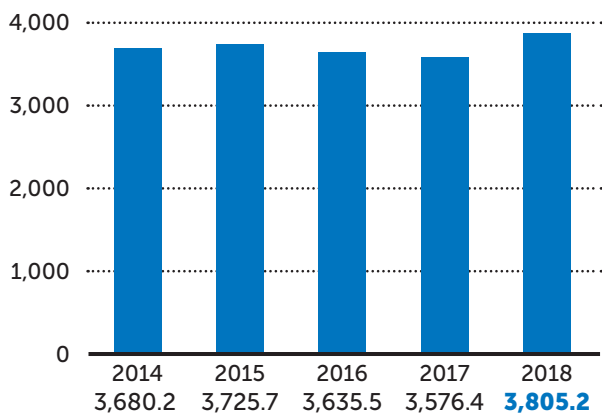


GROUP FINANCIAL HIGHLIGHTS

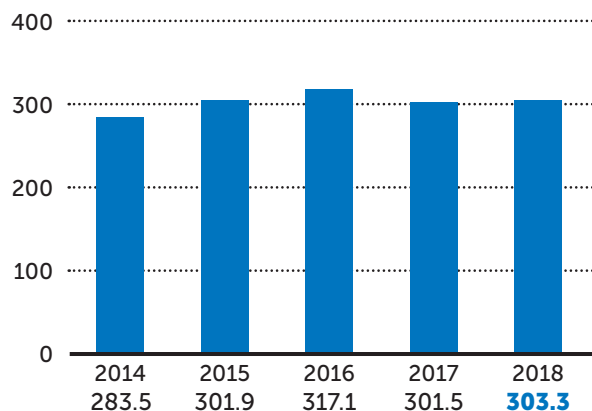
Revenue

(S\$'mil)



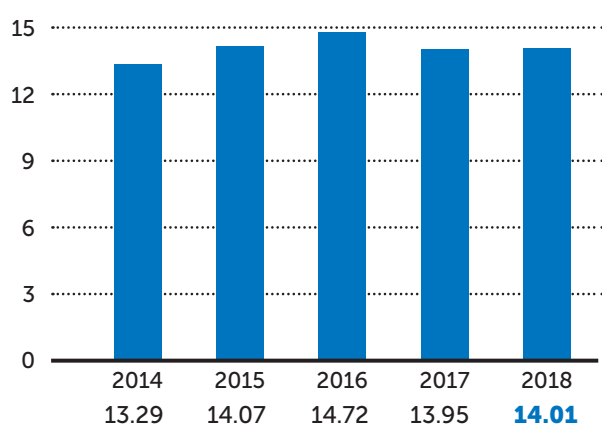
Profit Attributable to Shareholders

(S\$'mil)



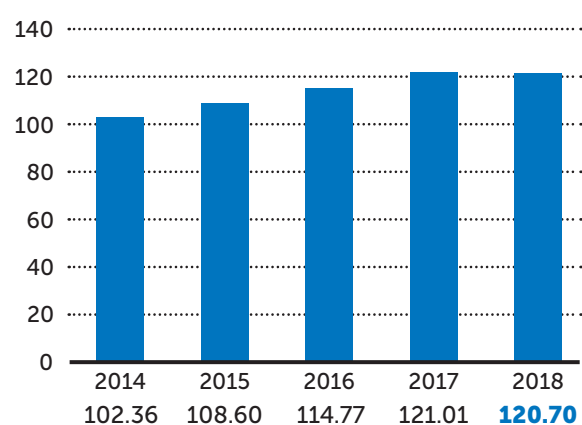
Earnings Per Ordinary Share

(cents)



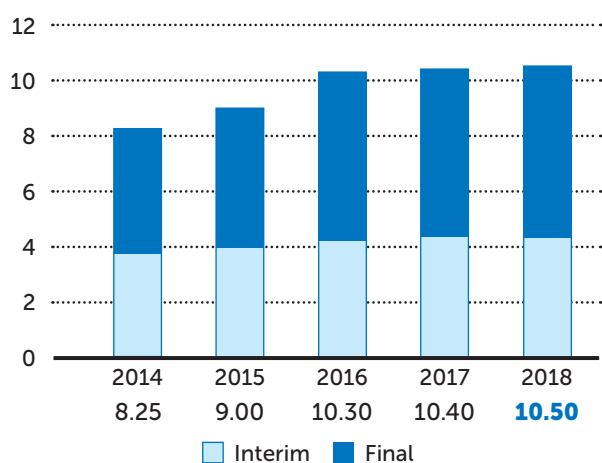
Net Asset Value Per Ordinary Share

(cents)



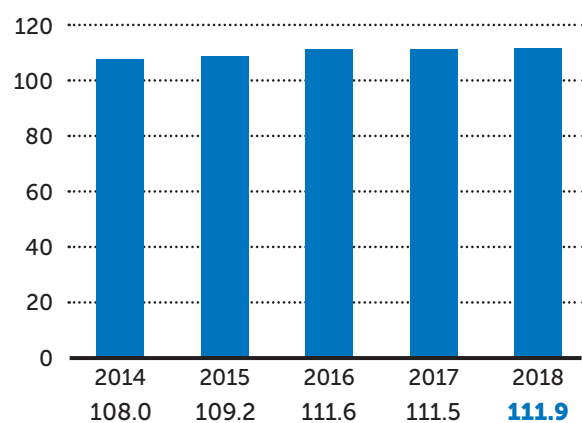
Total Dividend Per Ordinary Share

(cents)



Value-Added Per Employee

(S\$'000)



GROUP FINANCIAL HIGHLIGHTS

Financial Summary

	2014	2015	2016	2017	2018
Revenue (S\$'mil)*	3,680.2	3,725.7	3,635.5	3,576.4	3,805.2
Operating Costs (S\$'mil)*	3,238.1	3,275.0	3,173.3	3,167.2	3,366.4
Operating Profit (S\$'mil)	442.1	450.7	462.2	409.2	438.8
Profit Attributable to Shareholders (S\$'mil)	283.5	301.9	317.1	301.5	303.3
EBITDA (S\$'mil)	795.8	840.0	858.2	818.0	833.1
Issued capital (S\$'mil)	646.4	665.5	676.9	688.2	691.1
Capital and reserves (S\$'mil)	2,189.9	2,335.1	2,475.5	2,618.2	2,613.6
Capital disbursement (S\$'mil)	511.6	650.5	466.5	365.4	325.0
Return on shareholders' equity (%)	13.1	13.3	13.2	11.8	11.6
Earnings per ordinary share (cents)	13.29	14.07	14.72	13.95	14.01
Net asset value per ordinary share (cents)	102.36	108.60	114.77	121.01	120.70
Interim dividend per ordinary share (cents)	3.75	4.00	4.25	4.35	4.35
Final dividend per ordinary share (cents)	4.50	5.00	6.05	6.05	6.15
Total dividend per ordinary share (cents)	8.25	9.00	10.30	10.40	10.50
Dividend cover (number of times)	1.6	1.6	1.4	1.3	1.3

* The Group has adopted Singapore Financial Reporting Standards (International) (SFRS(I)) 15 Revenue from Contracts with Customers with effect from 1 January 2018. Certain comparative figures have been reclassified to conform to current year's presentation.

Group Revenue by Business Segment

	2014		2015		2016		2017		2018	
	S\$'mil	%	S\$'mil	%	S\$'mil	%	S\$'mil	%	S\$'mil	%
Public transport services	2,251.5	61.1	2,332.5	62.6	2,307.3	63.5	2,400.9	67.1	2,711.0	71.3
Taxi	912.6	24.8	941.0	25.3	916.8	25.2	804.7	22.5	726.5	19.1
Automotive engineering services	302.7	8.2	238.5	6.4	204.8	5.6	171.1	4.8	166.1	4.4
Inspection and testing services	109.1	3.0	107.5	2.9	103.7	2.9	100.7	2.8	107.5	2.8
Driving centre	39.3	1.1	38.9	1.0	39.7	1.1	42.0	1.2	43.3	1.1
Car rental and leasing	35.9	1.0	38.3	1.0	36.3	1.0	31.4	0.9	26.7	0.7
Bus station	29.1	0.8	29.0	0.8	26.9	0.7	25.6	0.7	24.1	0.6
Group	3,680.2	100.0	3,725.7	100.0	3,635.5	100.0	3,576.4	100.0	3,805.2	100.0

Group Revenue by Geographical Segment

	2014		2015		2016		2017		2018	
	S\$'mil	%	S\$'mil	%	S\$'mil	%	S\$'mil	%	S\$'mil	%
Singapore	2,038.0	55.4	2,092.4	56.2	2,133.3	58.7	2,108.6	59.0	2,241.4	58.9
United Kingdom / Ireland	1,004.6	27.3	1,014.6	27.2	912.5	25.1	855.6	23.9	891.0	23.4
Australia	413.5	11.2	387.1	10.4	385.5	10.6	423.6	11.8	503.4	13.2
China	212.9	5.8	219.7	5.9	192.4	5.3	179.2	5.0	163.5	4.3
Vietnam	7.1	0.2	8.7	0.2	8.9	0.2	6.8	0.2	3.3	0.1
Malaysia	4.1	0.1	3.2	0.1	2.9	0.1	2.6	0.1	2.6	0.1
Group	3,680.2	100.0	3,725.7	100.0	3,635.5	100.0	3,576.4	100.0	3,805.2	100.0

Operating Profit by Business Segment

	2014		2015		2016		2017		2018	
	S\$'mil	%	S\$'mil	%	S\$'mil	%	S\$'mil	%	S\$'mil	%
Public transport services	172.2	38.9	177.7	39.4	178.3	38.6	180.1	44.0	216.5	49.3
Taxi	150.9	34.1	163.9	36.4	167.5	36.2	134.0	32.7	129.4	29.5
Automotive engineering services	51.4	11.7	41.2	9.1	50.7	11.0	33.9	8.3	25.3	5.8
Inspection and testing services	36.8	8.3	37.7	8.4	34.8	7.5	32.6	8.0	39.8	9.1
Driving centre	9.2	2.1	8.5	1.9	10.6	2.3	9.8	2.4	11.8	2.7
Car rental and leasing	9.1	2.1	9.2	2.0	8.1	1.8	6.9	1.7	4.9	1.1
Bus station	12.5	2.8	12.5	2.8	12.2	2.6	11.9	2.9	11.1	2.5
Group	442.1	100.0	450.7	100.0	462.2	100.0	409.2	100.0	438.8	100.0

Operating Profit by Geographical Segment

	2014		2015		2016		2017		2018	
	S\$'mil	%	S\$'mil	%	S\$'mil	%	S\$'mil	%	S\$'mil	%
Singapore	227.2	51.4	245.1	54.4	275.1	59.5	243.9	59.6	282.7	64.4
United Kingdom / Ireland	89.1	20.2	92.2	20.5	80.7	17.5	60.7	14.8	53.0	12.1
Australia	72.2	16.3	62.9	13.9	57.3	12.4	60.1	14.7	64.1	14.6
China	52.2	11.8	48.6	10.8	47.4	10.2	44.0	10.8	39.5	9.0
Vietnam	0.6	0.1	1.3	0.3	1.2	0.3	-	-	(0.9)	(0.2)
Malaysia	0.8	0.2	0.6	0.1	0.5	0.1	0.5	0.1	0.4	0.1
Group	442.1	100.0	450.7	100.0	462.2	100.0	409.2	100.0	438.8	100.0

Value-Added for the Group

	2014		2015		2016		2017		2018	
	S\$'mil	%	S\$'mil	%	S\$'mil	%	S\$'mil	%	S\$'mil	%
Suppliers of capital - loan interest and dividends	220.0	9.5	232.7	9.7	244.4	9.9	294.1	12.0	291.1	11.1
Taxation to the government	240.6	10.4	242.9	10.1	243.8	9.9	212.7	8.7	198.3	7.6
Retained earnings	485.0	21.1	521.0	21.7	528.4	21.3	450.2	18.3	463.4	17.8
Employees - salaries and other staff costs	1,359.3	59.0	1,403.5	58.5	1,458.0	58.9	1,495.2	61.0	1,656.1	63.5
Total value-added	2,304.9	100.0	2,400.1	100.0	2,474.6	100.0	2,452.2	100.0	2,608.9	100.0
Number of employees	21,344		21,975		22,176		21,983		23,308	
Value-added per employee (S\$'000)	108.0		109.2		111.6		111.5		111.9	