


COMFORTDELGRO CORPORATION LIMITED

Company Registration Number : 200300002K

Financial Statements and Dividend Announcement for the year ended 31 December 2014
The Board of Directors announces the audited results of the Group for the year ended 31 December 2014.
1 GROUP INCOME STATEMENT

	Group		Incr / (Decr) %
	FY2014 \$'m	FY2013 \$'m	
Revenue	4,051.3	3,747.7	8.1
Staff costs	1,359.3	1,216.7	11.7
Contract services	549.5	499.7	10.0
Depreciation and amortisation	353.7	337.4	4.8
Fuel and electricity costs	329.8	287.4	14.8
Repairs and maintenance costs	245.6	232.1	5.8
Materials and consumables	238.9	247.0	(3.3)
Road tax	131.2	125.2	4.8
Insurance premiums and accident claims	129.8	127.8	1.6
Premises costs	81.1	70.6	14.9
Taxi drivers' benefits	58.5	56.9	2.8
Utilities and communication costs	23.2	22.9	1.3
Vehicle leasing charges	22.7	14.3	58.7
Advertising production and promotion costs	15.6	13.7	13.9
Other operating costs	70.3	69.7	0.9
Total operating expenses	<u>3,609.2</u>	<u>3,321.4</u>	8.7
Operating profit	442.1	426.3	3.7
Net income from investments	11.9	11.4	4.4
Finance costs	(22.0)	(27.4)	(19.7)
Share of profit in associates	4.3	4.0	7.5
Profit before taxation	436.3	414.3	5.3
Taxation	(92.3)	(87.0)	6.1
Profit after taxation	<u>344.0</u>	<u>327.3</u>	5.1
Attributable to :			
Shareholders of the Company	283.5	263.2	7.7
Non-controlling interests	60.5	64.1	(5.6)
	<u>344.0</u>	<u>327.3</u>	5.1

2 STATEMENTS OF FINANCIAL POSITION

	Group		Company	
	31 Dec 2014	31 Dec 2013	31 Dec 2014	31 Dec 2013
	\$'m	\$'m	\$'m	\$'m
ASSETS				
Current assets				
Short-term deposits and bank balances	825.8	830.6	422.0	402.0
Available-for-sale investments	-	5.0	-	-
Trade receivables	117.3	111.3	-	-
Other receivables and prepayments	197.1	191.8	2.1	1.9
Grant receivables	23.9	22.1	-	-
Due from subsidiaries	-	-	12.8	6.5
Finance lease receivables	2.9	8.3	-	-
Inventories	72.3	70.6	-	-
Total current assets	1,239.3	1,239.7	436.9	410.4
Non-current assets				
Subsidiaries	-	-	1,121.5	1,037.5
Associates	8.0	6.2	0.1	0.1
Available-for-sale investments	73.7	64.3	50.0	46.1
Other receivables and prepayments	40.5	27.9	-	-
Grant receivables	265.4	269.3	-	-
Due from subsidiaries	-	-	20.5	21.4
Finance lease receivables	1.1	4.4	-	-
Vehicles, premises and equipment	2,895.1	2,777.4	11.3	12.7
Taxi licences	232.1	228.8	-	-
Goodwill	453.7	458.3	-	-
Deferred tax assets	21.8	8.4	-	-
Total non-current assets	3,991.4	3,845.0	1,203.4	1,117.8
Total assets	5,230.7	5,084.7	1,640.3	1,528.2
LIABILITIES AND EQUITY				
Current liabilities				
Borrowings	243.4	218.4	-	-
Trade and other payables	828.5	649.3	60.1	37.7
Trade payables for buses	8.3	15.7	-	-
Deferred grants	17.4	17.7	-	-
Due to subsidiaries	-	-	528.8	476.3
Fuel price equalisation account	20.0	20.0	-	-
Insurance premiums payable and provision for accident claims	84.0	84.5	-	-
Income tax payable	56.7	56.9	2.0	1.4
Total current liabilities	1,258.3	1,062.5	590.9	515.4
Non-current liabilities				
Borrowings	493.7	589.5	-	-
Deferred grants	292.3	288.5	-	-
Other liabilities	123.3	125.6	0.1	0.1
Fuel price equalisation account	20.0	20.0	-	-
Deferred tax liabilities	204.3	204.1	2.8	2.8
Total non-current liabilities	1,133.6	1,227.7	2.9	2.9
Total liabilities	2,391.9	2,290.2	593.8	518.3
Capital, reserves and non-controlling interests				
Share capital	646.4	622.7	646.4	622.7
Other reserves	(77.4)	10.5	(2.5)	(4.2)
Foreign currency translation reserve	(50.4)	(35.3)	-	-
Accumulated profits	1,671.3	1,556.8	402.6	391.4
Equity attributable to shareholders of the Company	2,189.9	2,154.7	1,046.5	1,009.9
Non-controlling interests	648.9	639.8	-	-
Total equity	2,838.8	2,794.5	1,046.5	1,009.9
Total liabilities and equity	5,230.7	5,084.7	1,640.3	1,528.2

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

3 AGGREGATE AMOUNT OF GROUP'S BORROWINGS

	<u>31 Dec 2014</u>	<u>31 Dec 2013</u>
	\$ 'm	\$ 'm
Secured		
Amount repayable in one year or less, or on demand	46.6	68.2
Amount repayable after one year	321.7	318.0
	<u>368.3</u>	<u>386.2</u>
Unsecured		
Amount repayable in one year or less, or on demand	196.8	150.2
Amount repayable after one year	172.0	271.5
	<u>368.8</u>	<u>421.7</u>
Total		
Amount repayable in one year or less, or on demand	243.4	218.4
Amount repayable after one year	493.7	589.5
	<u>737.1</u>	<u>807.9</u>

Details of any collateral

Details of the total secured borrowings of \$368.3m are as follows:

- a \$133.4m relates to financing of vehicles under hire purchase arrangements; and
- b \$234.9m relates to borrowings of subsidiaries secured by vehicles.

4 GROUP CASH FLOW STATEMENT

	Group	
	Full Year	Full Year
	2014	2013
	\$'m	\$'m
Operating activities:		
Profit before taxation	436.3	414.3
Adjustments for:		
Depreciation and amortisation	353.7	337.4
Finance costs	22.0	27.4
Interest income	(10.3)	(9.6)
Dividend income	(3.3)	(4.3)
Share-based payment expense	-	0.6
Net gain on disposal of vehicles	(6.1)	(2.7)
Share of profit in associates	(4.3)	(4.0)
Others	4.0	10.9
Operating cash flows before movements in working capital	<u>792.0</u>	<u>770.0</u>
Changes in working capital	26.0	5.8
Cash generated from operations	<u>818.0</u>	<u>775.8</u>
Income tax paid	(83.1)	(78.1)
Net cash from operating activities	<u>734.9</u>	<u>697.7</u>
Investing activities:		
Purchases of vehicles, premises and equipment	(511.6)	(500.1)
Less: Proceeds from disposal of vehicles	40.7	84.7
Cash payment on purchases of vehicles, premises and equipment	(470.9)	(415.4)
Proceeds from disposal of available-for-sale investments	5.4	-
Payment for taxi licences	(4.9)	(2.2)
Increase in available-for-sale investments	(4.9)	-
Increase in investment in a subsidiary	-	(1.4)
Acquisition of subsidiaries, net of cash [Note (a)]	(27.8)	(137.3)
Divestment of subsidiaries, net of cash [Note (b)]	3.5	8.5
Acquisition of investment in an associate	(0.5)	-
Interest received	9.2	9.3
Dividend received from an associate	3.0	2.4
Dividend received from available-for-sale investments	3.3	4.3
Net cash used in investing activities	<u>(484.6)</u>	<u>(531.8)</u>
Financing activities:		
New loans raised	422.0	385.1
Repayment of borrowings	(483.5)	(265.4)
Dividends paid to shareholders of the Company	(165.4)	(137.8)
Dividends paid to non-controlling shareholders of subsidiaries	(32.6)	(28.2)
Proceeds from exercise of share options of the Company	21.6	34.5
Proceeds from exercise of share options of subsidiaries	1.0	0.7
Interest paid	(21.9)	(27.4)
Proceeds from unclaimed dividends	0.3	0.2
Net cash used in financing activities	<u>(258.5)</u>	<u>(38.3)</u>
Net effect of exchange rate changes in consolidating subsidiaries	3.4	8.4
Net (decrease) increase in cash and cash equivalents	(4.8)	136.0
Cash and cash equivalents at beginning of year	<u>830.6</u>	<u>694.6</u>
Cash and cash equivalents at end of year	<u>825.8</u>	<u>830.6</u>

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

	Group	
	Full Year	Full Year
	2014	2013
	\$'m	\$'m
Net (assets) liabilities acquired:		
Current assets	-	(2.6)
Non-current assets	(20.3)	(41.1)
Current liabilities	1.5	10.9
Non-current liabilities	-	19.9
Net assets acquired	<u>(18.8)</u>	<u>(12.9)</u>
Goodwill on acquisition	<u>(9.0)</u>	<u>(124.4)</u>
Total purchase consideration, representing cash flow on acquisition	<u><u>(27.8)</u></u>	<u><u>(137.3)</u></u>

Note (b):**Summary of the effects of divestment of subsidiaries:**

	Group	
	Full Year	Full Year
	2014	2013
	\$'m	\$'m
Net assets (liabilities) on divestment:		
Current assets	0.5	25.7
Non-current assets	4.4	13.4
Current liabilities	(0.3)	(3.6)
Non-current liabilities	-	(1.6)
Net assets divested	<u>4.6</u>	<u>33.9</u>
Non-controlling interests	<u>(0.6)</u>	<u>(8.3)</u>
Proceeds from divestment	4.0	25.6
Less : Cash adjustment upon deconsolidation of subsidiaries	<u>(0.5)</u>	<u>(17.1)</u>
Cash flow from divestment, net of cash	<u><u>3.5</u></u>	<u><u>8.5</u></u>

5 GROUP COMPREHENSIVE INCOME STATEMENT

	Group	
	Full Year 2014	Full Year 2013
	\$'m	\$'m
Profit after taxation	344.0	327.3
<i>Items that may be reclassified subsequently to profit or loss</i>		
Fair value adjustment on cash flow hedges	(100.7)	1.2
Fair value adjustment on available-for-sale investments	5.0	0.8
Exchange differences on translation of foreign operations	(22.8)	(25.8)
	<u>(118.5)</u>	<u>(23.8)</u>
<i>Items that will not be reclassified subsequently to profit or loss</i>		
Actuarial adjustment on defined benefit plans	(3.3)	(3.4)
Other comprehensive income for the year	(121.8)	(27.2)
	<u>222.2</u>	<u>300.1</u>
Total comprehensive income for the year	<u>222.2</u>	<u>300.1</u>
Attributable to:		
Shareholders of the Company	180.0	252.3
Non-controlling interests	42.2	47.8
	<u>222.2</u>	<u>300.1</u>

6 STATEMENTS OF CHANGES IN EQUITY

Consolidated Statement of Changes in Equity for the year ended 31 December 2014:

	Group						
	Attributable to shareholders of the Company				Non-controlling interests	Total equity	
	Share capital	Other reserves	Foreign currency translation reserve	Accumulated profits			Total
\$'m	\$'m	\$'m	\$'m	\$'m	\$'m	\$'m	
Balance at 1 January 2013	585.1	14.1	(25.5)	1,434.5	2,008.2	628.8	2,637.0
Total comprehensive income for the year							
Profit for the year	-	-	-	263.2	263.2	64.1	327.3
Other comprehensive income for the year	-	(1.1)	(9.8)	-	(10.9)	(16.3)	(27.2)
Total	-	(1.1)	(9.8)	263.2	252.3	47.8	300.1
Transactions recognised directly in equity							
Recognition of share-based payments	-	0.6	-	-	0.6	-	0.6
Exercise of share options	37.6	(3.1)	-	-	34.5	-	34.5
Payment of dividends	-	-	-	(137.8)	(137.8)	-	(137.8)
Other reserves	-	-	-	(3.1)	(3.1)	(36.8)	(39.9)
Total	37.6	(2.5)	-	(140.9)	(105.8)	(36.8)	(142.6)
Balance at 31 December 2013	622.7	10.5	(35.3)	1,556.8	2,154.7	639.8	2,794.5
Total comprehensive income for the year							
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)
Total	-	(88.4)	(15.1)	283.5	180.0	42.2	222.2
Transactions recognised directly in equity							
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)
Total	23.7	0.5	-	(169.0)	(144.8)	(33.1)	(177.9)
Balance at 31 December 2014	646.4	(77.4)	(50.4)	1,671.3	2,189.9	648.9	2,838.8

Statement of Changes in Equity of the Company for the year ended 31 December 2014:

	Company			
	Share capital	Other reserves	Accumulated profits	Total equity
	\$'m	\$'m	\$'m	\$'m
Balance at 1 January 2013	585.1	8.5	377.2	970.8
Total comprehensive income for the year				
Profit for the year	-	-	151.5	151.5
Other comprehensive income for the year	-	(9.8)	-	(9.8)
Total	-	(9.8)	151.5	141.7
Transactions recognised directly in equity				
Recognition of share-based payments	-	0.6	-	0.6
Exercise of share options	37.6	(3.1)	-	34.5
Payment of dividends	-	-	(137.8)	(137.8)
Other reserves	-	(0.4)	0.5	0.1
Total	37.6	(2.9)	(137.3)	(102.6)
Balance at 31 December 2013	622.7	(4.2)	391.4	1,009.9
Total comprehensive income for the year				
Profit for the year	-	-	176.2	176.2
Other comprehensive income for the year	-	4.0	-	4.0
Total	-	4.0	176.2	180.2
Transactions recognised directly in equity				
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
Total	23.7	(2.3)	(165.0)	(143.6)
Balance at 31 December 2014	646.4	(2.5)	402.6	1,046.5

7 CHANGES IN COMPANY'S SHARE CAPITAL

Share Capital

During the financial year, the Company issued 13,900,900 new ordinary shares following the exercise of share options under the ComfortDelGro Employees' Share Option Scheme (ComfortDelGro Scheme).

As at 31 December 2014, the total number of issued shares was 2,139,407,563 (31 December 2013: 2,125,506,663).

Outstanding Shares – ComfortDelGro Employees' Share Option Scheme

As at 31 December 2014, options to subscribe for 30.5 million ordinary shares (31 December 2013: 45.5 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 2014, 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 2014, 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 profit and loss accounts and balance sheets 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 state of affairs of the Group and of the Company as at 31 December 2014 and of the results, 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 subsidiaries 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
11 February 2015

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 2013.

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 2014.

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

Not applicable.

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

Earnings per ordinary share

	Group	
	<u>Full Year 2014</u>	<u>Full Year 2013</u>
(i) Based on weighted average number of ordinary shares in issue - cents	13.29	12.43
(ii) On a fully diluted basis (detailing any adjustments made to the earnings) - cents	13.23	12.38

EBITDA

	Group	
	<u>Full Year 2014</u>	<u>Full Year 2013</u>
(i) EBITDA (\$'m)	795.8	763.7
(ii) EBITDA margin (%)	19.6	20.4

13 NET ASSET VALUE PER ORDINARY SHARE

	Group		Company	
	<u>31 Dec 2014</u>	<u>31 Dec 2013</u>	<u>31 Dec 2014</u>	<u>31 Dec 2013</u>
Net asset value per ordinary share based on issued share capital - cents	102.36	101.37	48.92	47.51

14 REVIEW OF GROUP PERFORMANCE

Performance Review

Group Revenue of \$4,051.3m for 2014 was \$303.6m or 8.1% higher compared to the \$3,747.7m for 2013. The growth came from all business segments. While Group Revenue actually increased by \$263.6m, this was boosted by the favourable foreign currency translation of \$40.0m from the stronger £ and RMB mitigated by the weaker A\$.

Group Operating Expenses of \$3,609.2m for 2014 were \$287.8m or 8.7% higher compared to the \$3,321.4m for 2013. These were mainly due to higher staff costs, higher payments for contract services, higher fuel and electricity costs, higher depreciation, higher repairs and maintenance costs, higher premises costs and higher vehicle leasing charges. While operating expenses actually increased by \$249.8m, this was compounded by an unfavourable foreign currency translation of \$38.0m.

Group Operating Profit of \$442.1m for 2014 was \$15.8m or 3.7% higher compared to the \$426.3m for 2013.

Net income from investments of \$11.9m for 2014 increased by \$0.5m or 4.4% from \$11.4m for 2013. Finance costs decreased by \$5.4m or 19.7% from \$27.4m for 2013 to \$22.0m for 2014 due to the decrease in interest expenses in Australia and the UK with the partial repayment of borrowings which more than offset the increase in interest expense from higher borrowings in Singapore.

Share of profit in associates of \$4.3m for 2014 increased by \$0.3m or 7.5% from \$4.0m for 2013.

Group Profit Before Tax of \$436.3m for 2014 was \$22.0m or 5.3% higher compared to the \$414.3m for 2013.

Taxation for the Group of \$92.3m for 2014 was 21.2% of Group Profit Before Tax compared to the \$87.0m or 21.0% for 2013.

Group Profit attributable to Shareholders of the Company of \$283.5m for 2014 increased by \$20.3m or 7.7% compared to the \$263.2m for 2013.

Revenue from Overseas for 2014 was 40.8% of Group Revenue compared to 40.5% for 2013. Operating profit from Overseas for the year was marginally lower at 48.6% of Group Operating Profit compared to 48.9% a year ago.

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

Revenue from the Group's **Bus Business** of \$2,057.5m for 2014 was \$194.0m or 10.4% higher than the \$1,863.5m for 2013. The actual revenue increase of \$162.9m was boosted by a favourable foreign currency translation of \$31.1m.

Revenue from the Singapore Bus Business of \$777.4m for 2014 was \$74.0m or 10.5% higher than the \$703.4m for 2013 due to increases in average daily bus ridership, average fares and higher other operating income.

Revenue from the UK/Ireland Bus Business of \$886.2m for 2014 was \$201.0m or 29.3% higher than the \$685.2m for 2013. The actual increase in revenue of \$146.6m was mainly contributed by Metroline West and augmented by the favourable currency translation of \$54.4m from the stronger £.

Revenue from the Australia Bus Business of \$393.9m for 2014 was \$68.6m or 14.8% lower compared to the \$462.5m for 2013 mainly from the loss of Regions 1 and 3 and the unfavourable currency translation of \$23.3m from the weaker A\$ compensated by an increase in services from the other Regions.

Revenue from the Overseas Bus Business for 2014 was 62.2% of Group Bus Revenue compared to 62.3% for 2013 while operating profit for 2014 was 91.0% of the Group Bus Operating Profit compared to 92.3% a year ago.

Revenue from the Group's **Taxi Business** of \$1,283.7m for 2014 was \$85.8m or 7.2% higher compared to the \$1,197.9m for 2013. The actual revenue increase of \$77.2m was boosted by a favourable foreign currency translation of \$8.6m.

Revenue from the Singapore Taxi Business of \$961.2m for 2014 was \$68.8m or 7.7% higher compared to the \$892.4m for 2013 due to higher rentals from the replacement of taxis, a larger operating fleet and a higher volume of cashless transactions.

Revenue from the UK Taxi Business of \$127.9m for 2014 was \$10.8m or 9.2% higher than the \$117.1m for 2013 due to more taxi bookings and the favourable currency translation of the stronger £.

Revenue from the Australia Taxi Business of \$19.6m for 2014 was \$2.9m or 12.9% lower compared to the \$22.5m for 2013.

Revenue from the China Taxi Business of \$167.9m for 2014 was \$8.3m or 5.2% higher than the \$159.6m for 2013 from higher rental rates following the replacement of taxis and increase in taxi licences.

Revenue from the Vietnam Taxi Business of \$7.1m for 2014 was \$0.8m or 12.7% higher than the \$6.3m for 2013.

Revenue from the Overseas Taxi Business for 2014 was 25.1% of Group Taxi Revenue compared to 25.5% a year ago while operating profit for 2014 was 34.1% of Group Taxi Operating Profit compared to 34.3% for 2013.

Revenue from the Group's **Bus Station Business** at Guangzhou of \$29.1m for 2014 was \$0.5m or 1.7% higher than the \$28.6m for 2013 with the stronger RMB accounting for \$0.3m of the increase.

Revenue from the Group's **Rail Business** of \$196.8m for 2014 was \$32.1m or 19.5% higher than the \$164.7m for 2013 due to the contribution from the Downtown Line ('DTL')1 and increases in average daily ridership and average fares. Average daily ridership for the North-East Line increased by 6.7% to 513K passenger trips and that for the two Light Rail Transit systems increased by 10.5% to 87K passenger trips as compared to 2013. Average daily ridership for DTL1 was 62K passenger trips.

Revenue from the Group's **Automotive Engineering Services Business** of \$429.7m for 2014 was \$4.2m or 1.0% higher than the \$425.5m for 2013.

Revenue from the Group's **Inspection and Testing Services Business** of \$112.0m for 2014 was \$3.4m or 3.1% higher compared to the \$108.6m for 2013 from higher business volume.

Revenue from the Group's **Driving Centre Business** of \$39.6m for 2014 was \$1.5m or 3.9% higher than the \$38.1m for 2013.

Revenue from the Group's **Car Rental and Leasing Business** of \$36.1m for 2014 was \$0.7m or 2.0% higher than the \$35.4m for 2013.

Statement of Financial Position

The financial position of the Group as at 31 December 2014 remained strong. Total Equity increased by \$44.3m from \$2,794.5m as at 31 December 2013 to \$2,838.8m as at 31 December 2014 due to profits generated for the year partly reduced by the payment of dividends.

Total Assets increased by \$146.0m from \$5,084.7m as at 31 December 2013 to \$5,230.7m as at 31 December 2014 due mainly to the purchase of new buses and taxis, higher deferred tax assets and higher other receivables and prepayments.

Total Liabilities increased by \$101.7m from \$2,290.2m as at 31 December 2013 to \$2,391.9m as at 31 December 2014 due mainly to an increase in trade and other payables offset by the reduction in borrowings.

Cash Flow

The Group recorded a net cash outflow of \$4.8m for 2014. As at 31 December 2014, the Group had short-term deposits and bank balances of \$825.8m. After accounting for the borrowings of \$737.1m, the Group had a net cash position of \$88.7m. The Group's gross gearing ratio was 26.0% as at 31 December 2014 compared to 28.9% as at 31 December 2013.

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 higher with an expected increase in fares and ridership. Revenue from the UK Bus Business is expected to increase from contract enhancements. Revenue from the Bus Business in Australia is expected to be higher with the acquisition of the bus services of Blue Mountains Bus Company.

Revenue from the Rail Business is expected to be higher from an expected increase in fares and ridership.

Revenue from the Bus Station Business in Guangzhou is expected to be maintained.

Revenue from the Taxi Business in Singapore is expected to increase with more cashless transactions and new replacement taxis. Revenue from the UK, China and Vietnam Taxi Businesses are expected to be maintained while revenue from Australia is expected to be lower with the expected drop in non-cash taxi surcharges.

Revenue from the Automotive Engineering Services Business is expected to be lower.

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

Revenue from the Inspection and Testing Services Business is expected to increase.

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 4.50 cents (2013: 4.00 cents) per ordinary share.

Name of Dividend	Final
Dividend Type	Cash; Tax-exempt one-tier
Dividend Amount per ordinary share	4.50 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	4.00 cents
Tax Rate	Exempt one-tier

(c) Date Payable

The proposed final dividend, if approved by the Shareholders at the Twelfth Annual General Meeting of the Company to be held on 24 April 2015, will be payable on 12 May 2015.

(d) Books Closure Date

NOTICE IS HEREBY GIVEN that the Transfer Books and Register of Members of the Company will be closed on 6 May 2015 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, 63 Cantonment Road, Singapore 089758 up to 5.00 p.m. on 5 May 2015 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 5 May 2015 will be entitled to the proposed final dividend.

Geographical segmental information for Full Year 2014

	Revenue		Non-current assets*		Additions to non-current assets*	
	2014	2013	2014	2013	2014	2013
	\$'m	\$'m	\$'m	\$'m	\$'m	\$'m
Singapore	2,399.6	2,229.8	1,929.8	1,791.3	393.3	375.8
United Kingdom/ Ireland	1,014.1	802.3	454.1	459.2	45.0	166.6
Australia	413.5	485.0	799.8	816.9	59.7	85.8
China	212.9	220.1	378.1	377.6	43.5	32.0
Vietnam	7.1	6.3	12.8	13.1	3.0	5.4
Malaysia	4.1	4.2	6.3	6.4	1.3	1.8
Total	4,051.3	3,747.7	3,580.9	3,464.5	545.8	667.4

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

19 BREAKDOWN OF REVENUE

	Full Year	Full Year	Increase/
	2014	2013	(Decrease)
	\$'m	\$'m	%
(a) Revenue reported for first half year	1,967.1	1,779.2	10.6
(b) Profit after taxation before deducting non-controlling interests reported for first half year	169.1	157.3	7.5
(a) Revenue reported for second half year	2,084.2	1,968.5	5.9
(b) Profit after taxation before deducting non-controlling interests reported for second half year	174.9	170.0	2.9

20 BREAKDOWN OF TOTAL ANNUAL DIVIDEND (IN DOLLAR VALUE)

	Full Year	Full Year
	2014	2013
	\$'m	\$'m
Ordinary shares (tax-exempt one-tier)		
- Interim	80.1	63.7
- Final (proposed)	96.3	85.3
Total	176.4	149.0

21 INTERESTED PERSON TRANSACTIONS

There were no interested person transactions of or over \$100,000 in value entered into during the financial year under review.

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 2014, 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.

BY ORDER OF THE BOARD

Chan Wan Tak, Wendy
Company Secretary

11 February 2015