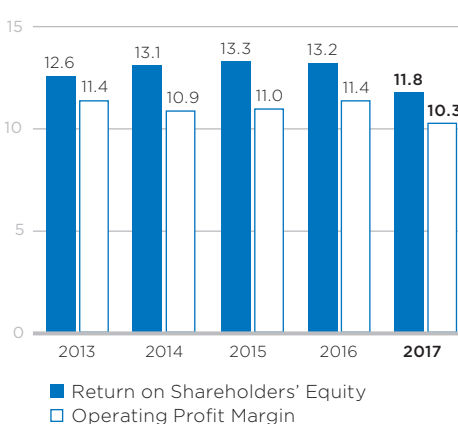
### Earnings and Total Dividend Per Ordinary Share

(cents)



### Profitability Ratios

(%)



# SINGAPORE

PUBLIC TRANSPORT SERVICES (BUS AND RAIL), TAXI,  
AUTOMOTIVE ENGINEERING SERVICES, INSPECTION & TESTING  
SERVICES, DRIVING CENTRE, CAR RENTAL & LEASING,  
INSURANCE BROKING SERVICES, OUTDOOR ADVERTISING

2,483.3

Revenue (S\$'mil)

19,426

Total operating fleet size

12,623

Total number of employees





# CHINA

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

BUS STATION, TAXI, CAR RENTAL & LEASING,  
VEHICLE TESTING SERVICES, DRIVING CENTRE

179.2

Revenue (S\$ mil)

11,230\*

Total operating fleet size

958

Total number of employees



\*Includes the taxi licences and vehicles acquired from Shenyang Tian Wen Taxi Co., Ltd in the first quarter of 2018

# AUSTRALIA

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

BUS, TAXI, OUTDOOR ADVERTISING

423.6

Revenue (S\$mil)

3,350\*

Total operating fleet size

2,376

Total number of employees



\*Includes Metro WA Taxi Management Pty Ltd (Metro Taxi) that was acquired in the first quarter of 2018

# UNITED KINGDOM

Aberdeen, Cardiff, Glasgow, Liverpool,  
London, Newport, Swansea

BUS, COACH, TAXI RADIO CIRCUIT, PRIVATE CAR HIRE

**855.2**

Revenue (S\$mil)

**7,969\***

Total operating fleet size

**5,762**

Total number of employees



\*Includes New Adventure Travel Limited (NAT Group) that was acquired in the first quarter of 2018

# IRELAND

Cork, Dublin, Galway, Limerick

INTER-CITY EXPRESS COACH

20.2

Revenue (S\$mil)

25

Total operating fleet size

17

Total number of employees



# VIETNAM

Ho Chi Minh City

TAXI

6.8

Revenue (S\$mil)

352

Total operating fleet size

141

Total number of employees



# MALAYSIA

Kuala Lumpur

AUTO LEASING, INSPECTION & TESTING SERVICES

2.6

Revenue (S\$'mil)

160

Total operating fleet size

41

Total number of employees



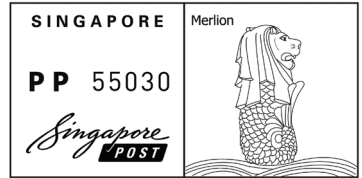


**PLEASE NOTE THAT THIS YEAR'S  
ANNUAL GENERAL MEETING WILL BE HELD AT:**

**AUDITORIUM  
SINGAPORE CHINESE CULTURAL CENTRE  
1 STRAITS BOULEVARD  
SINGAPORE 018906**

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





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