



# REGIONAL HEADWINDS

**ANNUAL REPORT**  
FOR THE FINANCIAL YEAR ENDED 30 JUNE 2015  
**REGIONAL EXPRESS HOLDINGS LIMITED**

What does it profit a company if it gains the whole world and loses its soul

## COMPANY

Staff members are part of the Rex family. This comes with both privileges and responsibilities.

We expect every staff member to take ownership of issues encountered:

- Ownership means that if something is wrong then it is everyone's job to fix it.
- Matters that cannot be handled by the staff member ought to be pursued further with senior management.
- Staff have the right to make mistakes if they act in the best interest of the customer and the company.

We strive to be a learning organisation where we actively seek to identify issues no matter how small in order to continually transform ourselves to a better organisation:

- This entails a culture where issues are highlighted as learning experiences even though they may place our colleagues in a bad light.
- An excellent airline is one that is outstanding in a thousand small ways.

We believe that we can only count on ourselves for our continued success:

- All staff members must embrace the 'can do' and 'will do' spirit that has been the defining characteristic of our initial success.
- Hard work is the cornerstone of our work ethic.
- All staff share in the profits and so all staff are expected to contribute his/her fair share.

We value open communication and will strive to create an environment that removes barriers to communication:

- Staff members have a right to be heard regardless of their position.
- Staff members are encouraged to contact directly the members of the Management Committee and Board if they see the need.

We respect the dignity of each staff member and will treat each other with respect and fairness:

- The customer does not always come first and we will stand by our staff member if the customer is unreasonable.
- While we can be single-minded in tackling issues and problems, we will focus on the issue and not the person.
- We accept that staff members may have different talents and capabilities and will strive to fit the job to the person rather than the other way around.

- Important decisions concerning staff matters are always referred to the Management Committee to ensure transparency, fairness and consistency.

We are committed to standing behind our staff members and their families and will do all we can to help them in their times of special need:

- We believe in the value of the family and will strive to create a working environment that is supportive of the family.
- All staff members have the right to appeal to the Management Committee if special assistance or consideration is needed.

## CUSTOMER

We are committed to providing our customers with safe and reliable air transportation with heartfelt hospitality.

As a regional carrier, we constantly strive to keep fares low through our commitment to simplicity, efficiency and good value.

We are committed to treating our customers as individuals and will respond to all their comments and complaints.

## COMMUNITY

Rex is mindful of the tremendous social and economic impact its services have on the regional communities and works in partnership with these communities to balance their needs against Rex commercial imperatives.

We are also committed to giving back to the regional communities by supporting worthwhile charitable causes which are focused on helping the less fortunate.

We are committed to preserving the environment to the measure of our capabilities.

## CONTRACTORS

We believe that our suppliers are partners in our business.

In all our dealings with suppliers we will seek to be fair and honest and will strive to work only with like-minded suppliers.

## CAPITAL

Rex believes that its shareholders' interest is best served by pursuing a path of steady but sustainable growth of its earnings.

We believe that maximizing shareholders' returns in the long term is not incompatible with our duties and responsibilities towards our other stakeholders outlined above.

## REGIONAL HEADWINDS

The financial year under review is characterised by extreme global turmoil and tensions. The major tsunamis that hit the world covered the complete spectrum of all the major risks to worldwide peace and stability: terrorism (ISIS), health (Ebola), economy (collapse of several currencies and economies including Greece, Russia and Iran) and wars (Crimea, Ukraine, Sudan, Yemen to name a few).

Australia too is not spared, and even suffered a rare ISIS-related attack. On the economic front, the conditions continued to worsen with commodity prices continuing to soften and retail being morose. Unemployment rose for the year.

With such weak business sentiments, the expected bottoming of Rex's decline in passenger numbers did not materialise and the year saw another decline albeit much smaller than previous years. This resulted in the Group's Profit before Tax declining by 13% to \$9.3 million. While this is not a good outcome, the Rex Group can still lay claim to being one of only five listed carriers worldwide to have made uninterrupted profits over the last 12 years.

While the current conditions are not rosy, the Group is quietly confident that its inherent strength will enable it to ride through the uncertain path ahead. There are also some good prospects of growth especially in North Queensland where Rex now has a formidable coverage after winning the Queensland Government regulated routes tender. Leveraging on our economies of scale, Rex will expand further into the Cape and Torres Straits.

I again see another year ahead with headwinds and tailwinds. I believe that with our strong balance sheet, ultra-efficient operations and nimble management, we will be the best positioned to overcome the challenges and take advantage of the opportunities.



LIM KIM HAI  
EXECUTIVE CHAIRMAN

A handwritten signature in black ink, appearing to read 'Lim Kim Hai'.

Lim Kim Hai  
Executive Chairman  
28 August 2015

This annual report covers both Regional Express Holdings Limited as an individual entity and the consolidated entity comprising Regional Express Holdings Limited and its subsidiaries.

The Group's functional and presentation currency is AUD (\$).

## DIRECTORS

Lim Kim Hai  
The Hon. John Sharp  
Lee Thian Soo  
Neville Howell  
Chris Hine  
James Davis  
Ronald Bartsch  
Garry Filmer

## COMPANY SECRETARIES

Irwin Tan  
Benjamin Ng

## REGISTERED OFFICE

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Mascot, NSW 2020  
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## SHARE REGISTRY

Link Market Services Limited  
Level 12, 680 George Street  
Sydney, NSW 2000

## SOLICITOR

Baker & McKenzie  
Level 27, AMDP Centre  
50 Bridge Street  
Sydney, NSW 2000

## BANKER

Westpac Banking Corporation

## AUDITOR

Deloitte Touche Tohmatsu

## 5 PART I DIRECTORS' REPORT

26 AUDITOR'S INDEPENDENCE  
DECLARATION

## 27 PART II FINANCIAL STATEMENTS

28 CONSOLIDATED STATEMENT  
OF PROFIT OR LOSS AND  
OTHER COMPREHENSIVE  
INCOME  
29 CONSOLIDATED STATEMENT  
OF FINANCIAL POSITION  
30 CONSOLIDATED STATEMENT  
OF CASH FLOWS  
31 CONSOLIDATED STATEMENT  
OF CHANGES IN EQUITY  
32 NOTES TO THE  
CONSOLIDATED FINANCIAL  
STATEMENTS  
64 DIRECTORS' DECLARATION

## 65 PART III REGULATORY REPORTS

66 INDEPENDENT AUDITOR'S  
REPORT  
68 CORPORATE GOVERNANCE  
STATEMENT  
75 ASX ADDITIONAL  
INFORMATION





# DIRECTORS' REPORT

**PART I Directors' Report**  
Auditor's Independence Declaration

**5-26**  
26

## 01

### BOARD OF DIRECTORS

In compliance with the provisions of the Corporations Act 2001, the directors of Regional Express Holdings Limited ('Rex') submit herewith the annual report for Rex and its consolidated entities (the 'Group') for the financial year (FY) ended 30 June 2015.

The names and particulars of the directors of Rex during or since the end of the financial year are:



**LIM KIM HAI**  
Executive Chairman

*Appointed 27 June 2003 and re-appointed 16 November 2006, 25 November 2009 and 27 November 2012.*



**THE HON. JOHN SHARP**  
Deputy Chairman and Independent Director

*Appointed 14 April 2005 and re-appointed 19 November 2008, 23 November 2011 and 27 November 2013.*

Mr. Lim started his career as a Defence Engineer specialising in underwater warfare. After 10 years he left to start his own business. Currently he has a portfolio of investment and business interests in diverse sectors and countries. He is also the Chairman of a biomedical company in Singapore, Lynk Biotechnologies Pte Ltd as well as Chairman of WooWorld Pte Ltd, a supplier of mobile games and content to telecommunication companies.

Mr. Lim obtained his Masters in Electronics Engineering from the prestigious 'Grande Ecoles' engineering colleges in France where he was sent on a French Government scholarship. He later returned to France to complete a Masters of Public Administration at the elite Ecole Nationale d'Administration in Paris on a Singapore Government scholarship. Mr. Lim also has a Masters of Business Administration from the National University of Singapore.

Mr. Lim was one of the founding shareholders and directors of Rex in August 2002. He has been the Executive Chairman of the Rex Group of companies since July 2003.

The Honourable John Sharp is an aviator, having been a licensed pilot of both fixed wing and rotary wing aircraft. Mr. Sharp was a member of the House of Representatives of the Commonwealth Parliament for 14 years (1984 – 1998). He retired from the House of Representatives in 1998 and established his own high level aviation and transport consulting company. Mr. Sharp is a former Chairman of the Aviation Safety Foundation of Australia and since 2001 has been a director of Airbus Group, Australia Pacific. He has retired as Chairman of the Parsons Brinkerhoff Advisory Board, an engineering and design company operating throughout Australia and the region. He is also Chairman of Power and Data Corporation Pty Limited and Chairman of Pel-Air Aviation Pty Ltd. Mr. Sharp is a Trustee and Board Member of John McKeown House, Honorary Federal Treasurer, National Party of Australia and has retired as Chairman of Winifred West Schools Foundation. He has been a member of the University of Wollongong Vice Chancellor's Advisory Board. He is also currently a director of the Tudor House Foundation. He was appointed a director of the Flight Safety Foundation following his receipt of the Foundation's Presidential Citation for Aviation Safety, the first Australian to receive this award. Mr. Sharp's extensive experience in aviation, regional air services and as the former Federal Minister for Transport and Regional Development in the Federal Government, adds significantly to the expertise and standing of the Board.



**LEE THIAN SOO**  
Non-Executive Director

*Appointed 27 June 2003 and re-appointed 16 November 2006, 25 November 2009 and 27 November 2012.*

Mr. Lee has extensive international business experience and currently is the Chairman and owner of a company supplying specialty medical devices, systems and drugs to healthcare institutions in the ASEAN region. He is also on the board of a biomedical company and a mobile/internet gaming company.

Mr. Lee was one of the founding shareholders and directors of Rex in August 2002.



**NEVILLE HOWELL**  
Chief Operating Officer

*Appointed 1 July 2014 as Executive Director and re-appointed 26 November 2014.*

Mr. Howell has over 34 years of aviation experience and has been with the Company since its inception in August 2002. He has operated the Saab 340 as a First Officer and Captain for over 18 years for both Hazelton Airlines and Regional Express. Prior to his role as GM Flight Operations (GMFO) and Chief Pilot, Mr. Howell was Manager Training & Checking and Deputy Chief Pilot. He is an extensively qualified and experienced simulator and aircraft instructor and has held positions as both Training and Check Captain. Mr. Howell was the Chief Flying Instructor and Chief Pilot for the first integrated pilot training academy in Australia and has provided cadet pilot training for both domestic and international carriers. He is a qualified lecturer in a number of aviation subjects and has a Diploma of Aviation. He holds a number of Civil Aviation Safety Authority (CASA) delegations and has done since 1984. As GMFO Mr. Howell was responsible for all facets of the Company's flight operations and all operational matters affecting the safety of flight operations. Mr. Howell became Chief Operating Officer in July 2014. As Chief Operating Officer he is responsible for Regional Express operations including flight operations, continuing airworthiness, maintenance control, airport operations and the human factors group.



**CHRIS HINE**  
Group Flight Operations Advisor,  
Chairman's Office

*Appointed 1 March 2011 as Executive Director and re-appointed 23 November 2011. Appointed 1 July 2014 as Non-Executive Director and re-appointed 26 November 2014. Appointed Executive Director 18 May 2015.*

Mr. Hine has over 20 years of aviation experience including 15 years as a First Officer and Captain of Metroliner and Saab 340 aircraft and is a well-accomplished and knowledgeable instructor. He has been with the Company since its inception in August 2002 and is the Group Flight Operations Advisor, Chairman's Office. Prior to his current role he was the Chief Operating Officer and General Manager Flight Operations and Chief Pilot. Prior to Rex he worked for Kendell Airlines from 1995, during which time he held various Check and Training Captain positions. As Chief Operating Officer he was responsible for the Company's operations including flight operations, maintenance control, airport operations and the human factors group. Mr. Hine has also had experience as a lecturer in Cockpit Systems Management for the Bachelor of Applied Science (Civil Aviation) degree at the University of South Australia. He was the Chairman of the Australian Airline Pilot Academy Pty Ltd (AAPA).



**JAMES DAVIS**  
Independent Director

*Appointed 26 August 2004 as Executive Director. Appointed 23 November 2011 as an Independent Director and re-appointed 26 November 2014. Appointed Managing Director on 27 May 2008 and retired 1 July 2011.*

Mr. Davis has a degree in Aeronautical Engineering and commenced his aviation career with the Civil Aviation Safety Authority (CASA) before obtaining his Air Transport Pilot Licence. He subsequently flew with airlines in Australia and overseas for 26 years, accumulating some 12,500 flying hours. He joined Hazelton Airlines in 1999 as Flight Operations and Standards Manager and later became Chief Pilot. He has been with Rex since its beginning in 2002, occupying the positions of Executive General Manager Operations, Managing Director Operations, Chief of Staff of the Chairman's Office and Managing Director. Mr. Davis is a former Chairman of the Australian Airline Pilot Academy Pty Ltd (AAPA) and a former Director of Rex Group companies Pel-Air Aviation Pty Ltd and Air Link Pty Ltd. He is currently Chairman of the Regional Aviation Association of Australia (RAAA).



**RONALD BARTSCH**  
Independent Director

*Appointed 23 November 2010 and re-appointed 23 November 2011 and 26 November 2014.*

Mr. Bartsch has over 35 years experience in the aviation industry in a variety of senior operational, safety and regulatory roles. He was head of safety and regulatory compliance for Qantas Airways Limited's AOC and manager of the CASA Sydney Airline Transport Field Office.

In addition, Mr. Bartsch is an experienced pilot and has extensive legal and regulatory experience. Mr. Bartsch has formal qualifications in law, education and science, and is the author of the definitive legal textbook on aviation law. Mr. Bartsch is an international aviation safety consultant and senior visiting fellow with the Department of Aviation at the University of New South Wales. He is an aviation specialist member of the Administrative Appeals Tribunal and author of several publications including *Aviation Law in Australia* and *International Aviation Law*.



**GARRY FILMER**  
Alternate Director to Chris Hine

*Appointed 1 March 2012 as Executive Director and re-appointed 27 November 2012. He was appointed Alternate Director to Mr. Chris Hine on 30 June 2014.*

Mr. Filmer is a Licensed Aircraft Maintenance Engineer with over 36 years experience and has been involved in Regional Airline and Maintenance Repair Organisation management over the last 20 years, holding positions such as Engineering Manager and General Manager Engineering. He joined Rex in 2007 as Engineering Advisor in the Chairman's Office and as a member of the Engineering Management Committee was involved in the coordination of projects such as the management of Ground Support Equipment, review of engineering resources and the recruitment of staff. He became General Manager Engineering in June 2008 and then Chief Operating Officer in March 2012. He retired from the position of Chief Operating Officer with effect from 1 July 2014. As Chief Operating Officer Mr. Filmer was responsible for Regional Express operations including flight operations, continuing airworthiness, maintenance control, airport operations and the human factors group.

## SENIOR MANAGEMENT EXECUTIVES

The names and particulars of the senior management executives of Rex during or since the end of the financial year are:



**NEVILLE HOWELL**

Chief Operating Officer



**WARRICK LODGE**

General Manager,  
Network Strategy & Sales



**IRWIN TAN**

General Manager,  
Corporate Services



**MAYOORAN  
THANABALASINGHAM**

General Manager,  
Information Technology and  
Communications



**DALE HALL**

General Manager,  
Engineering



**PNG YEOW TAT**

Deputy General Manager,  
Engineering



**PAUL FISHER**

General Manager,  
Flight Operations and Chief Pilot

Neville is a member of the Rex Management Committee. A description of his qualifications, skills and experience is included on page 7.

Warrick manages a team responsible for scheduling, pricing, revenue management, sales and commercial analysis. His duties include the monitoring of network performance and analysis of both existing and new market opportunities. Warrick has more than 23 years of regional airline experience in the specialised areas of scheduling, pricing and revenue management and held the position of Manager Network Planning with Kendell Airlines, having joined that company in 1992. Warrick has been with Rex since its inception in 2002 and is also a member of the Rex Management Committee.

Irwin's background was originally in genetic research after graduating with first class honours in biotechnology from the University of New South Wales in Sydney. Irwin left the field of genetic research when he joined Morrison Express Logistics in 1999 and then Singapore Airlines in 2001. He was later transferred to Singapore Airlines Cargo as an executive where he took on various appointments in product development, advertising, sales and airline alliances before taking on the role of Regional Marketing Manager in South West Pacific in 2003. Irwin joined Rex in July 2005 and was appointed the Company Secretary on 7 September 2005. Irwin is also a member of the Rex Management Committee.

Mayooran completed his Associate Diploma of Electrical Engineering / Computer Engineering in 2001. He commenced with Rex in April 2004 and leads a team of Information Technology (IT) professionals responsible for ensuring day-to-day operations of the airline. With over 11 years experience and an extensive background in information technology, Mayooran has managed a range of IT projects and initiatives for Rex including the Internet Booking Engine, the Amend Booking Engine and Web Check-in. Mayooran is a member of the Rex Management Committee and a Director of the Australian Airline Pilot Academy (AAPA).

Dale has over 32 years of aviation engineering experience. He began his career as an apprentice in the Royal Australian Air Force where he served for nine years. He then spent the next 17 years in the industry working in turbine engine and component overhaul facilities, on and offshore gas and petroleum helicopter industries and maintaining aero-medical charter aircraft. Dale joined Kendell Airlines in 1999 as a Licensed Aircraft Maintenance Engineer and held the position of a Technical Support Engineer with both Kendell and Rex. In late 2006 Dale was appointed as a Maintenance Controller for Rex and took up the position of Maintenance Control Manager in 2007. In March 2012, he was appointed GM Engineering and Chairman of the Australian Airline Pilot Academy (AAPA). As GM Engineering, he became Part 145 Accountable Manager for both Rex and Air Link Approved Maintenance Organisations (AMOs) in June 2013. He is a member of the Rex Management Committee.

Tat has been in aviation engineering for more than 30 years and has many years of experience in various senior management positions. He graduated with an Honours Degree in Electrical and Electronic Engineering from the UK. Tat joined Rex in mid 2007 as the Logistics Advisor and subsequently as the Engineering Advisor in the Chairman's Office. He is a member of the Rex Engineering Management Committee and a member of the Rex Management Committee. As Deputy GM Engineering, he became Part 145 Alternate Accountable Manager for both Rex and Air Link Approved Maintenance Organisations (AMOs) in June 2013.

Paul has over 25 years of aviation experience and has been with the Company since its inception in August 2002. He has operated the Saab 340 as a First Officer and Captain for over 14 years for both Hazelton Airlines and Regional Express. Prior to his role as GM Flight Operations (GMFO) and Chief Pilot, Paul served in various roles within the Training and Checking department along with being the Adelaide Flight Operations Manager, Flight Standards Manager and the Training & Checking Manager / Duty Chief Pilot. He holds a number of Civil Aviation Safety Authority (CASA) delegations. As GMFO he is responsible for all facets of the Company's flight operations and all operational matters affecting the safety of flight operations.

## 03 DIRECTORSHIPS OF OTHER LISTED COMPANIES

During the year under review, no directors appointed as at 30 June 2015 served as a director with any other company listed on the ASX.

## 04 DIRECTORS' SHAREHOLDINGS

The following table sets out each director's relevant interest in shares and options of Rex as at the date of this report. No debentures or rights exist.

Directors	Fully paid ordinary shares direct interest	Fully paid ordinary shares indirect interest	Share options
Lim Kim Hai	18,651,346	5,755,513	-
The Hon. John Sharp	50,000	150,000	-
Lee Thian Soo	7,722,181	3,727,181	-
Neville Howell	22,203	-	-
Chris Hine	176,034	-	-
James Davis	200,866	-	-
Ronald Bartsch	-	-	-
Garry Filmer	22,247	-	-

## 05 DIRECTORS' MEETINGS

The following table sets out the number of directors' meetings (including meetings of committees of directors) held during the financial year and the number of meetings attended by each director (while they were a director or committee member). During the financial year, 4 Board meetings, 2 Remuneration and Nomination Committee meetings, 2 Audit and Corporate Governance Committee meetings and 4 Safety and Risk Management Committee meetings were held.

Directors	Board	Remuneration & Nomination Committee	Audit & Corporate Governance Committee	Safety & Risk Management Committee
No. of Meetings Held:	4	2	2	4
Attendance:				
Lim Kim Hai	4	-	-	-
The Hon. John Sharp	4	2	2	-
Lee Thian Soo	3	-	2	-
Neville Howell	4	-	-	-
Chris Hine	4	-	-	-
James Davis	4	2	-	4
Ronald Bartsch	4	-	-	4
Garry Filmer	-	-	-	-

## 06 REMUNERATION OF DIRECTORS AND SENIOR MANAGEMENT

Information about the remuneration of directors and senior management is set out in the remuneration report of this directors' report, on pages 21 to 24.

## 07 SHARES UNDER OPTION OR ISSUED ON EXERCISE OF OPTIONS

No options were granted or exercised in financial year 2015.

## 08 FORMER PARTNERS OF THE AUDIT FIRM

No directors or officers in Rex or the Group have been a partner or director of Deloitte Touche Tohmatsu, the Group's auditor.

## 09 COMPANY SECRETARIES

Mr. Irwin Tan holds the position of Rex Company Secretary. A description of his qualifications, skills and experience is included on page 9.

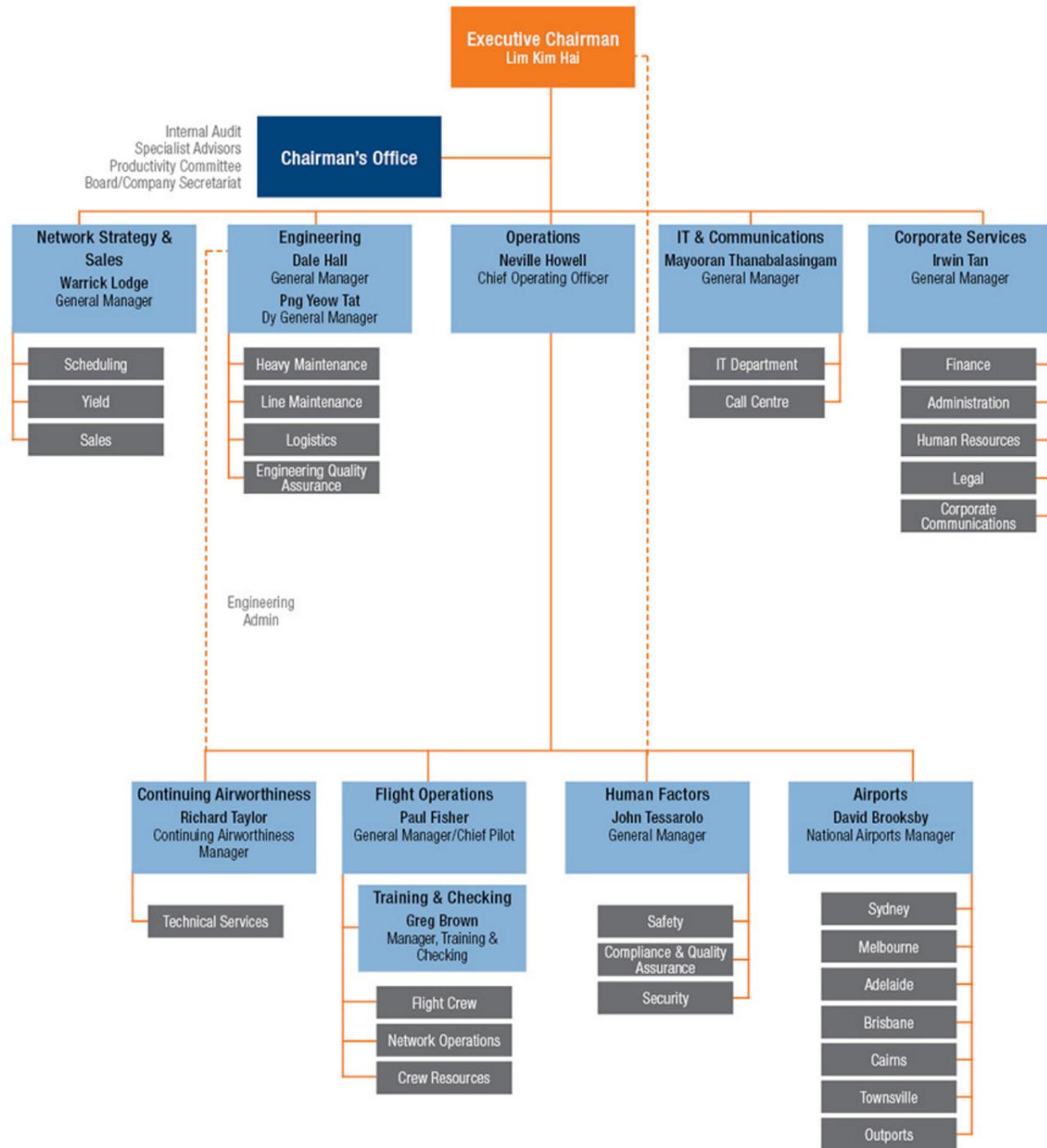
Mr. Benjamin Ng, having completed his Bachelor of Science followed by an MBA in the UK, started his career with the German multi-national chemical company, Henkel in Malaysia. In his eight years with Henkel/Cognis, he held various positions ranging from sales, marketing, business analysis and cost controlling. In 2001, he was posted to headquarters in Germany for just over a year where he was cost controller for the Asia Pacific Region. Upon his return to Malaysia, he headed up the controlling department of Cognis for three years. Benjamin joined Rex in April 2006 and was appointed Company Secretary on 10 October 2007.

## 10 PRINCIPAL ACTIVITIES

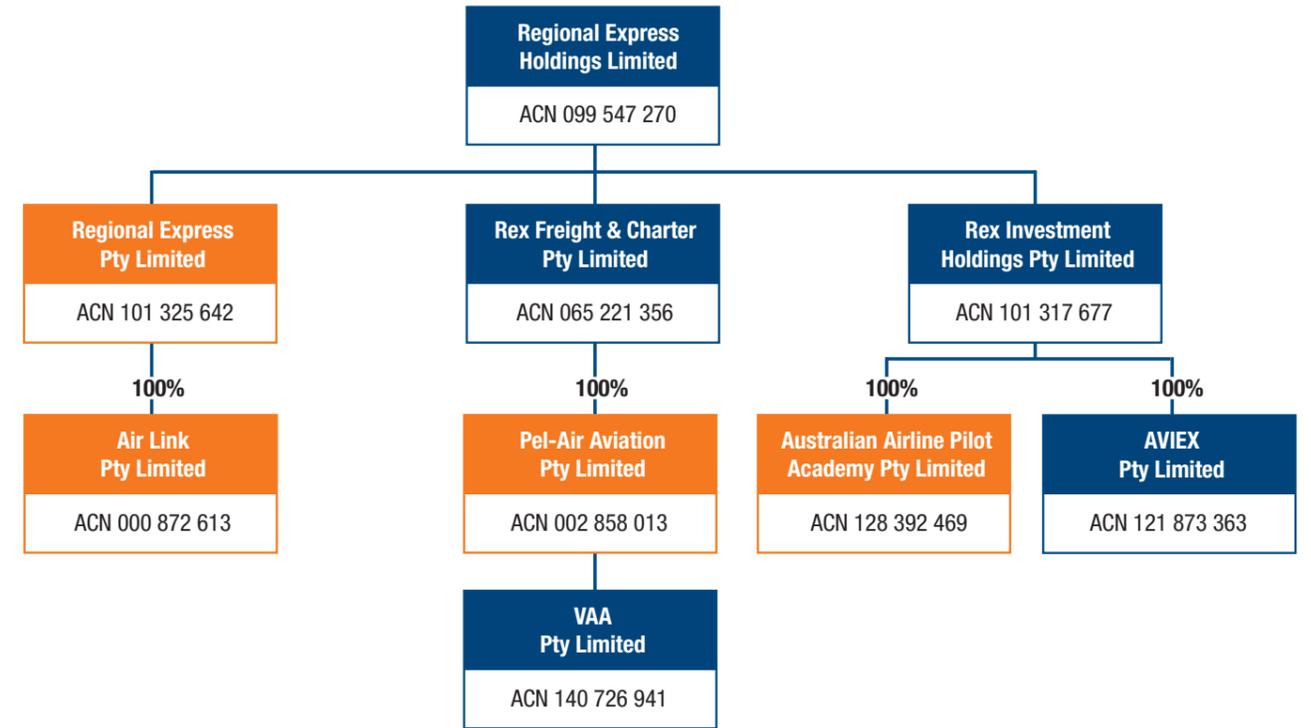
The Group's principal activity during the financial year was the provision of air services principally for the transportation of passengers and freight.

# 11 ORGANISATION & GROUP STRUCTURES

## REGIONAL EXPRESS AIRLINE ORGANISATION STRUCTURE



## REGIONAL EXPRESS GROUP HOLDINGS STRUCTURE



  Holds an Air Operator's Certificate (AOC)

SUMMARY

At the opening of financial year 2015 the Rex Regular Public Transport (RPT) network serviced 36 airports throughout South Australia, Victoria, Tasmania, New South Wales and Queensland. At the close of financial year 2015 the number of airports serviced by Rex increased by 47% to 53 airports, with essential regional air services operating from Adelaide, Melbourne, Sydney, Brisbane, Townsville and Cairns to 47 metropolitan and regional centres.

The sharp increase in routes was due to the start of operations on 1 January 2015 of all five Queensland State Government regulated routes which Rex had bid for in an open competitive tender which closed on 27 June 2014. The regulated routes are contracted to Rex for five years from 2015 to 2020 with a two-year extension option.

Capitalising on its significant presence and economies of scale in Northern Queensland, Rex announced its intention to provide reliable and affordable air services to the Cape and the Torres Straits. It started the first such service to the Northern Peninsula Area (Bamaga) on 30 March 2015 with a daily weekday return service.

In early December 2014 the Civil Aviation Safety Authority (CASA) issued to Rex an Area Air Operator's Certificate (AAOC). The Rex AAOC covers all of Australia and provides Rex with the flexibility to expand its vast Regular Passenger Transport (RPT) regional network without the need for CASA to approve each new port. This was a very important milestone for Rex and is a reflection of the confidence that CASA places in Rex's safety management systems. Rex is the only independent regional airline in Australia that has been awarded an AAOC.

Rex continued to work in collaboration with many regional airports and local councils. During financial year 2015 partnership agreements were either renewed or entered into with the regional councils that own and operate the following regional airports: Armidale, Bamaga (NPA), Bathurst, Broken Hill, Ballina, Ceduna, Coober Pedy, Grafton, Lismore, Mildura, Narrandera, Newcastle, Parkes, Port Lincoln, Taree, Whyalla and Wagga Wagga.

There were no partnership agreements during the financial year with the following regional airports: Albury, Burnie, Dubbo, Griffith, Kangaroo Island, King Island, Merimbula, Moruya, Mount Gambier, Orange or any of the regional airports associated with the Queensland regulated routes.

In May 2015 Rex and Thomas Global Systems announced the successful first deliveries of the new avionic plug-and-play LCD cockpit display units for Rex's Saab 340 fleet which were developed jointly by the two companies. Rex is the first regional operator in the world to reap the benefits of the LCD cockpit avionics display retrofit solution.



Thomas Global Systems Director Customer Service Gerald Timmermans (L) presenting the LCD avionic display unit to Rex Continuing Airworthiness Manager Richard Taylor (R)

The Rex pilot cadet programme (AAPA) continues to supply budding First Officers (FO) to meet demand within the Rex Group. This financial year saw an additional 18 cadets transition to the rank of FO which now takes the number of cadets on-line in the Group to 112. This represents approximately 90% of the FO workforce as at 30 June 2015. Since the inception of the Rex pilot cadet programme, a total of 141 cadets have graduated from AAPA to become FOs and some now hold the rank of Captain.

The Pilot In Command Under Supervision (PICUS) Programme has gained further momentum and continues to mature, meeting the demands of the Group's current and future Command requirements. The PICUS programme saw 13 Captains checked to line in this reporting period and we are projecting a further 14 Captains in the financial year 2016. Since its inception, we have seen a total of 28 Captains produced as a result of the PICUS programme which is testament to the success of the programme and commitment Rex has in actively controlling its future Captain requirements.

The Saab 340 Full Flight Simulator (FFS) located at AAPA completed its first year of service. The FFS performed beyond our expectations and proved to be reliable in meeting our operational demands. The FFS has now absorbed up to 50% of our pilot training requirements and provided greater operational efficiencies for initial and recurrent training. CASA renewed the Flight Simulator Qualification Certificate until April 2016.



Rex's Saab 340 Full Flight Simulator (FFS) installed at the Group's Australian Airline Pilot Academy in Wagga Wagga NSW

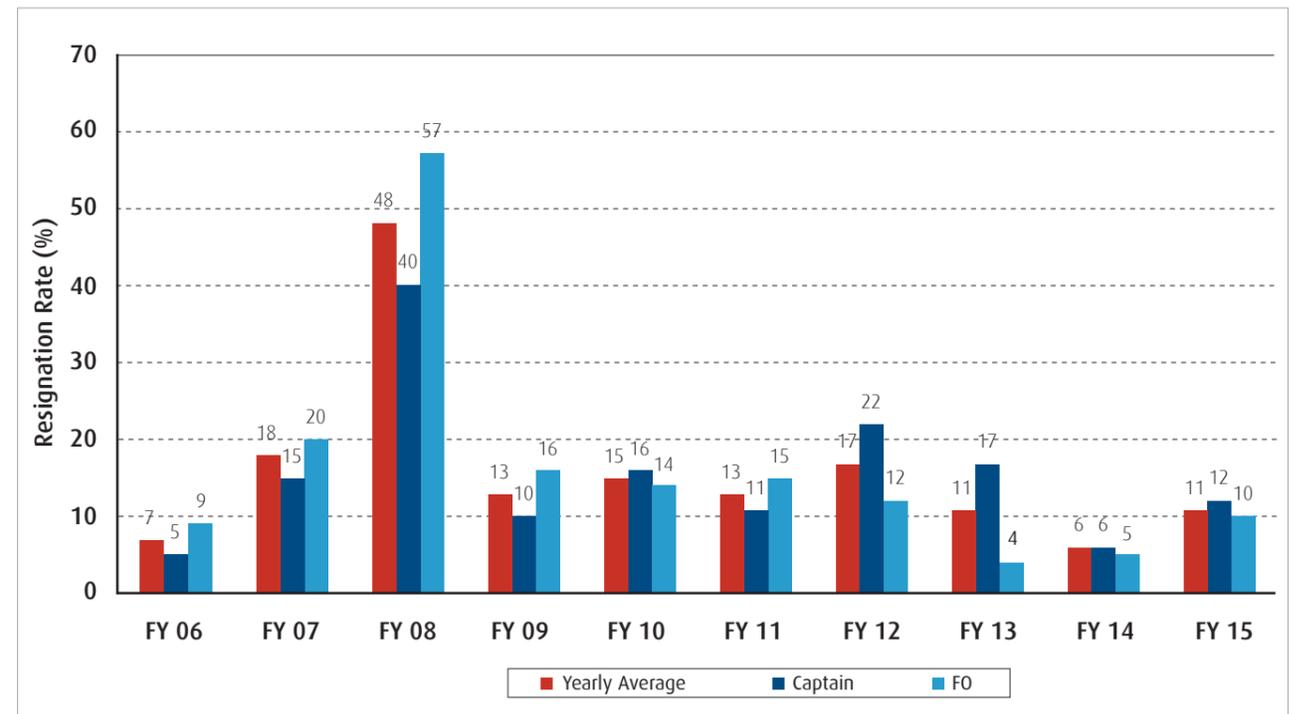
MATERIAL RISK AND RISK MANAGEMENT

The Company recognises that it has a responsibility to conduct its activities in an environmentally and socially responsible manner. The Group's Environmental Management Program available on the Rex website details the Environmental Management Program (EMP), incorporating the group's environmental policy, targets, prevention of pollution, management strategies to mitigate the risk of environmental impact and continuous environmental improvement (ASX Recommendation 7.4).

Like all Australian airlines, the Company is subject to economic risks. The Company identifies the following risks that could adversely affect the entity's prospects for future financial years (ASX Recommendation 7.1):

- Fuel price increases – The Company has mitigated against this risk by hedging its total fuel requirement. In June 2015 the Rex Group took advantage of the recent fall in Brent Crude price and hedged its total fuel requirement for financial year 2016. The fuel hedge is expected to deliver fuel cost savings of approximately \$4.5M compared to financial year 2015's fuel bill which already had a \$1.85M fuel hedge saving over the financial year 2014 cost.
- Foreign exchange rates – The Group's financial risk is essentially in US dollars (USD) exposure and hence its main objective is to minimise the impact of USD fluctuation on its operations. With significant purchases in spares in prior years, the Group's exposure to USD expenditure is not very significant.

The Company is also aware of the potential risk of the loss of pilots. In financial year 2008 the aviation world was hit with a world wide pilot shortage that resulted in Rex's pilot ranks being decimated, losing 50% (annualised) of its pilots in the fiscal year ending June 2008. In response, the Company began its own pilot cadet training programme which has been operating successfully for eight years from its pilot training academy AAPA in Wagga Wagga NSW. The success of the cadet pilot programme is clearly demonstrated in the exceptionally low attrition rates over the past three financial years.



Pilot attrition rate for the past 10 years

## ROUTE NETWORK DEVELOPMENTS

From late October 2014 Rex significantly reduced capacity on several of its NSW marginal routes in what was a very wide ranging network review. The necessary review was due to reducing demand on several routes on the NSW network that required capacity to be rationalised.

The arrangements affected Taree, Grafton, Lismore and Newcastle with capacity reduced to better match demand. To further improve operating efficiencies the Grafton and Lismore services to Sydney were linked, as were the Newcastle and Taree services to Sydney.

The late October 2014 network changes also saw Rex keep its promises to the Broken Hill community with whom it entered into a partnership agreement at the opening of financial year 2015. This involved Rex providing the community with a direct early morning flight from Broken Hill to Sydney and a direct evening return from Sydney to Broken Hill to facilitate same day return travel from Broken Hill. This was an addition to two existing services between Broken Hill and Sydney via either Dubbo or Mildura.



Rex's Queensland routes

Rex previously held the regulated route contracts for the Northern 1 and 2 Routes meaning that from 1 January 2015 Rex commenced operations to 16 new Queensland airports. In addition, Rex commenced limited weekend RPT services between Cairns and Townsville in order to connect the two bases for both operational and commercial benefits.



Rex received a warm welcome at Bamaga (NPA) airport for the launch of services to Cairns on 30 March 2015

With effect from 25 May 2015 Rex commenced a direct RPT service between Cairns and Mount Isa with four return services each week. This followed significant lobbying from businesses and individual travellers wanting direct flights between Cairns and Mount Isa, a service that was lost since the collapse of Skytrans.

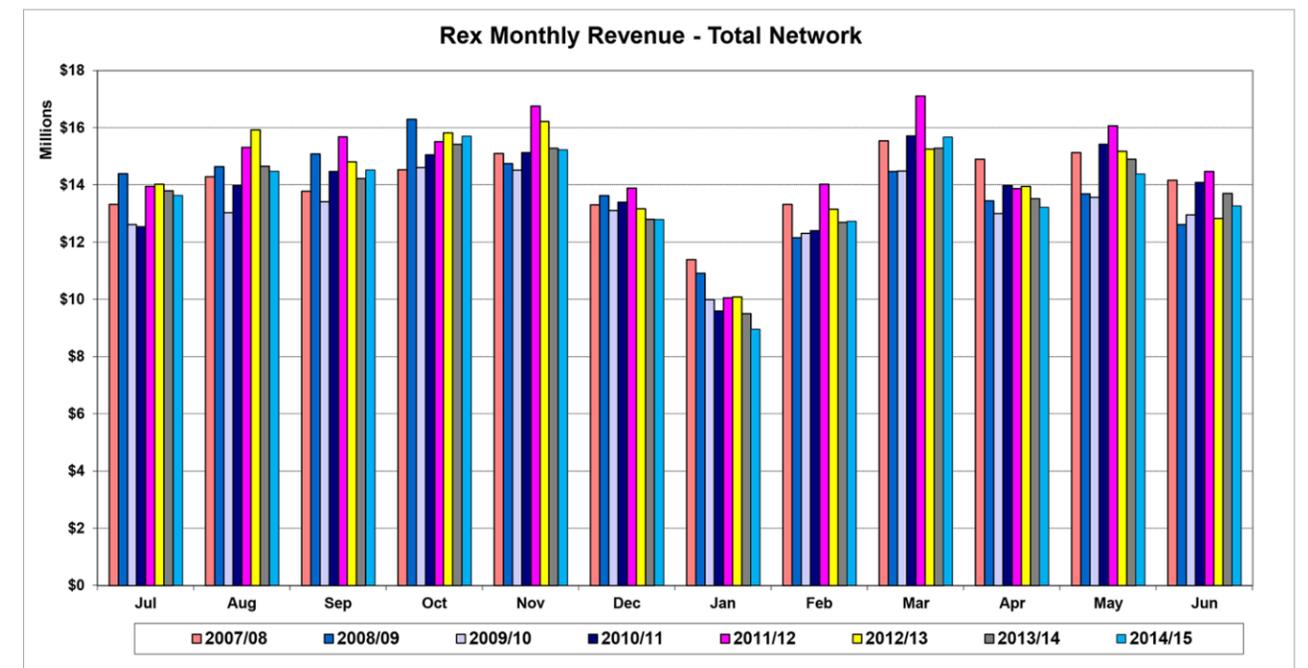
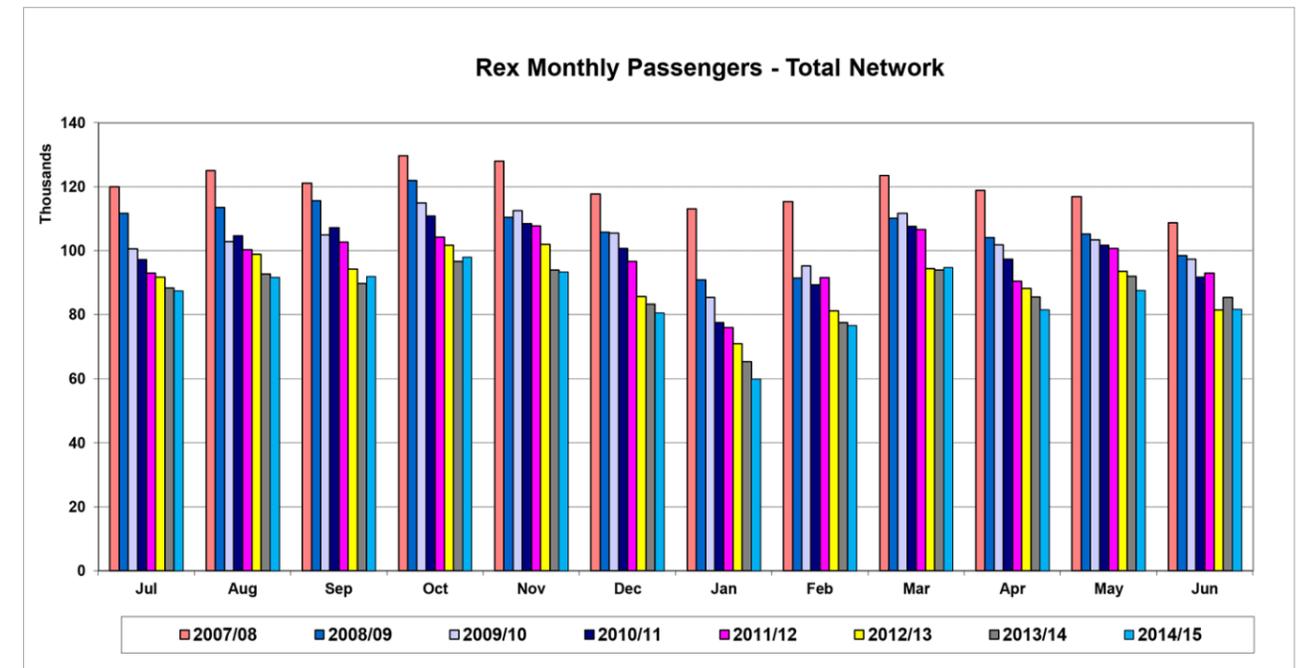
With effect from 1 January 2015, Rex commenced operations on the five Queensland regulated routes. The five routes are:

- **Northern 1 Route** from Townsville to Winton to Longreach and return;
- **Northern 2 Route** from Townsville to Hughenden to Richmond to Julia Creek to Mount Isa and return;
- **Gulf Route** from Cairns to Normanton to Mornington Island (Gununa) to Burketown to Doomadgee to Mount Isa and return;
- **Western 1 Route** from Brisbane to Brisbane West Wellcamp (Toowoomba) to St George to Cunnamulla to Thargomindah and return; and
- **Western 2 Route** from Brisbane to Brisbane West Wellcamp (Toowoomba) to Charleville to Quilpie to Windorah to Birdsville to Bedourie to Boulia to Mount Isa and return.

In February 2015 Rex and the Northern Peninsula Area Regional Council (NPARC) announced that they had developed a beneficial working arrangement that resulted in Rex commencing a new RPT air service between NPA airport (Bamaga) and Cairns with effect from 30 March 2015 comprising of five return flights each week.

Rex had previously announced that it was prepared to fill the void left by the collapse of Skytrans at the beginning of January 2015 and invited interested Cape York community to express their interest. The decision to commence services between NPA airport and Cairns was a direct result of NPARC's willingness to forge a mutually beneficial working relationship with Rex to ensure the sustainability of a safe, reliable and reasonably priced air service for the NPA region.

The graphs below set out the evolution in monthly passenger carriage and monthly passenger revenue over the last eight financial years.



## FLEET CHANGES

During the reporting period, Rex took delivery of one Saab 340B aircraft to help with the company's expansion in Queensland. The aircraft used to belong to Vincent Aviation before it went into administration. The acquisition brought the total number of Saab 340 aircraft in the Rex Group to 52, with 40 of them fully paid for in cash and the rest with a two-year remaining mortgage.

## ENTERPRISE AGREEMENTS (EA)

Rex EA and the Airline Services Collective Agreement expired on 30 June 2014. Negotiations commenced early in the second half of the financial year. The Flight Attendant's Enterprise Agreement was voted in late 2014 with the three remaining agreements still under negotiation in the period under review.

## OPERATIONAL AND SERVICE STANDARDS

In financial year 2015 Rex continued to deliver industry leading on-time performance and service reliability. As reported by the Bureau of Infrastructure, Transport and Regional Economics (BITRE), Rex recorded 88.22% on-time departure performance which ranked Rex as the top performing regional airline and the second best performing Australian airline. For the calendar year 2014, Rex was ranked as the best performing Australian airline by BITRE.

In addition, Rex completed financial year 2015 with an exceptionally low cancellation rate of 0.28%, the lowest cancellation rate of all Australian airlines, with its main competitor QantasLink, having a cancellation rate of 700% higher.

Airline	On-Time Departure		Cancellation Rate (%)	
	FY 2015	FY 2014	FY 2015	FY 2014
 Rex Regional Express	2nd	1st	0.3%	0.5%
QantasLink	5th	5th	2.1%	2.5%
Virgin Australia Regional	4th	3rd	1.4%	1.3%
Qantas	1st	2nd	1.2%	1.3%
Virgin Australia	3rd	4th	1.8%	1.5%
Jetstar	6th	6th	1.4%	1.9%
Tigerair	7th	7th	0.9%	2.2%



Rex Chief Operating Officer Neville Howell with the 'Best Australian Regional Airline' award at the 2014 Australian Traveller People's Choice Awards.  
Photo courtesy of Australian Traveller

AUSTRALIAN  
**TRAVELLER** 2014  
PEOPLE'S CHOICE AWARDS 2013  
BEST REGIONAL AIRLINE 2011

Financial year 2015 saw Rex yet again receiving recognition by its customers as a leading airline.

In December 2014 Rex was voted in the *Australian Traveller* People's Choice Awards as the 'Best Australian Regional Airline' for the third time ahead of four other finalists. Rex won the same category in 2011 and 2013 and was a finalist in 2012.

The *Australian Traveller* website posted: "Traditionally, our two regional mainstays, QantasLink and Rex fight it out for this title, but this year Rex has a clean victory by a huge 44 per cent."

## COMMUNITY INVOLVEMENT

Throughout financial year 2015 Rex contributed over \$300,000 in sponsorships to worthy charitable and community projects across our network.

Rex is proud to be able to directly give back to the local communities we service through corporate partnerships, flight sponsorship, and very importantly, by providing fare assistance to residents in our regional ports for travel to capital cities for medical attention.

Just some of the causes and events supported by Rex during financial year 2015 are:

- Parkes Elvis Festival
- Eden Whale Festival
- Royal Institute for Deaf and Blind Children
- Birdsville Big Red Bash
- King Island Show
- Julia Creek Dirt n Dust Festival
- NAIDOC Week
- Bush to Boarding program
- Heart of Australia
- Casino Beef Week



Winner of Rex flights Betty Dukes at the Friends Who Care fundraiser for the palliative care ward at Grafton Base Hospital.  
Photo courtesy of Friends Who Care



Jarlym Ned with his catch of the day at the 2015 Doomadgee Police Fishing Competition.  
Photo courtesy of Doomadgee Police

## 13 CHANGES IN STATE OF AFFAIRS

The Rex Group took advantage of the recent fall in Brent Crude price and hedged its total fuel requirement for financial year 2016. The fuel hedge is expected to deliver fuel cost savings of approximately \$4.5M compared to financial year 2015's fuel bill which already had a \$1.85M fuel hedge saving over the financial year 2014 cost.

## 14 SUBSEQUENT EVENTS

Rex had been heavily solicited by businesses and individuals to start a competitive air service on the Cairns to Townsville route since Virgin Australia's exit in January 2014. In response, Rex undertook a market sounding exercise to gauge business community support for Rex and the level of prevailing dissatisfaction with the incumbent monopoly. On 6 July 2015 Rex commenced three return flights each weekday from Cairns to Townsville, adding some 60,000 seats on the route with 34 weekly flights. Rex had begun a modest weekend service between the two destinations on 3 January 2015.

The Group, with strong support from Cobar Management Pty Ltd (CSA), commenced RPT services between Cobar and Dubbo using Air Link's Beechcraft 1900D aircraft with connections to Sydney after that on Rex's regular services. Services commenced on 31 August 2015.

The Company has been in negotiations on the Airline Services Collective Agreement since April 2014. Agreement with unions and employee representatives has now been reached and was issued to staff for a vote for the period 13 August 2015 until 30 August 2015.

## 15 FUTURE DEVELOPMENTS

Rex intends to grow services in the Cape York and Torres Strait area, capitalising on its significant presence and economies of scale it now has in Northern Queensland.

The Rex Group also sees great potential in its pilot academy given the worldwide demand for new pilots is estimated by Boeing to be in excess of 20,000 per year. The Rex Group has been in discussions with several airlines for pilot training collaboration.

The Rex Group intends to bid for the Western Australia (WA) Government regulated routes from Perth. If successful, Rex will operate for the first time in WA from March 2016.

## 16 ENVIRONMENTAL REGULATIONS

During financial year 2015 Rex continued to be an active participant in programs aimed at maximising energy efficiency and reducing greenhouse gas emissions in accordance with the National Greenhouse Energy Reporting Act 2007 (NGER).

Rex is due to submit its 6th NGER report to the Clean Energy Regulator in October 2015.

## 17 DIVIDENDS

In respect of financial year ended 30 June 2015, the Board recommends the deferral of the decision to pay dividends to November 2015, to be announced at the Company's Annual General Meeting, due to uncertain trading conditions.

## 18 INDEMNIFICATION OF OFFICERS AND AUDITORS

During the financial year, the Company paid a premium in respect of a contract insuring the directors of the Company (as named above), the company secretaries (as named above), and all executive officers of the Company and of any related body corporate against a liability incurred as such a director, secretary or executive officer to the extent permitted by the Corporations Act 2001. The contract of insurance prohibits disclosure of the nature of the liability and the amount of the premium.

The Company has not otherwise, during or since the financial year, except to the extent permitted by law, indemnified or agreed to indemnify an officer or auditor of the Company or of any related body corporate against a liability incurred as such an officer or auditor.

## 19 REMUNERATION REPORT

### REMUNERATION AND NOMINATION COMMITTEE

Rex's board of directors has established a Remuneration and Nomination Committee for the purpose of determining and reviewing compensation arrangements for the directors and the senior management executives of the Group. This committee has a process for performance evaluation of the board, its committees and key executives of Rex. The committee's role is to assess the appropriateness of the nature and amount of remuneration of directors and senior management executives on a periodic basis.

### REMUNERATION POLICY

Remuneration levels are set to enable Rex and its subsidiaries to attract and retain appropriately qualified and experienced directors and senior management executives, who will create sustainable value for shareholders and other stakeholders. They also fairly and responsibly reward directors and senior management, having regard to the performance of the Group, the performance of the individual and the external compensation environment.

### REMUNERATION STRUCTURE

In accordance with best practice corporate governance, a distinction has been drawn between the remuneration structure of Rex's non-executive directors and that of its senior management executives. This enables Rex to maintain the independence of non-executive directors and reward senior management executives for their performance of duties and their dedication.

Rex has set in place a remuneration model for all staff which calls for staff accepting a lower fixed annual salary increase in exchange for a profit share and a share plan.

- **Profit Share Incentive Plan**

The profit share incentive scheme, established nine years ago continues to award eligible employees a share of Rex's profit before tax (PBT) based on an agreed percentage (excluding contributions from subsidiaries and associates) for the financial year immediately preceding the award. The profit share is allocated on an equal share basis. Permanent part time employees receive an amount proportional to their employment hours. The Board continues to offer this to all non-Enterprise Agreement (EA) employees who are not the subject of an adverse recommendation by the Remuneration and Nomination Committee.

- **Share Gift Plan**

Rex established the share gift plan (effective from financial year 2006) for its executive directors and eligible employees. The plan is offered to EA groups that opt for the plan, and all non-EA employees who are not the subject of an adverse recommendation by the Remuneration and Nomination Committee. This plan is not based on any performance measures (other than eligibility for non-EA employees). The plan was established to show its recognition of employees' contribution to Rex by providing an opportunity to share in its future growth and profitability and to align the interests of the employees more closely with the interests of the shareholders. As such, the share gift plan entitles eligible employees to a fixed value of shares in exchange for a percentage of their base salaries. Therefore there are no vesting conditions attached to the share gift.

During the financial year, the Group bought back 2,033,269 fully paid ordinary shares for the share gift scheme.

### DIRECTOR AND SENIOR MANAGEMENT DETAILS

The following persons acted as directors of the Company during or since the end of the financial year:

Lim Kim Hai (Chairman)

The Hon. John Sharp (Deputy Chairman)

Lee Thian Soo

Neville Howell

Chris Hine

James Davis

Ronald Bartsch

Garry Filmer

The term 'senior management' is used in this remuneration report to refer to the following persons. Except as noted, the named persons held their current position for the whole of the financial year and since the end of the financial year:

Neville Howell (Chief Operating Officer)

Warrick Lodge (General Manager, Network Strategy & Sales)

Irwin Tan (General Manager, Corporate Services / Company Secretary)

Mayooran Thanabalasingham (General Manager, Information Technology and Communications)

Dale Hall (General Manager, Engineering)

Png Yeow Tat (Deputy General Manager, Engineering)

Paul Fisher (General Manager, Flight Operations & Chief Pilot)

## REMUNERATION OF DIRECTORS AND SENIOR MANAGEMENT

The directors and other nominated key management personnel received the following amounts as compensation for their services as directors and executives of the Company and/or the Group during the year:

Directors/Executives	FY	Short-term benefits			Post employment benefits	Long-term benefits	Share-based payments		Total	% Consisting of options
		Cash salary & fees	Cash profit sharing & other bonuses	Non-monetary	Pension & super-annuation	Long service leave	Options & rights	Share gift provision		
		\$	\$	\$	\$	\$	\$	\$	\$	%
<b>EXECUTIVE DIRECTORS</b>										
<b>LIM KIM HAI</b> <sup>(1)</sup>	2015	-	-	-	-	-	-	-	-	0%
Executive Chairman	2014	-	-	-	-	-	-	-	-	0%
<b>CHRIS HINE</b> <sup>(2)</sup>	2015	70,317	-	-	6,680	1,052	-	-	78,049	0%
Alternate Director to Garry Filmer	2014	88,325	83	-	8,178	173	-	3,561	100,320	0%
<b>NEVILLE HOWELL</b> <sup>(3)</sup>	2015	203,634	308	-	18,380	3,156	-	3,537	229,015	0%
Chief Operating Officer	2014	171,709	31,386	-	16,046	3,277	-	3,353	225,771	0%
<b>NON-EXECUTIVE DIRECTORS</b>										
<b>JOHN SHARP</b>	2015	90,000	-	-	8,550	-	-	-	98,550	0%
Deputy Chairman	2014	90,000	-	-	8,325	-	-	-	98,325	0%
<b>LEE THIAN SOO</b>	2015	30,000	-	-	-	-	-	-	30,000	0%
Non-Executive Director	2014	30,000	-	-	-	-	-	-	30,000	0%
<b>RONALD BARTSCH</b>	2015	35,000	-	-	3,325	-	-	-	38,325	0%
Non-Executive Director	2014	35,000	-	-	3,237	-	-	-	38,237	0%
<b>JAMES DAVIS</b>	2015	31,308	-	-	2,974	-	-	-	34,282	0%
Non-Executive Director	2014	30,000	-	-	2,775	-	-	-	32,775	0%
<b>GARRY FILMER</b> <sup>(4)</sup>	2015	55,312	308	-	5,284	1,106	-	3,164	65,174	0%
Alternate Director to Chris Hine	2014	168,606	26,386	-	15,837	4,219	-	3,000	218,048	0%
<b>SENIOR MANAGEMENT EXECUTIVES</b>										
<b>WARRICK LODGE</b>	2015	161,914	308	-	15,411	2,692	-	3,242	183,567	0%
GM, Network Strategy & Sales	2014	157,373	26,386	-	15,078	2,677	-	3,074	204,588	0%
<b>IRWIN TAN</b>	2015	176,914	308	-	16,836	2,779	-	3,242	200,079	0%
GM, Corporate Services	2014	172,373	26,386	-	16,092	3,173	-	3,074	221,098	0%
<b>MAYOORAN THANABALASINGHAM</b>	2015	166,914	308	-	15,886	2,692	-	3,242	189,042	0%
GM, ITC	2014	162,373	26,386	-	15,416	3,159	-	3,074	210,408	0%
<b>DALE HALL</b>	2015	165,164	231	-	15,713	2,414	-	2,906	186,428	0%
GM, Engineering	2014	161,094	26,386	-	15,329	2,951	-	2,755	208,515	0%
<b>PAUL FISHER</b> <sup>(5)</sup>	2015	179,260	29,250	-	17,122	4,487	-	3,336	233,455	0%
GM, Flight Operations & Chief Pilot										
<b>PNG YEOW TAT</b>	2015	142,483	308	-	13,565	2,372	-	2,853	161,581	0%
Deputy GM, Engineering	2014	138,487	26,386	-	13,802	2,611	-	2,705	183,991	0%
<b>TOTAL</b>	2015	1,508,220	31,329	-	139,726	22,750	-	25,522	1,727,547	0%
	2014	1,405,340	189,785	-	130,115	22,240	-	24,596	1,772,076	0%

(1) Lim Kim Hai undertook to forfeit his Director's fee since November 2008 in response to the global economic crisis and continued to do so in this reporting period in the light of the continuing difficult environment.

(2) Chris Hine became a Non-Executive Director on 1 July 2014. He was appointed Executive Director and Group Flight Operations Advisor on 18 May 2015.

(3) Neville Howell was appointed Director & Chief Operating Officer on 1 July 2014.

(4) Garry Filmer stepped down from his position as Chief Operating Officer on 1 July 2014. He remains as an Alternate Director to Chris Hine.

(5) Paul Fisher was appointed General Manager, Flight Operations & Chief Pilot on 1 July 2014.

## VALUE OF OPTIONS ISSUED TO DIRECTORS AND EXECUTIVES

No options lapsed, were granted or were exercised during the financial year 2015.

## RELATIONSHIP BETWEEN THE REMUNERATION POLICY AND COMPANY PERFORMANCE

In addition to the profit share and share gift schemes that apply to all non-EA staff, a Key Manager bonus, fixed by the Remunerations and Nominations Committee, was given to selected members of executive management based on an assessment of the recipient's performance during the year. The bonus amount was reduced from previous years given the reduction in the company's profits.

## RELATIONSHIP BETWEEN THE REMUNERATION POLICY AND COMPANY PERFORMANCE

The tables below set out summary information about the Group's earnings and movements in shareholder wealth for the five years to June 2015:

	30 June 2015 \$'000	30 June 2014 \$'000	30 June 2013 \$'000	30 June 2012 \$'000	30 June 2011 \$'000
Revenue	256,217	253,336	258,311	273,145	238,488
Net profit before tax	9,296	10,662	19,177	35,077	24,095
Net profit after tax	6,672	7,725	14,018	25,497	17,593

	30 June 2015 \$'000	30 June 2014 \$'000	30 June 2013 \$'000	30 June 2012 \$'000	30 June 2011 \$'000
Share price at start of year	\$0.75	\$1.125	\$1.07	\$0.83	\$1.005
Share price at end of year	\$1.04	\$0.75	\$1.125	\$1.07	\$0.83
Interim dividend	-	-	-	-	-
Final dividend <sup>1,2</sup>	-	-	-	9.0cps	7.1cps
Basic earnings per share	6.2 cps	7.0 cps	12.8cps	23.1cps	15.8cps
Diluted earnings per share	6.2 cps	7.0 cps	12.8cps	23.1cps	15.8cps

<sup>1</sup> The final dividend is per share fully franked and after corporate tax of 30%.

<sup>2</sup> Declared after the balance date and reflected in the financial statements of the year of payment.

## KEY TERMS OF EMPLOYMENT CONTRACTS

Employment contracts between the senior management executives and the Group do not have a specified duration. A notice of four weeks must be given for senior management executives to terminate their contract. There are no extraordinary termination payments set out in the contracts of the senior management executives of the Group.

## 20 PROCEEDINGS ON BEHALF OF THE COMPANY

No proceedings have been brought on behalf of the Group, nor has any application been made in respect of the Group under s.237 of the Corporations Act 2001.

## 21 NON-AUDIT SERVICES

Details of amounts paid or payable to the auditor for non-audit services provided during the year by the auditor are outlined in Note 26 to the financial statements.

The directors are satisfied that the provision of non-audit services, during the year, by the auditor (or by another person or firm on the auditor's behalf) is compatible with the general standard of independence for auditors imposed by the Corporations Act 2001.

The directors are of the opinion that the services as disclosed in Note 26 to the financial statements do not compromise the external auditor's independence, based on advice received from the Audit Committee, for the following reasons:

- all non-audit services have been reviewed and approved to ensure that they do not impact the integrity and objectivity of the auditor, and
- none of the services undermine the general principles relating to auditor independence as set out in Code of Conduct APES 110 Code of Ethics for Professional Accountants issued by the Accounting Professional & Ethical Standards Board, including reviewing or auditing the auditor's own work, acting in a management or decision-making capacity for the company, acting as advocate for the company or jointly sharing economic risks and rewards.

## 22 ROUNDING OFF OF AMOUNTS

The Company is a company of the kind referred to in ASIC Class Order 98/100, dated 10 July 1998, and in accordance with that Class Order amounts in the Directors' Report and the Financial Statements are rounded off to the nearest thousand dollars, unless otherwise indicated.

Signed in accordance with a resolution of directors made pursuant to s.298 (2) of the Corporations Act 2001.

On behalf of the Directors



Neville Howell  
Chief Operating Officer  
Sydney, 28 August 2015

## AUDITOR'S INDEPENDENCE DECLARATION



Deloitte Touche Tohmatsu  
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The Board of Directors  
Regional Express Holdings Limited  
81 – 83 Baxter Road  
MASCOT NSW 2020

28 August 2015

Dear Board Members

### Regional Express Holdings Limited

In accordance with section 307C of the Corporations Act 2001, I am pleased to provide the following declaration of independence to the directors of Regional Express Holdings Limited.

As lead audit partner for the audit of the financial statements of Regional Express Holdings Limited for the financial year ended 30 June 2015, I declare that to the best of my knowledge and belief, there have been no contraventions of:

- (i) the auditor independence requirements of the Corporations Act 2001 in relation to the audit; and
- (ii) any applicable code of professional conduct in relation to the audit.

Yours sincerely



DELOITTE TOUCHE TOHMATSU



BJ Pollock  
Partner  
Chartered Accountants

Liability limited by a scheme approved under Professional Standards Legislation.  
Member of Deloitte Touche Tohmatsu Limited



# FINANCIAL STATEMENTS

<b>PART II Financial Statements</b>	<b>27 - 64</b>
Consolidated Statement of Profit or Loss and Other Comprehensive Income	28
Consolidated Statement of Financial Position	29
Consolidated Statement of Cash Flows	30
Consolidated Statement of Changes in Equity	31
Notes to the Financial Statements	32 - 63
Directors' Declaration	64

## CONSOLIDATED STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2015

	Note	2015 \$'000	2014 \$'000
Passenger revenue		204,261	202,316
Freight revenue		1,027	763
Charter revenue		34,750	36,072
Other passenger services and amenities		2,427	2,530
Other revenue	4	13,752	11,655
<b>Total revenue</b>		<b>256,217</b>	<b>253,336</b>
<b>Finance income</b>	4	<b>849</b>	<b>1,115</b>
<b>Other (loss) / income</b>	4	<b>(1,166)</b>	<b>339</b>
Flight and port operation costs (excluding fuel)		(42,198)	(45,914)
Fuel costs		(36,883)	(40,338)
Salaries and employee-related costs	4	(99,964)	(95,818)
Selling and marketing costs		(6,310)	(5,388)
Engineering and maintenance costs		(36,683)	(33,038)
Office and general administration costs	4	(6,520)	(6,983)
Finance costs	4	(2,171)	(1,703)
Depreciation and amortisation	4	(15,875)	(14,946)
<b>Total costs and expenses</b>		<b>(246,604)</b>	<b>(244,128)</b>
<b>Profit before income tax</b>		<b>9,296</b>	<b>10,662</b>
Income tax expense	5	(2,624)	(2,937)
<b>Profit after tax</b>		<b>6,672</b>	<b>7,725</b>
<b>Total comprehensive income</b>		<b>6,672</b>	<b>7,725</b>
<b>Profit attributable to:</b>			
Members of the parent		6,672	7,725
		<b>6,672</b>	<b>7,725</b>
<b>Earnings per share (cents per share)</b>			
Basic	16	6.2	7.0
Diluted	16	6.2	7.0

Notes to the financial statements are included on pages 32 to 63.

# CONSOLIDATED STATEMENT OF FINANCIAL POSITION

AS AT 30 JUNE 2015

	Note	2015 \$'000	2014 \$'000
<b>Current assets</b>			
Cash and bank balances	22	23,360	21,967
Trade and other receivables	6	11,742	17,286
Inventories	7	20,170	19,372
Current tax assets		96	-
<b>Total current assets</b>		<b>55,368</b>	<b>58,625</b>
<b>Non-current assets</b>			
Other receivables	6	7,966	7,937
Available for sale investments carried at fair value – shares		10	10
Property, plant and equipment	8		
Aircraft		125,987	134,079
Other property, plant and equipment		83,707	80,461
Goodwill and other intangible assets	9	7,893	8,113
<b>Total non-current assets</b>		<b>225,563</b>	<b>230,600</b>
<b>Total assets</b>		<b>280,931</b>	<b>289,225</b>
<b>Current liabilities</b>			
Trade and other payables	10	23,127	26,029
Unearned revenue	11	18,208	18,954
Borrowings	12	9,200	8,648
Current tax payable	5	-	237
Provisions	13	5,418	6,934
<b>Total current liabilities</b>		<b>55,953</b>	<b>60,802</b>
<b>Non-current liabilities</b>			
Borrowings	12	26,229	35,429
Provisions	13	1,115	2,615
Deferred tax liabilities	5	2,793	1,278
<b>Total non-current liabilities</b>		<b>30,137</b>	<b>39,322</b>
<b>Total liabilities</b>		<b>86,090</b>	<b>100,124</b>
<b>Net assets</b>		<b>194,841</b>	<b>189,101</b>
<b>Equity</b>			
Issued capital	14	72,024	72,024
Reserved shares	15	(2,273)	(1,182)
Retained earnings		122,552	115,880
Share-based payments reserve	15	948	789
Other reserves	15	1,590	1,590
<b>Total equity</b>		<b>194,841</b>	<b>189,101</b>

Notes to the financial statements are included on pages 32 to 63.

# CONSOLIDATED STATEMENT OF CASH FLOWS

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2015

	Note	2015 \$'000	2014 \$'000
Receipts from customers		287,363	275,422
Payments to suppliers, employees and others		(259,324)	(254,593)
Interest paid		(2,926)	(2,483)
Income tax paid		(1,442)	(3,201)
<b>Net cash flows from operating activities</b>	22 (B)	<b>23,671</b>	<b>15,145</b>
Interest received		849	1,115
Proceeds from disposal of property, plant and equipment		1,408	-
Payments for property, plant and equipment - aircraft and other		(13,912)	(34,093)
Payments for property, plant and equipment – software		(128)	(147)
<b>Net cash flows used in investing activities</b>		<b>(11,783)</b>	<b>(33,125)</b>
Shares purchased as reserve shares		(1,847)	(477)
Salary sacrifice - payment for shares		-	3
Repayment of borrowings – non-related parties		(8,648)	(3,734)
<b>Net cash flows used in financing activities</b>		<b>(10,495)</b>	<b>(4,208)</b>
<b>Net increase/(decrease) in cash held</b>		<b>1,393</b>	<b>(22,188)</b>
<b>Cash at the beginning of the financial year</b>		<b>21,967</b>	<b>44,155</b>
<b>Cash at the end of the financial year</b>	22 (A)	<b>23,360</b>	<b>21,967</b>

Notes to the financial statements are included on pages 32 to 63.

## CONSOLIDATED STATEMENT OF CHANGES IN EQUITY

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2015

	Attributable to equity holders of the Company					
	Issued capital \$'000	Reserved shares \$'000	Retained earnings \$'000	Share-based payments reserve \$'000	General reserve \$'000	Total equity \$'000
<b>At 1 July 2013</b>	<b>71,959</b>	<b>(1,439)</b>	<b>108,155</b>	<b>676</b>	<b>1,590</b>	<b>180,941</b>
Profit for the year	-	-	7,725	-	-	7,725
Other comprehensive income (net of tax)	-	-	-	-	-	-
Total comprehensive income for the year	-	-	7,725	-	-	7,725
Shares issued	65	-	-	-	-	65
Shares purchased as reserve shares	-	(477)	-	-	-	(477)
Share gift issued - gift	-	731	-	(632)	-	99
Share gift issued - salary sacrifice	-	3	-	-	-	3
Share gift plan provision	-	-	-	745	-	745
<b>At 30 June 2014</b>	<b>72,024</b>	<b>(1,182)</b>	<b>115,880</b>	<b>789</b>	<b>1,590</b>	<b>189,101</b>
<b>At 1 July 2014</b>	<b>72,024</b>	<b>(1,182)</b>	<b>115,880</b>	<b>789</b>	<b>1,590</b>	<b>189,101</b>
Profit for the year	-	-	6,672	-	-	6,672
Other comprehensive income (net of tax)	-	-	-	-	-	-
Total comprehensive income for the year	-	-	6,672	-	-	6,672
Shares purchased as reserve shares	-	(1,847)	-	-	-	(1,847)
Share gift issued - gift	-	756	-	(634)	-	122
Share gift plan provision	-	-	-	793	-	793
<b>At 30 June 2015</b>	<b>72,024</b>	<b>(2,273)</b>	<b>122,552</b>	<b>948</b>	<b>1,590</b>	<b>194,841</b>

Notes to the financial statements are included on pages 32 to 63.

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2015

Note	Content
1	General Information
2	Application of New and Revised Accounting Standards
3	Critical Accounting Judgements and Key Sources of Estimation Uncertainty
4	Revenues and Expenses
5	Income Tax
6	Trade and Other Receivables
7	Inventories
8	Property, Plant and Equipment
9	Goodwill and Other Intangible Assets
10	Trade and Other Payables
11	Unearned Revenue
12	Borrowings
13	Provisions
14	Issued Capital
15	Reserves and Other Reserves
16	Earnings Per Share
17	Dividends
18	Commitments for Expenditure
19	Contingent Liabilities and Contingent Assets
20	Subsidiaries
21	Acquisition of Businesses
22	Notes to the Consolidated Statement of Cash Flows
23	Financial Instruments
24	Key Management Personnel Compensation
25	Related Party Transactions
26	Remuneration of Auditors
27	Events After the Reporting Period
28	Segment Information
29	Parent Entity Disclosures
30	Significant Accounting Policies

## 01 GENERAL INFORMATION

Regional Express Holdings Limited (the Company) is listed on the Australian Securities Exchange (Trading under symbol 'REX'), incorporated and operating in Australia. The Company's registered office and its principal place of business is at 81 – 83 Baxter Road, Mascot, NSW 2020, Australia. Principal activities of the Group are the provision of air services principally for the transportation of passengers and freight.

## 02 APPLICATION OF NEW AND REVISED ACCOUNTING STANDARDS

At the date of authorisation of the financial statements, the Standards and Interpretations listed below were in issue but not yet effective. The potential impact of the new or revised Standards and Interpretations has not yet been determined.

### STANDARDS AND INTERPRETATIONS IN ISSUE NOT YET EFFECTIVE

	Effective for annual reporting periods beginning on or after	Expected to be initially applied in the financial year ending
AASB 9 'Financial Instruments', (amendment issued in 2010, 2013 and 2014)	1 January 2018	31 December 2018
AASB 15 'Revenue from Contracts with Customers' and AASB 2014-5 'Amendments to Australian Accounting Standards arising from AASB 15'	1 January 2017	31 December 2017
AASB 2014-9 'Amendments to Australian Accounting Standards – Equity Method in Separate Financial Statements'	1 January 2016	31 December 2016
AASB 2015-1 'Amendments to Australian Accounting Standards – Annual Improvements to Australian Accounting Standards 2012-2014 Cycle'	1 January 2016	31 December 2016
AASB 2015-2 'Amendments to Australian Accounting Standards – Disclosure Initiative: Amendments to AASB 101'	1 January 2016	31 December 2016
AASB 2015-3 'Amendments to Australian Accounting Standards arising from the Withdrawal of AASB 1031 Materiality'	1 July 2015	31 December 2016

In the current year, the Group has applied all amendments to AASBs and new Interpretation issued by the Australian Accounting Standards Board (AASB) that are mandatorily effective for an accounting period that begins on or after 1 July 2014, and therefore relevant for the current year end.

## 03 CRITICAL ACCOUNTING JUDGEMENTS AND KEY SOURCES OF ESTIMATION UNCERTAINTY

In the application of the Group's accounting policies, which are described in Note 30, the directors are required to make judgments, estimates and assumptions about the carrying amounts of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised if the revision affects only that period, or in the period of the revision and future periods if the revision affects both current and future periods.

### CRITICAL JUDGEMENTS IN APPLYING THE ENTITY'S ACCOUNTING POLICIES

The following are the critical judgements (apart from those involving estimations, which are dealt with below), that management has made in the process of applying the Group's accounting policies and that have the most significant effect on the amounts recognised in the financial statements:

#### EMPLOYEE ENTITLEMENTS

Management judgement is applied in determining the following key assumptions used in the calculation of long service leave at balance date:

- future increases in wages and salaries;
- future on-cost rates; and
- experience of employee departures and period of service

### KEY SOURCES OF ESTIMATION UNCERTAINTY

The following are the key assumptions concerning the future, and other key sources of estimation uncertainty at the balance date, that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year:

#### IMPAIRMENT OF GOODWILL

Determining whether goodwill is impaired requires an estimation of the value in use of the cash-generating units to which goodwill has been allocated. The value in use calculation requires the entity to estimate the future cash flows expected to arise from the cash-generating unit and a suitable discount rate in order to calculate present value.

The carrying amount of goodwill at the balance date was \$7,133 thousand (2014: \$7,133 thousand) with no impairment loss recognised during the current financial year.

#### FAIR VALUE OF DERIVATIVES AND OTHER FINANCIAL INSTRUMENTS

As described in Note 23, management uses their judgment in selecting an appropriate valuation technique for financial instruments not quoted in an active market. Valuation techniques commonly used by market practitioners are applied. For derivative financial instruments, assumptions are made based on quoted market rates adjusted for specific features of the instrument.

#### USEFUL LIVES OF PROPERTY, PLANT AND EQUIPMENT

As described in Note 30 (S), the Group reviews the estimated useful lives of property, plant and equipment at the end of each reporting period. During the current year, it is determined that the useful lives of property, plant and equipment correctly reflected the rate at which the assets are consumed.

## 04 REVENUES AND EXPENSES

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2015

	2015 \$'000	2014 \$'000
<b>Other revenue</b>		
Grant - Department of Transport	6,082	3,017
Training income	2,347	3,300
Engineering services	123	168
Insurance claim	144	82
Other income	5,056	5,088
	<b>13,752</b>	<b>11,655</b>
<b>Finance income</b>		
Interest	849	1,115
	<b>849</b>	<b>1,115</b>
<b>Other (loss) / income</b>		
Net foreign currency gain/(loss)	(1,116)	358
Loss on disposal of property, plant and equipment	(50)	(19)
	<b>(1,166)</b>	<b>339</b>
<b>Salaries and employee-related costs</b>		
Wages and salaries (including bonus – profit share scheme)	(91,205)	(87,663)
Workers' compensation costs	(968)	(1,023)
Superannuation costs - defined contribution plan	(6,998)	(6,387)
Expense of share-based payments	(793)	(745)
	<b>(99,964)</b>	<b>(95,818)</b>
<b>Office and general administrative costs</b>		
Bad debts (written-off)/recovered	(108)	13
	<b>(108)</b>	<b>13</b>
<b>Finance costs</b>		
Interest on bank borrowings and finance leases	(2,926)	(2,483)
less: amounts amortised over future contract periods	755	780
Interest expense	<b>(2,171)</b>	<b>(1,703)</b>
The weighted average interest rate on borrowings is 9.1% per annum, and 5.1% per annum for finance leases.		
<b>Depreciation and amortisation</b>		
Depreciation and amortisation of property, plant and equipment	(15,527)	(14,659)
Amortisation of development costs and software	(348)	(287)
	<b>(15,875)</b>	<b>(14,946)</b>
<b>Impairment</b>		
Impairment expense	-	(57)
	-	<b>(57)</b>
<b>Lease payments included in consolidated statement of profit or loss</b>		
Included in flight and port operation costs		
Minimum lease payments – operating lease	-	(4,410)
	-	<b>(4,410)</b>

## 05 INCOME TAX

INCOME TAX RECOGNISED IN PROFIT OR LOSS

	2015 \$'000	2014 \$'000
Income tax expense comprises:		
Current tax expense	1,109	2,448
Deferred tax expense relating to the origination and reversal of temporary differences	1,515	489
Total income tax expense	<b>2,624</b>	<b>2,937</b>
The prima facie income tax expense on pre-tax accounting profit from operations reconciles to the income tax expense in the financial statements as follows:		
Profit before tax from operations	9,296	10,662
Income tax expense calculated at 30%	2,789	3,199
Tax on non deductible expense/(non assessable income)	(13)	14
Previously unrecognised and unused tax losses and tax offsets now recognised as deferred tax assets	(152)	(276)
	<b>2,624</b>	<b>2,937</b>
The applicable effective tax rates are as follows:	28.2%	27.5%

The tax rate used in the above reconciliation is the corporate tax rate of 30% payable by Australian corporate entities on taxable profits under Australian tax law. There has been no change in the corporate tax rate when compared with the previous reporting period.

The following current and deferred tax amounts have been recognised in the statement of financial position.

	2015 \$'000	2014 \$'000
<b>Current tax assets and liabilities</b>		
<b>Current tax payable</b>		
Income tax attributable:		
Parent entity	-	237
	-	<b>237</b>
<b>Deferred tax balances</b>		
Deferred tax assets comprise:		
Temporary differences	4,611	5,157
	<b>4,611</b>	<b>5,157</b>
Deferred tax liabilities comprise:		
Temporary differences	(7,404)	(6,435)
	<b>(7,404)</b>	<b>(6,435)</b>
<b>Net deferred tax liabilities</b>	<b>(2,793)</b>	<b>(1,278)</b>

Taxable and deductible temporary differences arise from the following:

	Opening balance \$'000	Charged to income \$'000	Charged to equity \$'000	Acquisitions / disposals \$'000	Exchange differences \$'000	Changes in tax rate \$'000	Closing balance \$'000
<b>At 30 June 2015</b>							
<b>Gross deferred tax liabilities</b>							
Inventories	(4,339)	(1,087)	-	-	-	-	(5,426)
Other items	(2,096)	118	-	-	-	-	(1,978)
	<b>(6,435)</b>	<b>(969)</b>	-	-	-	-	<b>(7,404)</b>
<b>Gross deferred tax assets</b>							
Employee-related provisions	2,482	89	-	-	-	-	2,571
Provision for doubtful debts	9	-	-	-	-	-	9
Other items	2,666	(635)	-	-	-	-	2,031
	<b>5,157</b>	<b>(546)</b>	-	-	-	-	<b>4,611</b>
<b>Net deferred tax</b>	<b>(1,278)</b>	<b>(1,515)</b>	-	-	-	-	<b>(2,793)</b>
<b>At 30 June 2014</b>							
<b>Gross deferred tax liabilities</b>							
Inventories	(3,969)	(370)	-	-	-	-	(4,339)
Other items	(2,263)	167	-	-	-	-	(2,096)
	<b>(6,232)</b>	<b>(203)</b>	-	-	-	-	<b>(6,435)</b>
<b>Gross deferred tax assets</b>							
Employee-related provisions	2,631	(149)	-	-	-	-	2,482
Provision for doubtful debts	3	6	-	-	-	-	9
Other items	2,809	(143)	-	-	-	-	2,666
	<b>5,443</b>	<b>(286)</b>	-	-	-	-	<b>5,157</b>
<b>Net deferred tax</b>	<b>(789)</b>	<b>(489)</b>	-	-	-	-	<b>(1,278)</b>

Deferred tax assets of \$291 thousand (2014: \$449 thousand) from tax losses have not been brought to accounts as assets.

## 06 TRADE AND OTHER RECEIVABLES

	2015 \$'000	2014 \$'000
<b>Current</b>		
Trade receivables	7,347	9,515
Provision for doubtful debts	(31)	(31)
	<b>7,316</b>	<b>9,484</b>
Sundry debtors and other debtors	2,789	1,521
Prepayments	1,597	6,125
Deposits and other assets	40	156
	<b>11,742</b>	<b>17,286</b>
<b>Non-current</b>		
Other receivables – at amortised cost	7,966	7,937
	<b>7,966</b>	<b>7,937</b>

Trade receivables are non-interest bearing and are generally on 30 day terms. A provision for doubtful debts is made when there is objective evidence that a trade receivable is impaired. The amount of the provision has been measured as the difference between the carrying amount of the trade receivables and the estimated future cash flows expected to be received from the relevant debtors. The Group has provided fully for all receivables deemed irrecoverable based on historical experience.

Before accepting new customers, the Group assesses the potential customer's credit quality and defines credit limits by customer. Limits attributed to customers are reviewed regularly.

Majority of the Group's revenue is derived from sales made through credit cards where counterparties are either banks or the credit card companies.

	2015 \$'000	2014 \$'000
<b>Ageing of past due but not impaired</b>		
60 - 90 days	4	13
90 - 120 days or more	82	388
<b>Total</b>	<b>86</b>	<b>401</b>
Average age (days)	283	312
<b>Movement in the provision for doubtful debts</b>		
Balance at the beginning of the year	(31)	(8)
Impairment losses on receivables	-	(23)
<b>Balance at the end of the year</b>	<b>(31)</b>	<b>(31)</b>
<b>Ageing of impaired trade receivables</b>		
60 - 90 days	-	-
90 - 120 days	-	-
120+ days	(31)	(31)
<b>Total</b>	<b>(31)</b>	<b>(31)</b>

## 07 INVENTORIES

	2015 \$'000	2014 \$'000
<b>Current</b>		
Consumable spares at cost	20,170	19,372

## 08 PROPERTY, PLANT AND EQUIPMENT

	Opening gross carrying amount \$'000	Additions \$'000	Disposals \$'000	Closing gross carrying amount \$'000
<b>At 30 June 2015</b>				
Aircraft	193,917	2,053	(26)	195,944
Other property, plant and equipment				
Rotable assets	56,348	9,570	(2,616)	63,302
Engines	8,527	698	(3,703)	5,522
Plant and equipment	12,804	943	(2,795)	10,952
Land and buildings	31,212	198	(1,499)	29,911
Leasehold improvements	1,274	53	-	1,327
Motor vehicles	2,350	86	-	2,436
Furniture and fittings	1,365	9	(302)	1,072
Computer equipment	2,164	302	(339)	2,127
Other property, plant and equipment	116,044	11,859	(11,254)	116,649
<b>Total property, plant and equipment</b>	<b>309,961</b>	<b>13,912</b>	<b>(11,280)</b>	<b>312,593</b>
<b>At 30 June 2014</b>				
Aircraft	144,427	49,490	-	193,917
Other property, plant and equipment				
Rotable assets	50,796	5,578	(26)	56,348
Engines	8,527	-	-	8,527
Plant and equipment	8,977	3,860	(33)	12,804
Land and buildings	29,822	1,390	-	31,212
Leasehold improvements	1,368	53	(147)	1,274
Motor vehicles	2,353	-	(3)	2,350
Furniture and fittings	1,335	38	(8)	1,365
Computer equipment	2,024	139	1	2,164
Other property, plant and equipment	105,202	11,058	(216)	116,044
<b>Total property, plant and equipment</b>	<b>249,629</b>	<b>60,548</b>	<b>(216)</b>	<b>309,961</b>

	Opening accumulated depreciation and impairment \$'000	Disposals \$'000	Depreciation charge for the year \$'000	Closing accumulated depreciation and impairment \$'000
<b>At 30 June 2015</b>				
Aircraft	(59,838)	-	(10,119)	(69,957)
Other property, plant and equipment				
Rotable assets	(16,149)	2,578	(2,401)	(15,972)
Engines	(3,746)	1,954	(582)	(2,374)
Plant and equipment	(6,830)	2,804	(1,059)	(5,085)
Land and buildings	(3,902)	88	(769)	(4,583)
Leasehold improvements	(1,063)	-	(91)	(1,154)
Motor vehicles	(1,040)	-	(183)	(1,223)
Furniture and fittings	(1,054)	286	(112)	(880)
Computer equipment	(1,799)	339	(211)	(1,671)
Other property, plant and equipment	(35,583)	8,049	(5,408)	(32,942)
<b>Total property, plant and equipment</b>	<b>(95,421)</b>	<b>8,049</b>	<b>(15,527)</b>	<b>(102,899)</b>
<b>At 30 June 2014</b>				
Aircraft	(51,018)	-	(8,820)	(59,838)
Other property, plant and equipment				
Rotable assets	(13,231)	7	(2,925)	(16,149)
Engines	(3,143)	-	(603)	(3,746)
Plant and equipment	(6,009)	33	(854)	(6,830)
Land and buildings	(3,153)	-	(749)	(3,902)
Leasehold improvements	(1,060)	147	(150)	(1,063)
Motor vehicles	(857)	3	(186)	(1,040)
Furniture and fittings	(928)	8	(134)	(1,054)
Computer equipment	(1,560)	(1)	(238)	(1,799)
Other property, plant and equipment	(29,941)	197	(5,839)	(35,583)
<b>Total property, plant and equipment</b>	<b>(80,959)</b>	<b>197</b>	<b>(14,659)</b>	<b>(95,421)</b>

	Opening net carrying amount \$'000	Closing net carrying amount \$'000
<b>At 30 June 2015</b>		
Aircraft	134,079	125,987
Other property, plant and equipment		
Rotable assets	40,199	47,330
Engines	4,781	3,148
Plant and equipment	5,974	5,867
Land and buildings	27,310	25,328
Leasehold improvements	211	173
Motor vehicles	1,310	1,213
Furniture and fittings	311	192
Computer equipment	365	456
Other property, plant and equipment	80,461	83,707
<b>Total property, plant and equipment</b>	<b>214,540</b>	<b>209,694</b>
<b>At 30 June 2014</b>		
Aircraft	93,409	134,079
Other property, plant and equipment		
Rotable assets	37,565	40,199
Engines	5,384	4,781
Plant and equipment	2,968	5,974
Land and buildings	26,669	27,310
Leasehold improvements	308	211
Motor vehicles	1,496	1,310
Furniture and fittings	407	311
Computer equipment	464	365
Other property, plant and equipment	75,261	80,461
<b>Total property, plant and equipment</b>	<b>168,670</b>	<b>214,540</b>

No impairment loss has been recognised over items of property plant and equipment for the year ended 30 June 2015 (2014: nil).

	Goodwill \$'000	Software and development costs \$'000
<b>At 30 June 2015</b>		
Cost	7,133	2,276
Accumulated amortisation	-	(1,516)
<b>Net carrying amount</b>	<b>7,133</b>	<b>760</b>
<b>Total goodwill and intangible assets</b>		<b>7,893</b>
<b>Reconciliation</b>		
At 1 July 2014, net of accumulated amortisation	7,133	980
Additions	-	128
Amortisation at 30 June 2015	-	(348)
<b>At 30 June 2015, net of accumulated amortisation</b>	<b>7,133</b>	<b>760</b>
<b>Total goodwill and intangible assets</b>		<b>7,893</b>
<b>At 30 June 2014</b>		
Cost	7,133	2,157
Accumulated amortisation	-	(1,177)
<b>Net carrying amount</b>	<b>7,133</b>	<b>980</b>
<b>Total goodwill and intangible assets</b>		<b>8,113</b>
<b>Reconciliation</b>		
At 1 July 2013, net of accumulated amortisation	7,190	1,121
Additions	-	146
Impairment	(57)	-
Amortisation at 30 June 2014	-	(287)
<b>At 30 June 2014, net of accumulated amortisation</b>	<b>7,133</b>	<b>980</b>
<b>Total goodwill and intangible assets</b>		<b>8,113</b>

#### IMPAIRMENT TESTING OF GOODWILL AND NON-CURRENT ASSETS

Identification of an asset's Cash Generating Unit (CGU) involves judgment on how management monitors the Group's operations and how decisions to acquire and dispose of the Group's assets and operations are made. During the current year, management reassessed its CGU and identified the following CGUs for the purposes of assessing the carrying value of the Group's assets:

- Regional Express Holdings Limited (REX)
- Pel-Air Aviation Pty Limited (Pel-Air)
- Air Link Pty Limited (Air Link)

Goodwill has been allocated for impairment testing purposes to the individual cash generating units as follows:

	2015 \$'000	2014 \$'000
Air Link	518	518
Pel-Air	6,615	6,615
	<b>7,133</b>	<b>7,133</b>

The recoverable amount of the Air Link CGU was fair value less cost to sell. Cost to sell has been estimated at 10% of the fair value of the aircraft. The fair value of Air Link has been determined based on sales price per industry database and independent valuations of similar aircraft.

The recoverable amount of the REX and Pel-Air CGUs has been determined based on value-in-use calculations.

## KEY ASSUMPTIONS

The value-in-use valuations of REX and Pel-Air use cash flow projections based on financial budgets approved by the Board covering a 5 year forecast period, and a terminal value based upon an extrapolation of cash flows beyond the 5 year period using a constant growth rate which does not exceed the long term inflation rate. The cash flows are based on management's expectations regarding the market, fleet plans, including the purchase of aircraft and operating costs. The discount rate applied reflects the weighted average cost of capital based on the risk-free rate for ten year Australia government bonds adjusted for a risk premium to reflect the risk of the specific CGU.

The following key assumptions were used in determining the value-in-use:

Key Assumptions	REX CGU	Pel-Air CGU
(i) Discount rate	12.0%	12.0%
(ii) Revenue growth	2.0%	1.5%
(iii) Fuel cost escalation	1.0%	1.0%
(iv) Operating cost escalation	2.0%	2.5%

- (i) Post-tax discount rate applied to the cash flow projections.
- (ii) Revenue growth based on historical experience and market conditions, fleet plans and competitor behaviour.
- (iii) The fuel cost escalation has been set with regard to the prevailing purchase price of fuel to the extent fuel costs cannot be recovered from customers.
- (iv) Operating cost escalation has been estimated with regard to CPI adjustment for domestic costs and prevailing spot rate for overseas purchases.

As a result of the impairment testing performed at the CGU level, the Group assessed that the recoverable amount was greater than carrying amount and no impairment loss on these CGU's has been recognised in the current year (2014: an impairment of \$57 thousand was recognised in respect of the goodwill allocated to the Air Link CGU).

## SENSITIVITY ANALYSIS

The Group has performed a sensitivity analysis by considering reasonable changes in key assumptions, including discount rate, revenue growth, operating cost escalation and fuel cost escalation.

The changes in the following table to assumptions used in the impairment review would, in isolation, lead to the following headroom/ (potential impairment) in the year ended 30 June 2015. In reality, a change in one assumption could be accompanied by a change in another assumption, which may increase or decrease the net impact of the recoverable amount of the CGU.

	Increase/ Decrease by	REX		Pel-Air	
		Increase \$'000	Decrease \$'000	Increase \$'000	Decrease \$'000
Post tax discount rate %	0.5%	(4,417)	10,131	(1,620)	4,698
Revenue %	0.5%	10,006	(4,297)	6,772	(3,913)
Operating cost %	0.5%	(25,001)	29,464	(2,615)	5,281
Fuel %	0.5%	(1,187)	6,085	1,294	1,456

## 10 TRADE AND OTHER PAYABLES

	2015 \$'000	2014 \$'000
<b>Current</b>		
Trade payables	13,785	13,146
Other payables	9,342	12,883
<b>Total</b>	<b>23,127</b>	<b>26,029</b>

Trade payables are non-interest bearing and are normally settled on 7 to 30-day terms. Other payables are non-interest bearing and have an average term of 7 to 30 days.

## 11 UNEARNED REVENUE

	2015 \$'000	2014 \$'000
<b>Current</b>		
Unearned passenger and charter revenue	17,718	18,753
Unearned training revenue	490	201
<b>Total</b>	<b>18,208</b>	<b>18,954</b>

## 12 BORROWINGS

	Effective interest rate %	2015 \$'000	2014 \$'000
<b>Current</b>			
Loan facility	9.1%	2,676	2,448
Finance leases	5.1%	6,524	6,200
		<b>9,200</b>	<b>8,648</b>
<b>Non-current</b>			
Loan facility	9.1%	17,740	20,416
Finance leases	5.1%	8,489	15,013
		<b>26,229</b>	<b>35,429</b>

The loan facility was used by a subsidiary, VAA Pty Ltd, to fund a number of aircraft assets. The loan is repayable over 10 years from July 2011 to June 2021.

The finance leases were for purchase of 12 Saab aircraft and are repayable over 40 months from April 2014 to July 2017. The aircraft has been part of the operational fleet and was acquired at their lease end in March 2014.

The liabilities are secured over the assets being funded, the carrying value of which exceeds the outstanding liabilities.

## 13 PROVISIONS

	2015 \$'000	2014 \$'000
<b>Current</b>		
<b>Employee benefits</b>		
Profit share, bonus, pilot share gift	2,786	2,821
Annual leave and long service leave	2,632	4,113
	<b>5,418</b>	<b>6,934</b>
<b>Non-current</b>		
<b>Employee benefits</b>		
Long service leave	1,115	2,615
<b>Total employee benefits provisions</b>	<b>6,533</b>	<b>9,549</b>
<b>Profit share, bonus, pilot share gift</b>		
Balance at the beginning of the year	2,821	3,112
Arising during the year	233	1,831
Utilised	(268)	(2,122)
<b>Balance at the end of the year</b>	<b>2,786</b>	<b>2,821</b>
<b>Annual leave and long service leave</b>		
Balance at the beginning of the year	6,728	6,950
Arising during the year	4,428	6,732
Utilised	(7,409)	(6,954)
<b>Balance at the end of the year</b>	<b>3,747</b>	<b>6,728</b>

## 14 ISSUED CAPITAL

	2015		2014	
	No. '000	\$'000	No. '000	\$'000
<b>Fully paid ordinary shares</b>				
Balance at 1 July	110,155	72,024	110,090	71,959
Shares issued	-	-	65	65
<b>Balance at 30 June</b>	<b>110,155</b>	<b>72,024</b>	<b>110,155</b>	<b>72,024</b>

Share units held as reserved shares by subsidiary company was 1,594,063 (2014: 550,796).

## 15 RESERVED SHARES AND SHARE-BASED PAYMENTS RESERVE

Reserved share account represents on market purchase of shares by the Group which is eventually granted to executives and employees as part of their remuneration.

The share-based payments reserve arises on the grant of shares to executives and employees under the employee share gift plan. Amounts are transferred out of the reserve and into issued capital when the shares are issued. Rex has established the share gift plan for its executive directors and eligible employees since FY2006.

The board decided that this plan will be offered to EA groups that opt for the plan, and all non-EA employees who are not the subject of an adverse recommendation by the Remuneration and Nomination Committee. This plan is not based on any performance measures as it was established to show its recognition of employees' contribution to Rex by providing an opportunity to share in its future growth and profitability and to align the interests of the employees more closely with the interests of the shareholders.

Eligible employees who accept an offer of shares under the share plan will be entitled to receive the equivalent of 2% of their base salary in shares each financial year. Such shares will be issued to eligible employees on the relevant award dates. Non eligible employees are given the opportunity to salary sacrifice amounts to acquire Rex shares, with allocation of shares equal to 2% of their base salary.

## 16 EARNINGS PER SHARE

	2015 Cents per share	2014 Cents per share
<b>Basic earnings per share</b>		
Basic earnings per share	6.2	7.0
<b>Diluted earnings per share</b>		
Diluted earnings per share	6.2	7.0

### BASIC EARNINGS PER SHARE

The earnings and weighted average number of ordinary shares used in the calculation of basic earnings per share (EPS) are as follows:

	2015 \$'000	2014 \$'000
Net profit	6,672	7,725
Earnings used in the calculation of basic EPS	6,672	7,725

	2015 No. '000	2014 No. '000
Weighted average number of ordinary shares for the purpose of basic EPS	108,457	109,946

### DILUTED EARNINGS PER SHARE

The earnings and weighted average number of ordinary shares used in the calculation of diluted earnings per share (EPS) are as follows:

	2015 \$'000	2014 \$'000
Net profit	6,672	7,725
Earnings used in the calculation of diluted EPS	6,672	7,725

	2015 No. '000	2014 No. '000
Weighted average number of ordinary shares for the purpose of diluted EPS	108,457	109,946

## 17 DIVIDENDS

In respect of financial year ended 30 June 2015, the Board recommends the deferral of the decision to pay dividends to November 2015, to be announced at the Company's Annual General Meeting, due to uncertain trading conditions.

Fully franked dividends paid in respect of the past financial years ended 30 June, were:

	2015 \$'000	2014 \$'000
Adjusted franking account balance	35,048	32,371
Franking credit / (debit) recognised that will arise from income tax payable/(recoverable) as at the end of financial year	(96)	237

## 18 COMMITMENTS FOR EXPENDITURE

### (A) CAPITAL EXPENDITURE COMMITMENTS

	2015 \$'000	2014 \$'000
<b>Property, plant and equipment</b>		
Later than one year and not later than five years	6,200	-
	<b>6,200</b>	<b>-</b>

The Group has undertaken to construct an office and catering facility next to the Group's head office on Baxter Road.

### (B) FINANCE LEASE LIABILITIES

The Group purchased some aircraft under finance leases. The lease term is 40 months from April 2014 to July 2017. The Group takes ownership of the aircraft at the end of the lease terms. The Group's obligations under the finance leases are secured by the lessors' title to the leased aircraft.

Interest rates are fixed at 5.1% per annum.

The fair value of the finance lease liabilities is approximately equal to their carrying amount.

	Minimum lease payments		Present value of minimum lease payments	
	2015 \$'000	2014 \$'000	2015 \$'000	2014 \$'000
Not later than one year	7,144	7,140	6,524	6,200
Later than one year and not later than five years	8,771	15,919	8,489	15,013
	15,915	23,059	15,013	21,213
Less future finance charges	(902)	(1,846)	-	-
Present value of minimum lease payments	<b>15,013</b>	<b>21,213</b>	<b>15,013</b>	<b>21,213</b>
Included in the consolidated financial statements as (Note 12)				
Current borrowings			6,524	6,200
Non-current borrowings			8,489	15,013
			<b>15,013</b>	<b>21,213</b>

## 19 CONTINGENT LIABILITIES AND CONTINGENT ASSETS

There are no contingent liabilities nor contingent assets as at 30 June 2015 (2014: nil).

## 20 SUBSIDIARIES

Name of entity	Country of incorporation	Ownership Interest	
		2015 %	2014 %
<b>Parent entity</b>			
Regional Express Holdings Limited	Australia		
<b>Subsidiaries</b>			
Regional Express Pty Limited	Australia	100	100
Rex Freight & Charter Pty Limited	Australia	100	100
Rex Investment Holdings Pty Limited	Australia	100	100
Air Link Pty Limited	Australia	100	100
Pel-Air Aviation Pty Limited	Australia	100	100
Australian Airline Pilot Academy Pty Limited	Australia	100	100
VAA Pty Ltd	Australia	100	100
AVIEX Pty Ltd (refer to Note 21)	Australia	100	-

Regional Express Holdings Limited is the head entity within the tax-consolidated group. These subsidiary companies are members of the tax-consolidated group.

## 21 ACQUISITION OF BUSINESS

The Group acquired AVIEX Pty Ltd ("AVIEX") on 30 June 2015. AVIEX is in the business of providing licensed aircraft maintenance and repair.

The purchase consideration was \$100 thousand whereas AVIEX's net assets amounted to \$114 thousand as at 30 June 2015. This resulted in a gain on purchase amounting to \$14 thousand, which is included in the consolidated statement of profit or loss and other comprehensive income.

As AVIEX was acquired on 30 June 2015, there is no post acquisition profit or revenue included in the consolidated statement of profit or loss and other comprehensive income. The Group's consolidated statement of financial position includes AVIEX's assets and liabilities as at 30 June 2015.

## 22 NOTES TO THE CONSOLIDATED STATEMENT OF CASH FLOWS

### (A) RECONCILIATION OF CASH AND CASH EQUIVALENTS

For the purposes of the statement of cash flows, cash and cash equivalents include cash on hand and in banks and investments in money market instruments, net of outstanding bank overdrafts. Cash and cash equivalents at the end of the financial year as shown in the statement of cash flows is reconciled to the related items in the statement of financial position as follows:

	2015 \$'000	2014 \$'000
Cash and bank balances	23,360	21,967

### (B) RECONCILIATION OF PROFIT FOR THE PERIOD TO NET CASH FLOWS FROM OPERATING ACTIVITIES

	2015 \$'000	2014 \$'000
Profit for the year	6,672	7,725
Depreciation and amortisation	15,875	14,946
Goodwill impairment	-	57
Loss on disposal of other financial assets	-	11
Share-based payment	793	745
Unrealised foreign exchange (gain)/loss	67	(49)
Loss on disposal of non-current assets	50	19
Movement in bad debt provision	-	23
Interest received and receivable	(849)	(1,115)
Decrease/(increase) in receivables	5,515	(3,335)
Increase in inventories	(798)	(6,153)
Increase in issued capital	-	65
Increase in deferred tax	1,515	489
Decrease in current tax	(333)	(753)
Increase/(decrease) in trade payables	(1,820)	2,793
Decrease in provisions	(3,016)	(513)
Increase in other liabilities	-	190
<b>Net cash flows from operating activities</b>	<b>23,671</b>	<b>15,145</b>

### (C) FINANCING FACILITIES

	2015		2014	
	Used \$'000	Limit \$'000	Used \$'000	Limit \$'000
Maximum facilities available and reviewed annually:				
Loan facility (fund aircraft purchases)	20,423	20,635	22,864	23,064
Leases (fund aircraft purchases)	15,081	19,733	21,213	22,712
Tape negotiations authority	200	2,900	-	2,900
Letter of credit	-	559	-	1,809
Set off	-	1,000	-	1,000
Guarantee	3,442	3,937	2,576	2,687
Credit card	45	620	362	620
	<b>39,191</b>	<b>49,384</b>	<b>47,015</b>	<b>54,792</b>

The facilities are secured by the Group's operating cash flows and properties located in Adelaide, New South Wales at Don Kendall Drive Forest Hill, and Robey Street Mascot.

## 23 FINANCIAL INSTRUMENTS

### (A) CAPITAL RISK MANAGEMENT

The Group manages its capital to ensure that the entities in the Group will be able to continue as a going concern while maximising the return to stakeholders.

The Group's overall strategy remains unchanged from 2014.

The capital structure of the Group consists of debt as disclosed in Note 12. Equity attributable to equity holders of the parent comprises issued capital, reserves as disclosed in Notes 14, 15 respectively, and retained earnings.

Operating cash flows are used to acquire assets required for the Group's operations, tax, dividends, share buy-backs and repayment of maturing debt. The Group's policy is to borrow centrally only if required.

### GEARING RATIO

The Group's Board reviews the capital structure on a semi-annual basis. As a part of this review the Board considers the cost of capital and the risks associated with each class of capital. The Board will balance its overall capital structure through the payment of dividends, new share issue and share buy-backs as well as the issue of new debt or the redemption of existing debt.

Following a successful tender, the Group was awarded the contract to provide fixed wing air ambulance aircraft to Ambulance Victoria. The Group took on a \$30 million loan facility to acquire and equip 4 King Air B200C aircraft to fulfill the requirements of the contract. The Group drew down \$26 million of the facility during the financial year 2010, and \$4 million during the financial year 2011. At the end of the financial year 2011, the loan was fully paid back and replaced by a \$29 million loan facility which is fixed-interest bearing and repayable over 10 years from July 2012 to June 2021.

During the financial year 2014, the Group finalised the purchase of 25 latest generation Saab 340Bplus aircraft. These aircraft were originally operating in the Rex fleet under a lease. The acquisition was partly funded by operating cash flows with the rest from bank finance leases repayable over 40 months from April 2014 to July 2017.

The net cash position at the end of the financial year was as follows:

	2015 \$'000	2014 \$'000
<b>Financial assets</b>		
Debt <sup>(a)</sup>	(35,429)	(44,077)
Cash and cash equivalents	23,360	21,967
Excess of cash and cash equivalents over debt / (net debt)	<b>(12,069)</b>	<b>(22,110)</b>
<b>Equity <sup>(a)</sup></b>	<b>194,841</b>	<b>189,101</b>
Excess cash / (Net debt) to equity ratio	<b>-6.2%</b>	<b>-11.7%</b>

<sup>(a)</sup> Debt is defined as long- and short-term borrowings, as detailed in Note 12.

<sup>(a)</sup> Equity includes all capital and reserves of the Group that are managed as capital.

### (B) CATEGORIES OF FINANCIAL INSTRUMENTS

	2015 \$'000	2014 \$'000
<b>Financial assets</b>		
Loans and receivables	18,111	19,098
Cash and bank balances	23,360	21,967
Available-for-sale financial assets	10	10
<b>Financial liabilities</b>		
Amortised cost	58,556	70,106

### (C) FINANCIAL RISK MANAGEMENT OBJECTIVES

The Group's financial risk is essentially in US dollars (USD) exposure and hence its main objective is to minimize the impact of USD fluctuation on its operations through spot purchases and/or hedges of the USD currency. The use of these financial instruments is governed by the Group's policy approved by the Board of Directors, which provides written principles on foreign exchange risk. Compliance with policies and exposure limits is reviewed by the Audit and Corporate Governance Committee and the Board on an ongoing basis. The Group does not enter into trade or financial instruments, including derivative financial instruments, for speculative purposes. The Treasury function, which co-ordinates the hedging of foreign currency risks, is managed by the Group's Corporate Services Department and reports regularly to the Board and Audit and Corporate Governance Committee.

## (D) FOREIGN CURRENCY RISK MANAGEMENT

The Group undertakes certain transactions denominated in USD, hence exposures to exchange rate fluctuations arise. Exchange rate exposures are managed using forward foreign exchange contracts.

The carrying amount of the Group's foreign currency denominated monetary assets and monetary liabilities at the end of the financial year is as follows:

Liabilities		Assets		
Used \$'000	Limit \$'000	Used \$'000	Limit \$'000	Limit \$'000
2,419	3,185	-	-	-

## FOREIGN CURRENCY SENSITIVITY ANALYSIS

The Group is mainly exposed to USD for the following main purchases, approximate amounts per annum are:

- USD 15 million for engineering purchases
- USD 13 million for engine care and maintenance
- USD 4 million for airline reservation systems usage
- USD 1 million for aircraft insurance policies

The Group is also exposed to fuel price risk which is nominally denominated in USD. The Group does not consider that this is a foreign currency risk as the final cost of fuel in AUD forms the basis for the determination of the fuel levy which is charged to the passenger when deemed necessary.

The following table details the Group's sensitivity to a 10% increase and 10% decrease in the Australian Dollar against the USD. The sensitivity analysis includes only outstanding foreign currency denominated monetary items and adjusts their translation at the period end for a 10% change in foreign currency rates. A positive number indicates an increase in profit or loss and other equity where the Australian Dollar strengthens against the respective currency. For a weakening of the Australian Dollar against the respective currency there would be an equal and opposite impact on the profit and other equity, and the balances below would be negative.

	2015 \$'000	2014 \$'000
Profit or loss	32	33

The Group's sensitivity to foreign currency has remained constant.

## FORWARD FOREIGN EXCHANGE CONTRACTS

The Group may enter into forward foreign exchange contracts to manage the risk associated with anticipated sales and purchase transactions up to twelve months and up to 100% of the exposure generated. Basis adjustments are made to the carrying amounts of non-financial hedged items when the anticipated sale or purchase transaction takes place.

## (E) INTEREST RATE RISK MANAGEMENT

The Group has very little exposure to interest rate risk as its borrowings detailed in Note 12 are at a fixed interest rate. As such the Group does not hedge its interest rate exposure. The Group's exposures to interest rates on financial assets and financial liabilities are detailed in the liquidity risk management section of this note.

## (F) CREDIT RISK MANAGEMENT

The Group has limited exposure to credit risk as the majority of its revenue is derived from sales made through credit cards where counterparties are either banks or the credit card companies. The disputes to the credit card charges amount to less than \$50,000 a year.

The Group does not have any significant credit risk exposure to any single counterparty or any group of counterparties having similar characteristics. The credit risk on liquid funds and derivative financial instruments is limited because the counterparties are banks with high credit-ratings assigned by international credit-rating agencies.

## (G) LIQUIDITY RISK MANAGEMENT

Ultimate responsibility for liquidity risk management rests with the Board of Directors, who has built an appropriate liquidity risk management framework for the management of the Group's short, medium and long-term funding and liquidity management requirements. The Group's operating activities generate positive annual cash flow. The Group tries to maintain a \$10 million cash balance by the end of each financial year. As and when required, the Group uses financing facilities as detailed in Note 22.

## LIQUIDITY AND INTEREST RISK TABLES

The following tables detail the Group's remaining contractual maturity for its non-derivative financial liabilities. The amounts disclosed are based on the contractual undiscounted principal and interest cash flows of financial liabilities based on the earliest date on which the Group can be required to pay. The table includes both interest and principal cash flows.

	1 month \$'000	1-3 months \$'000	3 months to a year \$'000	1-5 years \$'000	5+ years \$'000
<b>2015</b>					
Non-interest bearing	23,127	-	-	-	-
Interest bearing	964	1,929	8,679	26,501	4,431
	<b>24,091</b>	<b>1,929</b>	<b>8,679</b>	<b>26,501</b>	<b>4,431</b>
<b>2014</b>					
Non-interest bearing	26,029	-	-	-	-
Interest bearing	964	1,929	8,679	33,645	8,863
	<b>26,993</b>	<b>1,929</b>	<b>8,679</b>	<b>33,645</b>	<b>8,863</b>

The interest-bearing liabilities have a weighted average effective interest rate of 9.1% per annum for the 10-year bank loan (FY2012 to FY2021), and 5.1% per annum for the 40-month bank finance leases (FY2014 to FY2017).

The Group does not hold any other derivative financial instruments at year end.

## (H) FAIR VALUE OF FINANCIAL INSTRUMENTS

The Directors consider that the carrying amounts of the financial assets and financial liabilities recorded at the amortised cost in the financial statements approximate their fair values.

## 24 KEY MANAGEMENT PERSONNEL COMPENSATION

The aggregate compensation made to directors and other members of key management personnel of the Group is set out below:

	2015 \$	2014 \$
Short-term benefits	1,539,549	1,595,125
Post-employment benefits	139,726	130,115
Other long-term benefits	22,750	22,240
Share-based payment	25,522	24,596
	<b>1,727,547</b>	<b>1,772,076</b>

## 25 RELATED PARTY TRANSACTIONS

### (A) EQUITY INTERESTS IN SUBSIDIARIES

Details of interests in subsidiaries are disclosed in Note 20 to the consolidated financial statements.

### (B) TRANSACTIONS WITH KEY MANAGEMENT PERSONNEL

#### (I) KEY MANAGEMENT PERSONNEL COMPENSATION

Details of key management personnel compensation are disclosed in Note 24 to the consolidated financial statements.

#### (II) LOANS TO KEY MANAGEMENT PERSONNEL

There have been no loans made to key management personnel.

#### (III) OTHER TRANSACTIONS WITH RELATED PARTIES

During the financial year, the Group sold land and building to a director-related entity, Greatland Development Pty Limited, on commercial terms.

#### (IV) KEY MANAGEMENT PERSONNEL EQUITY HOLDINGS

The following table details the shareholdings (total of direct and indirect shareholdings) of directors and key management personnel in the Group:

	Balance at 1 July 2014	Additions / (Disposals) during the year	Balance at 30 June 2015
<b>Directors:</b>			
Lim Kim Hai	24,236,143	170,716	24,406,859
The Hon. John Sharp	200,000	-	200,000
Lee Thian Soo	11,449,362	-	11,449,362
James Davis	200,866	-	200,866
Chris Hine	176,034	-	176,034
Garry Filmer	17,971	4,276	22,247
Neville Howell	17,423	4,780	22,203
<b>Key management personnel:</b>			
Warrick Lodge	143,529	4,381	147,910
Irwin Tan	19,313	4,381	23,694
Dale Hall	33,513	3,928	37,441
Mayooran Thanabalasingham	71,891	4,381	76,272
Paul David Fisher	27,286	4,508	31,794
Png Yeow Tat	13,967	3,855	17,822

During the financial year, no options were granted to (2014: nil), nor exercised (2014: nil) by key management personnel for ordinary Rex shares. No options remained unpaid or to be exercised at the year end.

#### 26 REMUNERATION OF AUDITORS

	2015 \$'000	2014 \$'000
Audit and review of the consolidated financial statements	265,000	270,500
Other non-audit services - tax compliance	68,560	74,900
	<b>333,560</b>	<b>345,400</b>

The auditor of the Group is Deloitte Touche Tohmatsu.

#### 27 EVENTS AFTER THE REPORTING PERIOD

On 6 July 2015, Rex commenced three return flights each weekday from Cairns to Townsville, adding some 60,000 seats on the route with 34 weekly flights. Rex had begun a modest weekend service between the two destinations on 3 January 2015.

The Group, with strong support from Cobar Management Pty Ltd (CSA), commenced RPT services between Cobar and Dubbo using Air Link's Beechcraft 1900D aircraft with connections to Sydney after that on Rex's regular services. Services commenced on 31 August 2015.

## 28 SEGMENT INFORMATION

AASB 8 requires operating segments to be identified on the basis of internal reports about components of the Group that are regularly reviewed by the chief operating decision maker in order to allocate resources to the segment and to assess its performance.

Information reported to the Group's Chief Executive Officer for the purposes of resource allocation and assessment of performance is more specifically focused on the category of customer for each type of service.

In the current year, management reassess the reporting segments under AASB 8, and concluded that the training segment reported in prior financial statements should now be included in the regular public transport segment. This is consistent with the basis on which information is currently presented to and reviewed by the chief operating decision maker of the Group. The Group's reportable segments under AASB 8 are therefore as follows:

- Regular public transport
- Charter

Prior period balances have been restated as a result of the change in reportable segment. The accounting policies of the reportable segments are the same as the Group's accounting policies.

The following is an analysis of the Group's revenue and results by reportable operating segment for the year:

	Revenue		Segment result	
	2015 \$'000	2014 \$'000	2015 \$'000	2014 \$'000
<b>Continuing operations</b>				
Regular public transport	221,467	217,264	16,292	15,606
Charter	34,750	36,072	2,012	2,288
	<b>256,217</b>	<b>253,336</b>	<b>18,304</b>	<b>17,894</b>
Finance income			849	1,115
Other (loss)/income			(1,166)	339
Central administration costs and directors' salaries			(6,520)	(6,983)
Finance costs			(2,171)	(1,703)
Profit before tax			9,296	10,662
Income tax expense			(2,624)	(2,937)
<b>Consolidated segment revenue and profit</b>	<b>256,217</b>	<b>253,336</b>	<b>6,672</b>	<b>7,725</b>

The revenue reported above represents revenue generated from external customers. There were no intersegment sales.

Segment result represents the profit earned by each segment without allocation of central administration costs and directors' salaries. This is the measure reported to the chief operating decision maker for the purposes of resource allocation and assessment of segment performance.

The following is an analysis of the Group's assets and liabilities by reportable operating segment as at the end of the year:

	Assets		Liabilities	
	2015 \$'000	2014 \$'000	2015 \$'000	2014 \$'000
<b>Continuing operations</b>				
Regular public transport assets	205,064	210,536	45,232	63,956
Charter assets	75,867	78,689	40,858	36,168
<b>Total assets</b>	<b>280,931</b>	<b>289,225</b>	<b>86,090</b>	<b>100,124</b>

Other segment information for the year is as follows:

	Depreciation and amortisation		Additions to non-current assets	
	2015 \$'000	2014 \$'000	2015 \$'000	2014 \$'000
<b>Continuing operations</b>				
Regular public transport	10,063	9,150	13,553	58,864
Charter	5,812	5,796	487	1,830
	<b>15,875</b>	<b>14,946</b>	<b>14,040</b>	<b>60,694</b>

	2015 \$'000	2014 \$'000
<b>(A) FINANCIAL POSITION</b>		
<b>Assets</b>		
Current assets	40,840	36,852
Non-current assets	162,561	166,417
<b>Total assets</b>	<b>203,401</b>	<b>203,269</b>
<b>Liabilities</b>		
Current liabilities	44,642	43,477
Non-current liabilities	591	2,000
<b>Total liabilities</b>	<b>45,233</b>	<b>45,477</b>
<b>Equity</b>		
Issued capital	72,024	72,024
Retained earnings	85,119	84,928
Share-based payments reserve	709	524
General reserve	316	316
<b>Total equity</b>	<b>158,168</b>	<b>157,792</b>
<b>(B) FINANCIAL PERFORMANCE</b>		
Profit for the year	191	2,839
Other comprehensive income	-	-
<b>Total comprehensive income</b>	<b>191</b>	<b>2,839</b>

**(C) GUARANTEES ENTERED INTO BY THE PARENT ENTITY IN RELATION TO THE DEBTS OF ITS SUBSIDIARIES**

During the financial year 2011, the parent entity entered into a deed of cross guarantee in relation to the debts of Pel-Air Aviation Pty Ltd, Rex Freight and Charter Pty Ltd, Rex Investment Holdings Pty Ltd and Australian Airline Pilot Academy Pty Ltd. By entering into the deed, the wholly owned entities have been relieved from the requirements to prepare a financial report and directors' report under Class Order 98/1418 (as amended) issued by the Australian Securities and Investments Commission ('ASIC').

The above companies represent a 'Closed Group' for the purposes of the Class Order, and as there are no other parties to the Deed of Cross Guarantee that are controlled by Regional Express Holdings Limited, they also represent the 'Extended Closed Group'.

The statement of profit or loss and other comprehensive income and statement of financial position of the 'Closed Group' can be found in the consolidated statement of profit or loss and other comprehensive income and statement of financial position along with the note on Regional Express Holdings Limited as parent found in note 29 (A) and (B).

**(D) CONTINGENT LIABILITIES OF THE PARENT ENTITY**

As at 30 June 2015, no contingent liabilities or assets existed (2014: nil).

**(E) COMMITMENTS FOR THE ACQUISITION OF PROPERTY, PLANT AND EQUIPMENT BY THE PARENT ENTITY**

As at 30 June 2015, the parent entity has undertaken to construct an office and catering facility next to the Group's head office on Baxter Road. Construction commenced in July 2015.

**(A) STATEMENT OF COMPLIANCE**

These financial statements are general purpose financial statements which have been prepared in accordance with the Corporations Act 2001, Accounting Standards and Interpretations, and comply with other requirements of the law. The financial statements include the consolidated financial statements of the Group. For the purpose of preparing the consolidated statements, the Company is a for-profit entity.

Accounting Standards include Australian Accounting Standards. Compliance with Australian Accounting Standards ensures that the financial statements and notes of the Group comply with International Financial Reporting Standards ('IFRS').

The financial statements were authorised for issue by the directors on 28 August 2015.

**(B) BASIS OF PREPARATION**

The consolidated financial statements have been prepared on the basis of historical cost, except for the revaluation of certain financial instruments that are measured at revalued amounts or fair values, as explained in the accounting policies below. Historical cost is based on the fair values of the consideration given in exchange for assets. All amounts are presented in Australian dollars, unless otherwise noted.

The Company is a company of the kind referred to in ASIC Class Order 98/0100, dated 10 July 1998, and in accordance with that Class Order, amounts in the financial statements are rounded off to the nearest thousand dollars, unless otherwise indicated.

**(C) BASIS OF CONSOLIDATION**

The consolidated financial statements incorporate the financial statements of the Company and entities (including structured entities) controlled by the Company and its subsidiaries. Control is achieved when the Company:

- has power over the investee;
- is exposed, or has rights, to variable returns from its involvement with the investee; and
- has the ability to use its power to affect its returns.

The Company reassesses whether or not it controls an investee if facts and circumstances indicate that there are changes to one or more of the three elements of control listed above. When the Company has less than a majority of the voting rights of an investee, it has power over the investee when the voting rights are sufficient to give it the practical ability to direct the relevant activities of the investee unilaterally. The Company considers all relevant facts and circumstances in assessing whether or not the Company's voting rights in an investee are sufficient to give it power, including:

- the size of the Company's holding of voting rights relative to the size and dispersion of holdings of the other vote holders;
- potential voting rights held by the Company, other vote holders or other parties;
- rights arising from other contractual arrangements; and any additional facts and circumstances that indicate that the Company has, or does not have, the current ability to direct the relevant activities at the time that decisions need to be made, including voting patterns at previous shareholders' meetings.

Consolidation of a subsidiary begins when the Company obtains control over the subsidiary and ceases when the Company loses control of the subsidiary. Specifically, income and expenses of a subsidiary acquired or disposed of during the year are included in the consolidated statement of profit or loss and other comprehensive income from the date the Company gains control until the date when the Company ceases to control the subsidiary. Profit or loss and each component of other comprehensive income are attributed to the owners of the Company and to the non-controlling interests. Total comprehensive income of subsidiaries is attributed to the owners of the Company and to the non-controlling interests even if this results in the non-controlling interests having a deficit balance.

When necessary, adjustments are made to the financial statements of subsidiaries to bring their accounting policies into line with the Group's accounting policies. All intragroup assets and liabilities, equity, income, expenses and cash flows relating to transactions between members of the Group are eliminated in full on consolidation.

Changes in the Group's ownership interests in subsidiaries that do not result in the Group losing control over the subsidiaries are accounted for as equity transactions. The carrying amounts of the Group's interests and the non-controlling interests are adjusted to reflect the changes in their relative interests in the subsidiaries. Any difference between the amount by which the non-controlling interests are adjusted and the fair value of the consideration paid or received is recognised directly in equity and attributed to owners of the Company.

When the Group loses control of a subsidiary, a gain or loss is recognised in profit or loss and is calculated as the difference between (i) the aggregate of the fair value of the consideration received and the fair value of any retained interest and (ii) the previous carrying amount of the assets (including goodwill), and liabilities of the subsidiary and any non-controlling interests. All amounts previously recognised in other comprehensive income in relation to that subsidiary are accounted for as if the Group had directly disposed of the related assets or liabilities of the subsidiary (i.e. reclassified to profit or loss or transferred to another category of equity as specified/ permitted by applicable AASBs). The fair value of any investment retained in the former subsidiary at the date when control is lost is regarded as the fair value on initial recognition for subsequent accounting under AASB 139, when applicable, the cost on initial recognition of an investment in an associate or a joint venture.

## **(D) REVENUE**

Revenue is measured at the fair value of the consideration received or receivable. Revenue is reduced for rebates and other similar allowances.

## **RENDERING OF SERVICES**

Revenue from providing air passenger, charter and freight services is recognised when the relevant flights are made.

## **DIVIDEND AND INTEREST INCOME**

Dividend from investments is recognised when the shareholder's right to receive payment has been established provided that it is probable that the economic benefits will flow to the Group and the amount of income can be measured reliably.

Interest income from or financial assets is recognised when it is probable that the economic benefits will flow to the Group and the amount of revenue can be measured reliably.

Interest income is accrued on a time basis, by reference to the principal outstanding and at the effective interest rate applicable, which is the rate that exactly discounts estimated future cash receipts through the expected life of the financial asset to that asset's net carrying amount on initial recognition.

## **(E) BORROWING COSTS**

Borrowing costs directly attributable to the acquisition, construction or production of qualifying assets, which are assets that necessarily take a substantial period of time to get ready for their intended use or sale, are added to the cost of those assets, until such time as the assets are substantially ready for their intended use or sale.

Investment income earned on the temporary investment of specific borrowings pending their expenditure on qualifying assets is deducted from the borrowing costs eligible for capitalisation.

## **(F) CASH AND CASH EQUIVALENTS**

Cash comprises cash on hand and demand deposits. Cash equivalents are short-term, highly liquid investments that are readily convertible to known amounts of cash and which are subject to an insignificant risk of changes in value.

Bank overdrafts are shown within borrowings in current liabilities in the consolidated statement of financial position.

## **(G) FOREIGN CURRENCIES**

The individual financial statements of each Group entity are presented in its functional currency being the currency of the primary economic environment in which the entity operates. For the purpose of the consolidated financial statements, the results and financial position of each entity are expressed in Australian dollars ('\$'), which is the functional currency of the Group and the presentation currency for the consolidated financial statements.

In preparing the financial statements of the individual entities, transactions in currencies other than the entity's functional currency are recorded at the rates of exchange prevailing on the dates of the transactions. At each balance date, monetary items denominated in foreign currencies are retranslated at the rates prevailing at the balance date. Non-monetary items carried at fair value that are denominated in foreign currencies are retranslated at the rates prevailing on the date when the fair value was determined. Non-monetary items that are measured in terms of historical cost in a foreign currency are not retranslated.

Exchange differences are recognised in profit or loss in the period in which they arise except for exchange differences on transactions entered into in order to hedge certain foreign currency risks (refer to Note 23).

## **(H) DERIVATIVE FINANCIAL INSTRUMENTS**

The Group is only authorised by the Board to enter into forward contracts for the purchase of US dollars (USD) and is only authorised to purchase amounts not exceeding the annual USD requirements of the Group. The Group does not engage in any derivative financial instruments speculatively.

The Group enters into forward contracts where it agrees to buy specified amounts of USD in the future at a predetermined exchange rate. The objective is to match the contract with anticipated future cash flows from sales and purchases in USD, to protect the consolidated entity against the possibility of loss from future exchange rate fluctuations. The forward exchange contracts are usually no longer than 12 months. Further details of these USD contracts are disclosed in Note 23 to the financial statements.

The USD contracts are initially recognised at fair value at the date the contract is entered into and are subsequently remeasured to their fair value at each reporting date. The resulting gain or loss is recognised in profit or loss immediately unless the foreign currency contracts are designated and effective as a hedging instrument, in which event, the timing of the recognition in profit or loss depends on the nature of the hedge relationship.

The fair value of USD contracts are classified as a non-current asset or a non-current liability if the remaining maturity of the hedge relationship is more than 12 months and as a current asset or a current liability if the remaining maturity of the hedge relationship is less than 12 months.

USD contracts not designated into an effective hedge relationship are classified as a current asset or a current liability.

## **HEDGE ACCOUNTING**

Hedges of foreign exchange risk on highly probable forecast transactions or firm commitments are accounted for as cash flow hedges.

At the inception of the hedge relationship the entity documents the relationship between the USD contract and hedged item, along with its risk management objectives and its strategy for undertaking various hedge transactions. Furthermore, at the inception of the hedge and on an ongoing basis, the Group documents whether the USD contract that is used in a hedging relationship is highly effective in offsetting changes in fair values or cash flows of the hedged item attributable to the hedged risk.

Note 23 contains details of the fair values of the USD contracts used for hedging purposes. Movements in the hedging reserve in equity if any, are detailed in Note 15.

Hedge accounting is discontinued when the Group revokes the hedging relationship, the hedging instrument expires or is sold, terminated, or exercised, or no longer qualifies for hedge accounting. The adjustment to the carrying amount of the hedged item arising from the hedged risk is included in profit or loss from that date.

## **CASH FLOW HEDGE**

The effective portion of changes in the fair value of derivatives that are designated and qualify as cash flow hedges are recognised in other comprehensive income and accumulated under the heading of cash flow hedge reserve. The gain or loss relating to the ineffective portion is recognised immediately in profit or loss as part of other gains and losses.

Amounts deferred in equity are recycled in profit or loss in the periods when the hedged item is recognised in profit or loss. However, when the forecast transaction that is hedged results in the recognition of a non-financial asset or a non-financial liability, the gains and losses previously deferred in equity are transferred from equity and included in the initial measurement of the cost of the asset or liability.

Hedge accounting is discontinued when the Group revokes the hedging relationship, the hedging instrument expires or is sold, terminated, or exercised, or no longer qualifies for hedge accounting. Any cumulative gain or loss deferred in equity at that time remains in equity and is recognised when the forecast transaction is ultimately recognised in profit or loss. When a forecast transaction is no longer expected to occur, the cumulative gain or loss that was deferred in equity is recognised immediately in profit or loss.

## **(I) EMPLOYEE BENEFITS**

A liability is recognised for benefits accruing to employees in respect of wages and salaries, annual leave, long service leave, and sick leave when it is probable that settlement will be required and they are capable of being measured reliably.

Liabilities recognised in respect of short term employee benefits are measured at their nominal values using the remuneration rate expected to apply at the time of settlement.

Liabilities recognised in respect of long term employee benefits are measured as the present value of the estimated future cash outflows to be made by the Group in respect of services provided by employees up to reporting date.

## **(J) FINANCIAL INSTRUMENTS**

Financial assets and financial liabilities are recognised when a group entity becomes a party to the contractual provisions of the instrument.

Financial assets and financial liabilities are initially measured at fair value. Transaction costs that are directly attributable to the acquisition or issue of financial assets and financial liabilities (other than financial assets and financial liabilities at fair value through profit or loss) are added to or deducted from the fair value of the financial assets or financial liabilities, as appropriate, on initial recognition. Transaction costs directly attributable to the acquisition of financial assets or financial liabilities at fair value through profit or loss are recognised immediately in profit or loss.

Investments are recognised and derecognised on trade date where the purchase or sale of an investment is under a contract whose terms require delivery of the investment within the timeframe established by the market concerned, and are initially measured at fair value, net of transaction costs except for those financial assets classified as at fair value through profit or loss which are initially measured at fair value.

Other financial assets are classified into the following specified categories: financial assets 'at fair value through profit or loss', 'available-for-sale' financial assets, and 'loans and receivables'. The classification depends on the nature and purpose of the financial assets and is determined at the time of initial recognition.

## **EFFECTIVE INTEREST METHOD**

The effective interest method is a method of calculating the amortised cost of a financial asset and of allocating interest income over the relevant period. The effective interest rate is the rate that exactly discounts estimated future cash receipts through the expected life of the financial asset, or, where appropriate, a shorter period, to the net carrying amount on initial recognition.

Income is recognised on an effective interest rate basis for debt instruments other than those financial assets 'at fair value through profit or loss'.

## FINANCIAL ASSETS AT FAIR VALUE THROUGH PROFIT OR LOSS

Financial assets are classified as financial assets at fair value through profit or loss where the financial asset:

- (i) has been acquired principally for the purpose of selling in the near future;
- (ii) is a part of an identified portfolio of financial instruments that the Group manages together and has a recent actual pattern of short- term profit-taking; or
- (iii) is a derivative that is not designated and effective as a hedging instrument.

Financial assets at fair value through profit or loss are stated at fair value, with any resultant gain or loss recognised in profit or loss. The net gain or loss recognised in profit or loss incorporates any dividend or interest earned on the financial asset.

Fair value is determined in the manner described in Note 23.

## AVAILABLE-FOR-SALE FINANCIAL ASSETS

Certain shares and redeemable notes held by the Group are classified as being available-for-sale and are stated at fair value. Fair value is determined in the manner described in Note 23. Gains and losses arising from changes in fair value are recognised directly in the investments revaluation reserve with the exception of impairment losses, interest calculated using the effective interest method and foreign exchange gains and losses on monetary assets which are recognised directly in profit or loss. Where the investment is disposed of or is determined to be impaired, the cumulative gain or loss previously recognised in the investments revaluation reserve is included in profit or loss for the period.

Dividends on available-for-sale equity instruments are recognised in profit and loss when the Group's right to receive payments is established.

## LOANS AND RECEIVABLES

Trade receivables, loans, and other receivables that have fixed or determinable payments that are not quoted in an active market are classified as 'loans and receivables'. Loans and receivables are measured at amortised cost using the effective interest method less impairment.

Interest is recognised by applying the effective interest rate.

## IMPAIRMENT OF FINANCIAL ASSETS

When an available for sale asset is considered to be impaired, cumulative gains/losses previously recognised in other comprehensive income are reclassified to profit or loss in the period.

Financial assets, other than those at fair value through profit or loss, are assessed for indicators of impairment at each balance date. Financial assets are impaired where there is objective evidence that as a result of one or more events that occurred after the initial recognition of the financial asset the estimated future cash flows of the investment have been impacted. For financial assets carried at amortised cost, the amount of the impairment is the difference between the asset's carrying amount and the present value of estimated future cash flows, discounted at the original effective interest rate.

The carrying amount of financial assets including uncollectible trade receivables is reduced by the impairment loss through the use of an allowance account. Subsequent recoveries of amounts previously written off are credited against the allowance account. Changes in the carrying amount of the allowance account are recognised in profit or loss.

With the exception of available-for-sale equity instruments, if, in a subsequent period, the amount of the impairment loss decreases and the decrease can be related objectively to an event occurring after the impairment was recognised, the previously recognised impairment loss is reversed through profit or loss to the extent the carrying amount of the investment at the date the impairment is reversed does not exceed what the amortised cost would have been had the impairment not been recognised.

In respect of available-for-sale equity instruments, any subsequent increase in fair value after an impairment loss is recognised directly in equity.

## DERECOGNITION OF FINANCIAL ASSETS

The Group derecognises a financial asset when the contractual rights to the cash flows from the asset expire, or when it transfers the financial asset and substantially all the risks and rewards of ownership of the asset to another party. If the Group neither transfers nor retains substantially all the risks and rewards of ownership and continues to control the transferred asset, the Group recognises its retained interest in the asset and an associated liability for amounts it may have to pay. If the Group retains substantially all the risks and rewards of ownership of a transferred financial asset, the Group continues to recognise the financial asset and also recognises a collateralised borrowing for the proceeds received.

On derecognition of a financial asset in its entirety, the difference between the asset's carrying amount and the sum of the consideration received and receivable and the cumulative gain or loss that had been recognised in other comprehensive income and accumulated in equity is recognised in profit or loss.

On derecognition of a financial asset other than in its entirety (e.g. when the Group retains an option to repurchase part of a transferred asset), the Group allocates the previous carrying amount of the financial asset between the part it continues to recognise under continuing involvement, and the part it no longer recognises on the basis of the relative fair values of those parts on the date of the transfer. The difference between the carrying amount allocated to the part that is no longer

recognised and the sum of the consideration received for the part no longer recognised and any cumulative gain or loss allocated to it that had been recognised in other comprehensive income is recognised in profit or loss. A cumulative gain or loss that had been recognised in other comprehensive income is allocated between the part that continues to be recognised and the part that is no longer recognised on the basis of the relative fair values of those parts.

## (K) FINANCIAL LIABILITIES AND EQUITY INSTRUMENTS CLASSIFICATION OF DEBT OR EQUITY

Debt and equity instruments are classified as either liabilities or as equity in accordance with the substance of the contractual arrangement. An equity instrument is any contract that evidences a residual interest in the assets of an entity after deducting all of its liabilities. Equity Instruments issued by the Group are recorded at the proceeds received, net of direct issue costs.

## FINANCIAL LIABILITIES

Financial liabilities are classified as either financial liabilities 'at fair value through profit or loss' or other financial liabilities.

## FINANCIAL LIABILITIES AT FAIR VALUE THROUGH PROFIT OR LOSS

Financial liabilities at fair value through profit or loss are stated at fair value, with any resultant gain or loss recognised in profit or loss. The net gain or loss recognised in profit or loss incorporates any interest paid on the financial liability. Fair value is determined in the manner described in Note 23.

## OTHER FINANCIAL LIABILITIES

Other financial liabilities, including borrowings, are initially measured at fair value, net of transaction costs.

Other financial liabilities are subsequently measured at amortised cost using the effective interest method, with interest expense recognised on an effective yield basis.

The effective interest method is a method of calculating the amortised cost of a financial liability and of allocating interest expense over the relevant period. The effective interest rate is the rate that exactly discounts estimated future cash payments through the expected life of the financial liability, or, where appropriate, a shorter period, to the net carrying amount on initial recognition.

## (L) GOODWILL

Goodwill acquired in a business combination is carried at cost established at date of the acquisition of the business less accumulated impairment losses if any.

For the purpose of impairment testing, goodwill is allocated to each of the Group's cash-generating units (CGUs), or groups of CGUs, expected to benefit from the synergies of the business combination. CGUs (or groups of CGUs) to which goodwill has been allocated are tested for impairment annually, or more frequently if events or changes in circumstances indicate that goodwill might be impaired.

If the recoverable amount of the CGU (or group of CGUs) is less than the carrying amount of the CGU (or groups of CGUs), the impairment loss is allocated first to reduce the carrying amount of any goodwill allocated to the CGU (or groups of CGUs) and then to the other assets of the CGU (or groups of CGUs) pro-rata on the basis of the carrying amount of each asset in the CGU (or groups of CGUs). An impairment loss recognised for goodwill is recognised immediately in profit or loss and is not reversed in a subsequent period.

On disposal of an operation within a CGU, the attributable amount of goodwill is included in the determination of the profit or loss on disposal of the operation.

## (M) GOVERNMENT GRANTS

Government grants are assistance by the government in the form of transfers of resources to the Group in return for past or future compliance with certain conditions relating to the operating activities of the entity. Government grants include government assistance where there are no conditions specifically relating to the operating activities of the Group other than the requirement to operate in certain regions or industry sectors.

Government grants are not recognised until there is reasonable assurance that the Group will comply with the conditions attaching to them and that the grants will be received. Government grants are recognised in profit or loss on a systematic basis over the periods in which the Group recognises as expenses the related costs for which the grants are intended to compensate. Specifically, government grants whose primary condition is that the Group should purchase, construct or otherwise acquire non-current assets are recognised as deferred revenue in the statement of financial position and transferred to profit or loss on a systematic and rational basis over the useful lives of the related assets.

Government grants that are receivable as compensation for expenses or losses already incurred or for the purpose of giving immediate financial support to the Group with no future related costs are recognised in profit or loss in the period in which they become receivable.

The benefit of a government loan at a below-market rate of interest is treated as a government grant, measured as the difference between proceeds received and the fair value of the loan based on prevailing market interest rates.

Government assistance which does not have conditions attached specifically relating to the operating activities of the entity is recognised in accordance with the accounting policies above.

## (N) IMPAIRMENT OF OTHER TANGIBLE AND INTANGIBLE ASSETS OTHER THAN GOODWILL

At each reporting date, the Group reviews the carrying amounts of its tangible and intangible assets to determine whether there is any indication that those assets have suffered an impairment loss. If any such indication exists, the recoverable amount of the asset is estimated in order to determine the extent of the impairment loss (if any). Where the asset does not generate cash flows that are independent from other assets, the Group estimates the recoverable amount of the cash-generating unit to which the asset belongs. Where a reasonable and consistent basis of allocation can be identified, corporate assets are also allocated to individual cash-generating units, or otherwise they are allocated to the smallest group of cash-generating units for which a reasonable and consistent allocation basis can be identified.

Intangible assets with indefinite useful lives and intangible assets not yet available for use are tested for impairment annually and whenever there is an indication that the asset may be impaired.

Recoverable amount is the higher of fair value less costs to sell and value in use. In assessing value in use, the estimated future cash flows are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset for which the estimates of future cash flows have not been adjusted.

If the recoverable amount of an asset (or cash-generating unit) is estimated to be less than its carrying amount, the carrying amount of the asset (cash-generating unit) is reduced to its recoverable amount. An impairment loss is recognised in profit or loss immediately, unless the relevant asset is carried at fair value, in which case the impairment loss is treated as a revaluation decrease.

Where an impairment loss subsequently reverses, the carrying amount of the asset (cash-generating unit) is increased to the revised estimate of its recoverable amount, but only to the extent that the increased carrying amount does not exceed the carrying amount that would have been determined had no impairment loss been recognised for the asset (cash-generating unit) in prior years. A reversal of an impairment loss is recognised in profit or loss immediately, unless the relevant asset is carried at fair value, in which case the reversal of the impairment loss is treated as a revaluation increase.

## (O) TAXATION

Income tax expense represents the sum of the tax currently payable and deferred tax.

### CURRENT TAX

The tax currently payable is based on taxable profit for the year. Taxable profit differs from profit before tax as reported in the consolidated [statement of profit or loss and other comprehensive income/statement of profit or loss] because of items of income or expense that are taxable or deductible in other years and items that are never taxable or deductible. The Group's liability for current tax is calculated using tax rates that have been enacted or substantively enacted by the end of the reporting period.

### DEFERRED TAX

Deferred tax is recognised on temporary differences between the carrying amounts of assets and liabilities in the consolidated financial statements and the corresponding tax bases used in the computation of taxable profit. Deferred tax liabilities are generally recognised for all taxable temporary differences. Deferred tax assets are generally recognised for all deductible temporary differences to the extent that it is probable that taxable profits will be available against which those deductible temporary differences can be utilised. Such deferred tax assets and liabilities are not recognised if the temporary difference arises from goodwill or from the initial recognition (other than in a business combination) of other assets and liabilities in a transaction that affects neither the taxable profit nor the accounting profit.

Deferred tax liabilities are recognised for taxable temporary differences associated with investments in subsidiaries and associates, and interests in joint ventures, except where the Group is able to control the reversal of the temporary difference and it is probable that the temporary difference will not reverse in the foreseeable future. Deferred tax assets arising from deductible temporary differences associated with such investments and interests are only recognised to the extent that it is probable that there will be sufficient taxable profits against which to utilise the benefits of the temporary differences and they are expected to reverse in the foreseeable future.

The carrying amount of deferred tax assets is reviewed at the end of each reporting period and reduced to the extent that it is no longer probable that sufficient taxable profits will be available to allow all or part of the asset to be recovered.

Deferred tax assets and liabilities are measured at the tax rates that are expected to apply in the period in which the liability is settled or the asset realised, based on tax rates (and tax laws) that have been enacted or substantively enacted by the end of the reporting period. The measurement of deferred tax liabilities and assets reflects the tax consequences that would follow from the manner in which the Group expects, at the end of the reporting period, to recover or settle the carrying amount of its assets and liabilities.

Deferred tax liabilities and assets are offset when there is a legally enforceable right to set off current tax assets against current tax liabilities and when they relate to income taxes levied by the same taxation authority and the Group intends to settle its current tax assets and liabilities on a net basis.

### CURRENT AND DEFERRED TAX FOR THE PERIOD

Current and deferred tax are recognised in profit or loss, except when they relate to items that are recognised in other comprehensive income or directly in equity, in which case the current and deferred tax are also recognised in other comprehensive income or directly in equity, respectively. Where current tax or deferred tax arises from the initial accounting for a business combination, the tax effect is included in the accounting for the business combination.

## (P) INTANGIBLE ASSETS

### INTANGIBLE ASSETS ACQUIRED SEPARATELY

Intangible assets with finite lives that are acquired separately are recorded at cost less accumulated amortisation and impairment losses. Amortisation is charged on a straight-line basis over their estimated useful lives. The estimated useful life and amortisation method is reviewed at the end of each annual reporting period, with any changes in these accounting estimates being accounted for on a prospective basis. Intangible assets with indefinite lives that are acquired separately are carried at cost less accumulated impairment losses.

A summary of the policies applied to the Group's finite intangible assets is as follows:

Intangible asset	Computer software
Amortisation method used	4 years straight line
Impairment test / recoverable amount testing	where an indicator of impairment exists

## (Q) INVENTORIES

Inventories are valued at the lower of cost and net realisable value. Costs of inventories are determined on a first in first out basis. Net realisable value represents the estimated selling price less all estimated costs of completion and costs necessary to make the sale.

## (R) LEASING

Leases are classified as finance leases when the terms of the lease transfer substantially all the risks and rewards incidental to ownership to the lessee. All other leases are classified as operating leases.

### GROUP AS LESSOR

Rental income from operating leases is recognised on a straight line basis over the term of the relevant lease. Initial direct costs incurred in negotiating and arranging an operating lease are added to the carrying amount of the leased asset and recognised on a straight line basis over the lease term.

### GROUP AS LESSEE

Assets held under finance leases are initially recognised at their fair value or, if lower, at amounts equal to the present value of the minimum lease payments, each determined at the inception of the lease. The corresponding liability to the lessor is included in the statement of financial position as a finance lease obligation.

Lease payments are apportioned between finance charges and reduction of the lease obligation so as to achieve a constant rate of interest on the remaining balance of the liability. Finance charges are recognised immediately in profit and loss, unless they are directly attributable to qualifying assets, in which case they are capitalised in accordance with the Group's general policy on borrowing costs. Refer to Note 30E. Contingent rentals are recognised as expenses in the periods in which they are incurred. Finance leased assets are amortised on a straight line basis over the estimated useful life of the asset.

Operating lease payments are recognised as an expense on a straight-line basis over the lease term, except where another systematic basis is more representative of the time pattern in which economic benefits from the leased asset are consumed. Contingent rentals arising under operating leases are recognised as an expense in the period in which they are incurred.

In the event that lease incentives are received to enter into operating leases, such incentives are recognised as a liability. The aggregate benefits of incentives are recognised as a reduction of rental expense on a straight-line basis, except where another systematic basis is more representative of the time pattern in which economic benefits from the leased asset are consumed.

## (S) PROPERTY, PLANT AND EQUIPMENT

Land and buildings, plant and equipment, leasehold improvements and equipment under finance lease are stated at cost less accumulated depreciation and impairment. Cost includes expenditure that is directly attributable to the acquisition of the item. In the event that settlement of all or part of the purchase consideration is deferred, cost is determined by discounting the amounts payable in the future to their present value as at the date of acquisition.

Depreciation is provided on property, plant and equipment, including freehold buildings but excluding land. Depreciation is calculated on a straight line basis so as to write off the net cost of each asset over its expected useful life to its estimated residual value. Leasehold improvements are depreciated over the period of the lease or estimated useful life, whichever is the shorter, using the straight line method. The estimated useful lives, residual values and depreciation method are reviewed at the end of each annual reporting period, with the effect of any changes recognised on a prospective basis.

The rates applied are as follows:

Aircraft	15,000 to 60,000 hours
Building	20 to 30 years
Computer Equipment	4 to 5 years
Engines	10 to 20 years
Furniture & Fittings	8 to 10 years
Leasehold Improvements	over the unexpired lease period
Motor Vehicles	7 years
Plant & Equipment	8 years
Rotable Assets	5 to 20 years

An item of property, plant and equipment is derecognised upon disposal or when no future economic benefits are expected to arise from the continued use of the asset. Any gain or loss arising in the disposal or retirement of an item of property, plant and equipment is determined as the difference between the sales proceeds and the carrying amount of the asset and is recognised in profit or loss.

## (T) PROVISIONS

Provisions are recognised when the Group has a present obligation (legal or constructive) as a result of a past event, it is probable that the Group will be required to settle the obligation, and a reliable estimate can be made of the amount of the obligation.

The amount recognised as a provision is the best estimate of the consideration required to settle the present obligation at reporting date, taking into account the risks and uncertainties surrounding the obligation. When a provision is measured using the cashflows estimated to settle the present obligation, its carrying amount is the present value of those cashflows (where the effect of the time value of money is material).

When some or all of the economic benefits required to settle a provision are expected to be recovered from a third party, the receivable is recognised as an asset if it is virtually certain that reimbursement will be received and the amount of the receivable can be measured reliably.

#### **(U) SHARE-BASED PAYMENTS**

Equity-settled share-based payments with employees and others providing similar services are measured at the fair value of the equity instrument at the grant date. Details regarding the determination of the fair value of the equity-settled share-based transactions are set out in Note 15.

The fair value determined at the grant date of the equity-settled share-based payments is expensed on a straight-line basis over the vesting period, based on the Group's estimate of shares that will eventually vest with and corresponding to increase in equity.

Equity-settled share-based payment transactions with other parties other than employees are measured at the fair value of the goods and services received, except where the fair value cannot be estimated reliably, in which case they are measured at the fair value of the equity instruments granted, measured at the date the entity obtains the goods or the counterparty renders the service.

For cash-settled share-based payments, a liability is recognised for the goods or services acquired, measured initially at the fair value of the liability. At the end of each reporting period until the liability is settled, and the date of settlement, the fair value of the liability is measured, with any changes in fair value recognised in profit or loss for the year.

#### **(V) GOODS AND SERVICES TAX**

Revenues, expenses and assets are recognised net of the amount of goods and services tax (GST), except:

- i. where the amount of GST incurred is not recoverable from the taxation authority, it is recognised as part of the cost of acquisition of an asset or as part of an item of expense; or
- ii. for receivables and payables which are recognised inclusive of GST.

The net amount of GST recoverable from, or payable to, the taxation authority is included as part of receivables or payables.

Cash flows are included in the statement of cash flows on a gross basis. The GST component of cash flows arising from investing and financing activities which is recoverable from, or payable to, the taxation authority is classified as operating cash flows.

#### **DIRECTORS' DECLARATION**

The directors declare that:

- (a) in the directors' opinion, there are reasonable grounds to believe that the Company will be able to pay its debts as and when they become due and payable;
- (b) the attached financial statements are in compliance with International Financial Reporting Standards, as stated in Note 30 to the consolidated financial statements;
- (c) in the directors' opinion, the attached financial statements and notes thereto are in accordance with the Corporations Act 2001, including compliance with accounting standards and giving a true and fair view of the financial position and performance of the consolidated entity; and
- (d) the directors have been given the declarations required by s.295A of the Corporations Act 2001.

At the date of this declaration, the Company is within the class of companies affected by ASIC Class Order 98/1418. The nature of the deed of cross guarantee is such that each company which is party to the deed guarantees to each creditor payment in full of any debt in accordance with the deed of cross guarantee.

In the directors' opinion, there are reasonable grounds to believe that the Company and the companies to which the ASIC Class Order applies, as detailed in Note 29 to the financial statements will, as a group, be able to meet any obligations or liabilities to which they are, or may become, subject by virtue of the deed of cross guarantee.

Signed in accordance with a resolution of the directors made pursuant to s.295 (5) of the Corporations Act 2001.

On behalf of the Directors



Neville Howell  
Chief Operating Officer  
Sydney, 28 August 2015



## REGULATORY REPORTS

### **PART III Regulatory Reports**

Independent Auditor's Report  
Corporate Governance Statement  
ASX Additional Information

**65 - 71**  
66 - 67  
68 - 73  
75

## INDEPENDENT AUDITOR'S REPORT

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### **Independent Auditor's Report to the Members of Regional Express Holdings Limited**

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

We have audited the accompanying financial report of Regional Express Holdings Limited, which comprises the statement of financial position as at 30 June 2015, the statement of profit or loss and other comprehensive income, the statement of cash flows and the statement of changes in equity for the year ended on that date, notes comprising a summary of significant accounting policies and other explanatory information, and the directors' declaration of the consolidated entity, comprising the company and the entities it controlled at the year's end or from time to time during the financial year as set out on pages 28 to 64.

#### *Directors' Responsibility for the Financial Report*

The directors of the company are responsible for the preparation of the financial report that gives a true and fair view in accordance with Australian Accounting Standards and the *Corporations Act 2001* and for such internal control as the directors determine is necessary to enable the preparation of the financial report that gives a true and fair view and is free from material misstatement, whether due to fraud or error. In Note 30, the directors also state, in accordance with Accounting Standard AASB 101 *Presentation of Financial Statements*, that the consolidated financial statements comply with International Financial Reporting Standards.

#### *Auditor's Responsibility*

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

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial report. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the financial report, whether due to fraud or error. In making those risk assessments, the auditor considers internal control, relevant to the company's preparation of the financial report that gives 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 company's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by the directors, as well as evaluating the overall presentation of the financial report.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Liability limited by a scheme approved under Professional Standards Legislation.

Member of Deloitte Touche Tohmatsu Limited

## Auditor's Independence Declaration

In conducting our audit, we have complied with the independence requirements of the *Corporations Act 2001*. We confirm that the independence declaration required by the *Corporations Act 2001*, which has been given to the directors of Regional Express Holdings Limited, would be in the same terms if given to the directors as at the time of this auditor's report.

## Opinion

In our opinion:

- (a) the financial report of Regional Express Holdings Limited is in accordance with the *Corporations Act 2001*, including:
  - (i) giving a true and fair view of the consolidated entity's financial position as at 30 June 2015 and of its performance for the year ended on that date; and
  - (ii) complying with Australian Accounting Standards and the *Corporations Regulations 2001*; and
- (b) the consolidated financial statements also comply with International Financial Reporting Standards as disclosed in Note 30.

## Report on the Remuneration Report

We have audited the Remuneration Report included in Section 19 of the directors' report for the year ended 30 June 2015. The directors of the company are responsible for the preparation and presentation of the Remuneration Report in accordance with section 300A of the *Corporations Act 2001*. Our responsibility is to express an opinion on the Remuneration Report, based on our audit conducted in accordance with Australian Auditing Standards.

## Opinion

In our opinion the Remuneration Report of Regional Express Holdings Limited for the year ended 30 June 2015, complies with section 300A of the *Corporations Act 2001*.



DELOITTE TOUCHE TOHMATSU



BJ Pollock  
Partner  
Chartered Accountants  
Sydney, 28 August 2015

## CORPORATE GOVERNANCE STATEMENT

The Board is committed to sound corporate governance to ensure shareholder expectations are met and that Regional Express Holdings (the Company) is in compliance with the Australian Securities Exchange (ASX) Corporate Governance Council's Principles of Good Corporate Governance and Best Practice Recommendations (ASX Recommendations).

As required by the ASX Listing Rules this statement sets out the extent to which the Company has complied with the ASX Recommendations during the financial year to 30 June 2015 and identifies any of the ASX Recommendations not followed and the reason why the Company has not adopted the ASX Recommendations. This statement adopts the ordering and numbering of the ASX Recommendations.

### PRINCIPLE 1: LAY SOLID FOUNDATION FOR MANAGEMENT AND OVERSIGHT

The Board has adopted a charter that details the roles and responsibilities of the Board and those of the Management Committee to achieve the objectives of delivering shareholder value. The Board regularly reviews the division of functions between the Board and management to ensure that it continues to be appropriate to the needs of the company (ASX Recommendation 1.1). The Remuneration and Nomination Committee undertake appropriate checks before appointing a person, or putting forward to security holders a candidate for election, as a director. The biography of each director standing for election or re-election is expressly mentioned in the Notice of Meeting of the company's AGM (ASX Recommendation 1.2). The Directors and Management Committee have a clear understanding of their roles and responsibilities and of the company's expectations of them as set out in their employment contracts (ASX Recommendation 1.3). The Company Secretaries are integral in advising the Board and its committees on governance matters, ensuring that board and committee policy and procedures are followed, and helping to organise and minuting discussions of board and committee meetings (ASX Recommendation 1.4).

The performance of each Management Committee member is evaluated against goals and objectives at least once a year with the assistance of the Remuneration and Nomination Committee. The performance of the Management Committee was reviewed in financial year 2015 (ASX Recommendation 1.6).

The Board's Charter, Board Committee Charters, Share Trading Policy, Continuous Disclosure Policy and Code of Conduct are available for access by shareholders and the general public in the corporate governance section of the Company's website (ASX Recommendation 3.5).

### PRINCIPLE 2: STRUCTURE THE BOARD TO ADD VALUE

The **Remuneration and Nomination Committee** has been established by the Board of the Company (ASX recommendation 2.1) and applies to the Company and its subsidiaries to support and advise the Board in fulfilling its responsibilities to shareholders, employees and other stakeholders of the Company by endeavouring to ensure that:

- the directors and senior management of the Group are remunerated fairly and appropriately;
- the Group's remuneration policies and outcomes strike an appropriate balance between the interests of the Company's shareholders, and rewarding and motivating the Group's executives and employees in order to secure the long term benefits of their energy and loyalty;
- the human resources policies and practices are consistent with and complementary to the strategic direction and objectives of the Company as determined by the Board;
- it reviews and advises the Board on the composition of the Board and its Committees;
- it reviews the performance of the Board, the chairman of the Board, the executive and non-executive directors, and other individual members of the Board; and
- proper succession plans are in place for consideration by the Board.

This Committee is chaired by the Hon. John Sharp and has one other member, James Davis. The Committee had two meetings during the financial year attended by all members of the Committee. Descriptions of the members' qualifications, skills and experience are included in the Directors' Report.

The Board acknowledges the ASX recommendations to have the Committee compose of a majority of independent directors and have at least three members. The Committee is currently made up of two independent directors. The Board feels at this stage that two members are sufficient for the Remuneration and Nomination Committee given the size of the Company and Board.

The Remuneration and Nomination Committee has a formal charter which is available on the Company's website.

The skills, experience and expertise relevant to the position of director held by each director in office at the date of the annual report are set out in the Director's Report.

Below is the Rex Board skills matrix outlining the skills that the board currently has (ASX Recommendation 2.2):

	LIM KIM HAI	JOHN SHARP	LEE THIAN SOO	RONALD BARTSCH	JAMES DAVIS	CHRIS HINE	NEVILLE HOWELL	GARRY FILMER*
BUSINESS / ENTREPRENEURIAL EXPERIENCE	X	X	X	X				
POLITICAL EXPERIENCE		X						
CORPORATE GOVERNANCE	X	X	X	X				
SAFETY AND RISK MANAGEMENT				X	X	X	X	X
FINANCE	X							
LEGAL				X				
INDUSTRY EXPERIENCE	REGULATORY KNOWLEDGE AND EXPERIENCE			X	X	X	X	X
	PILOT			X	X	X	X	
	ENGINEERING KNOWLEDGE				X			X

\*Alternate Director to Chris Hine

The membership of the Board during the year ended 30 June 2015, including independence status was as follows (ASX Recommendation 2.3):

Director	Status	Date of Appointment
Lim Kim Hai	Executive Chairman	Appointed 27 June 2003 and re-appointed 16 November 2006, 25 November 2009 and 27 November 2012.
The Hon. John Sharp	Deputy Chairman and Independent Director	Appointed 14 April 2005 and re-appointed 19 November 2008, 23 November 2011 and 27 November 2013.
Lee Thian Soo	Non-Executive Director	Appointed 27 June 2003 and re-appointed 16 November 2006, 25 November 2009 and 27 November 2012.
Neville Howell	Chief Operating Officer	Appointed 1 July 2014 and re-appointed 26 November 2014.
Chris Hine	Executive Director & Group Flight Operations Advisor	Appointed 1 March 2011 and re-appointed 23 November 2011 as Executive Director. Appointed 26 November 2014 as Non-Executive Director. Appointed 18 May 2015 as Executive Director and Group Flight Operations Advisor.
James Davis	Independent Director	Appointed 26 August 2004 as Executive Director and re-appointed 23 November 2011 and 26 November 2014 as Independent Director.
Ronald Bartsch	Independent Director	Appointed 23 November 2010 and re-appointed 23 November 2011 and 26 November 2014.
Garry Filmer	Alternate Director to Chris Hine	Appointed 1 March 2012 and re-appointed 27 November 2012.

The Board acknowledges the ASX Recommendation that a majority of the Board should be independent directors (ASX Recommendation 2.4). Although the Board has only three directors out of eight (including alternate director Garry Filmer) that qualify as independent non-executive directors, Lee Thian Soo is non-executive and is only considered non-independent by virtue of his share ownership. The Board believes that every director on the current Board will make decisions in the best interests of all shareholders and in accordance with their duties as directors.

The Board also acknowledges that it is desirable that the Chairman be an independent director and for his role to be segregated from that of the Chief Executive Officer (ASX Recommendations 2.5). However, the Board views the Chairman's history of leadership of the Company as an advantage, both at the management level and at the Board level. This has resulted in performance that matches the best airlines in the world. The Board acknowledges that if the Chair is not an independent director, the Deputy Chairman should be an independent director, which is the case.

The Board is responsible for the management of the affairs of the Company and its subsidiaries (the Group), including:

#### (A) Strategic and Financial Performance

- Developing and approving the corporate strategy.
- Evaluating, approving and monitoring the strategic and financial plans and objectives of the Group.
- Evaluating, approving and monitoring the annual budgets and business plans.
- Determining the Company's dividend policy, the operation of the Company's dividend re-investment plan (if any), and the amount and timing of all dividends.
- Evaluating, approving and monitoring major capital expenditure, capital management and all major acquisitions, divestitures and other corporate transactions, including the issue of securities of the Company.
- Approving all accounting policies, financial reports and material reporting and external communications by the Group.
- Appointment of the Chairman of the Company.

#### (B) Executive Management

- Appointing, monitoring, managing the performance of the Chief Operating Officer or Managing Director and other executive directors.
- Managing succession planning for the executive directors and such other key management positions which may be identified from time to time.
- Appointing the Company Secretary.
- With the advice and assistance of the Remuneration & Nomination Committee, reviewing and approving the performance and remuneration of the individual Board members and policies with respect to remuneration of any employees.

#### (C) Audit

- Upon the recommendation of the Audit and Corporate Governance Committee, appointing the external auditor and determining its remuneration and terms of appointment.
- Ensuring that effective audit and regulatory compliance programmes are in place to protect the Group's assets and shareholder value.
- Approving and monitoring the Group's audit framework. Approving and, with the assistance and advice of the Audit and Governance Committee, monitoring compliance with the Group's audit policies and protocol.
- Monitoring the Group's operations in relation to, and compliance with relevant regulatory and legal requirements.

#### (D) Corporate Governance

At least once per year the Board will, with the assistance and advice of the Audit and Corporate Governance Committee, review the performance and effectiveness of the Company's corporate governance policies and procedures and, if appropriate, amend those policies and procedures as necessary.

The Board will review and approve all disclosures related to any departures from the ASX Principles of Good Corporate Governance.

- The Board will review and approve the public disclosure of any of the Group's policies and procedures.
- The Board will supervise the public disclosure of all matters that the law and ASX Listing Rules require to be publicly disclosed, consistent with the Continuous Disclosure Compliance Policy approved by the Board.
- The Board will approve the appointment of directors to committees established by the Board.
- The Board will approve and monitor delegations of authority.

#### (E) Risk Management

The Company recognises that the management of business and economic risk is an integral part of its operations and has for many years integrated risk management processes into its operations to ensure continuity of the business and to minimise any impact on its performance. The Board has established a sound system of risk oversight and management and internal control which involve the Safety and Risk Management Committee and the Audit and Corporate Governance Committee.

- Ensuring that effective risk management programmes are in place to protect the Group's assets and shareholder value.
- Approving and monitoring the Group's risk framework, including (but not limited to) systems of risk management and internal control.
- Approving and, with the assistance and advice of the Risk Management Committee, monitoring compliance with the Group's risk.

The Charters of both committees are available on the Company's website.

## (F) Strategic Planning

- The Board will be actively and regularly involved in strategic planning.
- Strategic planning will be based on the identification of opportunities and the full range of business risks that will determine which of those opportunities are most worth pursuing.
- The Board will, on an ongoing basis, review how the strategic environment is changing, what key business risks and opportunities are appearing, how they are being managed and what, if any, modifications in strategic direction should be adopted.

## (G) Performance Evaluation

- At least once per year the Board will, with the advice and assistance of the Remuneration and Nomination Committee, review and evaluate the performance of the Board, each Board Committee, and each individual director against the relevant Charters, corporate governance policies, and agreed goals and objectives (ASX Recommendation 2.5).
- Following each review and evaluation the Board will consider how to improve its performance.
- The Board will agree and set the goals and objectives for the Board and its Committees each year, and if necessary, amend the relevant Charters and policies.
- With the advice and assistance of the Remuneration and Nomination Committee, the Board will review and approve the remuneration of the Company's executive and non-executive directors.

The evaluation of the Board, its committees and directors was carried out during the financial year as set out above.

A Director of the Company is entitled to seek independent professional advice (including, but not limited to, legal, accounting and financial advice) at the Company's expense on any matter connected with the discharge of his or her responsibilities, in accordance with the procedures and subject to the conditions set out in the Board Charter.

The Board believes that its members have the appropriate skill set and knowledge to effectively perform their roles as directors without requiring further professional development. Our board members have a vast wealth of experience in the aviation industry and beyond as a majority of them have aircraft pilot qualifications.

## PRINCIPLE 3: PROMOTE ETHICAL AND RESPONSIBLE DECISION MAKING

Directors and the Management Committee are required to maintain the highest legal, moral and ethical standards of conduct. The Board has adopted the Code of Conduct which provides guidance to all staff on compliance with legal and other obligations (ASX Recommendation 3.1).

The Company has established a Share Trading Policy (ASX Recommendation 1.3). Under this policy, Directors and Management Committee are prohibited from trading in securities of the Company without prior approval from the Board.

The Company employs all staff on their merits and is committed to recognising and valuing the contributions of staff from diverse backgrounds. The Company has established a Diversity Policy (ASX Recommendation 1.5).

The Company does not believe in an affirmative action policy and setting of artificial targets for staff of various backgrounds (gender, religious, cultural, racial etc) but rather in ensuring that all staff are able to develop to their full extent of their capabilities and contributions (ASX Recommendation 3.3).

The Company was compliant with the Workplace Gender Equality Act 2012 as reported by the Workplace Gender Equality Agency.

As at the end of the reporting period the proportion of female employees in the Company was 31.6%. There were thirteen women holding management positions in the Company. There were no female Board members or Management Committee members (ASX Recommendation 3.4).

In accordance with the requirements of the Workplace Gender Equality Act 2012 (Act), Regional Express Holdings Limited lodged its annual public report (2014-2015) with the Workplace Gender Equality Agency (Agency).

To access a copy of the report refer to the Rex website under Corporate and Social Responsibilities.

Details on the reporting process can be located at the Workplace Gender Equality Website: [www.wgea.gov.au](http://www.wgea.gov.au)

The Code of Conduct, Share Trading Policy and Diversity Policy are available on the Company's website.

## PRINCIPLE 4: SAFEGUARD INTEGRITY IN FINANCIAL REPORTING

The **Audit and Corporate Governance Committee** has been established by the Board of the Company (ASX recommendation 4.1) to assist the Board in fulfilling its commitment to ensure the integrity of the Company's financial reports and Corporate Governance policies:

- assisting the Board in fulfilling its oversight responsibilities for the financial reporting process, the system of internal control relating to all matters affecting the Group's financial performance, the audit process, and the Company's process for monitoring compliance with laws and regulations and the code of conduct;
- advising the Board on good governance standards and appropriate corporate governance policies for the Group; and
- critically reviewing the Group's performance against its corporate governance policies.

This Committee is chaired by Lee Thian Soo and has one other member, the Hon. John Sharp. Descriptions of the members' qualifications, skills and experience are included in the Directors' Report. The Committee had two meetings during the financial year attended by all members of the Committee.

The Board acknowledges the ASX recommendations to have the Committee composed of a majority of independent directors, chaired by an independent director and have at least three members (ASX Recommendation 4.1).

The Committee is currently made up of two non-executive directors of which one is independent. The non-independent director, who is also the chair of the committee, is only considered non-independent by virtue of his share ownership. The Board feels that the directors in the audit committee will make decisions that are in the best interests of the shareholders in their duties as audit committee members and directors of the company. The Board also feels at this stage that two members are sufficient for the audit committee given the size of the company and Board.

The Audit and Corporate Governance Committee has a formal Charter which is available on the Company's website (ASX Recommendation 4.1).

The Chief Operating Officer and the General Manager (GM) Corporate Services who oversees the finance department, provide written assurance to the Board as to the integrity of the financial statements and that they are founded on a sound system of risk management and internal controls which are operating effectively and efficiently (ASX Recommendation 4.2).

The Board acknowledges the ASX Recommendation to have the Chief Executive Officer and Chief Financial Officer provide this statement to the Board. The Board believes that it is appropriate for Chief Operating Officer and GM Corporate Services to provide the statement.

The directors have ensured that the Company's External Auditor attends all Annual General Meetings and is available to answer shareholders' questions about the conduct of the audit and the preparation and content of the Auditor's report thereon (ASX Recommendation 4.3).

## PRINCIPLE 5: MAKE TIMELY AND BALANCED DISCLOSURE

The Company complies with the continuous disclosure obligations of the ASX Listing Rules and, in doing so, immediately notifies the market of any material price sensitive information. The Company has adopted and implemented a Continuous Disclosure Policy which sets out the procedure for the identification of material price sensitive information and reporting of such information to the company secretaries for review (ASX Recommendation 5.1). The Continuous Disclosure Policy is available on the Company's website.

## PRINCIPLE 6: RESPECT THE RIGHTS OF SHAREHOLDERS

It is the Company's policy that the principal communication with shareholders apart from the Company website is the provision of the Annual Report, including the Financial Statements, half yearly investor briefings and the Annual General Meeting (and any extraordinary meetings held by the Company). Shareholders are encouraged to participate in half-yearly investor briefings either by attendance or by dialling in through the Company's teleconferencing facilities and are invited to put questions to the Chairman of the Board in that forum (ASX Recommendation 6.3). The Company's website provides additional information and greater detail about the Company, including ASX and media releases and access to statements regarding corporate governance related matters (ASX Recommendation 6.1).

The Board acknowledges the ASX recommendation of facilitating effective two-way communication with investors. Shareholders are able to contact the company through the company secretaries.

The Company acknowledges that some security holders prefer the speed, convenience and environmental friendliness of electronic communications over more traditional methods of communication. To this end the company provides its security holders with the option of receiving either a hard or soft copy of its annual report and notice of meeting for its Annual General Meeting (ASX Recommendation 6.4).

## PRINCIPLE 7: RECOGNISE AND MANAGE RISK

The Company has integrated risk management processes into its operations to ensure continuity of the business and to minimise any impact on its performance.

The Board has established policies for a sound system of risk oversight and management and internal control which involve the Safety and Risk Management Committee (Recommendation 7.1).

The Safety and Risk Management Committee has been established by the Board of the Company and applies to the Company and its subsidiaries to support and advise the Board in fulfilling its responsibilities to shareholders, employees and other stakeholders of the Company by:

- assisting the Board in fulfilling its development, oversight and review responsibilities for the safety culture and safety management processes as defined by the separate safety policies published for each Air Operator Certificate holder within the Group; and
- implementing and supervising the Group's operational risk assessment framework.

The Board acknowledges the ASX recommendation to have the Committee composed of a majority of independent directors and chaired by an independent director and have at least three members (ASX Recommendation 7.1).

The Committee is currently made up of two independent directors. The Board feels that the directors in the Safety and Risk Management Committee will make decisions that are in the best interests of the shareholders in their duties as Safety and Risk Management Committee members and directors of the company. The Board also feels at this stage that two members are sufficient for the Safety and Risk Management Committee given the size of the company and Board.

The Safety and Risk Management Committee has a formal Charter which sets out the responsibilities of the Committee as well as the Company's policies on risk oversight and management. The Charter is available on the Company's website.

The Board reviews the safety and risk management report prepared by the Group's Safety Manager at each Board meeting (ASX Recommendation 7.2).

Being an airline, Rex is required by the Civil Aviation Safety Authority to have a safety and compliance department. Staffed by approximately 14 full time equivalent employees, this department conducts internal audits of all Rex's operations including flight operations, engineering and airport operations. The head of this department, the GM Human Factors, has a direct reporting line to the Board and Chairman (ASX Recommendation 7.3).

The Company has outlined its main material risk sources that could adversely affect the entity's prospects for future financial years and has explained how these risks are managed in the Directors' Report (ASX Recommendations 7.1 and 7.4).

#### **PRINCIPLE 8: REMUNERATE FAIRLY AND RESPONSIBLY**

The Board has established a Remuneration and Nomination Committee. The membership, responsibilities and number of meetings held have been set out under Principle 2. Also set out under Principle 2 is the explanation as to why the membership of the Committee differs from the ASX Recommendations.

Details of the Board and Management Committee remuneration structures are contained in the Remuneration Report (ASX Recommendation 8.2 and 8.3).

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## ASX ADDITIONAL INFORMATION AS AT 15 SEPTEMBER 2015

This is required by the ASX, but falls outside of the audit opinion and therefore has no impact on the audit report issued.

### Number of holders of equity securities

#### Ordinary share capital

110,154,375 fully paid ordinary shares are held by 2,340 individual shareholders.

All issued ordinary shares carry one vote per share and carry the rights to dividends.

### Distribution of holders of equity securities

	Fully Paid Ordinary Shares		
	Investors	Securities	Issued Capital (%)
1 – 1,000	731	402,042	0.36
1,001 – 5,000	1,107	3,016,797	2.74
5,001 – 10,000	220	1,751,897	1.59
10,001 – 100,000	216	6,536,296	5.93
100,001 and over	58	98,447,343	89.37
<b>Total</b>	<b>2,332</b>	<b>110,154,375</b>	<b>100.00</b>
Unmarketable Parcels	371	93,309	0.09

### Substantial shareholders

Ordinary Shareholders	Fully Paid	
	Number	Percentage
MR KIM HAI LIM	18,898,346	17.16
MR JOE TIAU TJOA	16,234,094	14.74
THIAN SOO LEE	7,722,181	7.01
MING YEW SEE TOH & HUI ING TJOA	7,454,362	6.77
JOO CHYE CHUA	7,454,362	6.77
MS HUI LING TJOA	5,755,513	5.22

### Twenty largest holders of quoted equity securities

Ordinary Shareholders	Fully Paid	
	Number	Percentage
MR KIM HAI LIM	18,898,346	17.16
MR JOE TIAU TJOA	16,234,094	14.74
THIAN SOO LEE	7,722,181	7.01
MING YEW SEE TOH & HUI ING TJOA	7,454,362	6.77
JOO CHYE CHUA	7,454,362	6.77
MS HUI LING TJOA	5,755,513	5.22
LAY KHIM NG	3,727,181	3.38
CITICORP NOMINEES PTY LIMITED	3,036,567	2.76
HSBC CUSTODY NOMINEES (AUSTRALIA) LIMITED	2,998,934	2.72
ANACACIA PTY LTD	2,273,255	2.06
STRATEGIC VALUE PTY LTD	2,259,573	2.05
REX INVESTMENT HOLDINGS PTY LIMITED	1,687,961	1.53
HSBC CUSTODY NOMINEES (AUSTRALIA) LIMITED-GSCO ECA	1,364,308	1.24
MR MICHAEL KARL KORBER	919,343	0.83
MASTAR PTY LIMITED	900,000	0.82
PACIFIC CUSTODIANS PTY LIMITED	869,888	0.79
SCJ PTY LTD	800,000	0.73
MR THIAN SONG TJOA	800,000	0.73
BRAZIL FARMING PTY LTD	700,000	0.64
ROPER CRESCENT INVESTMENTS PTY LTD	697,774	0.63
ABN AMRO CLEARING SYDNEY NOMINEES PTY LTD	633,681	0.61



REX GROUP OF COMPANIES

