


**COMFORTDELGRO CORPORATION LIMITED**

Company Registration Number : 200300002K

**Financial Statements and Dividend Announcement for the year ended 31 December 2015**

The Board of Directors announces the audited results of the Group for the year ended 31 December 2015.

**1 GROUP INCOME STATEMENT**

	<b>Group</b>		Incr /
	FY2015	FY2014	(Decr)
	\$'m	\$'m	%
<b>Revenue</b>	4,111.5	4,051.3	1.5
Staff costs	1,403.5	1,359.3	3.3
Contract services	566.0	549.5	3.0
Depreciation and amortisation	389.3	353.7	10.1
Fuel and electricity costs	301.7	329.8	(8.5)
Repairs and maintenance costs	249.3	245.6	1.5
Materials and consumables costs	210.9	238.9	(11.7)
Road tax	137.0	131.2	4.4
Insurance premiums and accident claims	125.1	129.8	(3.6)
Premises costs	86.6	81.1	6.8
Taxi drivers' benefits	59.6	58.5	1.9
Utilities and communication costs	21.1	23.2	(9.1)
Vehicle leasing charges	20.6	22.7	(9.3)
Advertising production and promotion costs	20.1	15.6	28.8
Other operating costs	70.0	70.3	(0.4)
<b>Total Operating Costs</b>	<u>3,660.8</u>	<u>3,609.2</u>	1.4
<b>Operating Profit</b>	450.7	442.1	1.9
Net Income from Investments	15.0	11.9	26.1
Finance Costs	(18.4)	(22.0)	(16.4)
Share of Profit in Associate	4.9	4.3	14.0
<b>Profit before Taxation</b>	452.2	436.3	3.6
Taxation	(88.4)	(92.3)	(4.2)
<b>Profit after Taxation</b>	<u>363.8</u>	<u>344.0</u>	5.8
Attributable to :			
<b>Shareholders of the Company</b>	<u>301.9</u>	<u>283.5</u>	6.5
Non-Controlling Interests	61.9	60.5	2.3
	<u>363.8</u>	<u>344.0</u>	5.8

## 2 STATEMENTS OF FINANCIAL POSITION

	Group		Company	
	31 Dec 2015	31 Dec 2014	31 Dec 2015	31 Dec 2014
	\$'m	\$'m	\$'m	\$'m
<b>ASSETS</b>				
<b>Current assets</b>				
Short-term deposits and bank balances	787.8	825.8	329.6	422.0
Trade receivables	138.5	117.3	-	-
Other receivables and prepayments	277.2	221.0	1.8	2.1
Due from subsidiaries	-	-	3.7	12.8
Finance lease receivables	1.1	2.9	-	-
Inventories	75.1	72.3	-	-
<b>Total current assets</b>	<b>1,279.7</b>	<b>1,239.3</b>	<b>335.1</b>	<b>436.9</b>
<b>Non-current assets</b>				
Subsidiaries	-	-	1,121.5	1,121.5
Associates	10.2	8.0	0.1	0.1
Investments	51.6	73.7	33.0	50.0
Other receivables and prepayments	22.0	40.5	0.1	-
Grant receivables	245.3	265.4	-	-
Due from subsidiaries	-	-	19.5	20.5
Finance lease receivables	0.4	1.1	-	-
Vehicles, premises and equipment	2,909.0	2,895.1	9.5	11.3
Taxi licences	230.5	232.1	-	-
Goodwill	442.6	453.7	-	-
Deferred tax assets	25.0	21.8	-	-
<b>Total non-current assets</b>	<b>3,936.6</b>	<b>3,991.4</b>	<b>1,183.7</b>	<b>1,203.4</b>
<b>Total assets</b>	<b>5,216.3</b>	<b>5,230.7</b>	<b>1,518.8</b>	<b>1,640.3</b>
<b>LIABILITIES AND EQUITY</b>				
<b>Current liabilities</b>				
Borrowings	126.4	243.4	-	-
Trade and other payables	833.4	831.0	50.4	54.3
Deferred grants	17.3	17.4	-	-
Due to subsidiaries and associate	10.9	5.8	426.8	534.6
Fuel price equalisation account	20.0	20.0	-	-
Insurance premiums payable and provision for accident claims	79.8	84.0	-	-
Income tax payable	49.1	56.7	2.2	2.0
<b>Total current liabilities</b>	<b>1,136.9</b>	<b>1,258.3</b>	<b>479.4</b>	<b>590.9</b>
<b>Non-current liabilities</b>				
Borrowings	432.2	493.7	-	-
Deferred grants	279.2	292.3	-	-
Other liabilities	109.5	123.3	0.1	0.1
Fuel price equalisation account	20.0	20.0	-	-
Deferred tax liabilities	225.9	204.3	2.8	2.8
<b>Total non-current liabilities</b>	<b>1,066.8</b>	<b>1,133.6</b>	<b>2.9</b>	<b>2.9</b>
<b>Total liabilities</b>	<b>2,203.7</b>	<b>2,391.9</b>	<b>482.3</b>	<b>593.8</b>
<b>Capital, reserves and non-controlling interests</b>				
Share capital	665.5	646.4	665.5	646.4
Other reserves	(64.2)	(77.4)	(21.0)	(2.5)
Foreign currency translation reserve	(53.7)	(50.4)	-	-
Accumulated profits	1,787.5	1,671.3	392.0	402.6
<b>Equity attributable to shareholders of the Company</b>	<b>2,335.1</b>	<b>2,189.9</b>	<b>1,036.5</b>	<b>1,046.5</b>
Non-controlling interests	677.5	648.9	-	-
<b>Total equity</b>	<b>3,012.6</b>	<b>2,838.8</b>	<b>1,036.5</b>	<b>1,046.5</b>
<b>Total liabilities and equity</b>	<b>5,216.3</b>	<b>5,230.7</b>	<b>1,518.8</b>	<b>1,640.3</b>

**3 AGGREGATE AMOUNT OF GROUP'S BORROWINGS**

	<b><u>31 Dec 2015</u></b>	<b><u>31 Dec 2014</u></b>
	<b>\$ 'm</b>	<b>\$ 'm</b>
<b>Secured</b>		
Amount repayable in one year or less, or on demand	37.9	46.6
Amount repayable after one year	<u>162.2</u>	<u>321.7</u>
	<u>200.1</u>	<u>368.3</u>
<b>Unsecured</b>		
Amount repayable in one year or less, or on demand	88.5	196.8
Amount repayable after one year	<u>270.0</u>	<u>172.0</u>
	<u>358.5</u>	<u>368.8</u>
<b>Total</b>		
Amount repayable in one year or less, or on demand	126.4	243.4
Amount repayable after one year	<u>432.2</u>	<u>493.7</u>
	<u>558.6</u>	<u>737.1</u>

**Details of any collateral**

Details of the total secured borrowings of \$200.1m are as follows:

- a \$120.2m relates to financing of vehicles under hire purchase arrangements; and
- b \$79.9m relates to borrowings of subsidiaries secured by vehicles.

The charges secured over the Bus Service Enhancement Programme (BSEP) buses and related accessories of a subsidiary have been discharged following the repayment of the associated loans on 31 December 2015.

## 4 GROUP CASH FLOW STATEMENT

	<b>Group</b>	
	Full Year 2015	Full Year 2014
	\$'m	\$'m
<b>Operating activities:</b>		
Profit before Taxation	452.2	436.3
Adjustments for:		
Depreciation and amortisation	389.3	353.7
Finance costs	18.4	22.0
Interest income	(12.2)	(10.3)
Dividend income	(2.6)	(3.3)
Grant income	(130.8)	(93.7)
Net gain on disposal of vehicles	(6.2)	(6.1)
Share of profit in associate	(4.9)	(4.3)
Others	2.2	4.0
Operating cash flows before movements in working capital	<u>705.4</u>	<u>698.3</u>
Changes in working capital	(23.4)	23.8
Cash generated from operations	682.0	722.1
Income tax paid	(81.8)	(83.1)
<b>Net cash from operating activities</b>	<u>600.2</u>	<u>639.0</u>
<b>Investing activities:</b>		
Purchases of vehicles, premises and equipment	(669.6)	(511.6)
Less: Vehicles purchased under finance lease arrangements	19.1	-
Less: Proceeds from disposal of vehicles	262.8	40.7
Cash payments on purchase of vehicles, premises and equipment	(387.7)	(470.9)
Proceeds from disposal of investments	-	5.4
Payment for taxi licences	(1.5)	(4.9)
Increase in investments	-	(4.9)
Acquisition of a subsidiary, net of cash [Note (a)]	-	(27.8)
Divestment of a subsidiary, net of cash [Note (b)]	0.2	3.5
Acquisition of investment in an associate	-	(0.5)
Interest received	11.5	9.2
Dividend received from an associate	2.9	3.0
Dividend received from investments	2.6	3.3
<b>Net cash used in investing activities</b>	<u>(372.0)</u>	<u>(484.6)</u>
<b>Financing activities:</b>		
New loans raised	472.5	422.0
Repayment of borrowings	(662.1)	(483.5)
Dividends paid to shareholders of the Company	(182.5)	(165.4)
Dividends paid to non-controlling shareholders of subsidiaries	(31.8)	(32.6)
Proceeds from exercise of share options of the Company	17.5	21.6
Proceeds from exercise of share options of subsidiaries	0.2	1.0
Grants received	135.2	95.9
Interest paid	(18.2)	(21.9)
Proceeds from unclaimed dividends	0.2	0.3
<b>Net cash used in financing activities</b>	<u>(269.0)</u>	<u>(162.6)</u>
<b>Net effect of exchange rate changes in consolidating subsidiaries</b>	2.8	3.4
<b>Net decrease in cash and cash equivalents</b>	(38.0)	(4.8)
Cash and cash equivalents at beginning of year	825.8	830.6
<b>Cash and cash equivalents at end of year</b>	<u>787.8</u>	<u>825.8</u>

Certain comparative figures have been reclassified to conform to current year's presentation.

**Note (a):**  
**Summary of the effects of acquisition of a subsidiary:**

	<b>Group</b>	
	Full Year	Full Year
	2015	2014
	\$'m	\$'m
Net (assets) liabilities acquired:		
Non-current assets	-	(20.3)
Current liabilities	-	1.5
Net assets acquired	-	(18.8)
Goodwill on acquisition	-	(9.0)
Total purchase consideration, representing cash flow on acquisition	-	(27.8)

**Note (b):**  
**Summary of the effects of divestment of a subsidiary:**

	<b>Group</b>	
	Full Year	Full Year
	2015	2014
	\$'m	\$'m
Net assets (liabilities) on divestment:		
Current assets	0.7	0.5
Non-current assets	0.5	4.4
Current liabilities	(0.1)	(0.3)
Net assets divested / Proceeds from divestment	1.1	4.6
Non-controlling interests	(0.2)	(0.6)
Less : Cash adjustment upon deconsolidation of a subsidiary	(0.7)	(0.5)
Cash flow from divestment, net of cash	0.2	3.5

## 5 GROUP COMPREHENSIVE INCOME STATEMENT

	<b>Group</b>	
	Full Year 2015	Full Year 2014
	\$'m	\$'m
<b>Profit after Taxation</b>	363.8	344.0
<i>Items that may be reclassified subsequently to profit or loss</i>		
Fair value adjustment on cash flow hedges	33.8	(100.7)
Fair value adjustment on bonds	(0.2)	(0.1)
Exchange differences on translation of foreign operations	(10.0)	(22.8)
	<u>23.6</u>	<u>(123.6)</u>
<i>Items that will not be reclassified subsequently to profit or loss</i>		
Actuarial adjustment on defined benefit plans	3.3	(3.3)
Fair value adjustment on equity investments	(19.8)	5.1
	<u>(16.5)</u>	<u>1.8</u>
<b>Other comprehensive income for the year</b>	<u>7.1</u>	<u>(121.8)</u>
<b>Total comprehensive income for the year</b>	<u><u>370.9</u></u>	<u><u>222.2</u></u>
<b>Attributable to:</b>		
Shareholders of the Company	310.7	180.0
Non-Controlling Interests	60.2	42.2
	<u><u>370.9</u></u>	<u><u>222.2</u></u>

## 6 STATEMENTS OF CHANGES IN EQUITY

Consolidated Statement of Changes in Equity for the year ended 31 December 2015:

	<b>Group</b>						<b>Total equity</b>	
	<b>Attributable to shareholders of the Company</b>					<b>Non-</b>		<b>\$m</b>
						<b>controlling</b>		
						<b>interests</b>		
<b>Share capital</b>	<b>Other reserves</b>	<b>Foreign currency translation reserve</b>	<b>Accumulated profits</b>	<b>Total</b>				
\$m	\$m	\$m	\$m	\$m	\$m	\$m		
<b>Balance at 1 January 2014</b>	622.7	10.5	(35.3)	1,556.8	2,154.7	639.8	2,794.5	
<b>Total comprehensive income for the year</b>								
Profit for the year	-	-	-	283.5	283.5	60.5	344.0	
Other comprehensive income for the year	-	(88.4)	(15.1)	-	(103.5)	(18.3)	(121.8)	
<b>Total</b>	<b>-</b>	<b>(88.4)</b>	<b>(15.1)</b>	<b>283.5</b>	<b>180.0</b>	<b>42.2</b>	<b>222.2</b>	
<b>Transactions recognised directly in equity</b>								
Exercise of share options	23.7	(2.1)	-	-	21.6	-	21.6	
Payment of dividends	-	-	-	(165.4)	(165.4)	-	(165.4)	
Other reserves	-	2.6	-	(3.6)	(1.0)	(33.1)	(34.1)	
<b>Total</b>	<b>23.7</b>	<b>0.5</b>	<b>-</b>	<b>(169.0)</b>	<b>(144.8)</b>	<b>(33.1)</b>	<b>(177.9)</b>	
<b>Balance at 31 December 2014</b>	646.4	(77.4)	(50.4)	1,671.3	2,189.9	648.9	2,838.8	
<b>Total comprehensive income for the year</b>								
Profit for the year	-	-	-	301.9	301.9	61.9	363.8	
Other comprehensive income for the year	-	12.1	(3.3)	-	8.8	(1.7)	7.1	
<b>Total</b>	<b>-</b>	<b>12.1</b>	<b>(3.3)</b>	<b>301.9</b>	<b>310.7</b>	<b>60.2</b>	<b>370.9</b>	
<b>Transactions recognised directly in equity</b>								
Exercise of share options	19.1	(1.6)	-	-	17.5	-	17.5	
Payment of dividends	-	-	-	(182.5)	(182.5)	-	(182.5)	
Other reserves	-	2.7	-	(3.2)	(0.5)	(31.6)	(32.1)	
<b>Total</b>	<b>19.1</b>	<b>1.1</b>	<b>-</b>	<b>(185.7)</b>	<b>(165.5)</b>	<b>(31.6)</b>	<b>(197.1)</b>	
<b>Balance at 31 December 2015</b>	665.5	(64.2)	(53.7)	1,787.5	2,335.1	677.5	3,012.6	

## Statement of Changes in Equity of the Company for the year ended 31 December 2015:

	<b>Company</b>			
	<b>Share capital</b>	<b>Other reserves</b>	<b>Accumulated profits</b>	<b>Total equity</b>
	\$'m	\$'m	\$'m	\$'m
<b>Balance at 1 January 2014</b>	622.7	(4.2)	391.4	1,009.9
<b>Total comprehensive income for the year</b>				
Profit for the year	-	-	176.2	176.2
Other comprehensive income for the year	-	4.0	-	4.0
<b>Total</b>	-	4.0	176.2	180.2
<b>Transactions recognised directly in equity</b>				
Exercise of share options	23.7	(2.1)	-	21.6
Payment of dividends	-	-	(165.4)	(165.4)
Other reserves	-	(0.2)	0.4	0.2
<b>Total</b>	23.7	(2.3)	(165.0)	(143.6)
<b>Balance at 31 December 2014</b>	646.4	(2.5)	402.6	1,046.5
<b>Total comprehensive income for the year</b>				
Profit for the year	-	-	171.7	171.7
Other comprehensive income for the year	-	(16.9)	-	(16.9)
<b>Total</b>	-	(16.9)	171.7	154.8
<b>Transactions recognised directly in equity</b>				
Exercise of share options	19.1	(1.6)	-	17.5
Payment of dividends	-	-	(182.5)	(182.5)
Other reserves	-	-	0.2	0.2
<b>Total</b>	19.1	(1.6)	(182.3)	(164.8)
<b>Balance at 31 December 2015</b>	665.5	(21.0)	392.0	1,036.5



## 7 CHANGES IN COMPANY'S SHARE CAPITAL

### Share Capital

During the financial year, the Company issued 10,857,100 new ordinary shares following the exercise of share options under the ComfortDelGro Employees' Share Option Scheme (ComfortDelGro Scheme).

As at 31 December 2015, the total number of issued shares was 2,150,264,663 (31 December 2014: 2,139,407,563).

### Outstanding Shares – ComfortDelGro Employees' Share Option Scheme

As at 31 December 2015, options to subscribe for 19.6 million ordinary shares (31 December 2014: 30.5 million ordinary shares) remained outstanding under the ComfortDelGro Scheme.

The ComfortDelGro Scheme was not renewed following its expiry on 17 February 2013.

As at 31 December 2015, the Company does not hold any treasury shares.

## 8 AUDIT

The financial statements have been audited in accordance with the Singapore Standards on Auditing.

## 9 AUDITORS' REPORT

### **INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF COMFORTDELGRO CORPORATION LIMITED**

#### **Report on the Financial Statements**

We have audited the accompanying financial statements of ComfortDelGro Corporation Limited (the "Company") and its subsidiaries (the "Group") which comprise the statements of financial position of the Group and the Company as at 31 December 2015, and the income statement, comprehensive income statement, statement of changes in equity and cash flow statement of the Group and statement of changes in equity of the Company for the year then ended, and a summary of significant accounting policies and other explanatory notes.

#### **Management's Responsibility for the Financial Statements**

Management is responsible for the preparation of financial statements that give a true and fair view in accordance with the provisions of the Singapore Companies Act (the "Act") and Singapore Financial Reporting Standards, and for devising and maintaining a system of internal accounting controls sufficient to provide a reasonable assurance that assets are safeguarded against loss from unauthorised use or disposition; and transactions are properly authorised and that they are recorded as necessary to permit the preparation of true and fair financial statements and to maintain accountability of assets.

## **Auditors' Responsibility**

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with Singapore Standards on Auditing. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation of financial statements that give a true and fair view in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by Management, as well as evaluating the overall presentation of the financial statements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

## **Opinion**

In our opinion, the consolidated financial statements of the Group and the statement of financial position and the statement of changes in equity of the Company are properly drawn up in accordance with the provisions of the Act and Singapore Financial Reporting Standards so as to give a true and fair view of the financial position of the Group and of the Company as at 31 December 2015 and the financial performance, changes in equity and cash flows of the Group and changes in equity of the Company for the year ended on that date.

## **Report on Other Legal and Regulatory Requirements**

In our opinion, the accounting and other records required by the Act to be kept by the Company and by those subsidiary corporations incorporated in Singapore of which we are the auditors have been properly kept in accordance with the provisions of the Act.

Deloitte & Touche LLP  
Public Accountants and  
Chartered Accountants

Singapore  
12 February 2016

## 10 ACCOUNTING POLICIES

The Group has applied accounting policies and methods of computation in the financial statements for the current reporting year consistent with those of the audited financial statements for the year ended 31 December 2014, except for the early adoption of FRS109 – *Financial Instruments* as disclosed in item 11.

In the current financial year, the Group has adopted all the new and revised Financial Reporting Standards (“FRSs”) that are relevant to its operations and effective for annual periods beginning on 1 January 2015.

The adoption of these new and revised FRSs has no material effect on the amounts reported for the current or prior years.

## 11 CHANGES IN ACCOUNTING POLICIES AND ESTIMATES

The Group has early adopted FRS 109 *Financial Instruments* for the period beginning 1 January 2015. Management believes that the enhanced accounting policies under FRS 109 provide more reliable and relevant information that reflects the underlying business strategy and direction relating to the Group’s equity investments.

The accounting policies were changed to comply with FRS 109. FRS 109 replaces the provisions of FRS 39 *Financial Instruments: Recognition and Measurement* that relate to the classification and measurement of financial assets and financial liabilities and impairment requirements for financial assets. FRS 109 also significantly amends other standards dealing with financial instruments such as FRS 107 *Financial Instruments: Disclosures*.

The initial application of FRS 109 has had an impact on the classification of the following financial assets of the Group:

The Group’s investments in equity instruments (not held for trading) that were previously classified as available-for-sale financial assets and were measured at fair value at each reporting date under FRS 39 have been designated as at fair value through other comprehensive income (“FVTOCI”);

The Group’s investments in bonds that were previously classified as available-for-sale financial assets under FRS 39 have been classified as FVTOCI;

The Group’s receivables that were previously classified as loans and receivables under FRS 39 have been classified as financial assets at amortised cost.

The reclassification of the Group’s financial assets has had no impact on the amounts recorded in the Group’s Income Statement and Statements of Financial Position for both years. Hence, the comparative figures have not been restated.

## 12 GROUP EARNINGS PER ORDINARY SHARE AND GROUP EARNINGS BEFORE INTEREST, TAXATION, DEPRECIATION AND AMORTISATION (EBITDA)

### Earnings per ordinary share

	<b>Group</b>	
	<u>Full Year 2015</u>	<u>Full Year 2014</u>
(i) Based on weighted average number of ordinary shares in issue - cents	14.07	13.29
(ii) On a fully diluted basis (detailing any adjustments made to the earnings) - cents	14.01	13.23

### EBITDA

	<b>Group</b>	
	<u>Full Year 2015</u>	<u>Full Year 2014</u>
(i) EBITDA (\$'m)	840.0	795.8
(ii) EBITDA margin (%)	20.4	19.6

## 13 NET ASSET VALUE PER ORDINARY SHARE

	<b>Group</b>		<b>Company</b>	
	<u>31 Dec 2015</u>	<u>31 Dec 2014</u>	<u>31 Dec 2015</u>	<u>31 Dec 2014</u>
Net asset value per ordinary share based on issued share capital - cents	108.60	102.36	48.20	48.92

## 14 REVIEW OF GROUP PERFORMANCE

### Performance Review

Group Revenue of \$4,111.5m for 2015 was \$60.2m or 1.5% higher compared to \$4,051.3m for 2014. The growth came from the Bus Business, the Taxi Business, the Rail Business and the Car Rental and Leasing Business offset by a reduction in the Automotive Engineering Services Business, the Inspection and Testing Services Business, the Driving Centre Business and the Bus Station Business. While Group Revenue actually increased by \$83.2m, this was eroded by an unfavourable foreign currency translation of \$23.0m.

Group Operating Costs of \$3,660.8m for 2015 were \$51.6m or 1.4% higher compared to \$3,609.2m for 2014. These were mainly due to higher staff costs, higher depreciation, higher payments for contract services and reimbursement for cashless transactions to taxi drivers, higher road taxes, higher premises costs, higher repairs and maintenance costs offset by lower material and consumables costs and lower fuel and electricity costs. While operating costs actually increased by \$70.8m, this was mitigated by a favourable foreign currency translation of \$19.2m.

Group Operating Profit of \$450.7m for 2015 was \$8.6m or 1.9% higher compared to \$442.1m for 2014.

Net Income from Investments of \$15.0m for 2015 increased by \$3.1m or 26.1% from \$11.9m for 2014 due partly to higher interest income. Finance costs decreased by \$3.6m or 16.4% from \$22.0m for 2014 due to the decrease in interest expense in Australia from lower borrowings and lower interest rates offset by the increase in interest expense from higher borrowing rates in Singapore.

Share of Profit in Associate of \$4.9m for 2015 increased by \$0.6m or 14.0% from \$4.3m for 2014.

Group Profit before Taxation of \$452.2m for 2015 was \$15.9m or 3.6% higher compared to \$436.3m for 2014.

Taxation for the Group of \$88.4m for 2015 was 19.5% of Group Profit before Taxation compared to \$92.3m or 21.2% for 2014 due to a 1.0% reduction in the UK tax rate effective 1 April 2015 and an absence of non-deductible expenses for the year.

Group Profit attributable to Shareholders of the Company of \$301.9m for 2015 increased by \$18.4m or 6.5% compared to \$283.5m for 2014.

Group Profit attributable to Non-Controlling Interests of \$61.9m 2015 increased by \$1.4m or 2.3% compared to \$60.5m for 2014 as a result of higher profits in the Businesses with Non-Controlling Interests.

Revenue from Overseas for 2015 was 40.0% of Group Revenue compared to 40.8% for 2014. Operating Profit from Overseas for 2015 of 45.6% of Group Operating Profit was lower compared to 48.6% a year ago.

A segmental breakdown by **Business** is provided under item 18.

Revenue from the Group's Bus Business of \$2,121.7m for 2015 was \$64.2m or 3.1% higher than the \$2,057.5m for 2014. The actual revenue increase of \$99.5m was partially eroded by an unfavourable currency translation of \$35.3m from the weaker A\$ partially offset by the stronger £.

Revenue from the Group's **Taxi Business** of \$1,326.8m for 2015 was \$43.1m or 3.4% higher compared to the \$1,283.7m for 2014. The actual revenue increase of \$33.2m was boosted by a favourable foreign currency translation of \$9.9m from the stronger of RMB offset by the weaker A\$.

Revenue from the Group's **Bus Station Business** at Guangzhou of \$29.0m for 2015 was \$0.1m or 0.3% lower than the \$29.1m for 2014 from lower passenger volumes as a result of the competition from the expanding rail network compensated by the favourable currency translation of the RMB.

Revenue from the Group's **Rail Business** of \$213.4m for 2015 was \$16.6m or 8.4% higher than the \$196.8m for 2014 due to the increase in average daily ridership and average fare.

Revenue from the Group's **Automotive Engineering Services Business** of \$371.1m for 2015 was \$58.6m or 13.6% lower than the \$429.7m for 2014 due mainly to lower prices for the sale of diesel to taxi hirers.

Revenue from the Group's **Inspection and Testing Services Business** of \$110.9m for 2015 was \$1.1m or 1.0% lower compared to the \$112.0m for 2014.

Revenue from the Group's **Driving Centre Business** of \$39.2m for 2015 was \$0.4m or 1.0% lower than the \$39.6m for 2014.

Revenue from the Group's **Car Rental and Leasing Business** of \$38.4m for 2015 was \$2.3m or 6.4% higher than the \$36.1m for 2014.

### **Statement of Financial Position**

The financial position of the Group as at 31 December 2015 remained strong. Total Equity increased by \$173.8m from \$2,838.8m as at 31 December 2014 to \$3,012.6m as at 31 December 2015 due to profits generated for the year partially offset by the payment of dividends.

Total Assets decreased by \$14.4m to \$5,216.3m as at 31 December 2015 due to a decrease in non-current assets by \$54.8m offset by an increase in current assets by \$40.4m. The decrease in non-current assets was due mainly to the decrease in investments from fair value adjustments, decrease in grant receivables and decrease in other receivables and prepayments. The increase in current assets was due mainly to increases in trade receivables and other receivables and prepayments offset by a decrease in short-term deposits and bank balances from the payment of dividends and repayment of borrowings.

Total Liabilities decreased by \$188.2m to \$2,203.7m as at 31 December 2015 due mainly to the reduction in borrowings.

### **Cash Flow**

The Group recorded a net cash outflow of \$38.0m for 2015. As at 31 December 2015, the Group had short-term deposits and bank balances of \$787.8m. After accounting for the borrowings of \$558.6m, the Group had a net cash position of \$229.2m. The Group's gross gearing ratio was 18.5% as at 31 December 2015 compared to 26.0% as at 31 December 2014.

**15 ANY VARIANCE BETWEEN PROSPECT STATEMENT PREVIOUSLY DISCLOSED AND THE ACTUAL RESULTS**

No forecast or prospect statement has been previously disclosed.

**16 GROUP OUTLOOK**

Revenue from the Singapore Bus Business is expected to be lower with the fare reduction of 1.9%. Revenue from the Australia Bus Business is expected to be maintained while revenue from the UK Bus Business is expected to be higher from new services.

Revenue from the Rail Business is expected to be higher from the commencement of revenue service of Downtown Line Stage 2 offset by the reduction in fares of 1.9%.

Revenue from the Bus Station Business in Guangzhou is expected to be lower with competition from the high speed rail network.

Revenue from the Taxi Business is expected to be maintained.

Revenue from the Automotive Engineering Services Business is expected to be lower from lower prices of diesel sold to taxi hirers.

Revenue from the Driving Centre Business is expected to be maintained.

Revenue from the Inspection and Testing Services Business is expected to be lower with the expected fall in business volumes.

Revenue from the Car Rental and Leasing Business is expected to be maintained.

Keen competition and cost pressures will continue to be felt throughout the Group.

**17 DIVIDEND**

**(a) Current Financial Period Reported On**

The Directors are pleased to propose a tax-exempt one-tier final dividend of 5.00 cents (2014: 4.50 cents) per ordinary share.

Name of Dividend	Final
Dividend Type	Cash; Tax-exempt one-tier
Dividend Amount per ordinary share	5.00 cents
Tax Rate	Exempt one-tier

**(b) Corresponding Period of the Immediate Preceding Financial Year**

Name of Dividend	Final
Dividend Type	Cash; Tax-exempt one-tier
Dividend Amount per ordinary share	4.50 cents
Tax Rate	Exempt one-tier

**(c) Date Payable**

The proposed final dividend, if approved by the Shareholders at the Thirteenth Annual General Meeting of the Company to be held on 28 April 2016, will be payable on 16 May 2016.

**(d) Books Closure Date**

NOTICE IS HEREBY GIVEN that the Transfer Books and Register of Members of the Company will be closed on 10 May 2016 for the purposes of determining Shareholders' entitlements to the proposed final dividend.

Duly completed and stamped transfers received by the Company's Share Registrars, B.A.C.S. Private Limited, 8 Robinson Road, #03-00 ASO Building, Singapore 048544 up to 5.00 p.m. on 9 May 2016 will be registered to determine Shareholders' entitlements to the final dividend.

Shareholders (being depositors) whose securities accounts with The Central Depository (Pte) Limited are credited with ordinary shares in the capital of the Company as at 5.00 p.m. on 9 May 2016 will be entitled to the proposed final dividend.







## Geographical segmental information for Full Year 2015

	Revenue		Non-current assets*		Additions to non-current assets*	
	2015	2014	2015	2014	2015	2014
	\$'m	\$'m	\$'m	\$'m	\$'m	\$'m
Singapore	2,468.7	2,399.6	1,937.6	1,929.8	520.1	393.3
United Kingdom/ Ireland	1,024.1	1,014.1	492.9	454.1	78.6	45.0
Australia	387.1	413.5	764.4	799.8	32.6	59.7
China	219.7	212.9	367.5	378.1	33.3	43.5
Vietnam	8.7	7.1	14.2	12.8	5.4	3.0
Malaysia	3.2	4.1	5.5	6.3	1.1	1.3
Total	4,111.5	4,051.3	3,582.1	3,580.9	671.1	545.8

\* Comprising vehicles, premises, equipment, taxi licences and goodwill.

## 19 BREAKDOWN OF REVENUE

	Full Year 2015	Full Year 2014	Increase/ (Decrease)
	\$'m	\$'m	%
(a) Revenue reported for first half year	2,000.7	1,967.1	1.7
(b) Profit after taxation before deducting non-controlling interests reported for first half year	179.0	169.1	5.9
(a) Revenue reported for second half year	2,110.8	2,084.2	1.3
(b) Profit after taxation before deducting non-controlling interests reported for second half year	184.8	174.9	5.7

## 20 BREAKDOWN OF TOTAL ANNUAL DIVIDEND (IN DOLLAR VALUE)

	Full Year 2015	Full Year 2014
	\$'m	\$'m
Ordinary shares (tax-exempt one-tier)		
- Interim	85.9	80.1
- Final (proposed)	107.5	96.6
Total	193.4	176.7

## 21 INTERESTED PERSON TRANSACTIONS

The Group does not have any Shareholders' mandate for interested person transactions pursuant to Rule 920 of the Listing Manual.

**22 DISCLOSURE OF PERSONS OCCUPYING MANAGERIAL POSITIONS**

Pursuant to Rule 704(13) of the Listing Manual of the Singapore Exchange Securities Trading Limited, we confirm that as at 31 December 2015, none of the persons occupying managerial positions in the Company or any of its principal subsidiaries is a relative of a Director or Chief Executive Officer or Substantial Shareholder of the Company.

**23 CONFIRMATION PURSUANT TO RULE 720(1) OF THE LISTING MANUAL**

The Company confirms that it has procured the Undertakings from all its Directors and Executive Officers in the format set out in Appendix 7.7 pursuant to Rule 720(1) of the Listing Manual.

**BY ORDER OF THE BOARD**

Chan Wan Tak, Wendy  
Company Secretary

12 February 2016