CONTENTS

DIRECTORS' STATEMENT

The Directors present their statement together with the audited Consolidated Financial Statements of ComfortDelGro Corporation Limited (the "Company") and its subsidiaries (the "Group"), and the Statement of Financial Position and Statement of Changes in Equity of the Company for the financial year ended 31 December 2021.

In the opinion of the Directors, the Consolidated Financial Statements of the Group and the Statement of Financial Position and Statement of Changes in Equity of the Company as set out on pages 110 to 204 are drawn up so as to give a true and fair view of the financial position of the Group and of the Company as at 31 December 2021, and the financial performance, changes in equity and cash flows of the Group and changes in equity of the Company for the financial year then ended and at the date of this statement, there are reasonable grounds to believe that the Company will be able to pay its debts as and when they fall due.

1 DIRECTORS

The Directors of the Company in office at the date of this statement are:

Lim Jit Poh	(Chairman)
Yang Ban Seng	(Managing Director/Group Chief Executive Officer)
Jessica Cheam	
Chiang Chie Foo	
Mark Christopher Greaves	
Lee Jee Cheng Philip	(Appointed on 1 January 2022)
Lee Khai Fatt, Kyle	
Ooi Beng Chin	
Sum Wai Fun, Adeline	
Tham Ee Mern, Lilian	
Wang Kai Yuen	

2 ARRANGEMENTS TO ENABLE DIRECTORS TO ACQUIRE BENEFITS BY MEANS OF THE ACQUISITION OF SHARES AND DEBENTURES

Neither at the end of the financial year nor at any time during the financial year did there subsist any arrangement whose object is to enable the Directors of the Company to acquire benefits by means of the acquisition of shares or debentures in the Company or any other body corporate, except for the options mentioned in paragraphs 3 and 4 of the Directors' Statement.

DIRECTORS' STATEMENT

3 DIRECTORS' INTERESTS IN SHARES AND DEBENTURES

The Directors of the Company holding office at the end of the financial year had no interests in the share capital and debentures of the Company and its related corporations as recorded in the register of Directors' shareholdings kept by the Company under Section 164 of the Singapore Companies Act 1967, except as follows:

	At 1 January 2021	At 31 December 2021	At 21 January 2022
Interest in the Company			
(a) Ordinary shares			
Lim Jit Poh	244,425	244,425	244,425
Yang Ban Seng	7,168	399,668	399,668
Yang Ban Seng (Deemed Interest)	18,185	18,185	18,185
Mark Christopher Greaves	20,000	40,000	40,000
Mark Christopher Greaves (Deemed Interest)	–	10,000	10,000
Lee Khai Fatt, Kyle	100,000	100,000	100,000
Lee Khai Fatt, Kyle (Deemed Interest)	70,000	70,000	70,000
Sum Wai Fun, Adeline	240,000	240,000	240,000
Wang Kai Yuen	52,500	52,500	52,500
(b) Options to subscribe for ordinary shares			
Yang Ban Seng	330,000	–	–

(c) Unvested performance share awards under the ComfortDelGro Executive Share Award Scheme

	Number of unvested share held by Directors	
	At 1 January 2021	At 31 December 2021
Yang Ban Seng	225,000	362,500

	At 1 January 2021	At 31 December 2021	At 21 January 2022
Interest in subsidiary, SBS Transit Ltd			
(a) Ordinary shares			
Mark Christopher Greaves (Deemed Interest)	–	10,000	10,000
Interest in subsidiary, VICOM Ltd			
(a) Ordinary shares			
Lim Jit Poh	760,000	760,000	760,000
Mark Christopher Greaves	–	10,000	10,000

DIRECTORS' STATEMENT

4 SHARE OPTIONS AND SHARE AWARDS

(A) Share options of the Company

(i) The ComfortDelGro Employees' Share Option Scheme (the "CDG ESOS") for a period of 10 years was approved by the shareholders of the Company on 18 February 2003. It expired on 17 February 2013 and hence no option has been granted since then. The existing options granted will continue to vest according to the terms and conditions of the CDG ESOS. The CDG ESOS is administered by the Nominating and Remuneration Committee (the "Committee") comprising Messrs Lim Jit Poh (Chairman), Chiang Chie Foo, Mark Christopher Greaves, Lee Jee Cheng Philip, Lee Khai Fatt, Kyle, Sum Wai Fun, Adeline and Wang Kai Yuen.

(ii) Under the CDG ESOS, an option entitles the option holder to subscribe for a specific number of new ordinary shares at a subscription price determined with reference to the market price of the shares at the time of grant of the option. The subscription price does not include any discount feature. The consideration for the grant of an option is $1.00. The option may be exercised at any time after the first anniversary of the date of grant but before the tenth anniversary (fifth anniversary for non-executive Directors) of the date of grant of that option or such shorter period as determined by the Committee. The option may be exercised in whole or in part on the payment of the relevant subscription price. The participants to whom the options have been granted shall be eligible to participate in other share option schemes implemented by the Company and/or its subsidiaries. Options granted will lapse when the option holder ceases to be a full-time employee or Director of the Company or any company of the Group, subject to certain exceptions at the discretion of the Committee administering the CDG ESOS.

(iii) Particulars of unissued shares under options granted pursuant to the CDG ESOS, options exercised and lapsed during the financial year and options outstanding as at 31 December 2021 were as follows:

	Number of options to subscribe for ordinary shares					
Date of grant	**Outstanding at 1 January 2021**	**Exercised**	**Lapsed**	**Outstanding at 31 December 2021**	**Subscription price per share**	**Expiry date**
23 June 2011	300,000	–	(300,000)	–	$1.373	22 June 2021
20 June 2012	1,703,000	(478,000)	–	1,225,000	$1.475	19 June 2022
Total	2,003,000	(478,000)	(300,000)	1,225,000		

(iv) Details of the options granted to Directors since the commencement of the CDG ESOS (including options granted under the Pre-Merger Option Scheme*) up to 31 December 2021 were as follows:

	Number of options to subscribe for ordinary shares			
Director	**Aggregate options granted since the commencement to 31 December 2021**	**Aggregate options exercised since the commencement to 31 December 2021**	**Aggregate options lapsed since the commencement to 31 December 2021**	**Aggregate options outstanding at 31 December 2021**
Lim Jit Poh	2,773,577	2,273,577	500,000	–
Yang Ban Seng	3,561,315	3,561,315	–	–
Sum Wai Fun, Adeline	600,000	600,000	–	–
Wang Kai Yuen	1,998,672	1,873,672	125,000	–

* Following the merger of Comfort Group Ltd and DelGro Corporation Limited, the outstanding options under the Comfort Executives' Share Option Scheme, the 2000 Comfort Share Option Scheme and the DelGro Executives' Share Option Scheme (collectively, the "Pre-Merger Option Scheme"), were exchanged for options under the CDG ESOS based on the then option exchange ratios.

The terms of the options granted to the Directors are disclosed in paragraph 4(A)(ii).

DIRECTORS' STATEMENT

4 SHARE OPTIONS AND SHARE AWARDS (CONT'D)

(A) Share options of the Company (cont'd)

(v) None of the options granted under the CDG ESOS include a discount feature to the market price of the shares at the time of grant. No participants to the CDG ESOS are controlling shareholders of the Company and their associates.

(vi) None of the Directors or employees of the Company and its subsidiaries received 5% or more of the total number of options available under the CDG ESOS for the financial year ended 31 December 2021.

(B) Share awards of the Company

(i) The Company obtained Shareholders' approval at its Annual General Meeting held on 26 April 2018 to implement the ComfortDelGro Executive Share Award Scheme ("CDG ESAS") for Executive Directors and Key Executives as part of the long-term incentive programme to attract talent, retain them and reward those who make significant contributions to the Group. The CDG ESAS is administered by the Nominating and Remuneration Committee (the "Committee") comprising Messrs Lim Jit Poh (Chairman), Chiang Chie Foo, Mark Christopher Greaves, Lee Jee Cheng Philip, Lee Khai Fatt, Kyle, Sum Wai Fun, Adeline and Wang Kai Yuen.

(ii) Under the CDG ESAS, the shares are granted conditional upon performance targets being met and have a vesting schedule whereby only a portion of the benefits would be granted each year. The grant of the shares may be withdrawn or clawed-back in the event of exceptional circumstances of material misstatement of financial results or misconduct resulting in financial or other losses for the Group.

(iii) The Board and the Committee believe that the Executive Share Award Scheme will help ensure that the Group continues to have a strong leadership team, credible talent pipeline and reinforce the delivery of long-term shareholder value.

(iv) During the financial year, the Company granted the third tranche of share awards of 770,000 (2020 : 570,000) ordinary shares pursuant to the CDG ESAS to selected employees of the Group. This included an award of 200,000 (2020 : 150,000) ordinary shares to Executive Director, Mr Yang Ban Seng. These are time-based awards to be vested over a 4-year period.

(v) No participants to the CDG ESAS are controlling shareholders of the Company and their associates.

(vi) Since the adoption of the CDG ESAS, a total of 1,850,000 (2020 : 1,080,000) share awards were granted. Details of the share awards granted, vested and lapsed and the number of unvested share awards outstanding as at the end of the financial years are as follows:

	Number of share awards				
Date of grant	Balance at 1 January 2021	Granted	Vested	Lapsed	Balance at 31 December 2021
6 May 2019	348,750	–	(106,250)*	(30,000)	212,500
6 May 2020	550,000	–	(127,500)*	(40,000)	382,500
6 May 2021	–	770,000	–	–	770,000
Total	898,750	770,000	(233,750)	(70,000)	1,365,000

* All of the ordinary shares were delivered by way of the issue of new ordinary shares/treasury shares.

DIRECTORS' STATEMENT

4 SHARE OPTIONS AND SHARE AWARDS (CONT'D)

(B) Share awards of the Company (cont'd)

(vii) Details of the share awards since the commencement of the Executive Share Award Scheme were as follows:

Director	Aggregate share awards granted since the commencement to 31 December 2021	Aggregate share awards vested since the commencement to 31 December 2021	Aggregate share awards outstanding at 31 December 2021
Yang Ban Seng	450,000	87,500	362,500

5 AUDIT AND RISK COMMITTEE

At the date of this report, the Audit and Risk Committee comprises seven non-executive and independent Directors as follows:

Lee Khai Fatt, Kyle	(Chairman)
Jessica Cheam	(Appointed on 1 January 2022)
Chiang Chie Foo	
Mark Christopher Greaves	
Lee Jee Cheng Philip	(Appointed on 1 January 2022)
Tham Ee Mern, Lilian	
Wang Kai Yuen	

The Audit and Risk Committee carried out its functions in accordance with Section 201B(5) of the Singapore Companies Act 1967 of Singapore and the Code of Corporate Governance 2018.

In performing its functions, the Audit and Risk Committee reviewed the overall scope of both internal and external audits and the assistance given by the Company's officers to the auditors. It met with the Company's internal and external auditors four times during the year to discuss the scope and results of their respective audits, and at least once annually without the presence of Management. The Audit and Risk Committee has reviewed the independence of the external auditors, Messrs Deloitte & Touche LLP, including the scope of the non-audit services performed and confirmed that the auditors are independent.

The Audit and Risk Committee has full access to and has the co-operation of Management and has been given the resources required for it to discharge its function properly. It also has full discretion to invite any Director and Executive Officer to attend its meetings. The external and internal auditors have unrestricted access to the Audit and Risk Committee.

In addition, the Audit and Risk Committee reviewed the Financial Statements of the Group before their submission to the Board of Directors of the Company and provided assurance to the Board on the adequacy of financial, operational, compliance and information technology controls.

The Audit and Risk Committee has recommended to the Board of Directors, the nomination of Deloitte & Touche LLP for re-appointment as auditors of the Group at the forthcoming Annual General Meeting of the Company.

DIRECTORS' STATEMENT

6 AUDITORS

The auditors, Deloitte & Touche LLP, have expressed their willingness to accept re-appointment.

ON BEHALF OF THE DIRECTORS

Lim Jit Poh
Chairman

Yang Ban Seng
Managing Director/Group Chief Executive Officer

Singapore
28 February 2022

INDEPENDENT AUDITOR'S REPORT
TO THE MEMBERS OF COMFORTDELGRO CORPORATION LIMITED

REPORT ON THE AUDIT OF THE FINANCIAL STATEMENTS

Opinion

We have audited the Financial Statements of ComfortDelGro Corporation Limited (the "Company") and its subsidiaries (the "Group") which comprise the Statement of Financial Position of the Group and the Company as at 31 December 2021, and the Group Income Statement, Group Comprehensive Income Statement, Group Statement of Changes in Equity and Group Cash Flow Statement and Statement of Changes in Equity of the Company for the year then ended, and notes to the Financial Statements, including a summary of significant accounting policies, as set out on pages 110 to 204.

In our opinion, the accompanying Consolidated Financial Statements of the Group and the Statement of Financial Position and the Statement of Changes in Equity of the Company are properly drawn up in accordance with the provisions of the Companies Act 1967 (the "Act") and Singapore Financial Reporting Standards (International) ("SFRS(I)s") so as to give a true and fair view of the consolidated financial position of the Group and the financial position of the Company as at 31 December 2021 and of the consolidated financial performance, consolidated changes in equity and consolidated cash flows of the Group and of the changes in equity of the Company for the year ended on that date.

Basis for Opinion

We conducted our audit in accordance with Singapore Standards on Auditing ("SSAs"). Our responsibilities under those Standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Statements* section of our report. We are independent of the Group in accordance with the Accounting and Corporate Regulatory Authority *Code of Professional Conduct and Ethics for Public Accountants and Accounting Entities* ("ACRA Code") together with the ethical requirements that are relevant to our audit of the Financial Statements in Singapore, and we have fulfilled our other ethical responsibilities in accordance with these requirements and the ACRA Code. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Key Audit Matters

Key audit matters are those matters that, in our professional judgement, were of most significance in our audit of the Financial Statements of the current year. These matters were addressed in the context of our audit of the Financial Statements as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters.

Taxi vehicles, taxi licences and goodwill impairment review

The Group reviews taxi licences with indefinite useful lives and goodwill for impairment annually or more frequently when there is an impairment indication. Impairment assessment is also performed for taxi vehicles and taxi licences with finite useful lives when there is an impairment indication. The carrying amount of taxi vehicles, taxi licences and goodwill are disclosed in Notes 13, 14 and 15 to the Financial Statements.

Management exercises significant judgements in the assumptions on inputs used in the discounted cash flow forecasts to determine the recoverable amounts. The key assumptions used by Management are disclosed in Note 3 to the Financial Statements.

Our audit procedures included critically challenging the key assumptions on growth rates and discount rates used by Management in the impairment review in the COVID-19 environment. We also performed sensitivity analysis around the key inputs including growth rates and discount rates used in the cash flow forecasts. We compared the growth rates to recent business performance, trend analysis and the growth rates for the relevant countries. For the discount rates, we involved our valuation specialist and compared it to the weighted average cost of capital. We found Management's key assumptions to be reasonable.

Valuation and completeness of provision for accident claims

The valuation and completeness of provisions for settlement of accident claims involves estimation uncertainty (Note 3). Management considers the probability and amount of the expected settlement claims based on the number of claims lodged, recent settlements, third party settlement data and accident claims statistics report in determining the provision for accident claims as disclosed in Note 22 to the Financial Statements.

Our audit procedures included understanding the process used to determine the provision for accident claims. We independently evaluated the reasonableness of Management's basis and the key estimates and assumptions used in the provision estimated by Management, including reviewing the number of claims lodged, recent settlements, third party settlement data and accident claims statistics. Based on our procedures, Management's key assumptions appear to be within the reasonable range of our expectations.

We have also assessed the adequacy and appropriateness of the related disclosures in the Financial Statements.

INDEPENDENT AUDITOR'S REPORT
TO THE MEMBERS OF COMFORTDELGRO CORPORATION LIMITED

Key Audit Matters (cont'd)

Transition of the Downtown Line to the New Rail Financing Framework Version 2

On 11 November 2021, SBS Transit Ltd ("SBS Transit") a subsidiary of the Group entered into a framework agreement with the Land Transport Authority of Singapore ("LTA") and SBS Transit DTL Pte. Ltd. to transit the Downtown Line ("DTL") to the second version of the New Rail Financing Framework Version 2 ("NRFF (Version 2)"). North East Line ("NEL") and Sengkang Punggol Light Rail Transit System ("SPLRT") are already on NRFF Version 2 since 2018.

The NRFF (Version 2) is designed to reduce commercial volatility for rail operators in delivering a reliable and financially sustainable public rail service. As part of the framework agreement, the LTA has issued a consolidated rail licence to SBS Transit's wholly owned subsidiary, SBS Transit Rail Pte. Ltd., to operate the DTL, NEL and SPLRT for a period of 11 years commencing 1 January 2022, and ending on 31 December 2032 (the "Consolidated Rail License").

Management has engaged an independent third party to review the ridership patterns, and has also engaged another independent third party to review the future financial performance of the DTL, NEL and SPLRT after considering the new terms under the Consolidated Rail Licence, including reviewing the accounting treatments arising thereon. As disclosed in Note 3 to the Financial Statements, in projecting the future financial performance of the Consolidated Rail Licence, significant judgement is exercised in key assumptions relating to ridership, fare adjustments and availability of grants from the authorities, after taking into consideration that the timing of the recovery of travel and economic activities to pre-COVID-19 levels is uncertain and there could be significant shifts in ridership patterns and fare adjustments.

Our audit procedures focused on evaluating the areas of significant judgement made by the Group in their projection of the future financial performance of the DTL, NEL and SPLRT after considering the new terms under the Consolidated Rail Licence, including reviewing the Group's accounting treatments arising thereon.

We obtained and read the framework agreement and certain key correspondences between the Authorities and the Group. We discussed with Management on the areas of significant judgement in their projection of the future financial performance of the DTL, NEL and SPLRT. We read the reports issued by the independent third parties to obtain an understanding of the ridership projection, the projected future financial performance of the DTL, NEL and SPLRT and the overall accounting treatment for certain key terms under the Consolidated Rail Licence. We obtained the projected future financial performance of the DTL, NEL and SPLRT up to the end of the licence period and challenged key assumptions made by Management, including reviewing relevant corroborative documentation of ridership projection, projected future fare adjustments and availability of grants from the Authorities. Based on our procedures, the significant judgement applied by Management in the key assumptions appear to be reasonable.

We have also assessed the adequacy and appropriateness of the related disclosures in the Financial Statements.

Accounting for bus contracts with local transport regulators in Australia

During the year, the Group reviewed the revenue recognition policy relating to bus fleet payments received for bus services provided in Australia. Fleet payments were previously recognised as government grants over the useful life of the buses in accordance with AASB 120 and SFRS(I) 1-20 Government Grant, with a corresponding grant receivable or deferred grant. As a result, the revenue recognition policy was updated in accordance with AASB 15 and SFRS(I)15 - Revenue From Contracts With Customers to reflect the economic characteristics of the arrangements. This resulted in a corresponding restatement to prior years financial number.

Our audit procedures included obtaining an understanding of management's process of reviewing the bus contracts in Australia with the transport regulators. We held discussions to understand and challenged management regarding the assumptions and judgements involved in the application of the accounting for these contracts. We independently reviewed the terms in the contracts and considered the performance obligations depicting the transfer of services and the consideration in exchange for the services in the transportation industry in Australia. We focussed on the nature and economic characteristics of the arrangement with the transport regulators, including the timing of cash flows. Based on the procedures, we found management's accounting for these contracts in accordance with AASB 15 and SFRS(I)15 - Revenue From Contracts With Customers to be appropriate.

We have also assessed the appropriateness of the related disclosures in the Financial Statements.

INDEPENDENT AUDITOR'S REPORT
TO THE MEMBERS OF COMFORTDELGRO CORPORATION LIMITED

Information Other than the Financial Statements and Auditor's Report Thereon

Management is responsible for the other information. The other information comprises the information included in the annual report but does not include the Financial Statements and our auditor's report thereon. The Directors' Statement was obtained prior to the date of this auditor's report and the remaining other information included in the annual report is expected to be made available to us after that date.

Our opinion on the Financial Statements does not cover the other information and we do not and will not express any form of assurance conclusion thereon.

In connection with our audit of the Financial Statements, our responsibility is to read the other information identified above when it becomes available and, in doing so, consider whether the other information is materially inconsistent with the Financial Statements or our knowledge obtained in the audit or otherwise appears to be materially misstated.

If, based on the work we have performed on the other information that we obtained prior to the date of this auditor's report, we conclude that there is material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

When we read the other information included in the annual report, if we conclude that there is a material misstatement therein, we are required to communicate the matter to those charged with governance and take appropriate actions in accordance with SSAs.

Responsibilities of Management and Directors for the Financial Statements

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

In preparing the Financial Statements, Management is responsible for assessing the Group's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless Management either intends to liquidate the Group or to cease operations, or has no realistic alternative but to do so.

The Directors' responsibilities include overseeing the Group's financial reporting process.

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the Financial Statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with SSAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these Financial Statements.

As part of an audit in accordance with SSAs, we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the Financial Statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

INDEPENDENT AUDITOR'S REPORT
TO THE MEMBERS OF COMFORTDELGRO CORPORATION LIMITED

Auditor's Responsibilities for the Audit of the Financial Statements (cont'd)

- Obtain an understanding of internal control relevant to the audit 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 Group's internal control.

- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by Management.

- Conclude on the appropriateness of Management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the Financial Statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Group to cease to continue as a going concern.

- Evaluate the overall presentation, structure and content of the Financial Statements, including the disclosures, and whether the Financial Statements represent the underlying transactions and events in a manner that achieves fair presentation.

- Obtain sufficient appropriate audit evidence regarding the financial information of the entities and business activities within the Group to express an opinion on the Consolidated Financial Statements. We are responsible for the direction, supervision and performance of the group audit. We remain solely responsible for our audit opinion.

We communicate with the Directors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

We also provide the Directors with a statement that we have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, related safeguards.

From the matters communicated with the Directors, we determine those matters that were of most significance in the audit of the Financial Statements of the current year and are therefore the key audit matters. We describe these matters in our auditor's report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, we determine that a matter should not be communicated in our report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

REPORT ON OTHER LEGAL AND REGULATORY REQUIREMENTS

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

The engagement partner on the audit resulting in this independent auditor's report is Mr. Cheung Pui Yuen.

DELOITTE & TOUCHE LLP
Public Accountants and
Chartered Accountants
Singapore

28 February 2022

STATEMENTS OF FINANCIAL POSITION
31 DECEMBER 2021

	Note	The Group 2021 $'mil	The Group 2020* $'mil	The Company 2021 $'mil	The Company 2020 $'mil
ASSETS					
Current assets					
Short-term deposits and bank balances	4	919.1	742.8	244.5	199.2
Trade and other receivables	5	536.9	533.4	6.8	5.9
Due from subsidiaries	6	–	–	70.9	38.7
Grant receivables	12	0.6	20.1	–	0.2
Inventories	7	116.9	127.9	–	–
		1,573.5	1,424.2	322.2	244.0
Assets classified as held for sale	43	8.3	–	–	–
Deferred tax assets	16	6.5	–	–	–
Total current assets		1,588.3	1,424.2	322.2	244.0
Non-current assets					
Subsidiaries	8	–	–	1,187.6	1,195.4
Associates	9	0.8	0.7	–	–
Investments	10	27.7	22.5	11.7	10.9
Trade and other receivables	5	10.7	6.7	14.0	16.1
Due from subsidiaries	6	–	–	317.1	353.5
Vehicles, premises and equipment	13	2,430.5	2,604.1	5.1	6.9
Intangible assets	14	220.0	210.6	–	–
Goodwill	15	646.9	659.4	–	–
Deferred tax assets	16	30.1	30.4	–	–
Total non-current assets		3,366.7	3,534.4	1,535.5	1,582.8
Total assets		4,955.0	4,958.6	1,857.7	1,826.8

STATEMENTS OF FINANCIAL POSITION

31 DECEMBER 2021

	Note	The Group		The Company	
		2021 $'mil	2020* $'mil	2021 $'mil	2020 $'mil
LIABILITIES AND EQUITY					
Current liabilities					
Borrowings	17	23.9	110.3	22.8	27.5
Lease liabilities from financial institutions	18	28.0	30.7	–	–
Lease liabilities	19	33.3	32.6	4.3	4.1
Trade and other payables	20	775.6	675.0	15.5	11.0
Due to subsidiaries	20	–	–	247.5	203.8
Deferred grants	21	0.6	30.5	–	0.3
Fuel price equalisation account		20.0	20.0	–	–
Provision for accident claims	22	44.3	48.7	–	–
Income tax payable		64.4	64.7	1.5	1.1
Total current liabilities		990.1	1,012.5	291.6	247.8
Non-current liabilities					
Borrowings	17	317.1	353.4	317.1	353.4
Lease liabilities from financial institutions	18	30.3	57.9	–	–
Lease liabilities	19	185.4	156.3	19.4	24.9
Deferred grants	21	4.8	5.8	–	–
Other liabilities	23	76.8	73.3	–	0.1
Fuel price equalisation account		20.0	20.0	–	–
Deferred tax liabilities	16	194.2	210.7	1.1	1.3
Total non-current liabilities		828.6	877.4	337.6	379.7
Total liabilities		1,818.7	1,889.9	629.2	627.5
Capital, reserves and non-controlling interests					
Share capital	24	694.4	693.4	694.4	693.4
Treasury shares	25	(0.7)	(0.2)	(0.7)	(0.2)
Other reserves	26	70.8	59.8	(38.3)	(39.4)
Foreign currency translation reserve		(24.4)	(20.2)	–	–
Retained earnings		1,966.4	1,913.9	573.1	545.5
Equity attributable to shareholders of the Company		2,706.5	2,646.7	1,228.5	1,199.3
Non-controlling interests		429.8	422.0	–	–
Total equity		3,136.3	3,068.7	1,228.5	1,199.3
Total liabilities and equity		4,955.0	4,958.6	1,857.7	1,826.8

* Certain comparative figures have been restated. Please refer to Note 44 for further details.

See accompanying notes to the Financial Statements.

GROUP INCOME STATEMENT
YEAR ENDED 31 DECEMBER 2021

	Note	2021 $'mil	2020* $'mil
Revenue	27	3,538.3	3,242.6
Staff costs	28	(1,711.9)	(1,550.1)
Depreciation and amortisation		(401.6)	(432.0)
Repairs and maintenance costs		(312.1)	(301.0)
Fuel and electricity costs		(264.2)	(182.0)
Contract services		(141.2)	(126.0)
Materials and consumables costs		(95.5)	(94.2)
Road tax and licence fees		(84.7)	(81.0)
Insurance premiums and accident claims		(81.1)	(85.7)
Premises costs		(80.2)	(77.6)
Utilities and communication costs		(17.3)	(18.9)
Advertising production and promotion costs		(16.9)	(12.7)
Net loss on disposal of vehicles, premises and equipment		(14.7)	(11.2)
Provision for impairment on vehicles and goodwill		(9.0)	(48.3)
Other operating costs		(97.9)	(100.2)
Total Operating Costs		(3,328.3)	(3,120.9)
Operating Profit		210.0	121.7
Net Income from Investments		6.2	8.8
Finance Costs	29	(11.3)	(14.7)
Profit before Taxation		204.9	115.8
Taxation	30	(44.9)	(24.1)
Profit after Taxation	31	160.0	91.7
Profit Attributable to:			
Shareholders of the Company		130.1	60.8
Non-Controlling Interests		29.9	30.9
		160.0	91.7
Earnings per share (in cents):**			
Basic		6.00	2.81
Diluted		6.00	2.81

* Certain comparative figures have been restated. Please refer to Note 44 for further details.

** Based on weighted average number of ordinary shares in issue (excluding treasury shares).

See accompanying notes to the Financial Statements.

GROUP COMPREHENSIVE INCOME STATEMENT
YEAR ENDED 31 DECEMBER 2021

	Note	2021 $'mil	2020* $'mil
Profit after Taxation	31	160.0	91.7
Items that may be reclassified subsequently to profit or loss			
Fair value adjustment on cash flow hedges		0.7	(0.2)
Exchange differences on translation of foreign operations		2.6	81.4
		3.3	81.2
Items that will not be reclassified subsequently to profit or loss			
Actuarial adjustment on defined benefit plans		7.0	(6.7)
Fair value adjustment on equity investments		2.5	(2.0)
		9.5	(8.7)
Other comprehensive income for the year		12.8	72.5
Total comprehensive income for the year		172.8	164.2
Attributable to:			
Shareholders of the Company		135.6	125.6
Non-Controlling Interests		37.2	38.6
		172.8	164.2

* Certain comparative figures have been restated. Please refer to Note 44 for further details.

See accompanying notes to the Financial Statements.

STATEMENTS OF CHANGES IN EQUITY
YEAR ENDED 31 DECEMBER 2021

	The Group							
	Attributable to shareholders of the Company							
	Share capital $'mil	Treasury shares $'mil	Other reserves $'mil	Foreign currency translation reserve $'mil	Retained earnings $'mil	Total $'mil	Non-controlling interests $'mil	Total equity $'mil
Balance at 1 January 2020*	**692.2**	**–**	**66.3**	**(93.8)**	**1,967.6**	**2,632.3**	**414.0**	**3,046.3**
Total comprehensive income for the year:								
Profit for the year*	–	–	–	–	60.8	60.8	30.9	91.7
Other comprehensive income for the year	–	–	(8.8)	73.6	–	64.8	7.7	72.5
Total	–	–	(8.8)	73.6	60.8	125.6	38.6	164.2
Transactions recognised directly in equity:								
Exercise of share options (Notes 24 and 26)	1.2	–	(0.1)	–	–	1.1	–	1.1
Payment of dividends (Note 37)	–	–	–	–	(114.6)	(114.6)	–	(114.6)
Purchase of treasury shares (Note 25)	–	(0.4)	–	–	–	(0.4)	–	(0.4)
Transfer from treasury shares to share-based payments (Notes 25 and 26)	–	0.2	(0.2)	–	–	–	–	–
Other reserves (Note 26)	–	–	2.6	–	0.1	2.7	(30.6)	(27.9)
Total	1.2	(0.2)	2.3	–	(114.5)	(111.2)	(30.6)	(141.8)
Balance at 31 December 2020*	**693.4**	**(0.2)**	**59.8**	**(20.2)**	**1,913.9**	**2,646.7**	**422.0**	**3,068.7**
Total comprehensive income for the year:								
Profit for the year	–	–	–	–	130.1	130.1	29.9	160.0
Other comprehensive income for the year	–	–	9.7	(4.2)	–	5.5	7.3	12.8
Total	–	–	9.7	(4.2)	130.1	135.6	37.2	172.8
Transactions recognised directly in equity:								
Exercise of share options (Notes 24 and 26)	0.8	–	–	–	–	0.8	–	0.8
Issued shares under share award scheme	0.2	–	(0.2)	–	–	–	–	–
Payment of dividends (Note 37)	–	–	–	–	(76.5)	(76.5)	–	(76.5)
Purchase of treasury shares (Note 25)	–	(0.7)	–	–	–	(0.7)	–	(0.7)
Transfer from treasury shares to share-based payments (Notes 25 and 26)	–	0.2	(0.2)	–	–	–	–	–
Other reserves (Note 26)	–	–	1.7	–	(1.1)	0.6	(29.4)	(28.8)
Total	1.0	(0.5)	1.3	–	(77.6)	(75.8)	(29.4)	(105.2)
Balance at 31 December 2021	**694.4**	**(0.7)**	**70.8**	**(24.4)**	**1,966.4**	**2,706.5**	**429.8**	**3,136.3**

STATEMENTS OF CHANGES IN EQUITY
YEAR ENDED 31 DECEMBER 2021

	The Company				
	Share capital $'mil	Treasury shares $'mil	Other reserves $'mil	Retained earnings $'mil	Total equity $'mil
Balance at 1 January 2020	**692.2**	**–**	**(38.0)**	**588.3**	**1,242.5**
Total comprehensive income for the year:					
Profit for the year	–	–	–	69.4	69.4
Other comprehensive income for the year	–	–	(1.8)	–	(1.8)
Total	–	–	(1.8)	69.4	67.6
Transactions recognised directly in equity:					
Exercise of share options (Notes 24 and 26)	1.2	–	(0.1)	–	1.1
Payment of dividends (Note 37)	–	–	–	(114.6)	(114.6)
Purchase of treasury shares (Note 25)	–	(0.4)	–	–	(0.4)
Transfer from treasury shares to share-based payments (Notes 25 and 26)	–	0.2	(0.2)	–	–
Other reserves (Note 26)	–	–	0.7	2.4	3.1
Total	1.2	(0.2)	0.4	(112.2)	(110.8)
Balance at 31 December 2020	**693.4**	**(0.2)**	**(39.4)**	**545.5**	**1,199.3**
Total comprehensive income for the year:					
Profit for the year	–	–	–	104.1	104.1
Other comprehensive income for the year	–	–	0.8	–	0.8
Total	–	–	0.8	104.1	104.9
Transactions recognised directly in equity:					
Exercise of share options (Notes 24 and 26)	0.8	–	–	–	0.8
Issued shares under share award scheme	0.2	–	(0.2)	–	–
Payment of dividends (Note 37)	–	–	–	(76.5)	(76.5)
Purchase of treasury shares (Note 25)	–	(0.7)	–	–	(0.7)
Transfer from treasury shares to hare-based payments (Notes 25 and 26)	–	0.2	(0.2)	–	–
Other reserves (Note 26)	–	–	0.7	–	0.7
Total	1.0	(0.5)	0.3	(76.5)	(75.7)
Balance at 31 December 2021	**694.4**	**(0.7)**	**(38.3)**	**573.1**	**1,228.5**

* Certain comparative figures have been restated. Please refer to Note 44 for further details.

GROUP CASH FLOW STATEMENT
YEAR ENDED 31 DECEMBER 2021

	2021 $'mil	2020* $'mil
Operating activities		
Profit before Taxation	204.9	115.8
Adjustments for:		
Depreciation and amortisation	401.6	432.0
Finance costs	11.3	14.7
Interest income	(6.7)	(8.4)
Dividend income	(0.1)	(0.4)
Provision for impairment on vehicles and goodwill	9.0	48.3
Net loss on disposal of vehicles, premises and equipment	14.7	11.2
Provision for accident claims	13.9	14.2
Allowance for inventory obsolescence	5.0	23.9
Allowance for expected credit losses	0.5	7.2
Others	3.1	2.2
Operating cash flows before movements in working capital	657.2	660.7
Inventories	4.1	1.2
Trade and other receivables	0.4	(3.7)
Grant receivables, net of deferred grants	(11.3)	3.2
Trade and other payables	93.1	1.6
Other liabilities	8.4	(12.7)
Payments of service benefits and long service awards	(1.2)	(0.9)
Payments of accident claims	(18.5)	(17.2)
Changes in working capital	75.0	(28.5)
Cash generated from operations	732.2	632.2
Income tax paid	(67.0)	(82.7)
Interest paid arising from leases	(4.3)	(5.2)
Net cash from operating activities	660.9	544.3

See accompanying notes to the Financial Statements.

GROUP CASH FLOW STATEMENT
YEAR ENDED 31 DECEMBER 2021

	2021 $'mil	2020* $'mil
Investing activities		
Purchases of vehicles, premises and equipment	(228.2)	(198.5)
Less: Vehicles purchased under lease liabilities from financial institutions	–	6.2
Less: Proceeds from disposal of vehicles, premises and equipment	33.9	86.2
Cash payments on purchase of vehicles, premises and equipment	(194.3)	(106.1)
Investments made	(2.2)	–
Additions to intangible assets	(1.9)	(1.3)
Acquisitions of business assets/subsidiaries, net of cash (Note 41)	(19.7)	(12.0)
Sale of business/divestment of a subsidiary, net of cash (Note (a))	5.5	(0.2)
Interest received	8.7	9.5
Dividend received from investments	0.1	0.4
Net cash used in investing activities	(203.8)	(109.7)
Financing activities		
New loans raised	2,124.1	1,993.4
Repayment of borrowings and lease liabilities from financial institutions	(2,268.0)	(2,110.0)
Repayment of lease liabilities	(30.6)	(30.8)
Capital contribution from non-controlling shareholder of a subsidiary	1.5	–
Dividends paid to shareholders of the Company	(76.5)	(114.6)
Dividends paid to non-controlling shareholders of subsidiaries	(30.9)	(29.8)
Purchase of treasury shares	(0.7)	(0.4)
Proceeds from exercise of share options of the Company	0.8	1.1
Interest paid	(6.9)	(10.7)
Net cash used in financing activities	(287.2)	(301.8)
Net effect of exchange rate changes in consolidating subsidiaries	6.4	15.8
Net increase in cash and cash equivalents	176.3	148.6
Cash and cash equivalents at beginning of year	742.8	594.2
Cash and cash equivalents at end of year (Note 4)	919.1	742.8

Note (a) Summary of the effects of sale of business/divestment of a subsidiary:

	2021 $'mil	2020 $'mil
Net assets on divestment:		
Current assets	–	0.8
Non-current assets	5.5	0.3
Net assets divested/Proceeds from divestment	5.5	1.1
Non-controlling interests	–	(0.5)
Less : Cash adjustment upon deconsolidation of a subsidiary	–	(0.8)
Cash flow from divestment, net of cash	5.5	(0.2)

* Certain comparative figures have been restated. Please refer to Note 44 for further details.

See accompanying notes to the Financial Statements.

NOTES TO THE FINANCIAL STATEMENTS
31 DECEMBER 2021

1 GENERAL

The Company (Registration No. 200300002K) is incorporated in the Republic of Singapore with its registered office and principal place of business at 205 Braddell Road, Singapore 579701. The Company is listed on the Singapore Exchange Securities Trading Limited.

The principal activities of the Company are those of investment holding and the provision of management and shared services. The principal activities of the subsidiaries and associates are described in Note 40.

The Financial Statements are expressed in Singapore dollars and all values are expressed in million ($'mil) except when otherwise indicated.

The Consolidated Financial Statements of the Group for the financial year ended 31 December 2021 and the Statement of Financial Position and Statement of Changes in Equity of the Company as at 31 December 2021 were authorised for issue by the Board of Directors on 28 February 2022.

2 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

BASIS OF ACCOUNTING – The Financial Statements have been prepared in accordance with the historical cost basis, except as disclosed in the accounting policies below and are drawn up in accordance with the provisions of the Singapore Companies Act 1967 and SFRS(I)s.

Historical cost is generally based on the fair value of the consideration given in exchange for goods and services.

Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date, regardless of whether that price is directly observable or estimated using another valuation technique. In estimating the fair value of an asset or a liability, the Group takes into account the characteristics of the asset or liability which market participants would take into account when pricing the asset or liability at the measurement date. Fair value for measurement and/or disclosure purposes in these Consolidated Financial Statements is determined on such a basis, except for share-based payment transactions that are within the scope of SFRS(I) 2, leasing transactions that are within the scope of SFRS(I) 16, and measurements that have some similarities to fair value but are not fair value, such as net realisable value in SFRS(I) 1-2 *Inventories* or value in use in SFRS(I) 1-36.

ADOPTION OF NEW AND REVISED FINANCIAL STANDARDS – On 1 January 2021, the Group and the Company adopted all the new and revised SFRS(I) pronouncements that are relevant to its operations. The adoption of these new/revised SFRS(I) pronouncements does not result in changes to the Group's and the Company's accounting policies and has no material effect on the amounts reported for the current or prior years.

NEW/REVISED STANDARDS AND IMPROVEMENTS TO THE STANDARDS NOT YET ADOPTED – The Group has not applied the following accounting standards that are relevant to the Group and have been issued as at the end of the reporting period but not yet effective:

- Amendments to SFRS(I) 3 *Reference to the Conceptual Framework*[1]
- Amendments to SFRS(I) 1-37 *Onerous Contracts – Cost of Fulfilling a Contract*[1]
- Annual improvements to SFRS(I)s 2018-2020[1]
- Amendments to SFRS(I) 1-1 *Classification of Liabilities as Current or Non-current*[2]
- Amendments to SFRS(I) 1-8 *Definition of Accounting Estimates*[2]
- Amendments to SFRS(I) 1-12 *Deferred Tax related to Assets and Liabilities arising from a Single Transaction*[2]

(1) Applies to annual periods beginning on or after 1 January 2022.

(2) Applies to annual periods beginning on or after 1 January 2023.

Management anticipates that the adoption of the above SFRS(I) pronouncements in future periods is not expected to have a material impact on the Financial Statements of the Group in the period of their initial adoption.

NOTES TO THE FINANCIAL STATEMENTS
31 DECEMBER 2021

2 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONT'D)

BASIS OF CONSOLIDATION – The Consolidated Financial Statements incorporate the Financial Statements of the Company and 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.

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 Group Income Statement and Group Comprehensive Income Statement 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 in line with those consistently used by the Group.

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.

All intra-group transactions, balances, income and expenses are eliminated on consolidation.

Non-controlling interests in the net assets of consolidated subsidiaries are identified separately from the Group's equity therein. Non-controlling interests consist of the amount of those interests at the date of the original business combination (see below) and the non-controlling interests' share of changes in equity since the date of the combination. Losses are attributed to non-controlling interests even if this results in the non-controlling interests having a deficit balance.

In the Statement of Financial Position of the Company, investments in subsidiaries and associates are carried at cost less any impairment in net recoverable value that has been recognised in Profit or Loss.

BUSINESS COMBINATIONS – The acquisition of subsidiaries is accounted for using the acquisition method. The consideration for each acquisition is measured at the aggregate of the fair values, at the date of acquisition, of assets given, liabilities incurred or assumed, and equity instruments issued by the Group to the former owners of the acquiree in exchange for control of the acquiree. The acquiree's identifiable assets, liabilities and contingent liabilities that meet the conditions for recognition under SFRS(I) 3 *Business Combinations* are recognised at their fair values at the acquisition date except for deferred tax assets or liabilities which are recognised and measured in accordance with SFRS(I) 1-12 *Income Taxes*. Acquisition-related costs are recognised in Profit or Loss as incurred.

The interest of the non-controlling shareholders in the acquiree is initially measured at the non-controlling interest's proportion of the net fair value of the assets, liabilities and contingent liabilities recognised.

If the initial accounting for a business combination is incomplete by the end of the reporting period in which the combination occurs, the Group reports provisional amounts for the items for which the accounting is incomplete. Those provisional amounts are adjusted during the measurement period (see below), or additional assets or liabilities are recognised, to reflect new information obtained about facts and circumstances that existed as of the acquisition date that, if known, would have affected the amounts recognised as of that date.

NOTES TO THE FINANCIAL STATEMENTS
31 DECEMBER 2021

2 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONT'D)

The measurement period is the period from the date of acquisition to the date the Group obtains complete information about facts and circumstances that existed as of the acquisition date and is subject to a maximum of one year from acquisition date.

FINANCIAL INSTRUMENTS – Financial assets and financial liabilities are recognised on the Group's Statement of Financial Position when the Group 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.

Financial assets

All financial assets are recognised and de-recognised on a trade date basis where the purchase or sale of financial assets is under a contract whose terms require delivery of assets within the time frame established by the market concerned.

All recognised financial assets are subsequently measured in their entirety at either amortised cost or fair value, depending on the classification of the financial assets.

Classification of financial assets

Debt instruments that meet the following conditions are subsequently measured at amortised cost less impairment loss:

- the asset is held within a business model whose objective is to hold assets in order to collect contractual cash flows; and

- the contractual terms of the instrument give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

Investments in debt instruments that meet both the following conditions are subsequently measured at fair value through other comprehensive income ("FVTOCI"):

- the financial asset is held within a business model whose objective is achieved by both collecting contractual cash flows and selling financial assets; and

- the contractual terms of the instrument give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

All other financial assets are subsequently measured at fair value through Profit or Loss ("FVTPL").

Amortised cost and effective interest method

The effective interest method is a method of calculating the amortised cost of a debt instrument and of allocating interest income over the relevant period.

The amortised cost of a financial asset is the amount at which the financial asset is measured at initial recognition minus the principal repayments, plus the cumulative amortisation using the effective interest method of any difference between that initial amount and the maturity amount, adjusted for any loss allowance.

NOTES TO THE FINANCIAL STATEMENTS
31 DECEMBER 2021

2 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONT'D)

Debt instruments classified as at FVTOCI

Investments in debt instruments at FVTOCI are initially measured at fair value plus transaction costs. Subsequently, any gains or losses on such a financial asset are recognised in Other Comprehensive Income, except for impairment gains or losses and foreign exchange gains and losses until the financial asset is derecognised. When the financial asset is derecognised the cumulative gain or loss previously recognised in Other Comprehensive Income is reclassified from equity to Profit or Loss for the period.

Interest income is recognised in Profit or Loss and is included in the "Net Income from Investments" line item in Profit or Loss.

Equity instruments designated at FVTOCI

On initial recognition, the Group can make an irrevocable election (on an instrument-by-instrument basis) to designate investments in equity instruments as FVTOCI. Designation at FVTOCI is not permitted if the equity instrument is held for trading.

Investments in equity instruments at FVTOCI are initially measured at fair value plus transaction costs that are directly attributable to the acquisition of the financial asset. Subsequently, they are measured at fair value with gains and losses arising from changes in fair value including any foreign exchange difference are recognised in Other Comprehensive Income. Such equity investments are not subject to impairment requirements. The amounts recognised in Other Comprehensive Income are not subsequently reclassified to Profit or Loss on disposal of the equity instruments.

Dividends on these investments in equity instruments are recognised in Profit or Loss when the Group's right to receive the dividends is established, unless the dividends clearly represent a recovery of part of the cost of the investment. Dividends are included in the "Net Income from Investments" line item in Profit or Loss.

Impairment of financial assets

The Group recognises a loss allowance for expected credit losses ("ECL") on investments in debt instruments that are measured at amortised cost or at FVTOCI. No impairment loss is recognised for investments in equity instruments. The amount of ECL is updated at each reporting date to reflect changes in credit risk since initial recognition of the respective financial instrument.

The Group applies the simplified approach permitted by SFRS(I) 9 for trade receivables. The ECL on these financial assets are estimated based on the Group's historical credit loss experience, adjusted for factors that are specific to the debtors as well as current and forecast general economic conditions at the reporting date.

To assess whether there is a significant increase in credit risk, the Group compares the risk of a default occurring on the asset as at the reporting date with the rate of default as at the date of initial recognition. It considers available reasonable and supportive forward-looking information, where relevant.

A default on a financial asset is when the counterparty fails to make contractual payments within a specific period after the credit period granted.

A financial asset is credit-impaired when one or more events that have a detrimental impact on the estimated future cash flows of that financial asset have occurred. Evidence that a financial asset is credit-impaired include taking into consideration observable data about the significant financial difficulty of the issuer or the borrower; a breach of contract, such as a default or past due event; it is becoming probable that the borrower will enter bankruptcy or other financial reorganisation.

Where receivables have been written off, the Group continues to recover the receivables due. Where recoveries are made, these are recognised in Profit or Loss.

NOTES TO THE FINANCIAL STATEMENTS
31 DECEMBER 2021

2 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONT'D)

Derecognition of financial assets

The Group derecognises a financial asset only 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.

On derecognition of a financial asset measured at amortised cost, the difference between the asset's carrying amount and the sum of the consideration received and receivable is recognised in Profit or Loss. In addition, on derecognition of an investment in a debt instrument classified as at FVTOCI, the cumulative gain or loss previously accumulated in the Investment Revaluation Reserve is reclassified to Profit or Loss. In contrast, on derecognition of an investment in equity instrument which the group has elected on initial recognition to measure at FVTOCI, the cumulative gain or loss previously accumulated in the Investment Revaluation Reserve is not reclassified to Profit or Loss, but is transferred to Retained Earnings.

Financial liabilities and equity instruments

Classification as debt or equity

Financial liabilities and equity instruments issued by the Group are classified according to the substance of the contractual arrangements entered into and the definitions of a financial liability and an equity instrument.

Equity instruments

An equity instrument is any contract that evidences a residual interest in the assets of the Group after deducting all of its liabilities. Equity instruments are recorded at the proceeds received, net of direct issue costs.

Borrowings

Interest-bearing loans are initially measured at fair value, and are subsequently measured at amortised cost, using the effective interest method. Any difference between the proceeds (net of transaction costs) and the settlement or redemption of borrowings is recognised in Profit or Loss over the term of the borrowings.

Trade and other payables

Trade and other payables are initially measured at fair value, net of transaction costs, and are subsequently measured at amortised cost, using the effective interest method, with interest expense recognised on an effective yield basis.

Derecognition of financial liabilities

The Group derecognises financial liabilities when, and only when, the Group's obligations are discharged, cancelled or they expire. The difference between the carrying amount of the financial liability derecognised and the consideration paid and payable, including any non-cash assets transferred or liabilities assumed, is recognised in Profit or Loss.

NOTES TO THE FINANCIAL STATEMENTS
31 DECEMBER 2021

2 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONT'D)

Hedging instruments and hedge accounting

The Group uses hedging instruments to manage its exposure to fuel price fluctuation, interest rate and foreign exchange rate risks. The use of hedging instruments is governed by the Group's policies which provide written principles on the use of financial instruments consistent with the Group's risk management strategy (see Note 36).

Hedging instruments are initially recognised at fair value on the contract date, and are subsequently remeasured to their fair value at the end of each reporting year. The resulting gain or loss is recognised in Profit or Loss immediately unless the hedging instrument is 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 Group designates its hedging instruments as either fair value hedges or cash flow hedges.

Hedging instruments are carried as assets when the fair value is positive and as liabilities when the fair value is negative. The fair value of hedging instrument is classified as a non-current asset or a non-current liability if the maturity of the hedge relationship exceeds 12 months and as a current asset or current liability if the maturity of the hedge relationship is within 12 months.

At the inception of the hedge relationship, the Group documents the relationship between the hedging instrument and hedged item, along with its risk management objective 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 hedging instrument is highly effective in offsetting changes in fair values or cash flows of the hedged item attributable to the hedged risk, which is when the hedging relationships meet all of the following hedge effectiveness requirements:

- there is an economic relationship between the hedged item and the hedging instrument;
- the effect of credit risk does not dominate the value changes that result from that economic relationship; and
- the hedge ratio of the hedging relationship is the same as that resulting from the quantity of the hedged item that the group actually hedges and the quantity of the hedging instrument that the entity actually uses to hedge that quantity of hedged item.

The Group designates any interest rate swap for hedging of interest rate risk arising from borrowings as cash flow hedges. Hedges of both foreign currency risk and fuel price risk for future purchases of goods are designated as cash flow hedges.

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.

Note 36(c) contains details of the fair values of the hedging instruments.

Fair value hedge

Changes in the fair value of hedging instruments that are designated and qualify as fair value hedges are recorded in Profit or Loss immediately, together with any changes in the fair value of the hedged item that are attributable to the hedged risk.

Cash flow hedge

The effective portion of changes in the fair value of hedging instruments that are designated and qualify as cash flow hedges are recognised in Other Comprehensive Income. The gain or loss relating to the ineffective portion is recognised immediately in Profit or Loss. Amounts recognised in Other Comprehensive Income are taken to Profit or Loss when the hedged item is realised.

NOTES TO THE FINANCIAL STATEMENTS
31 DECEMBER 2021

2 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONT'D)

LEASES

The Group as lessor

The Group enters into lease agreements as a lessor with respect to its properties and motor vehicles.

Leases for which the Group is a lessor are classified as finance or operating leases. Whenever the terms of the lease transfer substantially all the risks and rewards of ownership to the lessee, the contract is classified as a finance lease. All other leases are classified as operating leases.

When the Group is an intermediate lessor, it accounts for the head lease and the sublease as two separate contracts. The sublease is classified as a finance or operating lease by reference to the right-of-use asset arising from the head lease.

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.

Amounts due from lessees under finance leases are recognised as receivables at the amount of the Group's net investment in the leases. Finance lease income is allocated to accounting periods so as to reflect a constant periodic rate of return on the Group's net investment outstanding in respect of the leases.

When a contract includes lease and non-lease components, the Group applies SFRS(I) 15 to allocate the consideration under the contract to each component.

The Group as lessee

The Group assesses whether a contract is or contains a lease, at inception of the contract. The Group recognises a right-of-use asset and a corresponding lease liability with respect to all lease arrangements in which it is the lessee, except for short-term leases (defined as leases with a lease term of 12 months or less) and leases of low value assets. For these leases, the Group recognises the lease payments as an operating expense on a straight-line basis over the term of the lease unless another systematic basis is more representative of the time pattern in which economic benefits from the leased assets are consumed.

The lease liability is initially measured at the present value of the lease payments that are not paid at the commencement date, discounted by using the rate implicit in the lease. If this rate cannot be readily determined, the Group uses the incremental borrowing rate specific to the lessee.

Lease payments included in the measurement of the lease liability comprise:

- fixed lease payments (including in-substance fixed payments), less any lease incentives;
- variable lease payments that depend on an index or rate, initially measured using the index or rate at the commencement date;
- the amount expected to be payable by the lessee under residual value guarantees;
- the exercise price of purchase options, if the lessee is reasonably certain to exercise the options; and
- payments of penalties for terminating the lease, if the lease term reflects the exercise of an option to terminate the lease.

The lease liability is subsequently measured by increasing the carrying amount to reflect interest on the lease liability (using the effective interest method) and by reducing the carrying amount to reflect the lease payments made.

NOTES TO THE FINANCIAL STATEMENTS
31 DECEMBER 2021

2 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONT'D)

The lease liability is presented as a separate line in the Statements of Financial Position.

The Group remeasures the lease liability (and makes a corresponding adjustment to the related right-of-use asset) whenever:

- the lease term has changed or there is a significant event or change in circumstances resulting in a change in the assessment of exercise of a purchase option, in which case the lease liability is remeasured by discounting the revised lease payments using a revised discount rate; or

- the lease payments change due to changes in an index or rate or a change in expected payment under a guaranteed residual value, in which cases the lease liability is remeasured by discounting the revised lease payments using the initial discount rate (unless the lease payments change is due to a change in a floating interest rate, in which case a revised discount rate is used); or

- a lease contract is modified and the lease modification is not accounted for as a separate lease, in which case the lease liability is remeasured by discounting the revised lease payments using a revised discount rate at the effective date of the modification.

The right-of-use assets comprise the initial measurement of the corresponding lease liability, lease payments made at or before the commencement day, less any lease incentives received and any initial direct costs. They are subsequently measured at cost less accumulated depreciation and impairment losses.

Whenever the Group incurs an obligation for costs to dismantle and remove a leased asset, restore the site on which it is located or restore the underlying asset to the condition required by the terms and conditions of the lease, a provision is recognised and measured under SFRS(I) 1-37 *Provisions, Contingent Liabilities and Contingent Assets.* The costs are included in the related right-of-use asset, unless those costs are incurred to produce inventories.

Right-of-use assets are depreciated over the shorter period of lease term and useful life of the underlying asset. If a lease transfers ownership of the underlying asset or the cost of the right-of-use asset reflects that the Group expects to exercise a purchase option, the related right-of-use asset is depreciated over the useful life of the underlying asset. The depreciation starts at the commencement date of the lease.

The right-of-use assets are presented within vehicles, premises and equipment in the Statements of Financial Position.

The Group applies SFRS(I) 1-36 to determine whether a right-of-use asset is impaired and accounts for any identified impairment loss.

Variable rents that do not depend on an index or rate are not included in the measurement of the lease liability and the right-of-use asset. The related payments are recognised as an expense in the period in which the event or condition that triggers those payments occurs and are included in the line 'Other operating costs' in the Group Income Statement.

As a practical expedient, SFRS(I) 16 permits a lessee not to separate non-lease components, and instead account for any lease and associated non-lease components as a single arrangement. The Group has not used this practical expedient. For a contracts that contain a lease component and one or more additional lease or non-lease components, the Group allocates the consideration in the contract to each lease component on the basis of the relative stand-alone price of the lease component and the aggregate stand-alone price of the non-lease components.

INVENTORIES – Inventories are stated at the lower of cost and net realisable value. Cost comprises cost of purchase and those costs that have been incurred in bringing the inventories to their present location and condition. Cost is calculated using the weighted average and first-in first-out method. Net realisable value represents the estimated selling price less all estimated costs of completion and costs to be incurred in marketing, selling and distribution.

NOTES TO THE FINANCIAL STATEMENTS
31 DECEMBER 2021

2 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONT'D)

VEHICLES, PREMISES AND EQUIPMENT – Vehicles, premises and equipment are stated at cost, less accumulated depreciation and any provision for impairment.

Capital projects in progress comprising development and construction costs incurred during the period of construction are carried at cost, less any recognised provision for impairment. Depreciation on these assets, on the same basis as other vehicles, premises and equipment, commences when the assets are ready for their intended use.

Depreciation is charged so as to write off the cost of the assets, other than freehold land and capital projects in progress, over their estimated useful lives, using the straight-line method, on the following bases:

	Number of years
Buses	12 to 20
Leasehold land and buildings	Over the remaining lease period.
Freehold buildings	50
Taxis, motor vehicles for rental and ambulances	5 to 8
Computers and automated equipment	3 to 5
Workshop machinery, tools and equipment:	
– General workshop machinery, tools and equipment	3 to 10
– Specialised inspection and testing equipment	20
Motor vehicles:	
– Motorcycles	3
– Other motor vehicles	5 to 10
Furniture, fittings and equipment	5 to 7

The estimated useful lives, residual values and depreciation method are reviewed at each year end, with the effect of any changes in estimate accounted for on a prospective basis.

On disposal of an item of vehicles, premises and equipment, the difference between the sales proceeds and its carrying amount is recognised in Profit or Loss.

Fully depreciated vehicles, premises and equipment still in use are retained in the Financial Statements.

ASSETS HELD FOR SALE – Non-current assets and disposal groups are classified as held for sale if their carrying amount will be recovered principally through a sale transaction rather than through continuing use. This condition is regarded as met only when the sale is highly probable and the asset (or disposal group) is available for immediate sale in its present condition. Management must be committed to the sale, which should be expected to qualify for recognition as a completed sale within one year from the date of classification. When the Group is committed to a sale plan involving loss of control of a subsidiary, all of the assets and liabilities of that subsidiary are classified as held for sale when the criteria described above are met, regardless of whether the Group will retain a non-controlling interest in its former subsidiary after the sale. Non-current assets (and disposal groups) classified as held for sale are measured at the lower of their previous carrying amount and fair value less costs to sell.

NOTES TO THE FINANCIAL STATEMENTS
31 DECEMBER 2021

2 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONT'D)

ASSOCIATES – An associate is an entity over which the Group has significant influence. Significant influence is the power to participate in the financial and operating policy decisions of the investee but is not control or joint control over those policies.

The results and assets and liabilities of associates are incorporated in these Consolidated Financial Statements using the equity method of accounting, except when the investment, or a portion thereof, is classified as held for sale, in which case it is accounted for in accordance with SFRS(I) 5. Under the equity method, an investment in an associate is initially recognised in the Consolidated Statement of Financial Position at cost and adjusted thereafter to recognise the Group's share of the Profit or Loss and Other Comprehensive Income of the associate. When the Group's share of losses of an associate exceeds the Group's interest in that associate (which includes any long-term interests that, in substance, form part of the Group's net investment in the associate), the Group discontinues recognising its share of further losses. Additional losses are recognised only to the extent that the Group has incurred legal or constructive obligations or made payments on behalf of the associate.

Any excess of the cost of acquisition over the Group's share of the net fair value of the identifiable assets, liabilities and contingent liabilities of the associate recognised at the date of acquisition is recognised as goodwill. The goodwill is included within the carrying amount of the investment and is assessed for impairment as part of the investment. Any excess of the Group's share of the net fair value of the identifiable assets, liabilities and contingent liabilities over the cost of acquisition, after reassessment, is recognised immediately in Profit or Loss.

Where a Group entity transacts with an associate of the Group, profits and losses are eliminated to the extent of the Group's interest in the relevant associate.

INTANGIBLE ASSETS

Intangible assets acquired separately

Taxi licences and rights under contract acquired separately are recorded at cost less accumulated amortisation and any accumulated impairment losses. Taxi licences and rights under contract with finite useful lives are amortised on a straight-line basis over their estimated useful lives. The estimated useful life and amortisation method are reviewed at the end of each annual reporting year, with the effect of any changes in estimate being accounted for on a prospective basis. Taxi licences with indefinite useful lives are not amortised. Each period, the useful lives of such assets are reviewed to determine whether events and circumstances continue to support an indefinite useful life assessment for the asset. Such assets are tested for impairment in accordance with the policy below.

Intangible assets acquired in a business combination

Intangible assets acquired in a business combination are identified and recognised separately from goodwill where they satisfy the definition of an intangible asset and their fair values can be measured reliably. The cost of such intangible assets is their fair value at the acquisition date.

Subsequent to initial recognition, intangible assets acquired in a business combination are reported at cost less accumulated amortisation and any accumulated impairment losses, on the same basis as intangible assets acquired separately.

Software development costs

Research costs are recognised as an expense when incurred. Costs directly attributable to the development of software are capitalised as intangible assets only when technical feasibility of the project is demonstrated, the Group has an intention and ability to complete and use the software and the costs can be measured reliably. Such costs include purchases of materials and services and payroll-related costs of employees directly involved in the project.

NOTES TO THE FINANCIAL STATEMENTS
31 DECEMBER 2021

2 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONT'D)

GOODWILL – Goodwill arising on the acquisition of a subsidiary represents the excess of the cost of acquisition over the Group's interest in the net fair value of the identifiable assets, liabilities and contingent liabilities of the subsidiary recognised at the date of acquisition. If, after reassessment, the Group's interest in the net fair value of the acquiree's identifiable assets, liabilities and contingent liabilities exceeds the cost of the acquisition, the excess is recognised immediately in Profit or Loss.

Goodwill is initially recognised as an asset at cost and is subsequently measured at cost less any provision for impairment.

For the purpose of impairment testing, goodwill is allocated to each of the Group's cash-generating units expected to benefit from the synergies of the combination. Cash-generating units to which goodwill has been allocated are tested for impairment annually, or more frequently when there is an indication that the unit may be impaired. If the recoverable amount of the cash-generating unit is less than the carrying amount of the unit, the provision for impairment is allocated first to reduce the carrying amount of any goodwill allocated to the unit and then to the other assets of the unit *pro-rata* on the basis of the carrying amount of each asset in the unit. A provision for impairment recognised for goodwill is not reversed in a subsequent period.

On divestment of a subsidiary, the attributable amount of goodwill is included in the determination of the Profit or Loss on divestment.

IMPAIRMENT OF NON-FINANCIAL ASSETS EXCLUDING GOODWILL – At the end of each reporting year, the Group reviews the carrying amounts of its non-financial assets to determine whether there is any indication of impairment. If any such indication exists, the recoverable amount of the asset is estimated in order to determine the extent of the provision for impairment (if any). Where it is not possible to estimate the recoverable amount of an individual asset, the Group estimates the recoverable amount of the cash-generating unit to which the asset belongs.

Intangible assets with indefinite useful lives are tested for impairment annually, or more frequently if 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.

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 (or cash-generating unit) is reduced to its recoverable amount. A provision for impairment is recognised immediately in Profit or Loss.

Where provision for impairment subsequently reverses, the carrying amount of the asset (or 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 provision for impairment been recognised for the asset (or cash-generating unit) in prior years. A reversal of provision for impairment is recognised immediately in Profit or Loss.

FUEL PRICE EQUALISATION ACCOUNT – At the direction of the Public Transport Council ("PTC"), a fuel price equalisation account ("FPEA") has been set up to account for diesel price and electricity tariff adjustment charge for the purpose of mitigating the effects of any increase in fuel price and electricity tariff.

Annual contributions to the FPEA may be required as determined by the PTC, based on the reference electricity tariff and diesel price for the year.

Applications can be made to the PTC to seek approval for a draw down as may be catered for by the purpose of the FPEA mechanism, provided that the amount drawn does not exceed half of the available FPEA balance.

NOTES TO THE FINANCIAL STATEMENTS
31 DECEMBER 2021

2 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONT'D)

PROVISION FOR ACCIDENT CLAIMS – Claims for accident, public liability and others are provided in the Financial Statements based on the claims outstanding and the estimated amounts payable.

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 that obligation, and a reliable estimate can be made of the amount of the obligation.

The amount recognised as a provision is the present value of the best estimate of the consideration required to settle the present obligation at the end of the reporting year, taking into account the risks and uncertainties surrounding the obligation.

DEFERRED INCOME – Deferred income comprises of advance receipts from customers that are recognised to Profit or Loss when the services are rendered.

SERVICE BENEFITS – These comprise the following:

(i) **Retirement benefits** – Under the Collective Agreement entered into by certain subsidiaries in Singapore with their relevant unions, a retirement benefit subject to a maximum of $3,000 is payable to an employee retiring on or after attaining the retirement age and on completion of at least five years of service.

Provision is made in the Financial Statements based on the number of years of service rendered by qualifying employees and discounted to present value using the market yield of Singapore Government Bonds at end of the reporting period and after taking into account an estimated attrition rate. The estimated attrition rate used is based on the Management's best estimate using historical trend.

(ii) **Long Service Awards** – Staff of certain subsidiaries in Singapore serving more than 5 years and up to 35 years are entitled to long service awards. Provision is made in the Financial Statements based on the number of years of service rendered by qualifying employees.

The provision for retirement benefits and long service awards is discounted using the market yield of Singapore Government Bonds at the end of each reporting year.

(iii) **Defined Benefit Retirement Plans** – The Group operates two defined benefit pension schemes ("Pension Schemes") for employees of one of its foreign subsidiaries, the assets of which are held in trustee administered funds.

The Pension Schemes were closed to future accruals in 2007 and employees were transferred to a defined contribution pension scheme.

The cost of providing benefits is determined using the Projected Unit Credit Method, with actuarial valuations being carried out at the end of each reporting year. Actuarial gains and losses arising over the financial year are recognised immediately in Other Comprehensive Income and accumulated in equity under retirement benefit reserve and are reflected in the Statement of Financial Position as a pension asset or liability as appropriate. The retirement benefit obligation recognised in the Statement of Financial Position represents the present value of the defined benefit obligation net of fair value of plan assets.

(iv) Apart from the Pension Schemes above, the Group makes contribution to pension schemes as defined by the laws of the countries in which it has operations. In particular, Singapore Companies make contributions to the Central Provident Fund in Singapore, a defined contribution pension scheme. Contributions to pension schemes are recognised as an expense in the period in which the related service is performed.

(v) **Employee Leave Entitlement** – Employee entitlements to annual leave are recognised when they accrue to employees. A provision is made for the estimated liability for annual leave as a result of services rendered by employees up to the end of the reporting year.

NOTES TO THE FINANCIAL STATEMENTS
31 DECEMBER 2021

2 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONT'D)

(vi) Share-Based Payments – The Company issued share options and share awards to certain employees and Directors within the Group. Share options and share awards are measured at fair value of the equity instruments (excluding the effect of non market-based vesting conditions) at the date of grant. The fair value determined at the grant date of the share options and share awards are expensed on a straight-line basis over the vesting period with a corresponding adjustment against share option and share awards reserve, based on the Company's estimate of the number of equity instruments that will eventually vest.

Fair value for the share option is measured using the Black-Scholes pricing model. The expected life used in the model has been adjusted, based on Management's best estimate, for the effects of non-transferability, exercise restrictions and behavioural considerations. The share options have been fully vested in prior years.

GOVERNMENT GRANTS – Government grants are not recognised until there is reasonable assurance that the Group will comply with the conditions attaching to them and the grant will be received.

Government grants whose primary condition is that the Group should purchase, construct or otherwise acquire non-current assets are recognised as deferred grant 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 in relation to expenses incurred are recognised in Profit or Loss in the period which they become receivable.

REVENUE RECOGNITION – The Group recognises revenue from the following major sources:

- Public transport services
- Taxi
- Automotive engineering services
- Inspection and testing services
- Others

Revenue is measured based on consideration specified in a contract with a customer and excludes amounts collected on behalf of third parties. The Group recognises revenue when it transfers control of a product to a customer or when services are rendered.

Public transport services

Revenue from public transport services comes from the provision of bus and rail services to commuters travelling on public transport systems, contracted revenue for operations of scheduled services, provision of coach rental services and provision of non-emergency transport services to patients. Revenue from transport regulators for scheduled bus services is recognised as and when services are rendered, including an estimation of the expected consideration on achieving certain performance targets. Revenue from commuters for rail services is recognised as and when services are rendered and revenue from transport regulator for rail services relates to performance incentives for achieving certain performance and service quality targets.

Revenue from other third parties for scheduled services, coach rental services, rail services and non-emergency transport services is recognised as and when services are rendered.

Revenue from other commercial services comprises advertising and rental income. Advertising production revenue is recognised when production is completed and advertising media revenue is recognised on a time proportionate basis over the term relevant contract. Rental income is recognised on a straight-line basis over the term of the relevant lease.

NOTES TO THE FINANCIAL STATEMENTS
31 DECEMBER 2021

2 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONT'D)

Taxi

The Group provides taxi rental and other related services such as subscription and cashless payment to third parties. Revenue is recognised as and when services are rendered.

Automotive engineering services

The Group provides repair and maintenance services to taxi, buses and third parties. Revenue is recognised as and when services are rendered.

For sales of goods such as spare parts, diesel and petrol to third parties, revenue is recognised when control of the goods has been transferred to the customer, at the point where goods are delivered to the customer.

Inspection and testing services

The Group provides vehicle inspection services and other testing services. Revenue from vehicle inspection services is recognised upon completion of the inspection services.

Revenue from testing services for aerospace, marine and offshore, biotechnology, oil and petrochemical, building construction and electronics manufacturing industries is recognised upon completion of the final test report.

Others

Others include car rental and leasing, driver training and bus station operation.

Car rental and leasing and driver training revenue are recognised at point in time upon completion of the services.

Bus station operation revenue is recognised as and when services are rendered.

BORROWING COSTS – Borrowing costs incurred to finance the purchase of assets are capitalised during the period of time that is required to complete and prepare the asset for its intended use. Other borrowing costs are recognised in Profit or Loss in the period in which they are incurred.

INCOME TAX – Current income tax liabilities (and assets) for current and prior periods are recognised at the amounts expected to be paid to (or recovered from) the tax authorities, using the tax rates (and tax laws) that have been enacted or substantively enacted by the end of the reporting year.

Deferred income tax assets/liabilities are recognised for deductible/taxable temporary differences arising between the tax bases of assets and liabilities and their carrying amounts. The principal temporary differences arise from depreciation, provision for fuel equalisation and future tax benefits from certain provisions not allowed for tax purposes until a later period. Deferred tax assets are recognised to the extent that it is probable that future taxable profit will be available against which the temporary differences can be utilised.

Deferred tax liabilities are recognised on taxable temporary differences arising on investments in subsidiaries and associates 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.

The carrying amount of deferred tax assets is reviewed at the end of each reporting year 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 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.

NOTES TO THE FINANCIAL STATEMENTS
31 DECEMBER 2021

2 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONT'D)

Current and deferred tax are recognised as an expense or income in Profit or Loss, except when they relate to items credited or debited outside Profit or Loss (either in Other Comprehensive Income or directly in equity), in which case the tax is also recognised outside Profit or Loss (either in Other Comprehensive Income or directly in equity), or where they arise from the initial accounting for a business combination. In the case of a business combination, the tax effect is taken into account in calculating goodwill or determining the excess of the acquirer's interest in the net fair value of the acquiree's identifiable assets, liabilities and contingent liabilities over cost.

FOREIGN CURRENCY TRANSACTIONS AND TRANSLATION – The individual Financial Statements of each Group entity are presented in the currency of the primary economic environment in which the entity operates (its functional currency). The Consolidated Financial Statements of the Group and the Statement of Financial Position and Statement of Changes in Equity of the Company are presented in Singapore dollars, which is the functional currency of the Company, 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 rate of exchange prevailing on the date of the transaction. At the end of each reporting year, monetary items denominated in foreign currencies are translated at rates prevailing at the end of each reporting year. Non-monetary items carried at fair value that are denominated in foreign currencies are translated 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 arising on the settlement of monetary items, and on retranslation of monetary items are included in Profit or Loss for the period. Exchange differences arising on the retranslation of non-monetary items carried at fair value are included in Profit or Loss for the period except for differences arising on the translation of non-monetary items in respect of which gains and losses are recognised in Other Comprehensive Income. For such non-monetary items, any exchange component of that gain or loss is also recognised in Other Comprehensive Income.

In order to hedge its exposure to certain foreign exchange risks, the Group enters into forward contracts and options (please see above for details of the Group's accounting policies in respect of such hedging instruments).

For the purpose of presenting Consolidated Financial Statements, the assets and liabilities of the Group's foreign operations (including comparatives) are expressed in Singapore dollars using exchange rates prevailing at the end of the reporting year. Income and expense items (including comparatives) are translated at the average exchange rates for the period, unless exchange rates fluctuated significantly during that period, in which case the exchange rates at the dates of the transactions are used. Exchange differences arising, if any, are recognised in Other Comprehensive Income and accumulate in the Group's currency translation reserve. Such translation differences are recognised in Profit or Loss in the period in which the foreign operation is disposed of.

The Group has applied the option to reset the cumulative foreign currency translation differences for all foreign operations to zero at the date of transition to SFRS(I) on 1 January 2017. As a result, the cumulative foreign currency translation loss was reclassified from foreign currency translation reserve to accumulated profits as at 1 January 2017. After the date of transaction, any gain or loss on disposal of any foreign operation will exclude translation differences that arose before the date of transition.

On consolidation, exchange differences arising from the translation of the net investment in foreign entities (including monetary items that, in substance, form part of the net investment in foreign entities), and of borrowings and other currency instruments designated as hedges of such investments, are recognised in Other Comprehensive Income and accumulated in the currency translation reserve.

Goodwill and fair value adjustments arising on the acquisition of a foreign operation are treated as assets and liabilities of a foreign operation and translated at the closing rate.

CASH AND CASH EQUIVALENTS IN THE GROUP CASH FLOW STATEMENT – Cash and cash equivalents in the Group Cash Flow Statement comprise cash on hand and other short-term highly liquid investments that are readily convertible to a known amount of cash and are subject to an insignificant risk of changes in value.

NOTES TO THE FINANCIAL STATEMENTS
31 DECEMBER 2021

3 CRITICAL ACCOUNTING JUDGEMENTS AND KEY SOURCES OF ESTIMATION UNCERTAINTY

In the application of the Group's accounting policies, which are described in Note 2, Management is required to make judgements, 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. Management is of the opinion that any instances of applications of judgements are not expected to have a significant effect on the amounts recognised in the Financial Statements (apart from those involving estimations, which are dealt with below).

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 Group's accounting policies

The following are the critical judgements, apart from those involving estimates (see below), that Management has made in the process of applying the Group's accounting policies and that have a significant effect on the amounts recognised in the Financial Statements:

Provision for rail contract

As the COVID-19 pandemic is still on-going, the timing of the recovery of travel and economic activities to pre COVID-19 levels is uncertain and there could be significant shifts in ridership patterns and fare adjustments.

Significant judgement is exercised in key assumptions relating to ridership, fare adjustments and availability of grants from the authorities, taking into consideration the timing of the recovery of travel and economic activities to pre-COVID-19 levels, in projecting the future financial performance of the Downtown Line, North East Line and Sengkang Punggol LRT Lines under the Consolidated Rail Licence of SBS Transit Ltd ("SBST"). Based on SBST's Management's assessment, no provision for rail contract is required. Accordingly, the Group has not made provision on that basis.

Key sources of estimation uncertainty

The key assumptions concerning the future, and other key sources of estimation uncertainty at the end of the reporting year, that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year, are discussed below.

Provisions

Accident claims

Claims for property damage and personal injury are provided in the Financial Statements based on the claims outstanding as of the end of the financial year and estimated amounts payable. The past claims history and payment trends are used as a basis to estimate the amounts in which the Group will have to pay to third parties for such claims. The provision for accident claims included in Note 22 is $44.3 million (2020 : $48.7 million).

NOTES TO THE FINANCIAL STATEMENTS
31 DECEMBER 2021

3 CRITICAL ACCOUNTING JUDGEMENTS AND KEY SOURCES OF ESTIMATION UNCERTAINTY (CONT'D)

Impairment review of taxi vehicles, taxi licences, goodwill and investment in subsidiaries

The Group tests goodwill and taxi licences with infinite useful lives for impairment annually, or more frequently if there are indications that they might be impaired. Impairment assessment is also performed for taxi vehicles with finite useful lives when there is an impairment indication. The Company assess any indicator for impairment for investments in subsidiaries annually, or more frequently if there are indications that they might be impaired.

Determining whether taxi vehicles, taxi licences with infinite useful lives, goodwill and investment in subsidiaries are impaired requires an estimation of the value in use of the cash-generating units ("CGUs") to which subsidiaries, taxi vehicles, taxi licences and goodwill have been allocated (Notes 8, 13, 14 and 15). 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. A provision for impairment loss on taxi vehicles, taxi licences, goodwill and investment in subsidiaries is recognised in Profit or Loss and can be reversed in the subsequent period except for goodwill when the amount of impairment loss decreases.

The recoverable amounts of the CGUs are determined from value in use calculations. The key assumptions for the value in use calculations are those regarding the discount rates, growth rates and expected changes to profit margins during the period.

The Group and the Company prepare cash flow forecasts derived from the most recent financial budgets approved by Management for the next year and extrapolates cash flows based on estimated growth rate. The estimated terminal growth rate does not exceed the average long-term growth rate for the relevant markets and countries in which the CGU operates.

The discount rates applied to the forecast for the Group and the Company are based on current market assessment of the time value of money and risks specific to the business segment.

For the public transport services businesses in Australia and the United Kingdom, discount rates of 7.0% (2020 : 6.1%) and 8.2% (2020 : 6.7%), and terminal growth rates of 2.5% (2020 : 2.5%) and 1.5% (2020 : 1.5%) are applied to the forecasts respectively.

For the taxi businesses in Australia, China and Singapore, discount rates of 7.2% (2020 : 6.9%), 8.1% (2020 : 8.6%) and 7.1% (2020 : 7.6%), and growth rates of Nil% (2020 : 1.0%), Nil% to 3.0% (2020 : Nil% to 3.0%) and Nil% (2020 : Nil%) are applied to the forecasts respectively.

The expected changes to profit margins are based on past performance and Management's expectation of market development.

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3 CRITICAL ACCOUNTING JUDGEMENTS AND KEY SOURCES OF ESTIMATION UNCERTAINTY (CONT'D)

Allowance for inventory obsolescence

The Group's inventories comprised mainly parts, accessories and consumable stock required for the operation and maintenance of vehicles and equipment.

The terms of the rail licence contract and useful life of buses are considered in the determination of the useful life of the inventories. In addition to identification of obsolete inventories based on considerations such as phasing out of vehicle models and inventories purchased for specific projects which have ended, Management identifies inventories that are slow moving and evaluates the carrying value of inventories. An allowance for inventory obsolescence is recognised for these inventories based on its useful life and inventory turnover.

Allowance for inventory obsolescence is disclosed in Note 7.

Useful lives of vehicles, premises and equipment

As described in Note 2, the Group reviews the estimated useful lives of vehicles, premises and equipment at the end of each annual reporting year. During the financial year, Management determined that the estimated useful lives of vehicles, premises and equipment are appropriate and no material revision is required.

Goodwill arising from acquisition of businesses

Goodwill arising from acquisition of subsidiaries during the year was determined using a purchase price allocation exercise to determine the fair value of the acquired assets and liabilities. Management exercised significant judgement in determining the fair value of the acquired assets and liabilities including any intangibles.

4 SHORT-TERM DEPOSITS AND BANK BALANCES

	The Group		The Company	
	2021 $'mil	2020 $'mil	2021 $'mil	2020 $'mil
Cash and bank balances	12.2	15.0	0.6	1.0
Interest bearing bank balances	135.6	120.8	0.1	0.6
Fixed deposits	771.3	607.0	243.8	197.6
Total	919.1	742.8	244.5	199.2

Interest bearing bank balances bear effective interest rates ranging from 0% to 0.4% (2020 : 0% to 0.8%) per annum.

Fixed deposits are placed on a staggered basis based on the Group's cashflow projections, bear effective interest rates ranging from 0.03% to 6.20% (2020 : 0.03% to 6.20%) per annum. These deposits are readily convertible to a known amount of cash and are subject to an insignificant risk of changes in value.

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5 TRADE AND OTHER RECEIVABLES

	The Group		The Company	
	2021 $'mil	2020 $'mil	2021 $'mil	2020 $'mil
Trade receivables:				
Outside parties	393.0	411.2	–	–
Allowance for expected credit losses	(10.7)	(10.8)	–	–
Net	382.3	400.4	–	–
Prepayments	66.8	69.2	1.6	0.6
Security deposits	8.5	9.8	0.1	–
Interest receivable	0.6	2.6	0.3	0.1
Retirement benefits assets (Note 23(c))	6.0	–	–	–
Lease receivables (Note 11)	–	–	17.3	19.1
Others	83.4	58.1	1.5	2.2
Total	547.6	540.1	20.8	22.0
Analysed as:				
– Current	536.9	533.4	6.8	5.9
– Non-current	10.7	6.7	14.0	16.1
Total	547.6	540.1	20.8	22.0

The credit period on sale of goods and rendering of services ranges from 7 days to 60 days (2020 : 7 days to 60 days) except for insurance claims against third parties which have no credit period due to their nature.

The Group adopts the policy of dealing only with customers of appropriate credit history. The expected risks of default on trade and other receivables at the reporting date are insignificant as majority of receivables are from the transport regulators, Government related agencies and insurance companies. Management has assessed the credit risk to be low. The receivables that are past due at the reporting date for which the Group has not provided for are insignificant. The Group does not hold any collateral over these balances.

An allowance has been made for estimated irrecoverable amounts which has been determined by reference to past default experience and expected credit losses. The expected credit losses incorporate forward looking estimates, where relevant. In calculating the expected credit loss rates, the Group considers historical loss rates for each category of customers, and adjust for forward-looking macroeconomic data, where relevant.

Movements in allowance for expected credit losses:

	The Group	
	2021 $'mil	2020 $'mil
Balance at beginning of the year	10.8	6.6
Amounts written off during the year	(0.6)	(3.0)
Increase in allowance recognised in Profit or Loss	0.5	7.2
Balance at end of the year	10.7	10.8

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6 DUE FROM SUBSIDIARIES

	The Group		The Company	
	2021 $'mil	2020 $'mil	2021 $'mil	2020 $'mil
Due from subsidiaries	–	–	388.0	392.2
Analysed as:				
– Current	–	–	70.9	38.7
– Non-current	–	–	317.1	353.5
	–	–	388.0	392.2

Included in the amount of $388.0 million (2020 : $392.2 million) due from subsidiaries, $365.8 million (2020 : $381.0 million) relates to loans which bear variable interest rates ranging from 0.55% to 1.12% (2020 : 0.58% to 1.07%) per annum and are unsecured. The remaining balance of $22.2 million (2020 : $11.2 million) is unsecured and interest-free.

7 INVENTORIES

	The Group	
	2021 $'mil	2020 $'mil
Goods held for sale	8.6	10.5
Consumables, materials and supplies	139.8	144.1
Work in progress	0.5	0.8
	148.9	155.4
Allowance for inventory obsolescence	(32.0)	(27.5)
Total	116.9	127.9
<u>Movement in allowance for obsolete inventories</u>		
At beginning of year	27.5	4.2
Amount written off during the year	(0.5)	(0.6)
Charge to profit or loss	5.0	23.9
At end of year	32.0	27.5

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8 SUBSIDIARIES

	The Company	
	2021 $'mil	2020 $'mil
Quoted equity shares, at cost	93.6	93.6
Unquoted equity shares, at cost	1,141.4	1,138.2
	1,235.0	1,231.8
Impairment loss	(47.4)	(36.4)
	1,187.6	1,195.4
Market value of quoted equity shares	1,169.7	1,221.5
Movements in impairment loss:		
At beginning of year	36.4	1.1
Charge to profit or loss	11.0	35.3
At end of year	47.4	36.4

Impairment is recognised based on an estimated recoverable amount of the investment.

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8 SUBSIDIARIES (CONT'D)

Information about the composition of the Group at the end of the financial year is as follows:

Principal activity	Place of incorporation and operation	Number of wholly-owned subsidiaries 2021	2020
Investment holding	Singapore	7	7
Investment holding	United Kingdom	2	2
Investment holding	Australia	9	9
Bus	Singapore	1	1
Bus	United Kingdom	4	4
Bus	Ireland	1	1
Bus	Australia	29	29
Rail	United Kingdom	1	1
Advertising	Singapore	1	1
Advertising	Australia	1	1
Automotive engineering services	Singapore	1	1
Automotive engineering services	Australia	1	1
Driving centre	China	1	1
Taxi	Singapore	1	1
Taxi	Australia	3	3
Taxi	China	3	3
Taxi	United Kingdom	7	7
Car rental and leasing	Singapore	1	1
Car rental and leasing	China	1	1
Car rental and leasing	Malaysia	1	1
Insurance brokers	Singapore	1	1
Non-emergency transport services	Australia	7	7
Non-emergency transport services	Singapore	1	1
Provision of pension services	United Kingdom	1	1
Technology Services	Singapore	1	1

Principal activity	Place of incorporation and operation	Number of non wholly-owned subsidiaries 2021	2020
Bus and rail	Singapore	1	1
Bus	United Kingdom	1	2
Rail	Singapore	1	1
Bus station	China	1	1
Driving centre	Singapore	1	1
Driving centre	China	2	2
Inspection and testing services	Singapore	5	5
Inspection and testing services	Malaysia	1	1
Inspection and testing services	China	1	1
Inspection and testing services	United Arab Emirates	–	1
Provision of electric vehicle infrastructure	Singapore	1	–
Taxi	Singapore	2	2
Taxi	China	7	7
Taxi	Vietnam	1	1
Provision of concrete delivery services	China	1	–

Details of subsidiaries are included in Note 40(a).

NOTES TO THE FINANCIAL STATEMENTS
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8 SUBSIDIARIES (CONT'D)

Summarised financial information of subsidiaries with material non-controlling interests

Set out below is the summarised financial information for subsidiaries that have a non-controlling interest that is material to the Group. These are presented before inter-company eliminations.

Summarised Consolidated Statement of Financial Position

	SBS Transit Ltd	
	2021 $'mil	**2020 $'mil**
Current		
Assets	558.9	487.6
Liabilities	(383.4)	(386.8)
Net current assets	175.5	100.8
Non-current		
Assets	594.9	652.2
Liabilities	(168.8)	(166.0)
Net non-current assets	426.1	486.2
Net assets	601.6	587.0

Summarised Group Income Statement

	SBS Transit Ltd	
	2021 $'mil	**2020 $'mil**
Revenue	1,310.8	1,230.9
Profit before Taxation	52.5	77.0
Tax (expense)/credit	(0.9)	1.9
Profit attributable to shareholders	51.6	78.9
Other comprehensive income/(loss)	0.5	(0.3)
Total comprehensive income	52.1	78.6

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8 SUBSIDIARIES (CONT'D)

Summarised Group Cash Flow Statement

	SBS Transit Ltd	
	2021	**2020**
	$'mil	**$'mil**
Net cash from operating activities		
Cash generated from operations	243.0	167.4
Income tax paid	(17.4)	(14.1)
Interest paid arising from leases	(1.3)	(2.1)
Net cash from operating activities	224.3	151.2
Net cash used in investing activities	(32.5)	(16.2)
Net cash used in financing activities	(73.3)	(80.9)
Net increase in cash and cash equivalents	118.5	54.1
Cash and cash equivalents at beginning of year	85.6	31.5
Cash and cash equivalents at end of year	204.1	85.6

9 ASSOCIATES

	The Group	
	2021	**2020**
	$'mil	**$'mil**
Unquoted equity shares	0.6	0.6
Add: Share of post-acquisition reserves	0.2	0.1
Total	0.8	0.7

(a) Details of associates are included in Note 40(b).

(b) Summarised financial information in respect of the Group's associates is set out below:

	The Group	
	2021	**2020**
	$'mil	**$'mil**
Total assets	1.5	1.1
Total liabilities	(0.9)	(0.8)
Net assets	0.6	0.3
Group's share of associates' net assets	0.2	0.1
Revenue	3.1	2.4
Profit for the year	0.2	0.1
Group's share of associates' profit	0.1	–

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10 INVESTMENTS

	The Group		The Company	
	2021 $'mil	2020 $'mil	2021 $'mil	2020 $'mil
Financial assets at fair value through Other Comprehensive Income:				
Equity shares in corporations				
At beginning of year	22.5	24.4	10.9	12.7
Additions	2.2	–	–	–
Fair value adjustment	2.5	(2.0)	0.8	(1.8)
Exchange difference	0.5	0.1	–	–
At end of year	27.7	22.5	11.7	10.9
Analysed as:				
– Non-current	27.7	22.5	11.7	10.9

The equity shares in corporations represent investment for long-term strategic purpose.

11 LEASE RECEIVABLES

	The Company	
	2021 $'mil	2020 $'mil
Amounts receivable under finance lease		
Within one year	3.7	3.4
Within the second to fifth year inclusive	14.7	14.6
After five years	–	2.6
Undiscounted lease payments	18.4	20.6
Less: Unearned finance income	(1.1)	(1.5)
Present value of lease payments receivable (Note 6)	17.3	19.1
Undiscounted lease payments analysed as:		
– Recoverable within 12 months	3.7	3.4
– Recoverable after 12 months	14.7	17.2
	18.4	20.6
Net investment in the lease analysed as:		
– Recoverable within 12 months	3.3	2.9
– Recoverable after 12 months	14.0	16.2
	17.3	19.1

The Company's lease arrangements do not include variable payments.

The average effective interest rate contracted is approximately 2.56% (2020 : 2.58%) per annum.

Lease receivable balances are secured over the property leased. The Company is not permitted to sell or repledge the collateral in the absence of default by the lessee.

The unguaranteed residual value of assets leased is insignificant.

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12 GRANT RECEIVABLES

	The Group		The Company	
	2021	2020 Restated	2021	2020
	$'mil	$'mil	$'mil	$'mil
Grant receivables	0.6	20.1	–	0.2
Analysed as:				
– Current	0.6	20.1	–	0.2

In 2021, grant receivables of $0.6 million relate to Enterprise Development Grant (EDG). In 2020, grant receivables of $20.1 million were related to the amounts granted to the Group under the COVID-19 Government Relief Measures, mainly the Jobs Support Scheme initiative ("JSS") by the Singapore Government as disclosed in Note 28(b) to defray certain manpower costs.

13 VEHICLES, PREMISES AND EQUIPMENT

	The Group		The Company	
	2021	2020 Restated	2021	2020
	$'mil	$'mil	$'mil	$'mil
(a) Vehicles, premises and equipment owned	2,109.7	2,302.4	4.4	3.2
(b) Right-of-use assets classified within vehicles, premises and equipment	320.8	301.7	0.7	3.7
	2,430.5	2,604.1	5.1	6.9

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13 VEHICLES, PREMISES AND EQUIPMENT (CONT'D)

(a) Vehicles, premises and equipment owned

	Buses $'mil	Leasehold building* $'mil	Other leasehold land and buildings $'mil	Freehold land and buildings $'mil
The Group				
Cost or valuation*:				
At 1 January 2020	2,373.3	46.6	359.1	261.3
Arising from divestment of a subsidiary	–	–	(0.8)	–
Additions	38.3	–	3.7	4.7
Disposals	(53.3)	–	(1.2)	(2.7)
Reclassifications/Transfers from capital projects in progress	2.3	–	0.9	–
Exchange differences	54.6	–	3.1	14.0
At 31 December 2020	2,415.2	46.6	364.8	277.3
Arising from acquisition of subsidiaries	10.9	–	–	1.7
Arising from divestment of a subsidiary	–	–	–	–
Additions	21.7	0.3	18.7	18.0
Disposals	(179.7)	–	(5.0)	(0.6)
Reclassifications/Transfers from capital projects in progress	2.0	–	25.6	(7.7)
Exchange differences	(14.8)	–	3.7	(4.6)
At 31 December 2021	2,255.3	46.9	407.8	284.1
Accumulated depreciation and impairment:				
At 1 January 2020	1,076.9	11.5	243.9	21.8
Arising from divestment of a subsidiary	–	–	(0.6)	–
Depreciation**	178.3	3.3	10.7	3.4
Impairment loss	–	–	2.2	–
Disposal	(45.5)	–	(1.2)	–
Reclassification	–	–	–	–
Exchange differences	21.0	–	1.9	0.8
At 31 December 2020 (Restated)	1,230.7	14.8	256.9	26.0
Arising from acquisition of subsidiaries	–	–	–	–
Arising from divestment of a subsidiary	–	–	–	–
Depreciation	158.0	3.5	14.1	3.7
Impairment loss	–	–	2.7	–
Disposal	(161.8)	–	(4.9)	–
Reclassification	(6.8)	–	(0.1)	–
Exchange differences	(5.5)	–	(1.8)	–
At 31 December 2021	1,214.6	18.3	266.9	29.7
Carrying amount:				
At 31 December 2021	1,040.7	28.6	140.9	254.4
At 31 December 2020 (Restated)	1,184.5	31.8	107.9	251.3

* A leasehold building at a bus depot is stated at revalued amount being the fair value at the date of revaluation based on valuation performed by an independent external valuer. The revaluation was done by a subsidiary pursuant to the agreement in the Negotiated Contract under the Bus Contracting Model (Note 39) in Singapore. As at 31 December 2021, the carrying amount of the leasehold building would have been $9.7 million (2020 : $10.9 million), had the depot been carried at cost less accumulated depreciation.

** The restatement of depreciation expenses in 2020 was relating to a revision of the useful life relating to buses in Australia. This is further explained in Note 44.

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Taxis, motor vehicles for rental and ambulances $'mil	Computers and automated equipment $'mil	Workshop machinery, tools and equipment $'mil	Motor vehicles $'mil	Furniture, fittings and equipment $'mil	Capital projects in progress $'mil	Total $'mil
1,320.4	186.3	190.1	39.1	50.3	15.0	4,841.5
–	–	(0.6)	–	–	–	(1.4)
82.6	9.1	12.4	1.8	1.9	37.1	191.6
(283.4)	(23.6)	(6.8)	(3.1)	(1.0)	–	(375.1)
0.7	5.7	1.9	–	0.2	(18.0)	(6.3)
10.5	1.3	3.2	0.6	0.7	0.3	88.3
1,130.8	178.8	200.2	38.4	52.1	34.4	4,738.6
–	–	0.2	0.1	–	–	12.9
(2.2)	(29.4)	(4.4)	–	–	–	(36.0)
91.4	14.3	21.5	4.1	1.7	36.5	228.2
(140.4)	(2.3)	(12.0)	(3.2)	(4.9)	(1.4)	(349.5)
10.4	4.5	(0.6)	–	–	(58.2)	(24.0)
6.5	0.5	(0.6)	(0.1)	0.3	0.2	(8.9)
1,096.5	166.4	204.3	39.3	49.2	11.5	4,561.3
583.7	143.6	144.0	19.9	38.3	–	2,283.6
–	–	(0.6)	–	–	–	(1.2)
149.5	14.5	14.3	5.5	3.1	–	382.6
12.3	5.3	0.6	0.3	–	–	20.7
(199.4)	(23.0)	(5.2)	(3.3)	(0.8)	–	(278.4)
(4.2)	6.8	(6.8)	–	–	–	(4.2)
5.0	1.3	2.1	0.3	0.7	–	33.1
546.9	148.5	148.4	22.7	41.3	–	2,436.2
–	0.2	(0.2)	–	–	–	–
(1.3)	(24.8)	(4.4)	–	–	–	(30.5)
135.1	18.6	13.0	5.8	3.1	–	354.9
–	–	–	–	–	–	2.7
(114.7)	(2.1)	(10.4)	(2.3)	(4.7)	–	(300.9)
(2.2)	(0.3)	(0.4)	(2.1)	(0.3)	–	(12.2)
14.3	(4.5)	(0.8)	(0.3)	–	–	1.4
578.1	135.6	145.2	23.8	39.4	–	2,451.6
518.4	30.8	59.1	15.5	9.8	11.5	2,109.7
583.9	30.3	51.8	15.7	10.8	34.4	2,302.4

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13 VEHICLES, PREMISES AND EQUIPMENT (CONT'D)

(a) Vehicles, premises and equipment owned (cont'd)

The total carrying amount of the buses of the Group secured for bank loans was $Nil million (2020: $33.6 million) as disclosed in Note 17.

Of the carrying amount of taxis, motor vehicles for rental and ambulances of $518.4 million (2020 : $583.9 million), $418.8 million (2020 : $491.2 million) relates to taxis. The remaining balance of $99.6 million (2020 : $92.7 million) relates to motor vehicles for rental and ambulances. During the financial year, the Group carried out a review of the recoverable amount of its taxis and other vehicles, premises and equipment. The additional provision of impairment of taxis and motor vehicles for rental required in 2021 was $Nil million (2020 : $12.3 million) while the provision required for other vehicles, premises and equipment was $2.7 million (2020 : $8.4 million) that had been recognised in Profit or Loss. The recoverable amount of the taxis has been determined on the basis of their value in use.

	Leasehold building $'mil	Computers and automated equipment $'mil	Motor vehicles $'mil	Furniture, fittings and equipment $'mil	Capital projects in progress $'mil	Total $'mil
The Company						
Cost:						
At 1 January 2020	53.2	4.8	0.3	8.9	0.1	67.3
Additions	–	0.5	–	–	0.4	0.9
At 31 December 2020	53.2	5.3	0.3	8.9	0.5	68.2
Additions	–	2.0	–	0.2	0.1	2.3
Transfers from Capital projects in progress	–	0.5	–	–	(0.5)	–
At 31 December 2021	53.2	7.8	0.3	9.1	0.1	70.5
Accumulated depreciation:						
At 1 January 2020	52.4	3.7	0.1	7.9	–	64.1
Depreciation	–	0.6	–	0.3	–	0.9
At 31 December 2020	52.4	4.3	0.1	8.2	–	65.0
Depreciation	–	0.8	0.1	0.2	–	1.1
At 31 December 2021	52.4	5.1	0.2	8.4	–	66.1
Carrying amount:						
At 31 December 2021	0.8	2.7	0.1	0.7	0.1	4.4
At 31 December 2020	0.8	1.0	0.2	0.7	0.5	3.2

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13 VEHICLES, PREMISES AND EQUIPMENT (CONT'D)

(b) Right-of-use assets classified within vehicles, premises and equipment

The Group and Company lease buses, land, buildings and advertising space on buses. The average lease term ranges from 2 to 40 years (2020 : 2 to 40 years), where the Group and Company make periodic lease payments, which are used for its day to day operations.

The Group has options to purchase certain equipment for a nominal amount at the end of the lease term. The Group's obligations are secured by the lessors' title to the leased assets for such leases.

	Buses $'mil	Leasehold land* $'mil	Other leasehold land and buildings $'mil	Advertising space on buses $'mil	Total $'mil
The Group					
Cost:					
At 1 January 2020	175.4	17.6	305.9	5.3	504.2
Additions	7.7	–	15.1	–	22.8
Disposals	(1.2)	–	(1.1)	–	(2.3)
Lease Modification	0.8	–	0.1	–	0.9
Adjustments	–	–	(2.0)	–	(2.0)
Exchange differences	6.7	–	2.1	–	8.8
At 31 December 2020	189.4	17.6	320.1	5.3	532.4
Additions	–	–	52.8	7.1	59.9
Arising from Acquisition of subsidiaries	–	–	0.1	–	0.1
Disposals	(0.3)	–	(5.2)	–	(5.5)
Exchange differences	2.0	–	(0.3)	–	1.7
At 31 December 2021	191.1	17.6	367.5	12.4	588.6
Accumulated depreciation:					
At 1 January 2020	52.0	4.3	122.6	3.5	182.4
Depreciation	14.0	1.3	29.7	1.1	46.1
Disposals	(0.5)	–	(0.9)	–	(1.4)
Exchange differences	3.5	–	0.1	–	3.6
At 31 December 2020	69.0	5.6	151.5	4.6	230.7
Depreciation	12.5	1.3	28.2	1.9	43.9
Disposals	–	–	(5.6)	–	(5.6)
Exchange differences	(1.3)	–	0.1	–	(1.2)
At 31 December 2021	80.2	6.9	174.2	6.5	267.8
Carrying Amount:					
At 31 December 2021	110.9	10.7	193.3	5.9	320.8
At 31 December 2020	120.4	12.0	168.6	0.7	301.7

* A subsidiary of the Group has secured the right-of-use of leasehold land at a bus depot with no future payments required. The leasehold land is stated at revalued amount being the fair value at the date of revaluation based on valuation performed by an independent external valuer. The revaluation was done by a subsidiary pursuant to the agreement in the Negotiated Contract under the Bus Contracting Model (Note 39) in Singapore. As at 31 December 2021, the carrying amount of the leasehold land would have been $4.9 million (2020 : $5.5 million), had the leasehold land been carried at cost less accumulated depreciation.

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13 VEHICLES, PREMISES AND EQUIPMENT (CONT'D)

(b) Right-of-use assets classified within vehicles, premises and equipment (cont'd)

Buses of the Group with total carrying amounts of $108.1 million (2020 : $120.8 million) are acquired under lease arrangements from financial institutions as disclosed in Note 18.

	Leasehold building $'mil
The Company	
Cost:	
At 1 January 2020	14.4
Adjustments	(0.8)
At 31 December 2020	13.6
Adjustments	(2.7)
At 31 December 2021	10.9
Accumulated depreciation:	
At 1 January 2020	9.1
Depreciation	0.8
At 31 December 2020	9.9
Depreciation	0.3
At 31 December 2021	10.2
Carrying amount:	
At 31 December 2021	0.7
At 31 December 2020	3.7

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14 INTANGIBLE ASSETS

	Taxi licences $'mil	Rights under contract $'mil	Brands $'mil	Customer relationship $'mil	Software development costs $'mil	Total $'mil
The Group						
Cost:						
At 1 January 2020	254.6	11.4	7.9	0.9	0.6	275.4
Arising from acquisition of subsidiaries	–	–	1.8	0.6	–	2.4
Additions	–	–	–	–	1.3	1.3
Exchange differences	13.0	0.9	0.1	–	0.1	14.1
At 31 December 2020	267.6	12.3	9.8	1.5	2.0	293.2
Arising from acquisition of business assets	–	1.4	–	–	–	1.4
Arising from sale of business	–	–	(0.3)	(0.9)	–	(1.2)
Additions	–	–	–	–	1.9	1.9
Exchange differences	11.8	(0.4)	0.2	–	–	11.6
At 31 December 2021	279.4	13.3	9.7	0.6	3.9	306.9
Accumulated amortisation and impairment:						
At 1 January 2020	67.2	2.9	0.3	0.1	0.4	70.9
Amortisation	0.6	2.2	0.2	0.3	–	3.3
Impairment loss	5.1	–	–	0.6	–	5.7
Exchange differences	2.3	0.4	–	–	–	2.7
At 31 December 2020	75.2	5.5	0.5	1.0	0.4	82.6
Arising from sale of business	–	–	(0.3)	(0.9)	–	(1.2)
Amortisation	0.4	1.4	–	0.1	0.9	2.8
Impairment loss	0.8	–	–	–	–	0.8
Exchange differences	2.1	(0.2)	–	–	–	1.9
At 31 December 2021	78.5	6.7	0.2	0.2	1.3	86.9
Carrying amount:						
At 31 December 2021	200.9	6.6	9.5	0.4	2.6	220.0
At 31 December 2020	192.4	6.8	9.3	0.5	1.6	210.6

Of the carrying amount of $220.0 million (2020 : $210.6 million) is $200.3 million (2020 : $191.5 million) of taxi licences in China and $8.4 million (2020: $8.3 million) of rights under contract and brands in the United Kingdom with indefinite lives. These taxi licenses, rights under contract and brands are not amortised because there is no foreseeable limit to the cash flows generated.

The remaining balance of $11.3 million (2020 : $10.8 million) mainly relates to $5.7 million (2020 : $5.8 million) of rights under contract in Australia, $1.7 million (2020 : $1.8 million) of brands in the United Kingdom, $0.6 million (2020 : $0.9 million) of taxi licences in China and $2.2 million (2020 : $1.3 million) of software development costs in Singapore with finite useful lives over which the assets are amortised. The useful lives of intangible assets are ranging from 2 to 15 years (2020: 2 to 15 years).

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15 GOODWILL

	The Group 2021 $'mil	The Group 2020 Restated $'mil
Cost:		
At beginning of year	681.5	636.5
Arising from acquisitions of business assets/subsidiaries* (Note 41)	5.7	10.2
Arising from sales of business	(0.9)	(0.1)
Exchange differences	(12.7)	34.9
At end of year	673.6	681.5
Accumulated impairment:		
At beginning of year	(22.1)	–
Impairment losses for the year	(5.5)	(21.9)
Arising from sale of business	0.9	–
Exchange differences	–	(0.2)
At end of year	(26.7)	(22.1)
Carrying amount:		
At end of year	646.9	659.4

* Includes provisional goodwill of $5.7 million (2020 : $10.2 million).

Goodwill acquired in a business combination is allocated at acquisition, to the cash-generating units ("CGUs") that are expected to benefit from that business combination.

In the current financial year, the Group recognised an impairment charge of $5.5m (2020 : $21.9m) in relation to taxi business in Australia. This impairment charge arose as a result of the recoverable amount of the CGUs is less than the carrying amount. The impairment charge was included within "Provision for impairment on vehicles and goodwill" in the Group Income Statement.

The carrying amount of goodwill of $646.9 million (2020 : $659.4 million) is allocated to the respective CGUs.

	2021 $'mil	2020 Restated $'mil
Cash-generating units ("CGUs")		
Public Transport Services		
Australia	491.1	499.4
United Kingdom	105.2	103.4
Singapore	9.4	9.4
Taxi		
Singapore	14.7	14.7
United Kingdom	10.5	11.1
China	2.9	2.9
Australia	–	5.4
Others	13.1	13.1
Total	646.9	659.4

The Group has conducted an analysis of the sensitivity of the impairment test to changes in the key assumptions used to determine the recoverable amount for each CGU to which goodwill is allocated. Refer to Note 3.

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16 DEFERRED TAX ASSETS/LIABILITIES

	The Group		The Company	
	2021 $'mil	2020 Restated $'mil	2021 $'mil	2020 $'mil
Deferred tax assets (current)	6.5	–	–	–
Deferred tax assets (non-current)	30.1	30.4	–	–
Deferred tax liabilities	(194.2)	(210.7)	(1.1)	(1.3)
Net	(157.6)	(180.3)	(1.1)	(1.3)
At beginning of year	(180.3)	(207.3)	(1.3)	(1.3)
Arising from acquisition of subsidiaries	(0.7)	(0.6)	–	–
Changes in tax rates*	(6.8)	–	–	–
Credit to Income Statement (Note 30)	48.6	41.9	0.2	–
Utilisation of deferred tax assets under Group Relief Scheme	(12.2)	(7.8)	–	–
Underprovision in prior years (Note 30)	(4.1)	(5.2)	–	–
Arising from movement in Other Comprehensive Income Statement	(2.5)	1.0	–	–
Exchange differences	0.4	(2.3)	–	–
At end of year	(157.6)	(180.3)	(1.1)	(1.3)

The balances in the accounts comprise the tax effects of:

	The Group		The Company	
	2021 $'mil	2020 Restated $'mil	2021 $'mil	2020 $'mil
Deferred tax assets (current)				
Gain on disposal of assets	6.5	–	–	–
	6.5	–	–	–
Deferred tax assets (non-current)				
Excess of book over tax depreciation	2.2	3.2	–	–
Provisions	5.0	0.9	–	–
Tax losses	22.9	26.3	–	–
	30.1	30.4	–	–
Deferred tax liabilities				
Accelerated tax depreciation	(246.5)	(272.8)	(0.4)	(1.8)
Other items	52.3	62.1	(0.7)	0.5
	(194.2)	(210.7)	(1.1)	(1.3)

* Relates to revaluation of deferred tax assets/liabilities of subsidiaries domiciled in the United Kingdom, due to the upcoming increase in corporation tax rate from 19% to 25% with effect from 1 April 2023.

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17 BORROWINGS

	The Group		The Company	
	2021 $'mil	2020 $'mil	2021 $'mil	2020 $'mil
Borrowings comprise of the following:				
(a) Short-term loans	1.1	110.3	–	27.5
(b) Long-term loans	339.9	353.4	339.9	353.4
Total	341.0	463.7	339.9	380.9
Analysed as:				
Current	23.9	110.3	22.8	27.5
Non-current	317.1	353.4	317.1	353.4
Total	341.0	463.7	339.9	380.9

(a) Short-term loans

	The Group		The Company	
	2021 $'mil	2020 $'mil	2021 $'mil	2020 $'mil
Bank loans				
– unsecured	–	97.4	–	27.5
– secured	1.1	12.9	–	–
Total	1.1	110.3	–	27.5

There are no unsecured bank loans in 2021 (2020: $97.4 million).

The secured bank loans of $1.1 million (2020 : $12.9 million) are secured on fixed deposits for a 12 months tenure (2020 : 1 month) and bear floating interest rate of 4.0% (2020 : 0.8%) per annum.

(b) Long-term loans

	The Group		The Company	
	2021 $'mil	2020 $'mil	2021 $'mil	2020 $'mil
Bank loans – unsecured	339.9	353.4	339.9	353.4
Total	339.9	353.4	339.9	353.4
Less: Amount due for settlement within 12 months (shown as Current liabilities):				
Bank loans – unsecured	22.8	–	22.8	–
Total	22.8	–	22.8	–
Amount due for settlement after 12 months	317.1	353.4	317.1	353.4
The borrowings are repayable as follows:				
On demand or within one year	22.8	–	22.8	–
In the second to fifth year inclusive	317.1	353.4	317.1	353.4
Total	339.9	353.4	339.9	353.4

(i) In 2021, $339.9 million (2020 : $353.4 million) bears floating interest rates ranging from 1.06% to 1.08% (2020 : 1.06% to 1.07%) per annum.

(ii) The fair values of the Group's long-term loans approximate their carrying amount.

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17 BORROWINGS (CONT'D)

(c) Reconciliation of liabilities arising from financing activities

The table below details changes in the Group's liabilities arising from financing activities, including both cash and non-cash changes. Liabilities arising from financing activities are those for which cash flows were, or future cash flows will be, classified in the Group Cash Flow Statement as cash flows from financing activities.

	1 January 2021 $'mil	Financing cash flows(i) $'mil	Non-cash changes: Exchange differences $'mil	Non-cash changes: New leases $'mil	31 December 2021 $'mil
Loans	463.7	(112.5)	(10.2)	–	341.0
Lease liabilities from financial institutions	88.6	(31.4)	1.1	–	58.3
Lease liabilities	188.9	(30.6)	0.4	60.0	218.7
Total	741.2	(174.5)	(8.7)	60.0	618.0

	1 January 2020 $'mil	Financing cash flows(i) $'mil	Non-cash changes: Exchange differences $'mil	Non-cash changes: New leases $'mil	31 December 2020 $'mil
Loans	530.1	(92.5)	26.1	–	463.7
Lease liabilities from financial institutions	104.1	(24.1)	2.4	6.2	88.6
Lease liabilities	203.7	(30.8)	1.6	14.4	188.9
Total	837.9	(147.4)	30.1	20.6	741.2

(i) The cash flows make up the net amount of new loans raised and repayment of borrowings in the Group Cash Flow Statement.

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18 LEASE LIABILITIES FROM FINANCIAL INSTITUTIONS

	The Group	
	2021	**2020**
	$'mil	**$'mil**
Maturity analysis:		
Within one year	29.3	33.1
Within the second to fifth year inclusive	31.2	59.9
After five years	–	0.2
	60.5	93.2
Less: Future finance charges	(2.2)	(4.6)
	58.3	88.6
Analysed as:		
– Current	28.0	30.7
– Non-current	30.3	57.9
	58.3	88.6

The Group's policy is to lease certain of its buses from financial institutions. The lease terms range from 5 to 15 years (2020 : 5 to 15 years). The effective borrowing rates vary from 0.63% to 8.23% (2020 : 0.63% to 8.44%) per annum. All leases are on a fixed repayment basis and no arrangements have been entered into for contingent rental payments.

All lease obligations are denominated in the respective entities' functional currencies.

The fair value of the Group's lease obligations approximates their carrying amount.

The Group's obligations under these leases are secured by the lessors' title to the leased assets (see Note 13).

19 LEASE LIABILITIES

	The Group		The Company	
	2021	**2020**	**2021**	**2020**
	$'mil	**$'mil**	**$'mil**	**$'mil**
Maturity Analysis:				
Within one year	32.0	35.5	4.8	4.8
Within the second to fifth year inclusive	105.3	106.8	20.4	22.3
After five years	114.2	79.9	–	4.2
	251.5	222.2	25.2	31.3
Less: Future finance charges	(32.8)	(33.3)	(1.5)	(2.3)
	218.7	188.9	23.7	29.0
Analysed as:				
– Current	33.3	32.6	4.3	4.1
– Non current	185.4	156.3	19.4	24.9
	218.7	188.9	23.7	29.0

The above represents leases for certain buses, land, buildings and advertising space on buses of the Group. The weighted average incremental borrowing rate was 2.35% (2020 : 2.57%).

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20 TRADE AND OTHER PAYABLES

	The Group		The Company	
	2021	2020	2021	2020
	$'mil	$'mil	$'mil	$'mil
Outside parties	238.3	204.5	2.2	1.6
Accruals	453.8	390.9	13.3	9.4
Deposits received – current (Note 23(a))	53.9	58.6	–	–
Deferred income from customers	28.3	18.7	–	–
Due to subsidiaries	–	–	247.5	203.8
Others	1.3	2.3	–	–
Total	775.6	675.0	263.0	214.8

The credit period on purchases of goods and services ranges from 7 days to 120 days (2020 : 7 days to 120 days). The Group has financial risk management policies in place to ensure that all payables are within the credit time frame.

Trade payables and accruals principally comprise amounts outstanding for trade purchases and ongoing costs.

Of the amount of $247.5 million (2020 : $203.8 million) due to subsidiaries, $226.0 million (2020 : $183.3 million) represents funds under central pooling which bear variable interest at rates ranging from 0.10% to 0.48% (2020 : 0.12% to 0.60%) per annum, unsecured and repayable on demand. The remaining balance of $21.5 million (2020 : $20.5 million) is interest-free, unsecured and repayable on demand.

21 DEFERRED GRANTS

	The Group		The Company	
	2021	2020 Restated	2021	2020
	$'mil	$'mil	$'mil	$'mil
Deferred grants	5.4	36.3	–	0.3
Analysed as:				
– Current	0.6	30.5	–	0.3
– Non-current	4.8	5.8	–	–
Total	5.4	36.3	–	0.3

In 2020, current deferred grants of $30.5 million related to amounts granted to the Group under the COVID-19 Government Relief Measures, mainly the Jobs Support Scheme ("JSS") initiative by the Singapore Government as disclosed in Note 28(b) to defray certain manpower costs.

Non-current deferred grants relate to capital grants.

22 PROVISION FOR ACCIDENT CLAIMS

	The Group	
	2021	2020
	$'mil	$'mil
At beginning of year	48.7	51.6
Charges	13.9	14.2
Payments	(18.5)	(17.2)
Exchange differences	0.2	0.1
At end of year	44.3	48.7

The provision for accident claims represent the estimated amount which certain subsidiaries will have to pay to outside parties for accident claims involving the Group's vehicles (Note 3).

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23 OTHER LIABILITIES

	The Group		The Company	
	2021 $'mil	2020 $'mil	2021 $'mil	2020 $'mil
Other liabilities comprised:				
(a) Deposits received	47.9	50.2	–	–
(b) Provision for service benefits and long service award	17.6	18.4	–	0.1
Deferred income	10.5	–	–	–
(c) Retirement benefits obligation	–	4.7	–	–
Others	0.8	–	–	–
Total	76.8	73.3	–	0.1

(a) Deposits received

	The Group	
	2021 $'mil	2020 $'mil
Deposits received from taxi hirers	101.8	108.8
Less: Due within 12 months (Note 20)	(53.9)	(58.6)
Due after 12 months	47.9	50.2

Deposits received from taxi hirers are repayable at the end of the taxi hire agreement. Deposits that are not expected to be repaid within the next twelve months after the reporting year based on past trend of termination of taxi hire agreements are presented as a non-current liability. The carrying amount of the deposits approximates their fair value.

(b) Provision for service benefits and long service awards

	The Group		The Company	
	2021 $'mil	2020 $'mil	2021 $'mil	2020 $'mil
At beginning of year	18.4	16.8	0.1	0.1
Charges	0.4	2.5	–	–
Payments	(1.2)	(0.9)	(0.1)	–
At end of year	17.6	18.4	–	0.1

(c) Retirement benefits obligations

A subsidiary provides pension arrangement to its employees through two defined benefit pension schemes, namely the Metroline Pension Scheme and the Metroline London Northern Pension Scheme (the "Pension Schemes"). In 2007, the employees of the Pension Schemes were transferred to a defined contribution pension scheme and the Pension Schemes ceased active accrual of benefits.

	The Group	
	2021 $'mil	2020 $'mil
Reconciliation of the assets and liabilities recognised in the Statement of Financial Position		
Present value of defined benefit obligations that are wholly or partly funded	170.4	167.8
Fair value of plan assets at end of year	(176.4)	(163.1)
Net liability recognised in other liabilities (non-current) at end of year	–	4.7
Net asset recognised in trade and other receivables (non-current) at end of year (Note 5)	(6.0)	–

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24 SHARE CAPITAL

	The Group and The Company			
	2021	2020	2021	2020
	Number of ordinary shares (million)		$'mil	$'mil
Issued and paid-up:				
At beginning of year	2,166.9	2,166.2	693.4	692.2
Exercise of share options	0.5	0.7	0.8	1.2
Issued shares under share award scheme	0.1	–	0.2	–
At end of year	2,167.5	2,166.9	694.4	693.4

During the year, the Company issued 478,000 (31 December 2020 : 710,000) new ordinary shares following the exercise of share options under the ComfortDelGro Employees' Share Option Scheme ("CDG ESOS") and 101,250 (31 December 2020 : nil) new ordinary shares for the vesting of the shares under ComfortDelGro Executive Share Award Scheme ("CDG ESAS").

As at 31 December 2021, the total number of issued shares was 2,167,447,913 (31 December 2020: 2,166,868,663). Excluding treasury shares, the total number of issued shares was 2,166,984,163 (31 December 2020: 2,166,734,913).

Details of the outstanding share options of the Company as at the end of the financial year are set out in paragraph 4 of the Directors' Statement and in Note 28(c).

Fully paid ordinary shares, which have no par value, carry one vote per share and a right to dividends as and when declared by the Company.

25 TREASURY SHARES

	The Group and The Company			
	2021	2020	2021	2020
	Number of ordinary shares (thousands)		$'mil	$'mil
At beginning of year	134	–	0.2	–
Repurchased during the year	463	255	0.7	0.4
Transferred to share-based payments	(133)	(121)	(0.2)	(0.2)
At end of year	464	134	0.7	0.2

During the year, the Company acquired its own shares 462,500 (2020 : 255,000) through purchases on the Singapore Exchange. The Company transferred 132,500 (2020 : 121,250) ordinary shares to employees upon vesting of shares released under the CDG ESAS during the financial year ended 31 December 2021.

As at 31 December 2021, the total number of treasury shares was 463,750 or 0.0214% of issued share capital excluding treasury shares (31 December 2020 : 133,750 or 0.0062%).

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26 OTHER RESERVES

	The Group		The Company	
	2021	2020 Restated	2021	2020
	$'mil	$'mil	$'mil	$'mil
Merger reserve:				
At beginning and end of year	31.4	31.4	31.4	31.4
Statutory reserve:				
At beginning of year	39.4	37.5	–	–
Transfer from accumulated profits	0.8	1.9	–	–
At end of year	40.2	39.4	–	–
Retirement benefit reserve:				
At beginning of year	(48.2)	(41.5)	–	–
Actuarial adjustment on defined benefit plans	7.0	(6.7)	–	–
At end of year	(41.2)	(48.2)	–	–
Investment revaluation reserve:				
At beginning of year	(80.7)	(78.7)	(71.9)	(70.1)
Fair value gain/(loss) on investments	2.2	(2.0)	0.8	(1.8)
At end of year	(78.5)	(80.7)	(71.1)	(71.9)
Hedging reserve:				
At beginning of year	–	0.1	–	–
Fair value gain/(loss) on cash flow hedges	0.5	(0.1)	–	–
At end of year	0.5	–	–	–
Others:				
At beginning of year	117.9	117.5	1.1	0.7
Exercise of share options	–	(0.1)	–	(0.1)
Recognition of share-based payments	0.7	0.7	0.7	0.7
Transfer from treasury shares to share-based payments	(0.2)	(0.2)	(0.2)	(0.2)
Others	–	–	(0.2)	–
At end of year	118.4	117.9	1.4	1.1
Net	70.8	59.8	(38.3)	(39.4)

Merger reserve represents the difference between the fair value of the share capital of the combining entities in a combination involving entities under common control at the date on which it was acquired by the Group and the fair value of the share capital issued as consideration of the acquisition.

Included in investment revaluation reserve is a cumulative amount of $78.5 million (2020 : $80.7 million) that upon disposal will not be reclassified subsequently to the Income Statement.

Others comprise mainly asset revaluation reserve, capital reserve and share option reserve.

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27 REVENUE

Revenue comprises the following amounts:

	The Group	
	2021	2020 Restated
	$'mil	$'mil
Public transport services	2,821.7	2,581.9
Taxi	426.1	403.2
Automotive engineering services	101.8	89.4
Inspection and testing services	98.5	84.2
Others	90.2	83.9
	3,538.3	3,242.6

Majority of the contracts relates to provision of public transport services to the transport regulators in Singapore, Australia and the United Kingdom for periods ranging from 1 to 11 years (2020 : 1 to 11 years).

The Group has the right to consideration from customers in amounts that corresponds directly with the performance of the services completed.

Included in the revenue from transport services are performance incentives from transport regulators for achieving certain performance and service quality targets. These performance incentives accounted for not more than 2% (2020 : 2%) of the total revenue.

Out of the total revenue, 89% (2020 : 89%) is recognised over time, largely contributed by Public Transport Services, Taxi and Car Rental and Leasing segments. The revenue arising from the remaining segments are recognized at a point in time. Please refer to Note 33 (i) for further details.

28 STAFF COSTS

(a) The remuneration of the Directors (executive and non-executive) and key executives comprises mainly of short-term benefits amounting to $7.0 million (2020 : $5.8 million).

		The Group	
		2021	2020
		$'mil	$'mil
(b)	Cost of defined contribution plan (included in staff costs)	151.2	149.2
	Government grant (included in staff costs)	(65.8)	(152.4)

The employees of the Company and some of the subsidiaries are members of a defined contribution retirement scheme. The Company and these subsidiaries are required to contribute a specified percentage of their payroll costs to the retirement scheme to fund the benefits. The only obligation of the Company and these subsidiaries with respect to the scheme is to make the specified contributions.

In 2021, the Group continued to receive wage support for local employees under the JSS from the Singapore Government as part of the Government's measures to support businesses during the period of economic uncertainty impacted by COVID-19. The Group assessed that there is reasonable assurance that it will comply with the conditions attached to the grants and the grants will be received. Government grant is recognised in the Income Statement on a systemic basis over the period impacted by COVID-19 in which the related staff costs for which the grant is intended to compensate is recognised as expenses. The period impacted by COVID-19 has been determined to be commencing from April 2020. Government grant related to JSS of $61.4 million (2020 : $120.4 million) was recognised during the year.

NOTES TO THE FINANCIAL STATEMENTS
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28 STAFF COSTS (CONT'D)

(c) Share-based payments (included in staff costs)

Share option schemes

The Company and its listed subsidiaries had share option schemes for certain employees and Directors of the respective companies. These share option schemes expired in prior years and had not been renewed. Information on the share option plans is disclosed in paragraph 4 to the Directors' Statement. Options are exercisable at a subscription price determined with reference to the market price of the shares at the time of grant of the options. If the options remain unexercised after a period of 10 years (5 years for non-executive Directors) from the date of the grant, the options expire. Options granted will lapse when the option holder ceases to be a full-time employee or a Director of the Group, subject to certain exceptions at the discretion of the Nominating and Remuneration Committee.

Details of the share options outstanding during the year are as follow:

The Company

	2021		2020	
	Number of share options	Weighted average exercise price $	Number of share options	Weighted average exercise price $
Outstanding at the beginning of the year	2,003,000	1.46	2,893,000	1.46
Lapsed during the year	(300,000)	1.37	(180,000)	1.47
Exercised during the year	(478,000)	1.48	(710,000)	1.47
Outstanding at the end of the year	1,225,000		2,003,000	1.46
Exercisable at the end of the year	1,225,000	1.48	2,003,000	1.46

The weighted average share price at the date of share options being exercised during the year was $1.77 (2020 : $1.70). The options outstanding at the end of the year have an average remaining contractual life of 0.46 years (2020 : 1.3 years).

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28 STAFF COSTS (CONT'D)

(c) Share-based payments (included in staff costs) (cont'd)

Share awards scheme

On 6 May 2021, the Company granted the second tranche of share awards of 770,000 (2020 : 570,000) ordinary shares pursuant to the CDG ESAS to selected employees of the Group. This included an award of 200,000 (2020 : 150,000) ordinary shares to Executive Director, Mr Yang Ban Seng. These are time-based awards to be vested over a 4-year period. 121,250 treasury shares have been transferred to the participants upon vesting of the first tranche of 25% of shares awards granted pursuant to the CDG ESAS during the financial year.

Since the adoption of the CDG ESAS, a total of 1,850,000 share awards were granted. Details of the share award granted, vested and cancelled and the number of unvested share awards outstanding at the end of the financial years are as follows:

	Number of share awards				
Date of grant	**Balance at 1 January 2021**	**Granted**	**Vested**	**Cancelled**	**Balance at 31 December 2021**
6 May 2019	348,750	–	(106,250)*	(30,000)	212,500
6 May 2020	550,000	–	(127,500)*	(40,000)	382,500
6 May 2021	–	770,000	–	–	770,000
Total	898,750	770,000	(233,750)	(70,000)	1,365,000

* All of the ordinary shares were delivered by way of the issue of new ordinary shares/treasury shares.

29 FINANCE COSTS

	The Group	
	2021 $'mil	**2020 $'mil**
Interest expense on:		
Loans	4.7	6.2
Lease liabilities from financial institutions	2.3	3.3
Lease liabilities	4.3	5.2
Total	11.3	14.7

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30 TAXATION

	The Group	
	2021	**2020 Restated**
	$'mil	**$'mil**
Taxation charge (credit) comprises:		
Taxation charge in respect of profit for the financial year:		
Current taxation	83.8	64.0
Deferred taxation relating to the origination and reversal of temporary differences (Note 16)	(48.6)	(41.9)
Deferred taxation relating to change in tax rates (Note 16)	6.8	–
	42.0	22.1
Adjustments in respect of (over) under provision in prior years:		
Current taxation	(1.2)	(3.2)
Deferred taxation (Note 16)	4.1	5.2
	44.9	24.1

Domestic income tax is calculated at 17% (2020 : 17%) of the estimated assessable profit for the year. Taxation for overseas subsidiaries are calculated at the rates prevailing for the respective jurisdictions, ranging from 19% to 30% (2020 : 19% to 30%), which are higher than the domestic income tax rate.

The total charge for the year can be reconciled to the accounting profit as follows:

	The Group	
	2021	**2020 Restated**
	$'mil	**$'mil**
Profit before Taxation	204.9	115.8
Income tax expense calculated at 17% (2020 : 17%)	34.8	19.7
Effect of items that are not allowable in determining taxable profit	(10.0)	(7.2)
Effect of different tax rates of subsidiaries operating in other jurisdictions	9.6	6.8
Effect of change in tax rates in other jurisdictions	6.8	–
Under provision in prior years	2.9	2.0
Other items	0.8	2.8
	44.9	24.1

Subject to agreement with the relevant tax authorities, certain subsidiaries have tax losses that are not recognised amounting to $0.7 million (2020 : $18.1 million) and the resultant deferred tax benefits of $0.1 million (2020 : $1.8 million). These future income tax benefits in respect of unutilised tax losses are available for an unlimited future period only if the respective subsidiaries derive future assessable income of a nature and of sufficient amounts to enable the benefits to be realised and the conditions for deductibility imposed by law, including the retention of majority shareholders, as defined, are complied with. No deferred tax asset will be recognised if future profit streams of these subsidiaries is unpredictable.

NOTES TO THE FINANCIAL STATEMENTS
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31 PROFIT AFTER TAXATION

Profit after taxation is arrived at after charging (crediting):

	The Group	
	2021 $'mil	2020 Restated $'mil
Amortisation of intangible assets	2.8	3.3
Depreciation expense from vehicles, premises and equipment and right-of-use assets	398.8	428.7
Provision for impairment on vehicles and goodwill	9.0	48.3
Net loss on disposal of vehicles, premises and equipment	14.7	11.2
Allowance for expected credit losses	0.5	7.2
Allowance for inventory obsolescence	5.0	23.9
Government grant (COVID-19 related)	(84.6)	(169.3)
Share-based payment expenses	0.7	0.7
Directors' fees	1.6	1.3
Audit fees:		
Auditors of the Company	0.6	0.5
Auditors of subsidiaries	1.0	0.9
Non-audit fees:		
Auditors of the Company	0.3	0.3
Auditors of subsidiaries	1.8	0.5

Excluding the Government grant (COVID-19 related) of $84.6 million (2020 : $169.3 million), the Group would have recorded an Operating profit of $125.4 million (2020 : Operating Loss of $47.6 million).

32 EARNINGS PER SHARE

Earnings per share is calculated by dividing the Group's net profit attributable to shareholders of the Company for the year by the weighted average number of ordinary shares in issue during the financial year as follows:

	2021	2020 Restated
Net profit attributable to shareholders of the Company ($'mil)	130.1	60.8
Weighted average number of ordinary shares in issue (million)	2,167.2	2,166.5
Basic earnings per share (in cents)	6.00	2.81

For the purpose of calculating the diluted earnings per ordinary share, the weighted average number of ordinary shares in issue is adjusted to take into account the dilutive effect arising from share options.

	2021	2020 Restated
Net profit attributable to shareholders of the Company ($'mil)	130.1	60.8
Weighted average number of ordinary shares in issue (million)	2,167.2	2,166.5
Adjustments for share options (million)	0.1	0.2
Weighted average number of ordinary shares for the purpose of diluted earnings per share (million)	2,167.3	2,166.7
Diluted earnings per share (in cents)	6.00	2.81

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33 SEGMENT INFORMATION

Information reported to the Group's chief operating decision maker for the purposes of resource allocation and assessment of segment performance is organised on a world-wide basis into 7 major operating divisions:

(a) Public transport services : Income is generated substantially from the provision of bus and rail services to commuters travelling on public transport systems, contracted revenue for operation of scheduled services, provision of coach rental services, provision of non-emergency transport services to patients and ancillary advertisement income.

(b) Taxi : Income is generated through renting out taxis, operating taxi bureau services and ancillary advertisement income.

(c) Automotive engineering services : Income is generated through provision of vehicular maintenance and repair services, construction of specialised vehicles, assembly of bus bodies, crash repair services, engineering services, sale of diesel and petrol and electric vehicle charging infrastructure.

(d) Inspection and testing services : Income is generated through the provision of motor vehicle inspection services and provision of non-vehicle testing, inspection and consultancy services.

(e) Driving centre : Income is generated through operating driving schools.

(f) Car rental and leasing : Income is generated through renting and leasing of cars.

(g) Bus station : Income is generated mainly through commission income from fare collection.

Segment revenue and expenses: Segment revenue and expenses are the operating revenue and expenses reported in the Group's Income Statement that are directly attributable to a segment and the relevant portion of such revenue and expenses that can be allocated on a reasonable basis to a segment.

Segment assets and liabilities: Segment assets include all operating assets used by a segment and consist principally of operating receivables, inventories, intangible assets, goodwill, vehicles, premises and equipment, right-of-use assets, net of allowances and provisions. Capital additions include the total cost incurred to acquire vehicles, premises and equipment and intangible assets directly attributable to the segment. Segment liabilities include all operating liabilities and consist principally of trade payables, accruals, deferred grants, deposits, provisions, lease liabilities from financial institution and lease liabilities.

Inter-segment transfers: Inter-segment revenue and expenses include transfers between business segments. Inter-segment sales are based on prices as determined between the parties. These transfers are eliminated on consolidation.

NOTES TO THE FINANCIAL STATEMENTS
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33 SEGMENT INFORMATION (CONT'D)

(i) Business Segments

	Public transport services $'mil	Taxi $'mil	Automotive engineering services $'mil	Inspection and testing services $'mil	Driving centre $'mil	Car rental and leasing $'mil	Bus station $'mil	Elimination $'mil	Total $'mil
2021									
REVENUE									
External sales	2,821.7	426.1	101.8	98.5	52.2	25.9	12.1	–	3,538.3
Inter-segment sales	0.5	–	72.6	2.4	0.1	–	–	(75.6)	–
TOTAL	2,822.2	426.1	174.4	100.9	52.3	25.9	12.1	(75.6)	3,538.3
RESULT									
Operating Profit	130.7	18.5	10.7	30.6	14.9	3.0	1.6	–	210.0
Net Income from Investments									6.2
Finance Costs									(11.3)
Profit before Taxation									204.9
Taxation									(44.9)
Profit after Taxation									160.0
Non-Controlling Interests									(29.9)
Profit Attributable to Shareholders of the Company									130.1
External revenue from contracts with customers									
– Over time	2,686.5	419.2	–	–	–	25.9	–	–	3,131.6
– At a point in time	135.2	6.9	101.8	98.5	52.2	–	12.1	–	406.7
TOTAL	2,821.7	426.1	101.8	98.5	52.2	25.9	12.1	–	3,538.3
OTHER INFORMATION									
Additions to vehicles, premises and equipment	96.7	79.2	2.6	15.7	4.4	28.9	0.7	–	228.2
Additions to intangible assets	–	1.9	–	–	–	–	–	–	1.9
Additions to goodwill	5.7	–	–	–	–	–	–	–	5.7
Depreciation expense	229.7	136.6	2.8	7.3	5.0	15.1	2.3	–	398.8
Amortisation expense	1.4	1.4	–	–	–	–	–	–	2.8
Provision for impairment loss recognised in Income Statement	–	5.5	–	–	3.5	–	–	–	9.0

NOTES TO THE FINANCIAL STATEMENTS
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33 SEGMENT INFORMATION (CONT'D)

(i) Business Segments (cont'd)

	Public transport services $'mil	Taxi $'mil	Automotive engineering services $'mil	Inspection and testing services $'mil	Driving centre $'mil	Car rental and leasing $'mil	Bus station $'mil	Total $'mil
2021								
STATEMENT OF FINANCIAL POSITION								
ASSETS								
Segment assets	2,260.6	786.0	36.5	110.8	17.2	95.4	17.4	3,323.9
Goodwill	605.7	28.1	–	11.4	0.2	1.5	–	646.9
Associates								0.8
Cash, fixed deposits and equities								946.8
Deferred tax assets								36.6
Consolidated total assets								4,955.0
LIABILITIES								
Segment liabilities	865.3	189.0	42.5	68.9	25.0	10.6	17.8	1,219.1
Borrowings								341.0
Income tax payable								64.4
Deferred tax liabilities								194.2
Consolidated total liabilities								1,818.7

NOTES TO THE FINANCIAL STATEMENTS
31 DECEMBER 2021

33 SEGMENT INFORMATION (CONT'D)

(i) Business Segments (cont'd)

	Public transport services $'mil	Taxi $'mil	Automotive engineering services $'mil	Inspection and testing services $'mil	Driving centre $'mil	Car rental and leasing $'mil	Bus station $'mil	Elimination $'mil	Total $'mil
2020 (Restated)									
REVENUE									
External sales	2,581.9	403.2	89.4	84.2	41.2	27.0	15.7	–	3,242.6
Inter-segment sales	0.7	–	74.0	2.6	0.1	–	–	(77.4)	–
TOTAL	2,582.6	403.2	163.4	86.8	41.3	27.0	15.7	(77.4)	3,242.6
RESULT									
Operating Profit/(Loss)	124.1	(64.4)	18.1	26.6	8.6	2.5	6.2	–	121.7
Net Income from Investments									8.8
Finance Costs									(14.7)
Profit before Taxation									115.8
Taxation									(24.1)
Profit after Taxation									91.7
Non-Controlling Interests									(30.9)
Profit Attributable to Shareholders of the Company									60.8
External revenue from contracts with customers									
– Over time	2,467.7	399.0	–	–	–	27.0	–	–	2,893.7
– At a point in time	114.2	4.2	89.4	84.2	41.2	–	15.7	–	348.9
TOTAL	2,581.9	403.2	89.4	84.2	41.2	27.0	15.7	–	3,242.6
OTHER INFORMATION									
Additions to vehicles, premises and equipment	77.6	85.7	2.1	15.0	1.0	16.7	0.4	–	198.5
Additions to intangible assets	–	1.3	–	–	–	–	–	–	1.3
Additions to goodwill	–	10.2	–	–	–	–	–	–	10.2
Depreciation expense	246.7	148.8	3.1	7.4	5.0	15.4	2.3	–	428.7
Amortisation expense	2.2	1.1	–	–	–	–	–	–	3.3
Provision for impairment loss recognised in Income Statement	4.5	35.8	–	2.0	4.8	1.2	–	–	48.3

NOTES TO THE FINANCIAL STATEMENTS

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33 SEGMENT INFORMATION (CONT'D)

(i) Business Segments (cont'd)

	Public transport services $'mil	Taxi $'mil	Automotive engineering services $'mil	Inspection and testing services $'mil	Driving centre $'mil	Car rental and leasing $'mil	Bus station $'mil	Total $'mil
2020 (Restated)								
STATEMENT OF FINANCIAL POSITION								
ASSETS								
Segment assets	2,382.3	853.2	38.7	103.1	19.4	88.3	17.8	3,502.8
Goodwill	612.1	34.2	–	11.4	0.2	1.5	–	659.4
Associates								0.7
Cash, fixed deposits and equities								765.3
Deferred tax assets								30.4
Consolidated total assets								4,958.6
LIABILITIES								
Segment liabilities	807.7	183.9	38.9	67.9	24.2	7.5	20.7	1,150.8
Borrowings								463.7
Income tax payable								64.7
Deferred tax liabilities								210.7
Consolidated total liabilities								1,889.9

(ii) Geographical Segments

	Revenue		Non-current assets*		Additions to non-current assets*	
	2021 $'mil	2020 Restated $'mil	2021 $'mil	2020 Restated $'mil	2021 $'mil	2020 $'mil
Geographical Location						
Singapore	1,903.4	1,769.8	1,236.5	1,365.0	130.7	112.8
United Kingdom/Ireland	807.2	733.9	565.3	589.3	17.2	32.5
Australia	700.9	622.1	1,187.9	1,223.9	52.9	41.4
China	124.2	113.4	301.2	290.6	32.3	23.1
Malaysia	1.9	2.0	3.7	3.7	0.6	0.2
Vietnam	0.7	1.4	2.8	1.6	2.1	–
Total	3,538.3	3,242.6	3,297.4	3,474.1	235.8	210.0

* Comprising vehicles, premises and equipment, intangible assets and goodwill.

NOTES TO THE FINANCIAL STATEMENTS
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34 COMMITMENTS

As at 31 December 2021, the Group has the following commitments:

Capital commitments contracted for but not provided for in the Financial Statements:

	The Group	
	2021 $'mil	2020 $'mil
Purchase of equipment	13.5	11.1
Purchase of buses, taxis and motor vehicles	43.6	35.3
Purchase of computer systems	8.8	10.2
Development of bus depots and properties	44.7	17.9
Total	110.6	74.5

35 OPERATING LEASE ARRANGEMENTS

The Group as lessee

As at 31 December 2021, the Group committed to $0.2 million (2020 : $0.7 million) for leases exempted under SFRS(I) 16.

The Group as lessor

The Group rents out certain of its properties and vehicles in Singapore, the United Kingdom and China under operating leases. Rental income earned during the year was $154.9 million (2020 : $141.3 million).

At the end of the reporting year, the Group has contracted with counter parties for the following future minimum lease payments:

	The Group	
	2021 $'mil	2020 $'mil
Within one year	141.5	134.5
In the second to fifth year inclusive	271.2	314.9
After five years	2.2	27.5
Total	414.9	476.9

NOTES TO THE FINANCIAL STATEMENTS
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36 FINANCIAL INSTRUMENTS, FINANCIAL RISKS AND CAPITAL RISKS MANAGEMENT

(a) Categories of financial instruments

The following table sets out the financial instruments as at the end of the reporting period:

	The Group		The Company	
	2021 $'mil	2020 $'mil	2021 $'mil	2020 $'mil
Financial Assets				
Amortised cost	1,399.9	1,213.7	651.7	612.8
Equity instruments classified as at FVTOCI	27.7	22.5	11.7	10.9
Financial instruments designated in hedge accounting relationships				
– Hedging instruments	0.7	–	–	–
Financial Liabilities				
Amortised cost	1,514.7	1,538.2	626.6	624.8

(b) Financial risk management policies and objectives

The main areas of financial risk faced by the Group are foreign exchange rate risk, interest rate risk, credit risk, liquidity risk and fuel price risk. The Group recognises that management of financial risk is an important aspect in its drive towards creating shareholders' value. It is the Group's policy not to participate in speculative financial instruments. Management oversees financial risk management and regularly reviews its policy governing risk management practices.

There has been no change to the Group's exposure to these financial risks or the manner in which it manages and measures these risks.

(i) Foreign exchange risk management

The Group manages its foreign exchange exposure by matching revenue and costs in the relevant currencies to create a natural hedge and also through active currency management using hedging instruments such as forwards and options where necessary. The Group's revenue is mainly denominated in Singapore Dollar ("SGD") with the remaining in Great British Pound ("GBP"), Renminbi ("RMB"), Australian Dollar ("AUD"), Euro ("EUR"), Malaysian Ringgit ("MYR") and Vietnamese Dong ("VND"). On the cost side, its foreign currency exposures include United States Dollar ("USD"), GBP, RMB, AUD, Swedish Kroner ("SEK"), EUR, MYR and VND. The Group has investments in the United Kingdom, China, Australia, Ireland, Malaysia and Vietnam. Net translation risks are regularly monitored and the Group currently does not seek to hedge this exposure as it does not impact cash flows.

Foreign currency sensitivity

The bulk of the Group's foreign currency exposures are in the functional currencies of its respective operations. Exposures to foreign currencies that are non-functional are actively managed as part of the overall foreign exchange risk management. Based on sensitivity analysis performed, Management has assessed that exposure to changes in foreign exchange rates arising from assets and liabilities denominated in non-functional currencies of entities in the Group is minimal.

NOTES TO THE FINANCIAL STATEMENTS
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36 FINANCIAL INSTRUMENTS, FINANCIAL RISKS AND CAPITAL RISKS MANAGEMENT (CONT'D)

(b) Financial risk management policies and objectives (cont'd)

(ii) Interest rate risk management

The Group's primary interest rate risk relates to its borrowings, investments in fixed income securities and deposits. The Group uses hedging instruments such as interest rate swaps and caps, where necessary, to achieve the desired interest rate profile in its effort to manage interest rate risk. The Group may borrow at variable rates and uses interest rate swaps as cash flow hedges of future interest payments, which have the economic effect of converting borrowings from floating rates to fixed rates.

Interest rate sensitivity

The Group has interest-bearing assets such as fixed income securities and deposits as well as interest-bearing liabilities. Any change in interest rate affecting the interest-bearing assets shall have an offsetting impact from the interest-bearing liabilities. Based on sensitivity analysis performed at the end of the reporting year, Management has assessed that the exposure to changes in interest rates is minimal and hence the resulting impact on the profit or other comprehensive income of the Group is insignificant.

(iii) Credit risk management

The Group has minimal credit risk arising from its commuter transport operations as the majority of revenue is collected in cash upfront or from the transport regulator in the case of Singapore, United Kingdom and Australia. For the other operations, credit risk is also minimised via upfront deposits, strict credit terms and regular monitoring of debtors' financial standing. The Group enters into treasury transactions only with creditworthy institutions. Its investments in fixed income instruments are above investment grade as assigned by international credit-rating agencies. In its management of credit risk, the Group practises stringent credit review and sets counterparty credit limits. There is no significant concentration of credit risk.

Cash and deposits are kept with reputable financial institutions. There is no significant concentration of credit risk.

The carrying amount of financial assets represents the Group's maximum exposure to credit risk as disclosed in the notes to the Financial Statements.

The Group develops and maintains its credit risk gradings to categorise exposures according to their degree of risk of default. The Group uses its own trading records to rate its major customers and other debtors.

(iv) Liquidity risk management

The Group funds its operations through a mix of internal funds and bank borrowings. It regularly reviews its liquidity position comprising free cash flows from its operations and credit lines from banks to ensure its ability to access funding at any time at the best possible rates.

NOTES TO THE FINANCIAL STATEMENTS
31 DECEMBER 2021

36 FINANCIAL INSTRUMENTS, FINANCIAL RISKS AND CAPITAL RISKS MANAGEMENT (CONT'D)

(b) Financial risk management policies and objectives (cont'd)

(v) Fuel price risk management

Fuel, comprising diesel and electricity, is part of the operating costs of the Group. The Group is also exposed to fluctuations in fuel price in its bus and rail operations and diesel and petrol sales business. The Group seeks to hedge the price risk associated with its fuel needs after considering fuel indexation in its contracts with various local authorities and uses hedging instruments, where necessary, to achieve the desired hedge outcome.

Based on sensitivity analysis performed and taking into account the fuel hedges in place, as at the end of the reporting year, every one percentage point change in the rates of diesel, petrol and electricity using the closing rates as at the end of the reporting year as a basis will impact the Group's annual fuel and electricity costs by $0.6 million (2020 : $0.5 million). The sensitivity analysis assumes that consumption is held constant at the same level as in 2020.

(vi) Fair values of financial assets and financial liabilities

The carrying amounts of cash and cash equivalents, trade and other current receivables and payables, provisions and other liabilities approximate their respective fair values due to the relatively short-term maturity of these financial instruments. The fair values of other classes of financial assets and liabilities are disclosed in the respective notes to the Financial Statements.

The Group classifies fair value measurements using a fair value hierarchy that reflects the significance of the inputs used in making the measurements. The fair value hierarchy has the following levels:

a. quoted prices in active markets for identical assets or liabilities (Level 1);

b. inputs other than quoted prices included within Level 1 that are observable for the asset or liability, either directly or indirectly (Level 2); and

c. inputs for the asset or liability that are not based on observable market data (Level 3).

The majority of the fair value of the Group's investments are classified into Level 1. The Group's hedging instruments, if any, are classified into Level 2. Fair value of the financial instruments classified in Level 3 is insignificant. There are also no transfers between Levels 1 and 2 of the fair value hierarchy during the financial year.

NOTES TO THE FINANCIAL STATEMENTS
31 DECEMBER 2021

36 FINANCIAL INSTRUMENTS, FINANCIAL RISKS AND CAPITAL RISKS MANAGEMENT (CONT'D)

(c) Hedging instruments

The Group utilises hedging instruments to hedge significant future transactions and cash flows.

The Group's hedging instruments are measured at fair value whereby future cash flows are estimated based on contracted rates and observable forward rates at the end of the reporting year, discounted at a rate that reflects the credit risk of the various counterparties.

At the end of the reporting year, the Group has outstanding fuel hedge with notional amounts totalling $6.6 million (2020 : $Nil million).

At the end of the reporting year, the Group has outstanding foreign exchange hedge with notional amounts totalling $9.3 million (2020: $2.2 million)

The fair value of the Group's hedging instruments, based on market prices for equivalent instruments at the end of the reporting year, comprised $0.7 million of assets (2020: $Nil million of assets) was matched by an equivalent fair value adjustment on cash flow hedges in Other Comprehensive Income.

The Group uses forward contracts and options to manage its exposure to foreign exchange risks. These arrangements are designed to address foreign exchange risk on future purchases of goods and are accounted for as cash flow hedges.

The Group uses fuel hedging contracts to manage its exposure to fuel price risks. These arrangements are designed to address fuel price exposure on future purchases of fuel and are accounted for as cash flow hedges.

(d) Capital risks management policies and objectives

The Group manages its capital to ensure that entities in the Group will be able to continue as a going concern while maximising the return to shareholders through the optimisation of the debt and equity balance.

Management monitors the gross and net gearing of the Group and its implication on weighted average cost of capital in deciding the optimal capital structure. These objectives determine the Group's decisions on the amount of dividends to be paid to shareholders and the sources of capital to be raised, be it equity or debt. The Group's debt capital refers to borrowings comprising loans under Notes 17(a) and 17(b) and lease liabilities from financial institutions under Note 18 while equity refers to total equity.

No changes were made in the objectives, policies or processes during the years ended 2021 and 2020.

NOTES TO THE FINANCIAL STATEMENTS
31 DECEMBER 2021

36 FINANCIAL INSTRUMENTS, FINANCIAL RISKS AND CAPITAL MANAGEMENT (CONT'D)

(e) The following are the expected contractual undiscounted cash outflows (including interest payments) of the Group's financial liabilities:

	Carrying amount $'mil	Contractual cash flows Total $'mil	Within 1 year $'mil	Within 2 to 5 years $'mil	Beyond 5 years $'mil	Effective interest rate %
2021						
Financial liabilities						
Loans:						
In functional currencies	341.0	344.8	24.2	320.6	–	1.1% to 4.0%
Lease liabilities from financial institutions:						
In functional currencies	58.3	60.5	29.3	31.2	–	0.6% to 8.2%
Lease liabilities:						
In functional currencies	218.7	251.5	32.0	105.3	114.2	0.9% to 4.4%
Total	618.0	656.8	85.5	457.1	114.2	
2020						
Financial liabilities						
Loans:						
In functional currencies	463.7	464.8	110.5	354.3	–	0.6% to 1.1%
Lease liabilities from financial institutions:						
In functional currencies	88.6	93.2	33.1	59.9	0.2	0.6% to 8.4%
Lease liabilities:						
In functional currencies	188.9	222.2	35.5	106.8	79.9	0.9% to 4.4%
Total	741.2	780.2	179.1	521.0	80.1	

NOTES TO THE FINANCIAL STATEMENTS
31 DECEMBER 2021

37 DIVIDENDS

(a) During the financial year, the Company paid dividends as follows:

	2021 $'mil	2020 $'mil
Tax-exempt one-tier final dividend in respect of the previous financial year:		
– 1.43 cents (2020 : 5.29 cents) per ordinary share	31.0	114.6
Tax-exempt one-tier interim dividend in respect of the current financial year:		
– 2.10 cents (2020 : Nil cents) per ordinary share	45.5	–
Total	76.5	114.6

(b) Subsequent to the end of the financial year, the Directors of the Company recommended that a tax-exempt one-tier final dividend of 2.10 cents per ordinary share totalling Retained as 45.5 million be paid for the financial year ended 31 December 2021. The dividend is subject to approval by shareholders at the forthcoming Annual General Meeting and hence the proposed dividend has not been accrued as a liability for the current financial year.

Together with the tax-exempt one-tier interim dividend of 2.10 cents per ordinary share (2020 : Nil cents per ordinary share), total distributions paid and proposed in respect of the financial year ended 31 December 2021 will be 4.20 cents per ordinary share (2020 : 1.43 cents per ordinary share).

38 LICENCE FOR RAIL SERVICES

(a) Current Rail Financing Framework (Existing Licences till 31 December 2021)

<u>North-East Line MRT System, Punggol LRT System and Sengkang LRT System (collectively, the "Licensed Systems")</u>

With effect from 1 April 2018, the subsidiary of the Group, SBS Transit Ltd ("SBST"), was granted a new licence to operate the Licensed Systems under the New Rail Financing Framework ("NRFF") (Version 2) for a period of 15 years. If SBST applies for an extension, LTA may extend the term of the new licence for a further five years subject to terms and conditions as LTA may impose and SBST may accept.

The NRFF is an asset-light model whereby the LTA will make the capital investments in operating assets and thereby retain the ability and flexibility to decide on the additions, renewals and replacements and undertake long term planning for the rapid transit system network. It allows the LTA to respond more promptly to commuter needs, while relieving SBST of the cost of asset renewal and upgrade, and of procuring additional operating assets when ridership demand increases, in order to meet service level and reliability standards. The NRFF was first implemented in 2011 when SBST was awarded the tender for the Downtown Line.

With the transition to the NRFF (Version 2), SBST will no longer need to buy over the first set of operating assets from the LTA. Going forward, LTA will also own and pay for the operating assets, including additions, renewals and replacements. In conjunction with the transition to the NRFF (Version 2), SBST had entered into Sale and Purchase Agreements with the LTA on 14 February 2018 for the sale of certain operating assets required for the operation of the Licensed Systems which were purchased by SBST prior to the transition. The aggregate consideration for the sale was based on the respective net book values of such assets on the date of transfer amounted to $29,210,000.

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38 LICENCE FOR RAIL SERVICES (CONT'D)

(a) Current Rail Financing Framework (Existing Licences till 31 December 2021) (cont'd)

In exchange for the right to operate, maintain and derive revenue from the Licensed Systems, SBST will pay an annual licence charge to the LTA over the licence period. The licence charge structure under the NRFF provides for some sharing between SBST and the LTA of revenue risks under the Fare Revenue Shortfall Sharing as well as profit sharing via an Earnings Before Interest and Tax Cap/Collar. These are explained below:

(i) Fare Revenue Shortfall Sharing ("FRSS")

The licence charge structure has a FRSS mechanism which offers some level of protection against revenue risks arising from uncertainties in ridership and fares. Under this mechanism, if the actual revenue falls short of the target revenue by 2% to 6%, LTA will share 50% of the shortfall. If the shortfall between the actual revenue and the target revenue exceeds 6%, LTA will bear 75% of the incremental revenue shortfall beyond 6%.

(ii) Earnings Before Interest & Tax ("EBIT") Cap/Collar

The licence charge structure provides for profit sharing via an EBIT (as computed in accordance with the licence agreement) cap and collar mechanism whereby LTA shares in the upside of the EBIT above the cap as well as the downside risks below the collar. If the EBIT margin is lower than 3.50%, LTA will share 50% of the shortfall. LTA's sharing of the shortfall is limited by the amount of licence charge payable by SBST for the year. If the EBIT margin exceeds the cap of 5%, the excess will be shared via a tiered structure, whereby 85% to 95% of the incremental EBIT above the 5% cap will be shared with LTA.

LTA's sharing under the FRSS and/or the EBIT Cap/Collar is limited by the amount of licence charge payable by SBST for the year.

In addition, the LTA may reimburse or be reimbursed by SBST when new regulatory changes initiated by LTA after the transition lead to changes in operating costs or revenue. Regulatory changes that may impact operating costs or revenue include modifications to operating performance standards for the rail lines, maintenance performance standards for the operating assets, key performance indicators or codes of practice and changes in rentable and advertising spaces available for generating non-fare revenue.

<u>Downtown Line MRT System</u>

A licence dated 19 December 2013 was issued by LTA to a subsidiary of SBST under which the subsidiary of SBST is licensed to operate the Downtown Line MRT System.

The licence sets out the conditions governing the operation of the Downtown Line MRT system and includes, among others, the following:

(i) The licence is for a period of 19 years commencing from 20 December 2013. LTA may, if it deems fit, renew the licence for such further period with revised terms and conditions of the renewed licence.

(ii) The licence fee payable to LTA is prescribed under the subsidiary of SBST legislation of the Rapid Transit Systems Act during the Licence Term.

(iii) The subsidiary of SBST shall pay LTA a licence charge which consists of Fixed Charge and Revenue Share Charge. A yearly Fixed Charge is payable from financial year 2019 to end of licence period. If the Operating Surplus minus the Fixed Charge for a financial year is more than the Threshold Profit, the subsidiary of SBST shall pay Revenue Share Charge.

(iv) After the commencement of revenue service of the last stage, the subsidiary of SBST shall pay LTA a Cash-Bid Amount if the Net Operating Surplus for a financial year is more than the Threshold Profit.

(v) All Operating Assets shall remain the property of LTA except for Spares, Special Tools, Non-Proprietary Items and End Devices purchased by the subsidiary of SBST during the Licence Term.

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38 LICENCE FOR RAIL SERVICES (CONT'D)

(b) New Rail Financing Framework (Effective from 1 January 2022)

Consolidated Rail Licence as part of NRFF (Version 2)

On 11 November 2021, SBST entered into a framework agreement with LTA and SBS Transit DTL Pte. Ltd. (now known as SBS Transit Rail Pte. Ltd.) to transit the DTL to NRFF (Version 2). Under this framework agreement, LTA will issue a Consolidated Rail License to SBS Transit Rail Pte. Ltd., to operate the DLT, NEL and SPLRT. The NRFF (Version 2) is designed to reduce commercial volatility for rail operators in delivering a reliable and financially sustainable public rail service.

The Consolidated Rail License will take effect from 1 January 2022 to operate the NEL, SPLRT and the DTL for a period of 11 years. This Consolidated Rail Licence will supersede the licence granted to NEL, SPLRT dated 1 April 2018 and the licence granted to DTL dated 19 December 2013.

In exchange for the right to operate, maintain and derive revenue from the Licensed Systems, the subsidiary of SBST will pay an annual licence charge to the LTA over the licence period. The licence charge structure under the NRFF provides for some sharing between the subsidiary of SBST and the LTA of revenue risks under the Fare Revenue Shortfall Sharing as well as profit sharing via an Earnings Before Interest and Tax Cap/Collar. These are explained below:

(i) Fare Revenue Shortfall Sharing ("FRSS")

The licence charge structure has a FRSS mechanism which offers some level of protection against revenue risks arising from uncertainties in ridership and fares. Under this mechanism, if the actual revenue falls short of the target revenue by 2% to 6%, LTA will share 50% of the shortfall. If the shortfall between the actual revenue and the target revenue exceeds 6%, LTA will bear 75% of the incremental revenue shortfall beyond 6%.

(ii) Earnings Before Interest and Tax ("EBIT") Cap / Collar

The licence charge structure provides for profit sharing via an EBIT (as computed in accordance with the license agreement) cap and collar mechanism whereby LTA shares in the upside of the EBIT above the cap as well as the downside risks below the collar. If the EBIT margin is lower than 3.50%, LTA will share 50% of the shortfall. LTA's sharing of the shortfall is limited by the amount of licence charge payable by the subsidiary of SBST for the year. If the EBIT margin exceeds the cap of 5%, the excess will be shared via a tiered structure, whereby 85% to 95% of the incremental EBIT above the 5% cap will be shared with LTA.

LTA's sharing under the FRSS and/or the EBIT Cap/Collar is limited by the amount of licence charge payable by the subsidiary of SBST for the year.

In addition, the LTA may reimburse or be reimbursed by the subsidiary of SBST when new regulatory changes initiated by LTA after the transition lead to changes in operating costs or revenue. Regulatory changes that may impact operating costs or revenue include modifications to operating performance standards for the rail lines, maintenance performance standards for the operating assets, key performance indicators or codes of practice and changes in rentable and advertising spaces available for generating non-fare revenue.

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39 CONTRACTS UNDER THE BUS CONTRACTING MODEL ("BCM")

A subsidiary of the Group, SBST entered into public bus services contracts (collectively known as the "Negotiated Contract") with LTA for the operation of public bus services under the BCM. The Negotiated Contract was effective from 1 September 2016 following the expiry of the Bus Service Operating Licence on 31 August 2016. Under the Negotiated Contract, SBST operates a total of 8 bus packages with an average contract period of 7 years. The 8 bus packages are : Bukit Merah, Sengkang-Hougang, Bedok, Jurong West, Tampines, Serangoon-Eunos, Clementi and Bishan-Toa Payoh. The contracted expiry dates of the 8 bus packages range from 2018 to 2026 and any further extension may be granted at the sole discretion of LTA.

As part of the Negotiated Contract, SBST leases its fleet of close to 2,900 buses to LTA. In consideration of SBST using its fleet for the provision of the bus services, LTA pays a leasing fee based on the depreciation of the buses over the statutory lifespan. LTA also pays a leasing fee for the use of the other existing assets of SBST (bus depot and related equipment) based on the depreciation of such assets.

Subsequent to the Negotiated Contract, SBST was awarded the Seletar Bus Package in April 2017 and the Bukit Merah Bus Package (the first among the 8 bus packages within the Negotiated Contract to expire) in February 2018 respectively through the tender process conducted by LTA. Both bus packages secured through the tender process have a contract period of five years which can be extended by another two years. The Seletar and Bukit Merah Bus Packages had commenced operations from March 2018 and November 2018 respectively.

Among the seven negotiated contract packages, one was extended on 1 September 2021 for three years while another five will be extended by an average of three years from their original service terms as part of the transition of DTL to NRFF (Version 2).

Including the two bus packages secured through tender, SBST operates a total of 9 bus packages which cover a total of 228 bus services, 7 bus depots, 1 bus park, 17 bus interchanges and 14 bus terminals. The fleet size required to operate the 9 packages is around 3,500 buses.

Under the BCM, LTA retains all fare revenue collected from the provision of the bus services. Revenue for SBST is derived from the provision of bus services which comprises service fee and leasing fee. The service fee is indexed to changes in wage levels, inflation and fuel costs. In addition, SBST retains revenue from other commercial services comprising advertising and rental.

In addition to operating and managing bus services to specified performance standards, SBST's responsibilities include the following:

(a) Operate, manage and maintain the buses and their on-board equipment;

(b) Operate, and maintain the bus interchanges, bus depots including the equipment and systems therein;

(c) Charge and collect fares as approved by the Public Transport Council, on behalf of LTA, for travel on the bus services;

(d) Provide bus service information at all bus stops and bus interchanges served by the bus services; and

(e) Provide customer management services, such as lost and found service, and a hotline for commuter feedback and enquiries.

NOTES TO THE FINANCIAL STATEMENTS
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40 CORPORATE INFORMATION AND RELATED COMPANY TRANSACTIONS

Details of subsidiaries and associates are as follows:

(a) Subsidiaries

Name of entity	Principal activity	Country of incorporation/ operations	Group's effective interest 2021 %	Group's effective interest 2020 %
Quoted equity shares				
SBS Transit Ltd [20]	Provision of public bus and rail services	Singapore	74.43	74.43
VICOM Ltd [20]	Investment holding and provision of motor vehicle evaluation and other related services	Singapore	67.06	67.06
Unquoted equity shares				
Braddell Limited [3]	Investment holding	United Kingdom	100	100
CityCab Pte Ltd	Provision of public taxi services through the rental of taxis to hirers	Singapore	53.50	53.50
Comfort (China) Pte Ltd	Investment holding	Singapore	100	100
ComfortDelGro Bus Pte Ltd	Provision of charter bus services, rental of buses to hirers and other related services	Singapore	100	100
ComfortDelGro (China) Pte Ltd	Investment holding	Singapore	100	100
ComfortDelGro Driving Centre Pte Ltd	Operation of a driving school	Singapore	90	90
ComfortDelGro Engineering Pte Ltd	Operation of workshops for repairing, servicing and general maintenance of motor vehicles and dealer in diesel and petrol for motor vehicles	Singapore	100	100
ComfortDelGro Rent-A-Car Pte Ltd	Provision of car rental, car care and leasing services	Singapore	100	100
ComfortDelGro (S.E. Asia) Pte Ltd	Investment holding	Singapore	100	100
Comfort Transportation Pte Ltd	Provision of public taxi services through the rental of taxis to hirers	Singapore	100	100

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40 CORPORATE INFORMATION AND RELATED COMPANY TRANSACTIONS (CONT'D)

(a) Subsidiaries (cont'd)

Name of entity	Principal activity	Country of incorporation/ operations	Group's effective interest 2021 %	Group's effective interest 2020 %
Unquoted equity shares (cont'd)				
SBS (Guangzhou) Pte Ltd [19]	Inactive	Singapore	100	100
Moove Media Pte Ltd	Provision of advertising Services	Singapore	100	100
CityFleet Networks Limited [9]	Provision and management of taxi booking services	United Kingdom	100	100
Swan Taxis Pty Ltd [3]	Provision of taxi services	Australia	100	100
ComfortDelGro Corporation Australia Pty Ltd [3]	Investment holding and provision of management services	Australia	100	100
ComfortDelGro Insurance Brokers Pte Ltd	Insurance broking, risk management, claims management related activities	Singapore	100	100
ComfortDelGro Ventures Pte Ltd	Investment holding	Singapore	100	100
Fringe Pte Ltd	Investment holding	Singapore	100	100
ComfortDelGro MedCare Pte Ltd	Medical escort and transport services	Singapore	100	100
ComfortDelGro Transit Pte Ltd	Investment holding	Singapore	100	100
CDG Zig Pte Ltd	Provision of technology services	Singapore	100	100
Subsidiary of SBS Transit Ltd:				
SBS Transit Rail Pte Ltd [21]	Provision of public rail Services	Singapore	74.43	74.43
Subsidiaries of VICOM Ltd:				
JIC Inspection Services Pte Ltd	Vehicle inspection and other related services	Singapore	52.31	52.31
Setsco Services Pte Ltd	Provision of testing, inspection and consultancy services	Singapore	67.06	67.06
VICOM Inspection Centre Pte Ltd	Provision of vehicle inspection services	Singapore	67.06	67.06

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40 CORPORATE INFORMATION AND RELATED COMPANY TRANSACTIONS (CONT'D)

(a) Subsidiaries (cont'd)

Name of entity	Principal activity	Country of incorporation/ operations	Group's effective interest 2021 %	Group's effective interest 2020 %
Subsidiaries of Setsco Services Pte Ltd:				
Setsco Services (M) Sdn Bhd [1]	Provision of testing, inspection and consultancy services	Malaysia	67.06	67.06
Setsco Consultancy International Pte Ltd	Provision of professional inspection and engineering services	Singapore	67.06	67.06
SETS Services DMCC [17]	Building inspection services	United Arab Emirates	–	67.06
Subsidiary of Comfort (China) Pte Ltd:				
Suzhou Comfort Taxi Co., Ltd [2]	Provision of taxi services	China	70	70
Subsidiaries of Braddell Limited:				
ComfortDelGro Irish Citylink Limited [3]	Provision of coach services	Ireland	100	100
Metroline Limited [3]	Investment holding	United Kingdom	100	100
Metroline Rail Limited [19]	Inactive	United Kingdom	100	100
Scottish Citylink Coaches Limited [3]	Provision of long distance coach services	United Kingdom	65	65
New Adventure Travel Limited [3]	Provision of public bus and coach services	United Kingdom	100	100
Subsidiaries of Metroline Limited:				
Metroline Travel Limited [3]	Provision of public bus Limited	United Kingdom	100	100
Metroline West Limited [3]	Provision of public bus Limited	United Kingdom	100	100
Subsidiary of Scottish Citylink Coaches Limited:				
Megacity Limited [17]	Inactive	United Kingdom	–	65
Subsidiary of CityCab Pte Ltd:				
Cabcharge Asia Pte Ltd	Provision of charge card facilities	Singapore	46.92	46.92

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40 CORPORATE INFORMATION AND RELATED COMPANY TRANSACTIONS (CONT'D)

(a) Subsidiaries (cont'd)

Name of entity	Principal activity	Country of incorporation/ operations	Group's effective interest 2021 %	Group's effective interest 2020 %
Subsidiary of Moove Media Pte Ltd:				
Moove Media Australia Pty Ltd [7]	Provision of advertising services	Australia	–	100
Subsidiary of ComfortDelGro Engineering Pte Ltd:				
ComfortDelGro Engie Pte. Ltd. [18]	Provision of electric vehicle infrastructure	Singapore	51	–
Subsidiaries of CityFleet Networks Limited:				
London Citycab Limited Plc [9] [16]	Provision of taxi services	United Kingdom	100	100
Computer Cab (Aberdeen) Limited [9]	Provision of taxi services	United Kingdom	100	100
Flightlink International Limited [9]	Provision of private hire services	United Kingdom	100	100
Computer Cab (Liverpool) Limited [9]	Provision of taxi services	United Kingdom	100	100
Westbus Coach Services Limited [9]	Provision of coach services	United Kingdom	100	100
Argyle Satellite Ltd [9]	Provision of taxi and private hire services	United Kingdom	100	100
Argyle Satellite Contract Services Ltd [9]	Provision of taxi and private hire services	United Kingdom	100	100
Subsidiaries of ComfortDelGro (China) Pte Ltd:				
Beijing Jin Jian Taxi Services Co., Ltd [6]	Provision of public taxi services through the rental of taxis to hirers	China	55	55
Beijing Tian Long Da Tian Vehicle Inspection Co., Ltd [5]	Inactive	China	80	80
Chengdu ComfortDelGro Qingyang Driving School Co., Ltd [8]	Operation of a driving school	China	95	95
Chengdu ComfortDelGro Taxi Co., Ltd [8]	Provision of public taxi services through the rental of taxis to hirers	China	100	100
Chongqing ComfortDelGro Driver Training Co., Ltd [17]	Inactive	China	–	100
CityCab (Shenyang) Co., Ltd [4]	Provision of public taxi services through the rental of taxis to hirers and vehicle repair	China	100	100

NOTES TO THE FINANCIAL STATEMENTS
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40 CORPORATE INFORMATION AND RELATED COMPANY TRANSACTIONS (CONT'D)

(a) Subsidiaries (cont'd)

Name of entity	Principal activity	Country of incorporation/ operations	Group's effective interest 2021 %	Group's effective interest 2020 %
Subsidiaries of ComfortDelGro (China) Pte Ltd: (cont'd)				
ComfortDelGro Rent-A-Car (Chengdu) Co., Ltd (8)	Provision of cars for hire	China	100	100
Guangzhou Xin Tian Wei Transportation Development Co., Ltd (10)	Provision of bus station services	China	60	60
Jilin ComfortDelGro Taxi Co., Ltd (11)	Provision of public taxi services through the rental of taxis to hirers	China	97	97
Nanjing ComfortDelGro Dajian Taxi Co., Ltd (15)	Provision of public taxi services through the rental of taxis to hirers and vehicle repair.	China	70	70
Nanjing ComfortDelGro Xixia Driver Training Co., Ltd (15)	Operation of a driving school	China	60	60
Nanning Comfort Transportation Co., Ltd (12)	Provision of public taxi services through the rental of taxis to hirers	China	80	80
Shanghai City Qi Ai Taxi Services Co., Ltd (14)	Provision of public taxi services through the rental of taxis to hirers	China	51	51
Shenyang ComfortDelGro Taxi Co., Ltd (4)	Provision of public taxi services through the rental of taxis to hirers	China	80	80
Guangxi ComfortDelGro Logistics Co. Ltd (18)	Provision of concrete delivery services	China	60	–
Subsidiary of Chengdu ComfortDelGro Taxi Co., Ltd:				
Chengdu ComfortDelGro Shengduo Consulting Co., Ltd (8)	Inactive	China	100	100
Subsidiaries of ComfortDelGro (S.E. Asia) Pte Ltd:				
CityLimo Leasing (M) Sdn Bhd (13)	Provision of car leasing services	Malaysia	100	100
Vietnam Taxi Co., Ltd (3)	Provision of taxi services	Vietnam	70	70

NOTES TO THE FINANCIAL STATEMENTS
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40 CORPORATE INFORMATION AND RELATED COMPANY TRANSACTIONS (CONT'D)

(a) Subsidiaries (cont'd)

Name of entity	Principal activity	Country of incorporation/ operations	Group's effective interest 2021 %	Group's effective interest 2020 %
Subsidiary of Swan Taxis Pty Ltd:				
ComfortDelGro Swan Pty Ltd (3)	Provision of taxi services	Australia	100	100
Subsidiaries of ComfortDelGro Corporation Australia Pty Ltd:				
Westbus Region 1 Pty Ltd (3)	Provision of public bus services	Australia	100	100
CDC NSW Pty Ltd (3)	Provision of public bus services	Australia	100	100
Hillsbus Co Pty Ltd (3)	Provision of public bus services	Australia	100	100
Hunter Valley Buses Pty Ltd (3)	Provision of public bus services	Australia	100	100
CDC Travel Pty Ltd (3)	Provision of charter, coach and terminal services	Australia	100	100
CDC Victoria Pty Ltd (3)	Investment holding	Australia	100	100
CDC National Pty Ltd (3)	Investment holding	Australia	100	100
Blue Mountains Transit Pty Ltd (3)	Provision of public bus and charter services	Australia	100	100
Western Sydney Repair Centre Pty Ltd (3)	Provision of accident and other repair and maintenance services	Australia	100	100
CDC Commercial Bus Company Pty Ltd (3)	Provision of public bus and charter services	Australia	100	100
FCL Holdings Pty Limited (3)	Investment holding	Australia	100	100
National Patient Transport Pty Ltd (3)	Investment holding	Australia	100	100
Buslink Pty Ltd (3)	Investment holding	Australia	100	100
Buslink Southern Pty Ltd (3)	Investment holding	Australia	100	100
B&E Blanch Pty Ltd (3)	Provision of public bus services	Australia	100	100
CDC Western Australia Pty Ltd (3)	Provision of public bus services	Australia	100	100

NOTES TO THE FINANCIAL STATEMENTS
31 DECEMBER 2021

40 CORPORATE INFORMATION AND RELATED COMPANY TRANSACTIONS (CONT'D)

(a) Subsidiaries (cont'd)

Name of entity	Principal activity	Country of incorporation/ operations	Group's effective interest 2021 %	Group's effective interest 2020 %
Subsidiaries of ComfortDelGro Corporation Australia Pty Ltd: (cont'd)				
CDC Sydney Pty Ltd (3)	Provision of public bus services	Australia	100	100
CDC Fleet Pty Ltd (3)	Provision of taxi operations	Australia	100	100
Moove Media Australia Pty Ltd (7)	Provision of advertising services	Australia	100	–
Subsidiary of CDC NSW Pty Ltd:				
CDC Sydney Region 9 Pty Ltd (3) (22)	Provision of public bus services	Australia	100	100
Subsidiaries of CDC Victoria Pty Ltd:				
CDC Sunshine Pty Ltd (3)	Provision of public bus services	Australia	100	100
CDC Geelong Pty Ltd (3)	Provision of public bus services	Australia	100	100
CDC Oakleigh Pty Ltd (3)	Provision of public bus services	Australia	100	100
CDC Wyndham Pty Ltd (3)	Provision of public bus services	Australia	100	100
CDC Altona Pty Ltd (3)	Provision of public bus services	Australia	100	100
CDC Ballarat Pty Ltd (3)	Provision of public bus services	Australia	100	100
CDC Eastrans Pty Ltd (3)	Provision of public bus services	Australia	100	100
CDC Tullamarine Pty Ltd (3)	Provision of public bus services	Australia	100	100
CDC Melbourne Transit Pty Ltd (3)	Provision of public bus services	Australia	100	100
Subsidiary of CDC National Pty Ltd:				
Qcity Transit Pty Ltd (3)	Provision of public bus services	Australia	100	100

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40 CORPORATE INFORMATION AND RELATED COMPANY TRANSACTIONS (CONT'D)

(a) Subsidiaries (cont'd)

Name of entity	Principal activity	Country of incorporation/ operations	Group's effective interest 2021 %	Group's effective interest 2020 %
Subsidiaries of National Patient Transport Pty Ltd:				
National Patient Transport NSW Pty Ltd [3]	Provision for non-emergency transport services to patients	Australia	100	100
National Patient Transport Qld Pty Ltd [3]	Provision for non-emergency transport services to patients	Australia	100	100
National Patient Transport WA Pty Ltd [3]	Provision for non-emergency transport services to patients	Australia	100	100
National Patient Transport SA Pty Ltd [3]	Provision for non-emergency transport services to patients	Australia	100	100
NPT Heart Pty Ltd [3]	Provision for non-emergency transport services to patients	Australia	100	100
Platinum Healthcare Pty Ltd [3]	Provision for non-emergency transport services to patients	Australia	100	100
National Patient Transport Vic Pty Ltd [3]	Provision for non-emergency transport services to patients	Australia	100	100
Subsidiaries of FCL Holdings Pty Ltd:				
FCL Finance Pty Limited [3]	Provision of public bus services	Australia	100	100
Forest Coach Lines Pty Limited [3]	Provision of public bus services	Australia	100	100
Terrey Hills Depot Holdings Pty Limited [3]	Investment holding	Australia	100	100
Subsidiaries of Buslink Pty Ltd and Buslink Southern Pty Ltd:				
CDC Gladstone Pty Ltd [3]	Provision of public bus and charter services	Australia	100	100
CDC South East Queensland Pty Ltd [3]	Provision of public bus and charter services	Australia	100	100
CDC Broken Hill Pty Ltd [3]	Provision of public bus and charter services	Australia	100	100
CDC Mildura Pty Ltd [3]	Provision of public bus and charter services	Australia	100	100
Tropic Sun Pty Ltd [3]	Investment holding	Australia	100	100

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40 CORPORATE INFORMATION AND RELATED COMPANY TRANSACTIONS (CONT'D)

(a) Subsidiaries (cont'd)

Name of entity	Principal activity	Country of incorporation/ operations	Group's effective interest 2021 %	Group's effective interest 2020 %
Subsidiaries of Buslink Pty Ltd:				
Buslink NT Pty Ltd [(3)]	Provision of public bus and charter services	Australia	100	100
Buslink Alice Springs Pty Ltd [(3)]	Provision of public bus and charter services	Australia	100	100

Note:

All Singapore companies (except for SBS Guangzhou Pte Ltd) are audited by Deloitte & Touche LLP, Singapore except for certain subsidiaries as indicated below.

(1) Audited by WT Ng & Co, Malaysia.

(2) Audited by Jiangsu Gongzheng Tianye Certified Public Accountants Co., Ltd, China.

(3) Audited by overseas practices of Deloitte Touche Tohmatsu Limited.

(4) Audited by Reanda Certified Public Accountants (Special General Partnership) Liaoning Branch, China.

(5) Audited by Beijing Dongshen Dingli International Certified Public Accountants Co., Ltd, China.

(6) Audited by Zhong Zheng Tian Tong Certified Public Accountants Co., Ltd, China.

(7) Audited by LBW & Partners, Australia. During the financial year, Moove Media Pte Ltd disposed 100% of its interest in Moove Media Australia Pty Ltd to ComfortDelGro Corporation Australia Pty Ltd as part of the reconstructuring and consolidation of the Group's businesses in Australia.

(8) Audited by Sichuan Tong Ze Certified Public Accountants Co., Ltd, China.

(9) Audited by AZETS Audit & Accounting LLP, United Kingdom.

(10) Audited by Guangzhou Orient Certified Public Accountants Co., Ltd, China.

(11) Audited by Jilin Hua Tai Certified Public Accountants Co., Ltd, China.

(12) Audited by Guangxi Broad Way Certified Public Accountants Co., Ltd, China.

(13) Audited by Bahudin & Associates, Malaysia.

(14) Audited by Shanghai Gong Xin Zhong Nan Certified Public Accountants Co., Ltd, China.

(15) Audited by Zhongshen Zhonghuan Certified Public Accountants Co., Ltd, China.

Other information

(16) Previously known as Computer Cab plc.

(17) Dissolved during the financial year.

(18) Incorporated during the financial year.

(19) These subsidiaries are insignificant and unaudited.

(20) Listed on the Singapore Exchange Securities Trading Limited.

(21) Previously known as SBS Transit DTL Pte Ltd.

(22) Previously known as CDC Forest Region 8 Pty Ltd.

Compliance with Listing Rules:

The Group is in compliance with Listing Rules 712 and 715 of The Singapore Exchange Securities Trading Limited as suitable auditing firms have been appointed to meet the Group's audit obligations. In accordance to Rule 716, the Audit and Risk Committee and Board of Directors of the Company confirm that they are satisfied that the appointment of different auditors for its subsidiaries would not compromise the standard and effectiveness of the audit of the Group.

NOTES TO THE FINANCIAL STATEMENTS
31 DECEMBER 2021

40 CORPORATE INFORMATION AND RELATED COMPANY TRANSACTIONS (CONT'D)

(b) Associates

Name of entity	Principal activity	Country of incorporation/ operations	Group's effective interest 2021 %	Group's effective interest 2020 %
Unquoted equity shares				
PBA Transit Planning Pty Ltd [1]	Provision of consultancy services for bus planning and scheduling activities	Australia	49	49
Setsco Middle East Laboratory LLC [2]	Provision of testing, inspection, Consultancy services	UAE	32.83	32.83

Note:

[1] The associate is insignificant. Previously known as Phillip Boyle & Associates Pty Ltd.

[2] The associate was set up on 30 November 2010 and has been dormant since 2012. The accounts have not been audited and are insignificant to the Group.

(c) Related company transactions

Transactions between the Company and its subsidiaries, which are related companies of the Company, have been eliminated on consolidation and are not disclosed in this note.

The amounts outstanding are unsecured and will be settled in cash. No guarantees have been given or received.

41 ACQUISITIONS OF BUSINESS ASSETS/NEW SUBSIDIARIES

During the financial year, the Group acquired certain business assets from KA & VK Stubbs Pty Ltd ("Stubbs") and Young's Bus Services for cash consideration of $2.0 million and $17.7 million respectively. These transactions have been accounted for by the acquisition method of accounting.

In prior year, acquisition of a new subsidiary related mainly to the acquisition of 100% of the issued share capital of Argyle Satellite Ltd and Argyle Satellite Contract Services Ltd (collectively known as "AST").

Consideration transferred (at acquisition date fair values)

	2021 $'mil	2020 $'mil
Stubbs	2.0	–
Young's Bus Services	17.7	–
AST	–	13.2
Total purchase consideration for new acquisitions	19.7	13.2

Acquisition-related costs have been excluded from the consideration transferred and have been recognised as an expense in the period, within the "Other operating costs" line item in the Group Income Statement.

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41 ACQUISITIONS OF BUSINESS ASSETS/NEW SUBSIDIARIES (CONT'D)

Assets acquired and liabilities assumed at the date of acquisition

	2021 $'mil	2020 $'mil
Current assets	0.1	1.9
Non-current assets	14.4	2.6
Current liabilities	–	(1.5)
Non-current liabilities	(0.5)	–
Net assets acquired and liabilities assumed	14.0	3.0
Provisional goodwill arising on acquisitions	5.7	10.2
Purchase consideration for new acquisitions	19.7	13.2

Goodwill arose in the acquisition because the consideration paid for the combination included amounts in relation to the benefit of expected synergies, revenue growth, future market development and the assembled workforce. These benefits are not recognised separately from goodwill because they do not meet the recognition criteria for identifiable intangible assets.

The finalisation of the goodwill amount is dependent on the completion of the valuation of net assets acquired.

None of the goodwill arising from these acquisitions is expected to be deductible for tax purposes.

Net cash outflow on acquisition of subsidiaries

	2021 $'mil	2020 $'mil
Consideration paid in cash	19.7	13.2
Less: Cash and cash equivalent balances acquired	–	(1.2)
	19.7	12.0

42 CONTINGENT EVENT

13 Bus Captains commenced legal proceedings against a subsidiary of the Group between 20 September 2019 and 1 March 2020 in relation to, *inter alia*, working hours, rest days, overtime pay and allowances. At the date of this report, the subsidiary of the Group is in the midst of legal proceedings. As at 31 December 2021, Management is of the view that no provision is required with regard to the above.

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43 SUBSEQUENT EVENTS

There are no known subsequent events which have led to adjustments to this set of Financial statements.

On 7 January 2022, ComfortDelGro MedCare Pte. Ltd, a wholly-owned subsidiary, entered into an agreement to purchase 90% stake in Ming Chuan Transportation Pte. Ltd ("MCPL") at a consideration of $8.5 million. MCPL is in the business of providing transport services for passengers with limited mobility. The acquisition was completed on 24 January 2022.

A consortium comprising the Company and UGL Rail Services Pty Ltd ("UGL") was awarded the tender for the Auckland Rail Franchise ("ARF") in New Zealand. A wholly-owned subsidiary, ComfortDelGro Transit Pte. Ltd. ("CDGT") and UGL entered into an agreement with Transdev Australasia Pty Ltd to take over the entire issued share capital of the incumbent operator of the ARF, Transdev Auckland Limited ("TDAK"). The transaction was completed on 16 January 2022 with CDGT and UGL each holding 50% of the issued capital of TDAK and have renamed it as Auckland One Rail Limited ("AOR").

On 28 January 2022, a wholly-owned subsidiary divested its entire 60% shareholding in Nanjing ComfortDelGro Xixia Driver Training Co., Ltd at a consideration of RMB2.3 million (approximately S$0.5 million).

A wholly-owned subsidiary, Braddell Limited, entered into two agreements in December 2021 to acquire (1) all of Stagecoach Bus Holdings Limited's shares in Scottish Citylink Coaches Limited ("SCCL") and (2) the marketing, retail and customer service activities of Stagecoach's Megabus UK coach business and the Falcon coach service in south-west England at a consideration of £8.8 million (approximately S$15.8 million). Following the acquisition, SCCL will become a wholly owned subsidiary of the Group. The completion of both transactions is expected to be delayed beyond 28 February 2022 pending an investigation by the Competition and Markets Authority of the UK.

Metroline West Ltd, a wholly-owned subsidiary of the Group, entered into an agreement in October 2021 to sell the Alperton Property and consequently, the property was classified as assets held for sale in the balance sheet as at year-end. The transaction was completed on 27 January 2022 for a sale consideration of £25.0 million (approximately S$45.3 million). The excess of the sale consideration over the net book value of the Alperton Property, after deducting all estimated expenses and tax charges, is £16.8 million (approximately S$30.4 million).

44 RESTATEMENT OF COMPARATIVE INFORMATION

The Group reviewed the revenue recognition policy relating to bus fleet payments received for bus services provided in Australia, and updated it in accordance with AASB 15 and SFRS(I)15 Revenue from Contracts With Customers to reflect the economic characteristics of the arrangements. Fleet payments were previously recognised as government grants over the useful life of the buses in accordance with AASB 120 and SFRS(I) 1-20 Government Grant.

In addition, goodwill arising from prior acquisitions has been adjusted to align with the revised revenue recognition policy outlined above.

The Group also reviewed and revised the useful life of its bus fleet in Australia from 25 years to 20 years. The comparative figures have been restated accordingly to account for the effects from date of the change.

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44 RESTATEMENT OF COMPARATIVE INFORMATION (CONT'D)

As a result, certain line items have been restated in the Statement of Financial Position, Group Income Statement, Statement of Other Comprehensive Income, Statement of Changes in Equity and the related notes to the Financial Statements. The items were restated as follows:

Restated Statement of Financial Position as at 1 January 2020:

	Group		
	1 January 2020		
	$'mil Reported	$'mil Adjustment	$'mil Restated
Assets			
Current assets			
Grant receivables	41.6	(41.6)	–
Total current assets	1,319.1	(41.6)	1,277.5
Non-current assets			
Grant Receivables	280.3	(280.3)	–
Vehicles, premises, equipment	2,879.7	–	2,879.7
Goodwill	644.2	(7.7)	636.5
Total non-current assets	4,059.9	(288.0)	3,771.9
Total Assets	5,379.0	(329.6)	5,049.4
Liabilities & Equity			
Current liabilities			
Deferred grants	27.6	(27.6)	–
Total current liabilities	1,115.8	(27.6)	1,088.2
Non-current liabilities			
Deferred grants	364.9	(358.6)	6.3
Deferred tax liabilities	210.1	19.3	229.4
Total non-current liabilities	1,254.2	(339.3)	914.9
Total Liabilities	2,370.0	(366.9)	2,003.1
Capital, reserves and non-controlling interests			
Other reserves	64.5	1.8	66.3
Foreign currency translation reserve	(93.6)	(0.2)	(93.8)
Retained Earnings	1,931.9	35.7	1,967.6
Equity attributable to shareholders of the company	2,595.0	37.3	2,632.3
Total Equity	3,009.0	37.3	3,046.3
Total liabilities and equity	5,379.0	(329.6)	5,049.4

NOTES TO THE FINANCIAL STATEMENTS

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44 RESTATEMENT OF COMPARATIVE INFORMATION (CONT'D)

Restated Statement of Financial Position as at 31 December 2020:

	Group		
	31 December 2020		
	$'mil Reported	$'mil Adjustment	$'mil Restated
Assets			
Current assets			
Grant receivables	67.3	(47.2)	20.1
Total current assets	1471.4	(47.2)	1,424.2
Non-current assets			
Grant Receivables	279.1	(279.1)	–
Vehicles, premises, equipment	2,619.5	(15.4)	2,604.1
Goodwill	667.6	(8.2)	659.4
Total non-current assets	3,837.1	(302.7)	3,534.4
Total Assets	5,308.5	(349.9)	4,958.6
Liabilities & Equity			
Current liabilities			
Deferred grants	61.7	(31.2)	30.5
Total current liabilities	1,043.7	(31.2)	1,012.5
Non-current liabilities			
Deferred grants	384.6	(378.8)	5.8
Deferred tax liabilities	190.5	20.2	210.7
Total non-current liabilities	1,236.0	(358.6)	877.4
Total Liabilities	2,279.7	(389.8)	1,889.9
Capital, reserves and non-controlling interests			
Other reserves	58.0	1.8	59.8
Foreign currency translation reserve	(23.6)	3.4	(20.2)
Retained Earnings	1,879.2	34.7	1,913.9
Equity attributable to shareholders of the company	2,606.8	39.9	2,646.7
Total Equity	3,028.8	39.9	3,068.7
Total liabilities and equity	5,308.5	(349.9)	4,958.6

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44 RESTATEMENT OF COMPARATIVE INFORMATION (CONT'D)

Restated Income statement for full year ended 31 December 2020:

	Group		
	2020		
	$'mil Reported	$'mil Adjustments	$'mil Restated
Revenue	3,228.6	14.0	3,242.6
Depreciation and amortization	(416.6)	(15.4)	(432.0)
Profit before Taxation	117.2	(1.4)	115.8
Taxation	(24.5)	0.4	(24.1)
Profit after Taxation	92.7	(1.0)	91.7
Profit Attributable to:			
Shareholders of the Company	61.8	(1.0)	60.8
Earnings per share (in cents):			
Basic	2.85	(0.04)	2.81
Diluted	2.85	(0.04)	2.81

Restated Cash Flow Statement for full year ended 31 December 2020:

	Group		
	2020		
	$'mil Reported	$'mil Adjustments	$'mil Restated
Operating activities			
Profit before Taxation	117.2	(1.4)	115.8
Adjustments for:			
Depreciation and amortisation	416.6	15.4	432.0
Grant income	(46.8)	46.8	–
Operating cash flows before movements in working capital	599.9	60.8	660.7
Grant receivables, net of deferred grants	3.4	(0.2)	3.2
Changes in working capital	(28.3)	(0.2)	(28.5)
Cash generated from operations	571.6	60.6	632.2
Net cash from operating activities	483.7	60.6	544.3

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45 GROUP PROPERTIES

Held by	Group's effective interest %	Location	Approximate land area	Tenure	Usage
SINGAPORE					
ComfortDelGro Corporation Limited	100	Braddell Road	66,441 sq m	36 years 10 months 4 years 8 months unexpired	Head office, bus depot, vehicle workshop
SBS Transit Ltd	74.43	Soon Lee Road	26,670 sq m	30 years 8 years 3 months unexpired	Bus depot
SBS Transit Ltd	74.43	Defu Avenue 1	45,190 sq m	43 years 11 months From 1 January 1983 4 years 11 months unexpired	Bus depot
SBS Transit Ltd	74.43	Bedok North Avenue 4	62,220 sq m	Under Tenancy Occupation Licence	Bus depot
SBS Transit Ltd	74.43	Bukit Batok Street 23	52,189 sq m	43 years from 1 January 1983 4 years unexpired	Bus depot
SBS Transit Ltd	74.43	Ang Mo Kio Street 63	63,955 sq m	30 years 9 months From 1 March 1994 2 years 11 months Unexpired	Bus depot
VICOM Ltd	67.06	Sin Ming Drive	10,853 sq m	30 years from January 2011 19 years unexpired	Inspection, assessment services
VICOM Ltd	67.06	Kaki Bukit Avenue 4	9,797 sq m	30 years from January 1997 with option to renew another 30 years 5 years unexpired	Inspection, assessment services
VICOM Ltd	67.06	No. 511 Bukit Batok Street 23	9,625 sq m	30 years from October 1995 with option to renew another 30 years 3 years 9 months Unexpired	Inspection, testing and assessment services
VICOM Ltd	67.06	Changi North Crescent	6,015 sq m	30 years from May 1995 3 years 4 months unexpired	Inspection services
VICOM Ltd	67.06	Yishun Industrial Park A	5,190 sq m	60 years from July 1983 21 years 6 months unexpired	Inspection services

NOTES TO THE FINANCIAL STATEMENTS
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45 GROUP PROPERTIES (CONT'D)

Held by	Group's effective interest %	Location	Approximate land area	Tenure	Usage
SINGAPORE (cont'd)					
VICOM Ltd	67.06	Yishun Industrial Park A	1,105 sq m	30 years from July 2013 21 years 6 months unexpired	Inspection services
Setsco Services Pte Ltd	67.06	No. 531 Bukit Batok Street 23	7,554.5 sq m	7 years from October 2018 with option renew another 30 years 3 years 9 months Unexpired	Testing, inspection and consultancy services
JIC Inspection Services Pte Ltd	52.31	Pioneer Road	9,190 sq m	30 years 2 years 11 months unexpired	Inspection services
JIC Inspection Services Pte Ltd	52.31	Ang Mo Kio Street 63	2,145 sq m	3 years from March 2017 renewed for another 3 years from March 2020 1 years 2 months unexpired	Inspection services
Comfort Transportation Pte Ltd	100	Sin Ming Drive	19,523 sq m	60 years 13 years 7 months unexpired	Office, workshop
CityCab Pte Ltd	53.50	Sin Ming Avenue	24,499 sq m	30 years 1 years 3 months unexpired	Office, workshop
ComfortDelGro Engineering Pte Ltd	100	Loyang Drive	12,021 sq m	58 years 30 years 4 months unexpired	Office, workshop, diesel kiosk
ComfortDelGro Engineering Pte Ltd	100	Ubi Road 3	7,734 sq m	22 years 3 years 9 months unexpired	Office, workshop, diesel, and petrol kiosk
ComfortDelGro Engineering Pte Ltd	100	Senoko Loop	2,829 sq m	26 years 4 years 9 months unexpired	Workshop spare parts storage
ComfortDelGro Engineering Pte Ltd	100	Pandan Road	6,532 sq m	51 years 27 years 2 months unexpired	Office, workshop, diesel and petrol kiosk
ComfortDelGro Zig Pte Ltd	100	Pasir Panjang Road	223 sq m	3 years 7 months unexpired	Office

NOTES TO THE FINANCIAL STATEMENTS
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45 GROUP PROPERTIES (CONT'D)

Held by	Group's effective interest %	Location	Approximate land area	Tenure	Usage
CHINA					
Guangzhou Xin Tian Wei Transportation Development Co., Ltd	60	Tianhe District Guangzhou	40,116 sq m	30 years 5 years 5 months unexpired	Office, bus station
Shanghai City Qi Ai Taxi Services Co., Ltd	51	Lujiabang Road Shanghai	689 sq m	Freehold	Office
ComfortDelGro (China) Pte Ltd	100	Shen He Qu Qing Nian Da Jie Shenyang	115 sq m	50 years 22 years unexpired	Staff residence
Chengdu ComfortDelGro Taxi Co., Ltd	100	Jin Zhou Road Jin Niu District Chengdu	796.05 sq m	40 years 30 years unexpired	Office
Nanning Comfort Transportation Co., Ltd	80	Ke Yuan Ave Nanning	900 sq m	45 years 34 years 9 months unexpired	Office
Chengdu ComfortDelGro Qingyang Driving School Co., Ltd	95	Wen Jia Red Mill Village Chengdu	113,334 sq m	10 years 1 year unexpired	Driving test centre
Jilin ComfortDelGro Taxi Co., Ltd	97	Cheng Nan Street Jilin City High-tech Zone	18,014 sq m	50 years 41 years unexpired	Office
UNITED KINGDOM					
CityFleet Networks Limited	100	31 Colville road, Acton London W3 8BL	1,912 sq m	Freehold	Office
Computer Cab (Liverpool) Limited	100	Falkland Street Liverpool 13 8HB	610 sq m	99 years 76 years 6 months unexpired	Office, fleet dept
Computer Cab (Aberdeen) Limited	100	Burnside Driver, Dyce Aberdeen AB21 OHW	1,096 sq m	5 years 1 year 6 months unexpired	Office
Westbus Coach Services Limited	100	Spring Grove Road Hounslow London TW3 4BE	352 sq m	6 years 2 years 1 month unexpired	Office, fitting bay
Westbus Coach Services Limited	100	Spring Grove Road Hounslow London TW3 4BE	352 sq m	9 months unexpired	Office

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45 GROUP PROPERTIES (CONT'D)

Held by	Group's effective interest %	Location	Approximate land area	Tenure	Usage
UNITED KINGDOM (cont'd)					
Metroline Travel Limited	100	Pemberton Gardens Holloway London N19 5RR	17,968 sq m	Freehold	Bus depot
Metroline Travel Limited	100	Edgware Road Cricklewood London NW2 6JP	13,800 sq m	Freehold	Bus depot
Metroline Travel Limited	100	High Street Potters Bar Herts EN6 5BE	11,614 sq m	Freehold	Bus depot
Metroline Travel Limited	100	High Road Willesden London NW10 2JY	9,874 sq m	Freehold	Bus depot
Metroline Travel Limited	100	High Road Harrow Weald London HA3 6EJ	5,706 sq m	Freehold	Bus depot
Metroline Travel Limited	100	Armchair House, Commerce Road, Brentford TW8 8LZ	12,200 sq m	Freehold	Bus depot
Metroline Travel Limited	100	Perivale Bus Garage Alperton Lane, Western Avenue, Greenford, England	5,868 sq m	20 years 15 years 3 months unexpired	Bus depot
Metroline Travel Limited	100	Edgware Bus Garage Station Road Edgware, England	12,141 sq m	15 years 6 years 9 months unexpired	Bus depot
Metroline Travel Limited	100	King Cross Bus Depot Regeneration House North London Freight Depot, York Way England	2,023 sq m	15 years 13 years 8 months unexpired	Bus depot
Metroline Travel Limited	100	Perivale Industrial Park Horsenden Lane South Greenford, England	8,395 sq m	15 years 4 months unexpired	Logistics facilities
Metroline Travel Limited	100	Thorpes West Perivale Depot, Unit 12 Perivale Industrial Park Horsenden Lane South Greenford, England	6,000 sq m	13 years 2 years 5 months unexpired	Bus depot

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Held by	Group's effective interest %	Location	Approximate land area	Tenure	Usage
UNITED KINGDOM (cont'd)					
Metroline West Limited	100	Ealing Road Wembley HA0 4LL	4,996 sq m	Freehold	Bus depot
Metroline West Limited	100	Willesden Junction Station Road NW10 4XB	2,654 sq m	102 years 1 months unexpired	Bus depot
Metroline West Limited	100	Hayes Garage 12 Rigby Lane Hayes, Middlesex	9,123 sq m	19 years 3 months Unexpired	Bus depot
New Adventure Travel Limited	100	Coaster Place Cardiff CF10 4XZ	6,070 sq m	Freehold	Bus depot
New Adventure Travel Limited	100	Brecon Road, Abercrave Swansea SA9 1TN	6,070 sq m	Freehold	Workshop
New Adventure Travel Limited	100	Moy Road, Taffs Well CF 15 7QR	2,641 sq m	Freehold	Workshop
AUSTRALIA					
ComfortDelGro Corporation Australia Pty Ltd	100	Boundary Road Northmead NSW	31,669 sq m	Freehold	Bus depot
ComfortDelGro Corporation Australia Pty Ltd	100	Hartley Road Seven Hills NSW	2,725 sq m	Freehold	Bus depot
ComfortDelGro Corporation Australia Pty Ltd	100	New Line Road Dural NSW	19,460 sq m	Freehold	Bus depot
ComfortDelGro Corporation Australia Pty Ltd	100	Pipeclay Crescent Thornton NSW	24,820 sq m	Freehold	Bus depot
ComfortDelGro Corporation AustraliaPty Ltd	100	Glenwood Drive Thornton NSW	4,461 sq m	Freehold	Bus depot
ComfortDelGro Corporation AustraliaPty Ltd	100	High Street Toronto NSW	2,442 sq m	Freehold	Office building
ComfortDelGro Corporation AustraliaPty Ltd	100	Arnott St & Aluminium Cl Edgeworth NSW	5,817 sq m	Freehold	Bus depot

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45 GROUP PROPERTIES (CONT'D)

Held by	Group's effective interest %	Location	Approximate land area	Tenure	Usage
AUSTRALIA (cont'd)					
ComfortDelGro Corporation AustraliaPty Ltd	100	Arnott St, Edgeworth NSW	16,600 sq m	Freehold	Bus depot
ComfortDelGro Corporation AustraliaPty Ltd	100	Burleigh Street Toronto NSW	5,372 sq m	Freehold	Bus depot
ComfortDelGro Corporation AustraliaPty Ltd	100	Ettalong Road Morisset NSW	14,865 sq m	Freehold	Bus depot
ComfortDelGro Corporation Australia Pty Ltd	100	Magpie Street Singleton NSW	7,806 sq m	Freehold	Bus depot
ComfortDelGro Corporation AustraliaPty Ltd	100	Foundry Road Seven Hills NSW	36,810 sq m	Freehold	Bus depot
ComfortDelGro Corporation AustraliaPty Ltd	100	Lee Holm Drive St Mary's NSW	27,960 sq m	Freehold	Bus depot
ComfortDelGro Corporation Australia Pty Ltd	100	Old Bathurst Road Emu Heights NSW	5,599 sq m	Freehold	Bus depot
ComfortDelGro Corporation Australia Pty Ltd	100	Megalong Street Katoomba NSW	3,780 sq m	Freehold	Bus depot
ComfortDelGro Corporation Australia Pty Ltd	100	Great Western Highway Valley Heights NSW	10,102 sq m	Freehold	Bus depot
ComfortDelGro Corporation AustraliaPty Ltd	100	Industrial Avenue Hoppers Crossing Victoria	4,285 sq m	Freehold	Bus, car park
ComfortDelGro Corporation AustraliaPty Ltd	100	Industrial Avenue Hoppers Crossing Victoria	6,635 sq m	Freehold	Bus depot
ComfortDelGro Corporation AustraliaPty Ltd	100	Industrial Avenue Hoppers Crossing Victoria	2,438 sq m	Freehold	Bus depot

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45 GROUP PROPERTIES (CONT'D)

Held by	Group's effective interest %	Location	Approximate land area	Tenure	Usage
AUSTRALIA (cont'd)					
ComfortDelGro Corporation AustraliaPty Ltd	100	Slough Road Altona Victoria	7,995 sq m	Freehold	Bus depot
ComfortDelGro Corporation AustraliaPty Ltd	100	Slough Road Altona Victoria	8,095 sq m	Freehold	Bus depot
ComfortDelGro Corporation AustraliaPty Ltd	100	Carrington Drive Sunshine Victoria	9,804 sq m	Freehold	Bus depot
ComfortDelGro Corporation AustraliaPty Ltd	100	North Road Oakleigh Victoria	8,823 sq m	Freehold	Bus depot
ComfortDelGro Corporation AustraliaPty Ltd	100	Edols Street Geelong Victoria	26,000 sq m	Freehold	Bus depot
ComfortDelGro Corporation AustraliaPty Ltd	100	Prosperity Drive Truganina Victoria	38,224 sq m	Freehold	Bus depot & Offices
ComfortDelGro Corporation AustraliaPty Ltd	100	Bass Street Queanbeyan NSW	12,410 sq m	Freehold	Bus depot & Offices
ComfortDelGro Corporation AustraliaPty Ltd	100	Bass Street Queanbeyan NSW	4,047 sq m	Freehold	Bus depot
ComfortDelGro Corporation AustraliaPty Ltd	100	Bass Street Queanbeyan NSW	4,047 sq m	Freehold	Bus depot & Offices
ComfortDelGro Corporation AustraliaPty Ltd	100	Rosario Place Rouse Hill NSW	41,380 sq m	Freehold	Bus depot
ComfortDelGro Corporation AustraliaPty Ltd	100	Hurley Dr Coffs Harbour NSW	5,363 sq m	Freehold	Bus depot & office
ComfortDelGro Corporation AustraliaPty Ltd	100	Hawke Drive Woolgoolga NSW	4,072 sq m	Freehold	Bus depot & office

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45 GROUP PROPERTIES (CONT'D)

Held by	Group's effective interest %	Location	Approximate land area	Tenure	Usage
AUSTRALIA (cont'd)					
ComfortDelGro Corporation Australia Pty Ltd	100	North Road & Fulton Street Oakleigh Victoria	3,630 sq m	Freehold	Bus depot
ComfortDelGro Corporation Australia Pty Ltd	100	Norman Street Ballarat	49,301 sq m	Freehold	Bus depot
Swan Taxis Pty Ltd	100	Harvey Street Victoria Park WA	2,278 sq m	Freehold	Office, call centre, workshop
Tropic Sun Pty Ltd	100	Lyons St Gladstone QLD	6,510 sq m	Freehold	Bus depot & office
Tropic Sun Pty Ltd	100	Bartlett St Noosaville QLD	8,942 sq m	Freehold	Bus depot
Tropic Sun Pty Ltd	100	Page St Kunda Park QLD	15,035 sq m	Freehold	Bus depot & Head office
Tropic Sun Pty Ltd	100	Link Cres Coolum QLD	2,570 sq m	Freehold	Bus parking
Tropic Sun Pty Ltd	100	Enterprise St Caloundra QLD	4,052 sq m	Freehold	Bus parking
CDC South East Queensland Pty Ltd	100	Pineapple Drice Hidden Valley QLD	4,355 sq m	Freehold	Bus depot
ComfortDelGro Corporation Australia Pty Ltd	100	Pruen Road Berrimah NT	14,100 sq m	Freehold	Bus depot
ComfortDelGro Corporation Australia Pty Ltd	100	Berrimah Road Berrimah NT	10,117 sq m	Freehold	Bus depot
ComfortDelGro Corporation Australia Pty Ltd	100	Challoner Road Humpty Doo NT	19,800 sq m	Freehold	Bus depot

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45 GROUP PROPERTIES (CONT'D)

Held by	Group's effective interest %	Location	Approximate land area	Tenure	Usage
AUSTRALIA (cont'd)					
ComfortDelGro Corporation Australia Pty Ltd	100	5 Kidman Street Alice Springs NT	2,020 sq m	Freehold	Bus depot
ComfortDelGro Corporation Australia Pty Ltd	100	7 Kidman Street Alice Springs NT	2,020 sq m	Freehold	Bus depot
CDC Mildura Pty Ltd	100	Tapio Avenue Dareton NSW	1,182 sq m	Freehold	Bus depot
CDC Mildura Pty Ltd	100	Arthur Street Wentworth NSW	4,034 sq m	Freehold	Bus depot
Tropic Sun Pty Ltd	100	Corner Bathurst Street & Sandown Drive, Mildura VIC	12,543 sq m	Freehold	Bus depot
ComfortDelGro Corporation AustraliaPty Ltd	100	Kanandah Road Broken Hilll VIC	3,699 sq m	Freehold	Bus depot
Forest Coach Lines Pty Limited	100	Newcastle Drive Toormina NSW	15,100 sq m	Freehold	Bus depot including office building & caretakers cottage
Forest Coach Lines Pty Limited	100	Mona Vale Rd Myoora Rd Terrey Hills NSW	16,920 sq m	Freehold	Bus depot & office
CDC Sunshine Pty Ltd	100	Carrington Drive, Albion, Victoria	6,750 sq m	14 years 9 months unexpired	Bus parking
CDC Sunshine Pty Ltd	100	Carrington Drive, Albion, Victoria	6,750 sq m	14 years 9 months unexpired	Paint shop & Training room
CDC Tullamarine Pty Ltd	100	Louis Street, Airport West, Victoria	1,326 sq m	10 years 6 months unexpired	Bus depot

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45 GROUP PROPERTIES (CONT'D)

Held by	Group's effective interest %	Location	Approximate land area	Tenure	Usage
AUSTRALIA (cont'd)					
CDC Tullamarine Pty Ltd	100	Louis Street, Airport West, Victoria	1,374 sq m	10 years 6 months unexpired	Bus depot
CDC Tullamarine Pty Ltd	100	Moore Road, Airport West, Victoria	5,895 sq m	10 years 6 months unexpired	Bus depot
Forest Coach Lines Pty Limited	100	Ugoa St, Narrabri, NSW	1,040 sq m	5 years 8 months unexpired	Bus depot & office
Forest Coach Lines Pty Limited	100	Rose St, Wee Waa, NSW	1,682 sq m	5 years 8 months unexpired	Bus depot & office
Forest Coach Lines Pty Limited	100	Part 21 Middleton Road Cromer, NSW	8,320 sq m	5.5 years 5 years unexpired	Bus depot
National Patient Transport Pty Ltd	100	Browns Road, Noble Park, Victoria	2,000 sq m	3 years 6 months unexpired	Head office & Ambulance depot
National Patient Transport Pty Ltd	100	Whitehorse Rd, Mitcham, Victoria	1,675 sq m	3 years 6 months unexpired	Ambulance depot & Training room
National Patient Transport Pty Ltd	100	Goodyear Drive, Thomastown, Victoria	630 sq m	3 years 3 months unexpired	Ambulance depot
National Patient Transport Pty Ltd	100	Watson Street, Shepparton, Victoria	750 sq m	3 years 4 months unexpired	Ambulance depot
National Patient Transport Pty Ltd	100	Tallarook St, Seymour, Victoria	500 sq m	3 years 6 months unexpired	Ambulance depot
National Patient Transport Pty Ltd	100	Whyalla St, Willetton, Victoria	150 sq m	3 years 5 months unexpired	Branch office & Ambulance depot

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45 GROUP PROPERTIES (CONT'D)

Held by	Group's effective interest %	Location	Approximate land area	Tenure	Usage
AUSTRALIA (cont'd)					
B&E Blanch Pty Ltd	100	De-Havilland Cr, Ballina,	4,378 sq m NSW	10 years 7 years 5 months unexpired	Bus depot, workshop & main office
B&E Blanch Pty Ltd	100	Mogo Pl, Billinudgel, NSW	1,679 sq m	10 years 7 years 5 months unexpired	Bus depot, workshop & office
B&E Blanch Pty Ltd	100	Tasman Wy, Byron Bay, NSW	3,090 sq m	10 years 7 years 5 months unexpired	Bus depot & office
B&E Blanch Pty Ltd	100	Tasman Wy, Byron Bay, NSW	1,000 sq m	10 years 7 years 5 months unexpired	Bus depot
Hunter Valley Buses Pty Ltd	100	Sparks Road Warnervale NSW	9,327 sq m	9 years 2 years 9 months Unexpired	Bus depot
Qcity Transit Pty Ltd	100	Yallourne Street	3,030 sq m	4 years 11 months 3 years 4 months Unexpired	Bus depot & office
VIETNAM					
Vietnam Taxi Co., Ltd	70	Duong So 4 KCN Tan Binh – TP Ho Chi Minh City	6,438 sq m	22 years 21 year unexpired	Office, workshop
MALAYSIA					
Setsco Services (M) Sdn Bhd	67.06	47100 Puchong Selangor Darul Ehsan	792 sq m	99 years from December 2009 86 years 11 months unexpired	Testing, inspection, consultancy services
CityLimo Leasing (M) Sdn Bhd	100	47500 Subang Jaya Industrial Estate Selangor Darul Ehsan	1,022 sq m	3 years unexpired	Office, workshop