



FINANCIALS

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DIRECTORS' STATEMENT

We are pleased to submit this annual report to the members of the Company together with the audited financial statements for the financial year ended 31 December 2021.

In our opinion:

- (a) the financial statements set out on pages 190 to 275 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 and the cash flows of the Group, and changes in equity of the Group and of the Company for the year ended on that date in accordance with the provisions of the Companies Act 1967 and Singapore Financial Reporting Standards (International); and
- (b) 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.

DIRECTORS

The directors in office at the date of this statement are as follows:

Steven Terrell Clontz	(Chairman)
Nikhil Oommen Jacob Eapen	(Appointed on 11 August 2021)
Ma Kah Woh	
Stephen Geoffrey Miller	
Nihal Vijaya Devadas Kaviratne CBE	
Michelle Lee Guthrie	
Nayantara Bali	
Ng Shin Ein	
Lionel Yeo Hung Tong	
Lim Tse Ghow Olivier	(Appointed on 12 February 2022)
Teo Ek Tor	
Naoki Wakai	
Ahmad Abdulaziz A A Al-Neama	(Appointed on 11 August 2021)

DIRECTORS' INTERESTS

According to the register kept by the Company for the purposes of Section 164 of the Companies Act 1967, particulars of interests of directors who held office at the end of the financial year (including those held by their spouses and infant children) in shares, debentures, warrants, share options and share awards in the Company and in related corporations (other than wholly-owned subsidiaries) are as follows:

Names of director and corporation in which interests are held	Holdings at beginning of the year/date of appointment	Holdings at end of the year
The Company		
<i>Ordinary shares</i>		
Steven Terrell Clontz	250,400	300,100

DIRECTORS' INTERESTS (CONTINUED)

Names of director and corporation in which interests are held	Holdings at beginning of the year/date of appointment	Holdings at end of the year
The Company		
<i>Ordinary shares</i>		
Nikhil Oommen Jacob Eapen	-	730,000 ⁽¹⁾
Ma Kah Woh	175,780	106,480
Stephen Geoffrey Miller	83,700	116,000
Nihal Vijaya Devadas Kaviratne CBE	87,500	123,400
Michelle Lee Guthrie	58,800	82,900
Nayantara Bali	30,400	55,400
Ng Shin Ein	29,000	56,500
Lionel Yeo Hung Tong	19,000	39,400
Teo Ek Tor	257,238	285,138
Related Corporations		
CapitaLand Limited		
<i>Ordinary Shares</i>		
Ma Kah Woh	7,539	-
Datameer, Inc.		
<i>Share Options</i>		
Stephen Geoffrey Miller	1,146,953 ⁽²⁾	1,146,953 ⁽²⁾
Olam International Limited		
<i>Ordinary Shares</i>		
Nihal Vijaya Devadas Kaviratne CBE	23,842	59,388
Singapore Technologies Telemedia Pte Ltd		
<i>Debentures</i>		
Stephen Geoffrey Miller	S\$250,000 ⁽³⁾	S\$250,000 ⁽³⁾
Singapore Telecommunications Limited		
<i>Ordinary Shares</i>		
Ma Kah Woh	380	380
Lionel Yeo Hung Tong	750	750

DIRECTORS' STATEMENT

(continued)

DIRECTORS' INTERESTS (CONTINUED)

Names of director and corporation in which interests are held	Holdings at beginning of the year/date of appointment	Holdings at end of the year
Related Corporations		
TeleChoice International Limited		
<i>Ordinary Shares</i>		
Stephen Geoffrey Miller	251,000	251,000
The Company		
<i>Conditional awards of shares under StarHub Performance Share Plan</i>		
Nikhil Oommen Jacob Eapen	-	622,000 ⁽⁴⁾
<i>Conditional awards of shares under StarHub Restricted Stock Plan</i>		
Nikhil Oommen Jacob Eapen	309,000 ⁽⁵⁾	309,000 ⁽⁵⁾

(1) Held by a nominee.

(2) Share Option under Datameer, Inc. 2009 Stock Plan held in trust for STT inTech Pte. Ltd. The share option is exercisable at US\$1.56 per share and expires on 15 November 2027.

(3) 5% Subordinated Perpetual Securities under Singapore Technologies Telemedia Pte Ltd's S\$2,000,000,000 Multicurrency Debt Issuance Programme.

(4) A conditional award was granted in August 2021. The performance period is from 2021 to 2023. No shares will be delivered if the threshold performance targets are not achieved, while up to 1.5 times the number of shares that are the subject of the award will be delivered if the performance targets are met or exceeded.

(5) A conditional award was granted in March 2021. The performance period was over the one year of 2021. No shares will be delivered if the threshold performance targets are not achieved, while up to the number of shares that are the subject of the award will be delivered if the performance targets are met or exceeded.

Except as disclosed in this statement, no director who held office at the end of the financial year had interests in shares, debentures, warrants, share options or share awards of the Company, or of its related corporations, either at the beginning of the financial year, or date of appointment if later, or at the end of the financial year.

There were no changes in the above-mentioned directors' interests in the Company between the end of the financial year and 21 January 2022.

Except as disclosed under the "Share-based Payments" section of this statement, neither at the end of nor at any time during the financial year, was the Company a party to any arrangement whose objects are, or one of whose objects is, to enable the directors of the Company to acquire benefits by means of the acquisition of shares in or debentures of the Company or any other body corporate.

SHARE-BASED PAYMENTS

The Company has in place the StarHub Performance Share Plan 2014 and the StarHub Restricted Stock Plan 2014 (collectively, "StarHub Share Plans 2014", and each, "StarHub PSP 2014" and "StarHub RSP 2014" respectively). The StarHub Share Plans 2014 were approved and adopted at the Extraordinary General Meeting of the Company held on 14 April 2014.

The StarHub Share Plans 2014 are administered by the Company's Executive Resource and Compensation Committee ("ERCC") comprising three directors, namely Michelle Lee Guthrie, Stephen Geoffrey Miller and Lionel Yeo Hung Tong.

The Company designates Singapore Technologies Telemedia Pte Ltd as its parent company ("Parent Company") for purposes of the Plans.

SHARE-BASED PAYMENTS (CONTINUED)

StarHub Share Plans 2014

- (i) The StarHub Share Plans 2014 were implemented with the objectives of motivating key executives to strive for superior performance and sustaining long-term growth for the Group.
- (ii) The following persons were/shall be eligible to participate in the StarHub Share Plans, respectively at the absolute discretion of the ERCC:
 - (1) employees (including executive directors) and non-executive directors of the Group;
 - (2) employees (including executive directors) and non-executive directors of the Parent Group who meet the relevant age and rank criteria and whose services have been seconded to a company within the Group and who shall be regarded as an employee of the Group for the purposes of the StarHub Share Plans; and
 - (3) employees and non-executive directors of the Company's associated companies, who in the opinion of the ERCC, have contributed or will contribute to the success of the Group.
- (iii) Under the StarHub PSP 2014, awards of shares are granted on an annual basis, conditional on targets set for a performance period, currently prescribed to be a three-year period. Awards represent the right of a participant to receive fully paid shares, their equivalent cash value or combinations thereof, free of charge, upon the participant achieving prescribed performance targets set based on medium-term corporate objectives.

Awards are released once the ERCC is satisfied that the prescribed performance targets have been achieved. The actual number of shares given will depend on the level of achievement of the prescribed performance targets over the performance period.

Since the commencement of the StarHub PSP 2014 to the financial year ended 31 December 2021, conditional awards aggregating 7,224,500 shares have been granted under the aforesaid plan. For share awards granted prior to and during the financial year ended 31 December 2016, no shares will be delivered if the threshold performance targets are not achieved, while up to 1.825 times the number of shares that are the subject of the award will be delivered if the stretch performance targets are met or exceeded. The performance targets benchmark (a) the performance of the Company's Total Shareholders' Return ("TSR") measured against the MSCI Asia-Pacific Telecommunications Index (including Japan) over the performance period, and (b) the Wealth Added which measures investment performance in terms of the Company's TSR against shareholders' expected returns using cost of equity as a benchmark.

For share awards granted during and from the financial year ended 31 December 2017 to financial year ended 31 December 2018, no shares will be delivered if the threshold performance targets are not achieved, while up to 1.5 times the number of shares that are the subject of the award will be delivered if the stretch performance targets are met or exceeded. The performance targets benchmark (a) Returns on Invested Capital ("ROIC"), and (b) the Wealth Added which measures investment performance in terms of the Company's TSR against shareholders' expected returns using cost of equity as a benchmark.

For share awards granted during and after the financial year ended 31 December 2019, no share awards will be delivered if the performance targets are not achieved, while up to 1.5 times the number of shares that are the subject of the award will be delivered if the stretch performance targets are met or exceeded. The performance targets benchmark (a) Absolute TSR against Cost of Equity hurdles (i.e. measure of Wealth added), and (b) the Relative TSR against selected peers from the MSCI Asia Pacific Telecommunications Index, and (c) Transformation Key Performance Indicators reflective of the strategic growth objectives of StarHub.

DIRECTORS' STATEMENT (continued)

SHARE-BASED PAYMENTS (CONTINUED)

StarHub Share Plans 2014 (continued)

Details of share awards granted under the StarHub PSP 2014 are as follows:

Participants	Share awards granted during the financial year	Aggregate share awards granted since commencement of the StarHub PSP 2014 to 31 December 2021	Share awards vested during the financial year	Aggregate share awards outstanding as at 31 December 2021
StarHub PSP 2014				
Key executives	1,726,000	7,224,500	109,257	3,454,000

- (iv) Under the StarHub RSP 2014, awards granted vest only after the satisfactory completion of time-based service conditions (time-based restricted awards) or where the award is performance-related, after a further period of service beyond the performance period (performance-based restricted awards).

No minimum vesting periods are prescribed under the StarHub RSP 2014 and the length of the vesting period in respect of each award will be determined on a case-by-case basis. Performance-based restricted awards differ from awards granted under the StarHub PSP 2014 in that an extended vesting period is imposed beyond the performance period.

The performance-based restricted awards represent the right of a participant to receive fully paid shares, their equivalent cash value or combinations thereof, free of charge, upon the participant achieving prescribed performance targets. The actual number of shares to be released depends on the level of attainment of the performance targets over the performance period.

For performance-based restricted awards granted prior to and during financial year ended 31 December 2016, the performance targets used were measured against the ROIC and the Earnings Before Interest, Taxation, Depreciation and Amortisation ("EBITDA").

For performance-based restricted awards granted during and from financial year ended 31 December 2017 to financial year ended 31 December 2018, the performance targets used were aligned to the overall strategic financial and operational goals of the Group.

For performance-based restricted awards granted during and from financial year ended 31 December 2019 onwards, the performance targets used are measured against the ROIC.

Since the commencement of the StarHub RSP 2014 to the financial year ended 31 December 2021:

- (1) performance-based restricted awards aggregating 18,963,650 shares have been granted under the aforesaid plan. For share awards granted prior to and during the financial year ended 31 December 2016, no shares will be delivered if the threshold performance targets are not achieved, while up to 1.5 times the number of shares that are the subject of the award, will be delivered if the stretch performance targets are met or exceeded. For share awards granted during and after the financial year ended 31 December 2017, no shares will be delivered if the threshold performance target are not achieved, while up to the number of shares that are the subject of the award will be delivered if the stretch performance targets are met or exceeded;

SHARE-BASED PAYMENTS (CONTINUED)

StarHub Share Plans 2014 (continued)

- (2) restricted awards aggregating 1,582,600 shares have been granted to non-executive directors of the Company as part of their directors' remuneration, and were vested immediately upon grant;
- (3) a time-based restricted award of 32,500 shares has been granted on 8 July 2015. The shares under this award were vested in two equal tranches over a 2-year period from 8 July 2015 to 7 July 2017 according to a specified vesting schedule;
- (4) a time-based restricted award of 240,000 shares has been granted on 20 May 2016. The shares under this award were vested in two equal tranches over a period from 20 May 2016 to 7 July 2017 according to a specified vesting schedule;
- (5) a time-based restricted award of 592,590 shares has been granted on 15 March 2017. The shares under this award were vested in two equal tranches over a period from 15 March 2017 to 15 January 2018;
- (6) a time-based restricted award of 400,000 shares has been granted on 6 April 2017. The shares under this award were vested in three tranches over a 3-year period from 13 April 2018 to 15 April 2020; and
- (7) a time-based restricted award of 118,700 shares has been granted on 7 September 2018. The shares under this award were vested in one tranche on 9 July 2019.

Details of share awards granted under the StarHub RSP 2014 are as follows:

Participants	Share awards granted during the financial year	Aggregate share awards granted since commencement of the StarHub RSP 2014 to 31 December 2021	Share awards vested during the financial year	Aggregate share awards outstanding as at 31 December 2021
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StarHub RSP 2014

Non-executive directors:

Steven Terrell Clontz	49,700	260,000	49,700	-
Ma Kah Woh	30,700	127,900	30,700	-
Stephen Geoffrey Miller	32,300	116,000	32,300	-
Nihal Vijaya Devadas Kaviratne CBE	35,900	200,300	35,900	-
Michelle Lee Guthrie	24,100	82,900	24,100	-
Nayantara Bali	25,000	55,400	25,000	-
Ng Shin Ein	27,500	56,500	27,500	-
Lionel Yeo Hung Tong	20,400	39,400	20,400	-
Teo Ek Tor	27,900	154,500	27,900	-
Lim Ming Seong*	31,700	170,400	31,700	-
Nasser Marafih*	16,300	114,600	16,300	-

Key employees	3,554,200	20,347,440	1,838,988	5,380,144
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* Nasser Marafih and Lim Ming Seong retired as Directors on 30 April 2021 and 13 August 2021 respectively.

During the financial year, a total of 2,269,745 treasury shares were transferred pursuant to the StarHub Share Plans 2014.

DIRECTORS' STATEMENT (continued)

SHARE-BASED PAYMENTS (CONTINUED)

StarHub Share Plans 2014 (continued)

As at 31 December 2021, no participant has been granted and/or received shares pursuant to the release of awards granted under the StarHub Share Plans 2014, which, in aggregate, represents 5% or more of the aggregate of:

- (a) the total number of new shares available under the StarHub Share Plans 2014 collectively; and
- (b) the total number of existing shares delivered pursuant to awards released under the StarHub Share Plans 2014 collectively.

AUDIT COMMITTEE

The members of the Audit Committee as at the date of this statement are as follows:

Ma Kah Woh, independent non-executive director (Chairman)
Nihal Vijaya Devadas Kaviratne CBE, lead independent non-executive director
Ng Shin Ein, independent non-executive director
Teo Ek Tor, non-executive director

The Audit Committee has held four meetings since the last directors' statement. In performing its functions in accordance with Section 201B of the Companies Act 1967, the Audit Committee met with the Company's external and internal auditors to discuss the scope of their work, the results of their examination and evaluation of the Group's internal accounting control system.

The Audit Committee has also reviewed the following:

- (1) assistance provided by the Company's officers to the internal and external auditors;
- (2) financial statements of the Group and the Company prior to their submission to the directors of the Company for adoption; and
- (3) interested person transactions (as defined in Chapter 9 of the Listing Manual of the Singapore Exchange Securities Trading Limited) of the Company and its subsidiaries and the Company's compliance with the review procedures of such transactions.

The Audit Committee has full access to management and is given the resources required for it to discharge its functions. It has full authority and the discretion to invite any director or executive officer to attend its meetings. The Audit Committee also recommends the appointment of the external auditors and reviews the level of audit and non-audit fees.

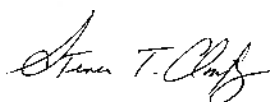
The Audit Committee has undertaken a review of all non-audit services provided by the external auditors, and is satisfied that the independence, objectivity and effectiveness of the external auditors are not compromised as a result thereof and has recommended to the Board of Directors that KPMG LLP be nominated for re-appointment as auditors at the forthcoming Annual General Meeting of the Company.

AUDITORS

The auditors, KPMG LLP, have indicated their willingness to accept re-appointment.

These directors' statement and financial statements were authorised for issuance on 15 March 2022 in accordance with a resolution of the Board of Directors of StarHub Ltd.

On behalf of the Board of Directors



Steven Terrell Clontz
Director



Ma Kah Woh
Director

Singapore
15 March 2022

INDEPENDENT AUDITORS' REPORT

MEMBERS OF THE COMPANY STARHUB LTD

REPORT ON THE AUDIT OF THE FINANCIAL STATEMENTS

Opinion

We have audited the financial statements of StarHub Ltd (the "Company") and its subsidiaries (the "Group"), which comprise the consolidated statement of financial position of the Group and the statement of financial position of the Company as at 31 December 2021, the consolidated income statement, consolidated statement of comprehensive income, consolidated statement of changes in equity and consolidated cash flow statement of the Group, and the 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 190 to 275.

In our opinion, the accompanying consolidated financial statements of the Group and the statement of financial position and 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 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 'Auditors' 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 period. 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.

Revenue recognition (\$2,042.6 million)*(Refer to Note 3.9 'Significant accounting policies' and Note 25 'Revenue')*

<i>The key audit matter</i>	<i>How the matter was addressed in our audit</i>
<p>The Group derives its key revenue mainly from the provision of Mobile, Entertainment, Broadband, Enterprise Fixed services and sales of equipment.</p> <p>The Group uses data captured in network switches and source systems (such as customer record, point of sales), which are interfaced with billing and management IT reporting systems, to recognise revenue. Management relies on a combination of system automated controls and manual controls to ensure that revenue recognition is appropriate.</p> <p>Processes in place to capture revenue for financial reporting require regular changes to cater for business and product developments. There is inherently a lag in identifying and implementing the necessary changes.</p> <p>In addition, due to limitations with current system configuration, certain manual reconciliations are necessary to quantify the revenue amounts to be recognised in accordance with SFRS(I) 15 requirements.</p> <p>Owing to the varieties of products and services, different pricing models as well as numerous forms of rebate and discount offerings, together with complexities in telecommunication systems and related configurations, there is a risk that revenue may not be accurately recorded.</p> <p>Given the complexity of systems, significant volume of data processed, and introduction of new products or discounts, the determination of basis of allocation of fair values to each performance obligation, and hence determination of the amount and timing of revenue to be recognised is a highly judgemental process.</p>	<p>We obtained an understanding of the nature of various revenue streams and the related revenue recording processes, systems and controls.</p> <p>Our audit approach included both controls testing and substantive procedures.</p> <p>Our procedures included:</p> <ul style="list-style-type: none"> • Assessing the appropriateness of revenue recognition policies for products and services offered by the Group by reviewing samples of customer contracts, which included assessing the appropriateness of performance obligations identified by management and basis of allocation of the transaction price to the respective performance obligations identified within the contract. • Testing the design and implementation, and operating effectiveness of controls over the capture and recording of revenue. We also tested the relevant automated controls, including interface controls between different key IT application systems. • Reviewing the basis of percentage of completion for selected projects and checked the accuracy of revenue recognised for these projects. • Testing key manual reconciliation controls over revenue recognition used by management for certain revenue streams. • Testing manual journal entries recorded in the general ledger relating to revenue recognition.
<p>Findings</p> <p>We found that there are processes in place to capture revenue for financial reporting.</p>	

INDEPENDENT AUDITORS' REPORT (continued)

MEMBERS OF THE COMPANY STARHUB LTD

Impairment assessment of goodwill (\$405.2 million) and investment in subsidiaries (\$3,288.9 million) (Refer to Note 3.7(ii) 'Significant accounting policies', Note 5 'Intangible assets' and Note 7 'Subsidiaries')	
<i>The key audit matter</i>	<i>How the matter was addressed in our audit</i>
<p>Goodwill is subject to an annual impairment test or more frequently if there are indications of impairment. Investment in subsidiaries is subject to impairment test when there are indicators of impairment.</p> <p>At 31 December 2021, the Group's statement of financial position includes goodwill predominately allocated to four cash-generating units ("CGUs") – fixed, mobile, cable and broadband operations ("Telco") CGU, D'Crypt Pte Ltd ("DPL") CGU, Ensign InfoSecurity Pte. Ltd. ("Ensign") CGU and Strateq Sdn Bhd ("Strateq") CGU.</p> <p>The Group and the Company performed an impairment assessment for each of the CGUs by estimating its recoverable amounts. The recoverable amount of each CGU was derived using its discounted cash flow forecast. As the recoverable amount for each of the CGUs was determined to be in excess of its respective carrying amounts, no impairment was determined.</p> <p>A CGU is the smallest unit of assets that generate cash inflows that are largely independent of the cash inflow from other group of assets. The identification of a CGU involves judgement.</p> <p>Forecasting future cash flow is a highly judgemental process which involves making assumptions on revenue growth rates, margins, operating expense and discount rates.</p>	<p>We evaluated the appropriateness of CGU identified by management based on our understanding of the current business of the Group and the Company.</p> <p>We assessed management's process of setting budgets on which the cash flow forecasts are based.</p> <p>We assessed key assumptions used in the cash flow projections by comparing them against historical performance, future business plans and external market reports, and whether these were appropriately reflected in the cash flow forecasts used.</p> <p>We independently derived applicable discount rates from comparable companies and compared these with those used by management.</p> <p>We performed sensitivity analyses, focusing on plausible changes in the key assumptions or discount rates, and analysed the impact to the carrying amount.</p> <p>We considered the appropriateness of the disclosures in the financial statements.</p>
<p>Findings</p> <p>We found the identification of CGUs to be based on reasonable basis.</p> <p>We found that the assumptions and resulting estimates used in the determining recoverable amounts to be within acceptable range.</p> <p>We found the Group's disclosure in notes to the financial statements to be appropriate.</p>	

Other information

Management is responsible for the other information contained in the annual report. Other information is defined as all information in the annual report other than the financial statements and our auditors' report thereon. Other than the Directors' Statement, which we have obtained prior to the date of this auditors' report, the other sections included in the annual report ("the Reports") are 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 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 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 obtained prior to the date of this auditors' report, we conclude that there is a 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 Reports, 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 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.

Auditors' 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 auditors' 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.

INDEPENDENT AUDITORS' REPORT (continued)

MEMBERS OF THE COMPANY STARHUB LTD

Auditors' responsibilities for the audit of the financial statements (continued)

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 controls.
- Obtain an understanding of internal controls 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 controls.
- 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 auditors' 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 auditors' 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 or 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 controls 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 period and are therefore the key audit matters. We describe these matters in our auditors' report unless the law or regulations preclude 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 auditors' report is Siew Yilin.

A handwritten signature in black ink that reads "KPMG LLP". The letters are bold and slightly slanted, with a casual, professional appearance.

KPMG LLP
*Public Accountants and
Chartered Accountants*

Singapore
15 March 2022

STATEMENTS OF FINANCIAL POSITION

AS AT 31 DECEMBER 2021

	Note	Group		Company	
		2021 \$m	2020 \$m	2021 \$m	2020 \$m
Non-current assets					
Property, plant and equipment	4	694.7	755.0	365.8	392.1
Intangible assets	5	712.0	719.5	69.8	91.6
Right-of-use assets	6	121.5	150.1	87.0	99.7
Subsidiaries	7	-	-	3,288.9	3,272.8
Associate	8	26.3	22.9	27.8	27.8
Joint venture	8	10.1	1.9	-	-
Other investments	9	5.8	17.1	5.8	17.1
Contract assets	11	66.3	71.1	1.1	0.9
Contract costs	11	2.5	2.5	0.4	0.4
Prepayments	14	0.8	30.8	0.8	2.9
Deferred tax assets	20	-	0.8	-	-
		1,640.0	1,771.7	3,847.4	3,905.3
Current assets					
Inventories	12	50.0	79.9	4.3	5.0
Contract assets	11	289.9	317.4	22.0	24.1
Contract costs	11	27.1	36.3	1.0	1.2
Trade receivables	13	192.2	192.8	139.4	146.4
Other receivables, deposits and prepayments	14	195.9	98.5	36.0	41.3
Amounts due from related parties	10	15.0	19.3	114.2	13.9
Cash and cash equivalents	15	832.8	415.4	699.4	328.4
		1,602.9	1,159.6	1,016.3	560.3
Current liabilities					
Contract liabilities	11	(63.1)	(64.4)	(19.9)	(21.2)
Trade and other payables	16	(694.4)	(555.1)	(368.4)	(283.3)
Amounts due to related parties	10	(23.6)	(34.3)	(202.1)	(177.4)
Borrowings	17	(226.2)	(8.7)	(220.0)	-
Lease liabilities	18	(29.2)	(27.7)	(15.6)	(15.9)
Provision for taxation		(57.4)	(82.7)	(22.9)	(31.8)
		(1,093.9)	(772.9)	(848.9)	(529.6)
Net current assets		509.0	386.7	167.4	30.7
Non-current liabilities					
Contract liabilities	11	(38.6)	(31.6)	(38.6)	(31.6)
Trade and other payables	16	(81.2)	(95.4)	(25.5)	(10.8)
Borrowings	17	(1,138.5)	(1,163.7)	(1,054.4)	(1,077.5)
Lease liabilities	18	(102.8)	(129.9)	(75.5)	(85.9)
Deferred tax liabilities	20	(91.7)	(111.3)	(54.4)	(63.3)
		(1,452.8)	(1,531.9)	(1,248.4)	(1,269.1)
Net assets		696.2	626.5	2,766.4	2,666.9
Equity					
Share capital	21	299.7	299.7	299.7	299.7
Reserves	22	89.9	38.7	2,266.8	2,167.3
Perpetual capital securities	23	199.9	199.9	199.9	199.9
Equity attributable to owners and perpetual capital securities holders		589.5	538.3	2,766.4	2,666.9
Non-controlling interests	24	106.7	88.2	-	-
Total equity		696.2	626.5	2,766.4	2,666.9

The accompanying notes form an integral part of these financial statements.

CONSOLIDATED INCOME STATEMENT

YEAR ENDED 31 DECEMBER 2021

	Note	2021 \$m	Group 2020 \$m
Revenue	25	2,042.6	2,028.8
Operating expenses	26	(1,825.0)	(1,838.9)
Other income	27	14.2	41.4
Profit from operations		231.8	231.3
Finance income	28	4.1	1.8
Finance expense	28	(49.1)	(40.8)
Net finance costs		(45.0)	(39.0)
Non-operating income		1.3	-
Non-operating expense		(3.0)	-
Share of profit of associate, net of tax	8	3.4	0.6
Share of profit/(loss) of joint venture, net of tax	8	1.7	(0.1)
		3.4	0.5
Profit before taxation		190.2	192.8
Taxation	29	(40.1)	(32.7)
Profit for the year		150.1	160.1
Profit attributable to:			
Owners of the Company		149.3	157.9
Non-controlling interests		0.8	2.2
Profit for the year		150.1	160.1
Earnings per share (in cents)			
- Basic	30	8.2	8.7
- Diluted	30	8.1	8.6
EBITDA	31	510.8	537.8

The accompanying notes form an integral part of these financial statements.

CONSOLIDATED STATEMENT OF COMPREHENSIVE INCOME

YEAR ENDED 31 DECEMBER 2021

	Group	
	2021	2020
	\$m	\$m
Profit for the year	150.1	160.1
Other comprehensive income		
<i>Items that will not be reclassified to profit or loss:</i>		
Gain on disposal of rights issues of equity investment at fair value through other comprehensive income ("FVOCI")	1.2	-
Change in fair value of equity investments at FVOCI, net of taxation	(11.3)	(17.1)
	(10.1)	(17.1)
<i>Items that are or may be reclassified subsequently to profit or loss:</i>		
Share of other comprehensive income of associate	-	0.2
Foreign currency translation differences	0.8	(0.6)
Translation reserve reclassified to income statement on liquidation of a subsidiary	(1.3)	-
Effective portion of changes in fair value of cash flow hedges, net of taxation	2.1	(0.1)
	1.6	(0.5)
Other comprehensive income for the year, net of taxation	(8.5)	(17.6)
Total comprehensive income for the year	141.6	142.5
Total comprehensive income attributable to:		
Owners of the Company	140.7	140.3
Non-controlling interests	0.9	2.2
Total comprehensive income for the year	141.6	142.5

The accompanying notes form an integral part of these financial statements.

STATEMENTS OF CHANGES IN EQUITY

YEAR ENDED 31 DECEMBER 2021

Group	Share capital \$m	Treasury shares \$m	Capital reserve \$m	Goodwill written off \$m	Share-based payments reserve \$m	Fair value reserve \$m	Hedging reserve \$m	Translation reserve \$m	Retained profits \$m	Total reserves \$m	Perpetual capital securities \$m	Non-controlling interests \$m	Total equity \$m
At 1 January 2021	299.7	(1.9)	(10.0)	(276.3)	8.0	(24.7)	(2.1)	0.8	344.9	38.7	199.9	88.2	626.5
Total comprehensive income for the year													
Profit for the year	-	-	-	-	-	-	-	-	149.3	149.3	-	0.8	150.1
<i>Other comprehensive income</i>													
Gain on disposal of rights issues of equity investment at FVOCI	-	-	-	-	-	1.2	-	-	-	1.2	-	-	1.2
Change in fair value of equity investments at FVOCI, net of taxation	-	-	-	-	-	(11.3)	-	-	-	(11.3)	-	-	(11.3)
Foreign currency translation differences	-	-	-	-	-	-	-	0.7	-	0.7	-	0.1	0.8
Translation reserve reclassified to income statement on liquidation of a subsidiary	-	-	-	-	-	-	-	(1.3)	-	(1.3)	-	-	(1.3)
Effective portion of changes in fair value of cash flow hedges, net of taxation	-	-	-	-	-	-	2.1	-	-	2.1	-	-	2.1
Total comprehensive income for the year	-	-	-	-	-	(10.1)	2.1	(0.6)	149.3	140.7	-	0.9	141.6
Transactions with equity holders of the Company, recognised directly in equity													
Accrued perpetual capital securities distribution	-	-	-	-	-	-	-	-	(7.9)	(7.9)	7.9	-	-
Perpetual capital securities distribution paid	-	-	-	-	-	-	-	-	1.3	1.3	(7.9)	-	(6.6)
Purchase of treasury shares	-	(2.9)	-	-	-	-	-	-	-	(2.9)	-	-	(2.9)
Issue of shares pursuant to share plans	-	2.9	-	-	(2.9)	-	-	-	-	-	-	-	-
Share-based payment expenses	-	-	-	-	3.4	-	-	-	-	3.4	-	-	3.4
Dividends paid (Note 33)	-	-	-	-	-	-	-	-	(86.5)	(86.5)	-	-	(86.5)
Changes in ownership interests without a change of control (Note 24)	-	-	3.1	-	-	-	-	-	-	3.1	-	17.6	20.7
Total transactions with equity holders of the Company	-	-	3.1	-	0.5	-	-	-	(93.1)	(89.5)	-	17.6	(71.9)
At 31 December 2021	299.7	(1.9)	(6.9)	(276.3)	8.5	(34.8)	-	0.2	401.1	89.9	199.9	106.7	696.2

The accompanying notes form an integral part of these financial statements.

STATEMENTS OF CHANGES IN EQUITY (continued)

YEAR ENDED 31 DECEMBER 2021

Group	Share capital \$m	Treasury shares \$m	Capital reserve \$m	Goodwill written off \$m	Share-based payments reserve \$m	Fair value reserve \$m	Hedging reserve \$m	Translation reserve \$m	Retained profits \$m	Total reserves \$m	Perpetual capital securities \$m	Non-controlling interests \$m	Total equity \$m
At 1 January 2020	299.7	(0.1)	19.4	(276.3)	8.1	(7.6)	(2.2)	1.4	275.8	18.5	199.9	62.0	580.1
Total comprehensive income for the year													
Profit for the year	-	-	-	-	-	-	-	-	157.9	157.9	-	2.2	160.1
<i>Other comprehensive income</i>													
Net change in fair value of equity investments at FVOCI, net of taxation	-	-	-	-	-	(17.1)	-	-	-	(17.1)	-	-	(17.1)
Share of other comprehensive loss of associate	-	-	-	-	-	-	0.2	-	-	0.2	-	-	0.2
Foreign currency translation differences	-	-	-	-	-	-	-	(0.6)	-	(0.6)	-	-	(0.6)
Effective portion of changes in fair value of cash flow hedges, net of taxation	-	-	-	-	-	-	(0.1)	-	-	(0.1)	-	-	(0.1)
Total comprehensive income for the year	-	-	-	-	-	(17.1)	0.1	(0.6)	157.9	140.3	-	2.2	142.5
Transactions with equity holders of the Company, recognised directly in equity													
Accrued perpetual capital securities distribution	-	-	-	-	-	-	-	-	(7.9)	(7.9)	7.9	-	-
Perpetual capital securities distribution paid	-	-	-	-	-	-	-	-	1.3	1.3	(7.9)	-	(6.6)
Purchase of treasury shares	-	(5.1)	-	-	-	-	-	-	-	(5.1)	-	-	(5.1)
Issue of shares pursuant to share plans	-	3.3	-	-	(3.3)	-	-	-	-	-	-	-	-
Share-based payment expenses	-	-	-	-	3.2	-	-	-	-	3.2	-	-	3.2
Dividends paid (Note 33)	-	-	-	-	-	-	-	-	(82.2)	(82.2)	-	-	(82.2)
Net effect from business combinations (Note 35)	-	-	(32.7)	-	-	-	-	-	-	(32.7)	-	5.4	(27.3)
Changes in ownership interests without a change of control (Note 24)	-	-	3.3	-	-	-	-	-	-	3.3	-	18.6	21.9
Total transactions with equity holders of the Company	-	(1.8)	(29.4)	-	(0.1)	-	-	-	(88.8)	(120.1)	-	24.0	(96.1)
At 31 December 2020	299.7	(1.9)	(10.0)	(276.3)	8.0	(24.7)	(2.1)	0.8	344.9	38.7	199.9	88.2	626.5

The accompanying notes form an integral part of these financial statements.

Company	Share capital \$m	Treasury shares \$m	Share-based payments reserve \$m	Fair value reserve \$m	Retained profits \$m	Total reserves \$m	Perpetual capital securities \$m	Total equity \$m
At 1 January 2021	299.7	(1.9)	8.0	(24.7)	2,185.9	2,167.3	199.9	2,666.9
Total comprehensive income for the year								
Profit for the year	-	-	-	-	202.2	202.2	-	202.2
<i>Other comprehensive income</i>								
Gain on disposal of rights issues of equity investment at FVOCI	-	-	-	1.2	-	1.2	-	1.2
Change in fair value of equity investments at FVOCI, net of taxation	-	-	-	(11.3)	-	(11.3)	-	(11.3)
Total comprehensive income for the year	-	-	-	(10.1)	202.2	192.1	-	192.1
Transactions with equity holders of the Company, recognised directly in equity								
Accrued perpetual securities distribution	-	-	-	-	(7.9)	(7.9)	7.9	-
Perpetual securities distribution paid	-	-	-	-	1.3	1.3	(7.9)	(6.6)
Purchase of treasury shares	-	(2.9)	-	-	-	(2.9)	-	(2.9)
Issue of shares pursuant to share plans	-	2.9	(2.9)	-	-	-	-	-
Share-based payment expenses	-	-	3.4	-	-	3.4	-	3.4
Dividends paid (Note 33)	-	-	-	-	(86.5)	(86.5)	-	(86.5)
Total transactions with equity holders of the Company	-	-	0.5	-	(93.1)	(92.6)	-	(92.6)
At 31 December 2021	299.7	(1.9)	8.5	(34.8)	2,295.0	2,266.8	199.9	2,766.4

STATEMENTS OF CHANGES IN EQUITY (continued)

YEAR ENDED 31 DECEMBER 2021

Company	Share capital \$m	Treasury shares \$m	Share-based payments reserve \$m	Fair value reserve \$m	Retained profits \$m	Total reserves \$m	Perpetual capital securities \$m	Total equity \$m
At 1 January 2020	299.7	(0.1)	8.1	(7.6)	2,044.4	2,044.8	199.9	2,544.4
Total comprehensive income for the year								
Profit for the year	-	-	-	-	230.3	230.3	-	230.3
<i>Other comprehensive income</i>								
Net change in fair value of equity investments at FVOCI, net of taxation	-	-	-	(17.1)	-	(17.1)	-	(17.1)
Total comprehensive income for the year	-	-	-	(17.1)	230.3	213.2	-	213.2
Transactions with equity holders of the Company, recognised directly in equity								
Accrued perpetual securities distribution	-	-	-	-	(7.9)	(7.9)	7.9	-
Perpetual securities distribution paid	-	-	-	-	1.3	1.3	(7.9)	(6.6)
Purchase of treasury shares	-	(5.1)	-	-	-	(5.1)	-	(5.1)
Issue of shares pursuant to share plans	-	3.3	(3.3)	-	-	-	-	-
Share-based payment expenses	-	-	3.2	-	-	3.2	-	3.2
Dividends paid (Note 33)	-	-	-	-	(82.2)	(82.2)	-	(82.2)
Total transactions with equity holders of the Company	-	(1.8)	(0.1)	-	(88.8)	(90.7)	-	(90.7)
At 31 December 2020	299.7	(1.9)	8.0	(24.7)	2,185.9	2,167.3	199.9	2,666.9

The accompanying notes form an integral part of these financial statements.

CONSOLIDATED CASH FLOW STATEMENT

YEAR ENDED 31 DECEMBER 2021

	2021 \$m	2020 \$m
Cash flow from operating activities		
Profit before taxation	190.2	192.8
Adjustments for:		
Depreciation and amortisation	279.0	306.5
Share-based payments	3.4	3.2
Net finance costs	45.0	39.0
Loss on disposal of plant and equipment and intangible assets	1.2	0.8
Non-operating income	(1.3)	-
Non-operating expense	3.0	-
Share of profit of associate, net of tax	(3.4)	(0.6)
Share of (profit)/loss of joint venture, net of tax	(1.7)	0.1
	515.4	541.8
Changes in:		
Inventories	29.9	18.9
Contract assets	32.4	28.9
Contract costs	9.2	1.3
Trade receivables	0.6	75.0
Other receivables, deposits and prepayments	9.5	(5.4)
Contract liabilities	5.7	(9.6)
Trade and other payables	143.7	(8.6)
Amounts due from related parties	4.3	2.5
Amounts due to related parties	(10.7)	(6.8)
Cash generated from operations	740.0	638.0
Income tax paid	(82.9)	(59.1)
Net cash from operating activities	657.1	578.9
Cash flow from investing activities		
Interest received	1.6	2.7
Proceeds from disposal of property, plant and equipment	0.5	0.3
Purchase of property, plant and equipment and intangible assets	(172.5)	(191.2)
Repayment of loan by an associate	-	7.5
Loan to an external party	(105.0)	-
Investment in joint venture	(6.5)	(2.0)
Proceeds from disposal of share rights issued by equity investment	1.2	-
Payment of deferred consideration	(6.2)	-
Acquisition of subsidiary, net of cash acquired	-	(74.0)
Net cash used in investing activities	(286.9)	(256.7)

The accompanying notes form an integral part of these financial statements.

CONSOLIDATED CASH FLOW STATEMENT (continued)

YEAR ENDED 31 DECEMBER 2021

	2021 \$m	2020 \$m
Cash flow from financing activities		
Payment of lease liabilities	(31.4)	(30.8)
Proceeds from borrowings	200.0	344.6
Repayment of borrowings	(1.6)	(237.9)
Dividend paid to owners of the Company	(86.5)	(82.2)
Purchase of treasury shares	(2.9)	(5.1)
Perpetual capital securities distribution paid	(7.9)	(7.9)
Interest and financing charges paid	(42.6)	(38.0)
Capital contribution from a non-controlling interest shareholder	20.7	21.9
Net cash from/(used in) financing activities	47.8	(35.4)
Net change in cash and cash equivalents	418.0	286.8
Cash and cash equivalents at beginning of year	403.7	116.9
Effect of exchange rate fluctuations	(0.2)	-
Cash and cash equivalents at end of year (Note 15)	821.5	403.7

The accompanying notes form an integral part of these financial statements.

NOTES TO THE FINANCIAL STATEMENTS

These notes form an integral part of the financial statements.

The financial statements were authorised for issuance on 15 March 2022 in accordance with a resolution of the Board of Directors of StarHub Ltd.

1 DOMICILE AND ACTIVITIES

StarHub Ltd (“StarHub” or the “Company”) is incorporated in the Republic of Singapore and has its registered office at 67 Ubi Avenue 1, #05-01 StarHub Green, Singapore 408942.

The principal activities of the Company are those relating to the operation and provision of telecommunications services and other businesses relating to the info-communications industry. The principal activities of the subsidiaries are set out in Note 7 to the financial statements.

The consolidated financial statements relate to the Company and its subsidiaries (together the “Group” and individually as “Group entities”), and the Group’s interest in its equity-accounted investee.

2 BASIS OF PREPARATION

2.1 Statement of compliance

The financial statements have been prepared in accordance with Singapore Financial Reporting Standards (International) (“SFRS(I)"). The changes to significant accounting policies are described in Note 2.5.

2.2 Basis of measurement

The financial statements are prepared on a historical cost basis, except as otherwise described in the notes below.

2.3 Functional and presentation currency

The financial statements are presented in Singapore dollars, which is the Group’s functional currency. All financial information presented in Singapore dollars has been rounded to the nearest million, unless otherwise stated.

2.4 Significant accounting estimates and judgements

The preparation of financial statements in conformity with SFRS(I) requires management to make judgements in the application of accounting policies. It also requires the use of accounting estimates and assumptions that affect the reported amounts of assets, liabilities and the disclosure of contingent assets and liabilities at the date of the financial statements, and the reported income and expenses during the financial year. These estimates are based on management’s best knowledge and judgement of current events and environment. Actual results may ultimately differ from these estimates.

Estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimates are revised and in any future periods affected.

In the application of the Group’s accounting policies, which are described in Note 3, management is of the opinion that there is no instance of application of judgement which is expected to have a significant effect on the amounts recognised in the financial statements, apart from those involving estimations described below.

NOTES TO THE FINANCIAL STATEMENTS (continued)

2 BASIS OF PREPARATION (CONTINUED)

2.4 Significant accounting estimates and judgements (continued)

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

- Measurement of recoverable amounts relating to goodwill impairment

The carrying value of the Group's goodwill is assessed for impairment annually or more frequently if there are indications that the goodwill might be impaired. The impairment assessment requires an estimation of the value-in-use of the cash generating unit ("CGU") to which the goodwill is allocated.

Assessing the value-in-use requires the Group to make an estimate of the expected future cash flows from the CGU and applying an appropriate discount rate in order to calculate the present value of those cash flows. Actual cash flows will differ from these estimates as a result of differences between assumptions used and actual operations (see Note 5).

- Measurement of impairment losses on investments in subsidiaries

The carrying values of investments in subsidiaries are reviewed for impairment whenever there is any indication that the investment is impaired. This determination requires significant judgement. The Group's fixed, mobile, cable and broadband operations are integrated and considered as one CGU. The impairment assessment is performed on the same CGU determined for purposes of assessing impairment of goodwill (see Note 5).

- Revenue recognition – Determining the performance obligations, stand-alone selling price ("SSP") and the amounts allocated to performance obligations

Judgement is required to determine whether products and services qualify as separate performance obligations. Transaction price is allocated in proportion to the estimated SSP for each performance obligation at the inception of the contract. Therefore, management estimates the SSP of each performance obligation, especially those goods or services that are not regularly offered separately to customers. The Group establishes SSP using observable price or in the case observable price is not available, using estimation techniques. The SSP of material right depends on the probability of exercise, which considers historical exercise patterns. Change or absence of SSP of a performance obligation affects the amount of consideration allocated to each performance obligation. Variable considerations are allocated solely to the service component of the contract since they relate specifically to the effort to satisfy the service performance obligation.

- Acquisition through business combinations (see Note 35)
 - determination of fair value of the assets acquired and liabilities assumed;
 - determination of fair value of consideration transferred, including contingent consideration; and
 - determination of fair value of the forward liability to purchase non-controlling interests ("NCI").

Management has engaged external firms of specialists to perform the purchase price allocation, including valuation of the identified assets and liabilities. There is judgement and inherent uncertainty involved in the identification and valuation of these assets and liabilities.

The determination of the contingent consideration and forward liability to purchase NCI associated with the acquisition of subsidiaries requires significant management judgement and assumptions. The contingent consideration and forward liability are based on estimates from the associated probability of achieving performance targets by the investee and the expected payment amount.

2 BASIS OF PREPARATION (CONTINUED)

2.5 New standards and amendments

The Group has applied the following SFRS(I)s, amendments to and interpretations of SFRS(I) for the first time for the annual period beginning on 1 January 2021:

- *Interest Rate Benchmark Reform – Phase 2 (Amendments to SFRS(I) 9, SFRS(I) 1-39, SFRS(I) 7, SFRS(I) 4 and SFRS(I) 16)*
- *Covid-19 Related Rent Concessions (Amendments to SFRS (I) 16)*

The application of these amendments to standards and interpretations does not have a material effect on the financial statements.

3 SIGNIFICANT ACCOUNTING POLICIES

The accounting policies set out below have been applied consistently to all periods presented in these financial statements, except as explained in Note 2.5, which addresses changes in accounting policies.

The accounting policies have been applied consistently by Group entities.

3.1 Basis of consolidation

(i) Business combinations

The Group accounts for business combinations using the acquisition method when the acquired set of activities and assets meets the definition of a business and control is transferred to the Group. In determining whether a particular set of activities and assets is a business, the Group assesses whether the set of assets and activities acquired includes, at a minimum, an input and substantive process and whether the acquired set has the ability to produce outputs.

The Group has an option to apply a 'concentration test' that permits a simplified assessment of whether an acquired set of activities and assets is not a business. The optional concentration test is met if substantially all of the fair value of the gross assets acquired is concentrated in a single identifiable asset or group of similar identifiable assets.

The consideration transferred does not include amounts related to the settlement of pre-existing relationships. Such amounts are generally recognised in the income statement.

Any contingent consideration payable is recognised at fair value at the acquisition date and included in the consideration transferred. If the contingent consideration that meets the definition of a financial instrument is classified as equity, it is not remeasured and settlement is accounted for within equity. Otherwise, other contingent consideration is remeasured at fair value at each reporting date and subsequent changes to the fair value of the contingent consideration are recognised in the income statement.

Non-controlling interests that are present ownership interests and entitle their holders to a proportionate share of the acquiree's net assets in the event of liquidation are measured either at fair value or at the non-controlling interests' proportionate share of the recognised amounts of the acquiree's identifiable net assets, at the date of acquisition. The measurement basis taken is elected on a transaction-by-transaction basis. All other non-controlling interests are measured at acquisition date at fair value, unless another measurement basis is required by SFRS(I)s.

Costs related to the acquisition, other than those associated with the issue of debt or equity securities, that the Group incurs in connection with a business combination are expensed as incurred.

NOTES TO THE FINANCIAL STATEMENTS (continued)

3 SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

3.1 Basis of consolidation (continued)

(i) Business combinations (continued)

Changes in the Group's interest in a subsidiary that do not result in a loss of control are accounted for as transactions with owners in their capacity as owners and therefore no adjustments are made to goodwill and no gain or loss is recognised in the income statement. Adjustments to non-controlling interests arising from transactions that do not involve the loss of control are based on a proportionate amount of the net assets of the subsidiary.

(ii) Subsidiaries

Subsidiaries are entities controlled by the Group. The Group controls an entity when it is exposed to, or has rights to, variable returns from its involvement with the entity and has the ability to affect those returns through its power over the entity. The financial statements of subsidiaries are included in the consolidated financial statements from the date that control commences until the date that control ceases.

The accounting policies of subsidiaries have been changed when necessary to align them with the policies adopted by the Group. Losses applicable to the non-controlling interests in a subsidiary are allocated to the non-controlling interests even if doing so causes the non-controlling interests to have a deficit balance.

(ii) Acquisition from entities under common control

Acquisitions of subsidiaries from related corporations controlled by the ultimate holding company, Temasek Holdings (Private) Limited ("Temasek"), are accounted for using the acquisition method in accordance with SFRS(I) 3 *Business Combinations* as at the date of acquisition.

(iii) Loss of control

When the Group loses control over a subsidiary, it derecognises the assets and liabilities of the subsidiary, and any related non-controlling interests and other components of equity. Any resulting gain or loss is recognised in the income statement. Any interest retained in the former subsidiary is measured at fair value on the date that control is lost.

(v) Investment in associate and joint venture (equity-accounted investees)

Associate is an entity in which the Group has significant influence, but not control or joint control, over the financial and operating policies of these entities. Significant influence is presumed to exist when the Group holds 20% or more of the voting power of another entity. A joint venture is an arrangement in which the Group has joint control, whereby the Group has rights to the net assets of the arrangement, rather than rights to substantially all the economic benefits to its assets and obligations for its liabilities. Joint control is the contractually agreed sharing of control of an arrangement, which exists only when decisions about the relevant activities require unanimous consent of the parties sharing the control.

The investments in associate and joint venture are accounted for using the equity method. They are recognised initially at cost, which includes transaction costs. Subsequent to initial recognition, the consolidated financial statements include the Group's share of the income statement and other comprehensive income of equity-accounted investees, after adjustments to align the accounting policies with those of the Group, from the date that significant influence or joint control commences until the date that significant influence or joint control ceases.

When the Group's share of losses exceeds its interest in an equity-accounted investee, the carrying amount of the investment, together with any long-term interests that form part thereof, is reduced to zero, and the recognition of further losses is discontinued except to the extent that the Group has an obligation to fund the investee's operations or has made payments on behalf of the investee.

3 SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

3.1 Basis of consolidation (continued)

(vi) *Transactions eliminated on consolidation*

Intra-group balances and transactions, and any unrealised income and expenses arising from intra-group transactions, are eliminated in preparing the consolidated financial statements.

Unrealised gains arising from transactions with equity-accounted investees are eliminated against the investment to the extent of the Group's interest in the investee. Unrealised losses are eliminated in the same way as unrealised gains, but only to the extent that there is no evidence of impairment.

(vii) *Subsidiaries, associate and joint venture in the separate financial statements*

Investments in subsidiaries, associate and joint venture are stated in the Company's statement of financial position at cost less accumulated impairment losses.

(viii) *Written put option or forward purchase agreements with non-controlling interest*

When an entity within the Group writes a put option or enters into a forward purchase agreement with the non-controlling shareholders as part of the acquisition of a subsidiary for settlement in cash or in another financial asset, a liability is recognised for the present value of the exercise price of the put option or forward price. This creates an obligation or potential obligation for the entity to purchase its subsidiary's equity instruments (constitutes the Group's own equity in the consolidated financial statements) for cash or another financial asset.

When the non-controlling shareholders still have present access to the returns associated with the underlying ownership interests, the Group has chosen an accounting policy in which the non-controlling shareholders continue to be recognised. Therefore, the present value of the liability is recognised in equity. Subsequent to initial recognition of the financial liability, changes in the carrying amount of the financial liability is recognised within equity (put option) and in the income statement (forward purchase agreement).

If the put option expires unexercised or is cancelled, then the charge to equity will be reversed and the financial liability will be derecognised. If the put option is exercised, then the charge to equity will be reversed and the financial liability will be derecognised and acquisition accounting will be applied.

3.2 Foreign currencies

(i) *Foreign currencies transactions*

Transactions in foreign currencies are translated to the respective functional currencies of Group entities at exchange rates at the dates of the transactions. Monetary assets and liabilities denominated in foreign currencies at the reporting date are translated to the functional currency at the exchange rate at that date. The foreign currency gain or loss on monetary items is the difference between amortised cost in the functional currency at the beginning of the year, adjusted for effective interest and payments during the year, and the amortised cost in foreign currency translated at the exchange rate at the end of the year.

Non-monetary assets and liabilities denominated in foreign currencies that are measured at fair value are translated to the functional currency at the exchange rate at the date that the fair value was determined. Non-monetary items in a foreign currency that are measured in terms of historical cost are translated using the exchange rate at the date of the transaction.

Foreign currency differences arising on translation are recognised in the income statement, except for the differences arising on the translation of qualifying cash flow hedges to the extent the hedges are effective, which are recognised in other comprehensive income.

NOTES TO THE FINANCIAL STATEMENTS (continued)

3 SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

3.2 Foreign currencies (continued)

(ii) Foreign operations

The assets and liabilities of foreign operations, including goodwill and fair value adjustments arising on acquisition, are translated to Singapore dollars at exchange rates at the reporting date. The income and expenses of foreign operations are translated to Singapore dollars at the dates of the transactions.

Foreign currency translation differences are recognised in other comprehensive income and presented in the foreign currency translation reserve in equity. However, if the foreign operation is a non-wholly-owned subsidiary, then the relevant proportionate share of the translation difference is allocated to the non-controlling interests. When a foreign subsidiary is disposed of such that control is lost, the cumulative amount in the foreign currency translation reserve related to that foreign subsidiary is transferred to the income statement as an adjustment to profit or loss arising on disposal. When the Group disposes of only part of its interest in a subsidiary that includes a foreign operation while retaining control, the relevant proportion of the cumulative amount is reattributed to non-controlling interests.

3.3 Property, plant and equipment

(i) Recognition and measurement

Property, plant and equipment are stated at cost less accumulated depreciation and accumulated impairment losses.

Cost includes expenditure that is directly attributable to the acquisition of the asset. The cost of self-constructed assets includes the cost of materials and direct labour, any other costs directly attributable to bringing the asset to a working condition for their intended use, and when the Group has an obligation to remove the asset or restore the site, an estimate of the costs of dismantling and removing the assets and restoring the site on which they are located, and capitalised borrowing costs.

When parts of an item of property, plant and equipment have different useful lives, they are accounted for as separate item (major components) of property, plant and equipment.

Gains or losses arising from the retirement or disposal of property, plant and equipment are determined as the difference between the estimated net disposal proceeds and the carrying amount of the asset and are recognised in the income statement on the date of retirement or disposal.

(ii) Subsequent costs

Subsequent expenditure relating to existing property, plant and equipment is added to the carrying amount of the asset when it is probable that future economic benefits, in excess of the originally assessed standard of performance of the existing asset, will flow to the Group and its cost can be measured reliably. The carrying amount of the replaced component is derecognised. The costs of the day-to-day servicing of property, plant and equipment are recognised in the income statement as incurred.

(iii) Depreciation

Depreciation is based on the cost of an asset less its residual value. Significant components of individual assets are assessed and if a component has a useful life that is different from the remainder of the asset, that component is depreciated separately.

3 SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

3.3 Property, plant and equipment (continued)

(iii) Depreciation (continued)

Depreciation is recognised as an expense in the income statement on a straight-line basis over the estimated useful lives (or lease term, if shorter) of each part of an item of property, plant and equipment as follows:

Buildings	-	30 years to 57 years
Leasehold improvements	-	Shorter of lease term or 5 years
Network equipment and infrastructure	-	2 years to 15 years
Office equipment, computers and furniture and fittings	-	2 years to 10 years
Motor vehicles	-	5 years

Depreciation methods, useful lives and residual values are reviewed, and adjusted as appropriate, at the end of each reporting date.

No depreciation is provided on freehold property or in respect of property, plant and equipment under construction.

3.4 Intangible assets

(i) Goodwill

Goodwill that arises upon the acquisition of subsidiaries is included in intangible assets.

Goodwill at the acquisition date represents the excess of:

- the fair value of the consideration transferred; plus
- the recognised amount of any non-controlling interests in the acquiree; plus
- if the business combination is achieved in stages, the fair value of the pre-existing equity interest in the acquiree, over the net recognised amount (generally fair value) of the identifiable assets acquired and liabilities assumed.

When the excess is negative, a bargain purchase gain is recognised immediately in the income statement.

Goodwill is measured at cost less accumulated impairment losses. Goodwill is tested for impairment on an annual basis as described in Note 3.7(ii).

Goodwill that has previously been taken to the reserves is not taken to the income statement when the business is disposed of or the goodwill is impaired. Similarly, negative goodwill that has previously been taken to reserves is not taken to the income statement when the business is disposed.

In respect of associate and joint venture, the carrying amount of goodwill is included in the carrying amount of the investment, and an impairment loss on such an investment is not allocated to any asset, including goodwill, that forms part of the carrying amount of the associate and joint venture.

(ii) Telecommunications and spectrum licences

Telecommunications and spectrum licences costs incurred are measured at cost less accumulated amortisation and accumulated impairment losses. These costs are amortised to the income statement using the straight-line method over the period of the licence, being 10 years to 21 years, commencing from the effective date of the licence.

NOTES TO THE FINANCIAL STATEMENTS (continued)

3 SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

3.4 Intangible assets (continued)

(iii) *Computer software*

Computer software comprises software purchased from third parties, and also the cost of internally developed software. Computer software is stated at cost less accumulated amortisation and accumulated impairment losses. These costs are amortised to the income statement using the straight-line method over their estimated useful lives of 2 years to 5 years.

Subsequent expenditure on capitalised intangible assets is added to the carrying value only when it increases the future economic benefits embodied in the specific asset to which it relates. All other expenditure is recognised in the income statement as incurred.

Computer software integral to a related item of equipment is accounted for as property, plant and equipment.

(iv) *Deferred development costs*

Deferred development activities involve a plan or design for the production of new or substantially improved products and processes. Deferred development expenditure is capitalised only if development costs can be measured reliably, the product or process is technically and commercially feasible, future economic benefits are probable, and the Group intends to and has sufficient resources to complete development and to use or sell the asset. The expenditure capitalised includes the cost of materials, direct labour, overhead costs that are directly attributable to preparing the asset for its intended use, and capitalised borrowing costs. Other development expenditure is recognised in the income statement as incurred.

Capitalised development expenditure is measured at cost less accumulated amortisation and accumulated impairment losses. These costs are amortised over 5 to 6 years.

(v) *Customer contracts and relationships*

Customer contracts and relationships are acquired in business combinations and carried at fair value at the date of acquisition, and amortised to the income statement using either the straight-line method over the estimated useful lives of 1 to 15 years, or when there is a high correlation with the revenue and margin to be generated, based on units of production method.

Amortisation methods, useful lives and residual values are reviewed at each financial year end and adjusted if appropriate.

3.5 Inventories

Inventories are measured at the lower of cost and net realisable value. The cost of goods held for resale is determined on the weighted average basis. Cost comprises all costs of purchase, costs of conversion and other costs incurred in bringing the inventories to their present location and condition. In the case of manufactured inventories and work-in-progress, cost includes an appropriate share of production overheads based on normal operating capacity.

Net realisable value is the estimated selling price in the ordinary course of business, less the estimated costs necessary to make the sale. Allowance for obsolescence is made for all deteriorated, damaged, obsolete and slow-moving inventories.

3 SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

3.6 Financial instruments

(i) *Recognition and initial measurement*

Non-derivative financial instruments

Non-derivative financial instruments comprise investments in equity securities, trade and other receivables (including amounts due from related parties), cash and cash equivalents, trade and other payables (including amounts due to related parties), lease liabilities and borrowings.

Trade receivables are initially recognised when they are originated. All other financial assets and financial liabilities are initially recognised when the Group becomes a party to the contractual provisions of the instrument.

A financial asset (unless it is a trade receivable without a significant financing component) or financial liability is initially measured at fair value plus, for an item not at fair value through profit or loss ("FVTPL"), transaction costs that are directly attributable to its acquisition or issue. A trade receivable without a significant financing component is initially measured at the transaction price.

(ii) *Classification and subsequent measurement*

Non-derivative financial assets

On initial recognition, a financial asset is classified as subsequently measured at amortised cost, equity investments at FVOCI or FVTPL.

Financial assets are not reclassified subsequent to their initial recognition unless the Group changes its business model for managing financial assets, in which case all affected financial assets are reclassified on the first day of the first reporting period following the change in the business model.

The Group makes an assessment of the objective of the business model in which a financial asset is held at a portfolio level because this best reflects the way the business is managed and information is provided to management.

Transfers of financial assets to third parties in transactions that do not qualify for derecognition are not considered sales for this purpose, consistent with the Group's continuing recognition of the assets.

For the purposes of this assessment, 'principal' is defined as the fair value of the financial asset on initial recognition. 'Interest' is defined as consideration for the time value of money and for the credit risk associated with the principal amount outstanding during a particular period of time and for other basic lending risks and costs (e.g. liquidity risk and administrative costs), as well as a profit margin.

In assessing whether the contractual cash flows are solely payments of principal and interest, the Group considers the contractual terms of the instrument. This includes assessing whether the financial asset contains a contractual term that could change the timing or amount of contractual cash flows such that it would not meet this condition.

The determination of classification at initial recognition and subsequent measurement into each of the measurement categories are as described below.

NOTES TO THE FINANCIAL STATEMENTS (continued)

3 SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

3.6 Financial instruments (continued)

(ii) Classification and subsequent measurement (continued)

Non-derivative financial assets (continued)

(a) Financial assets at amortised cost

A financial asset is measured at amortised cost if it meets both of the following conditions and is not designated as at FVTPL:

- it is held within a business model whose objective is to hold assets to collect contractual cash flows; and
- its contractual terms give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

These assets are subsequently measured at amortised cost using the effective interest method. The amortised cost is reduced by loss allowances. Interest income, foreign exchange gains and losses and loss allowances are recognised in the income statement. Any gain or loss on derecognition is recognised in the income statement.

(b) Equity investments at FVOCI

On initial recognition of an equity investment that is not held-for-trading, the Group may irrevocably elect to present subsequent changes in the investment's fair value in other comprehensive income. This election is made on an investment-by-investment basis.

These assets are subsequently measured at fair value. Dividends are recognised as income in the income statement unless the dividend clearly represents a recovery of part of the cost of the investment. Other net gains and losses are recognised in other comprehensive income and are never reclassified to the income statement. On de-recognition, cumulative gains and losses recognised in other comprehensive income are transferred to retained profits.

Non-derivative financial liabilities

Trade and other payables (including amounts due to related parties, excluding deferred income, marked-to-market financial instruments, forward and put liabilities to acquire non-controlling interests, net GST payable, employee benefits and forward exchange contracts) and borrowings are carried at amortised cost using the effective interest method.

(iii) Derecognition

Financial assets are derecognised when the Group's contractual rights to the cash flows from the financial assets expire or if the Group transfers the financial asset to another party without retaining control or transfers substantially all the risks and rewards of ownership of the asset. On disposal of a financial asset, the difference between the sale proceeds and the carrying amount is recognised in the income statement. Any amount in the fair value reserve relating to that asset is reclassified to the income statement.

Financial liabilities are derecognised if the Group's obligations specified in the contract expire or are discharged or cancelled. On derecognition of a financial liability, the difference between the carrying amount extinguished and the consideration paid (including any non-cash assets transferred or liabilities assumed) is recognised in the income statement.

(iv) Offset

Financial assets and liabilities are offset and the net amount presented in the statement of financial position when, and only when, the Group currently has a legally enforceable right to offset the amounts and intends either to settle them on a net basis or to realise the asset and settle the liability simultaneously.

3 SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

3.6 Financial instruments (continued)

(v) *Cash and cash equivalents*

Cash and cash equivalents comprise cash balances, deposits with financial institutions with maturities of three months or less, and bank overdrafts. For the purpose of presentation in the consolidated cash flow statement, cash and cash equivalents are presented net of bank overdrafts which are repayable on demand and which form an integral part of the Group's cash management.

(vi) *Derivative financial instruments and hedge accounting*

Derivative financial instruments and hedge accounting

The Group holds derivative financial instruments to hedge its foreign currency risk exposures. Embedded derivatives are separated from the host contract and accounted for separately if the host contract is not a financial asset and certain criteria are met.

Derivatives are initially measured at fair value and any directly attributable transaction costs are recognised in the income statement as incurred. Subsequent to initial recognition, derivatives are measured at fair value, and changes therein are generally recognised in the income statement.

The Group designates certain derivatives and non-derivative financial instruments as hedging instruments in qualifying hedging relationships. At inception of designated hedging relationships, the Group documents the risk management objective and strategy for undertaking the hedge. The Group also documents the economic relationship between the hedged item and the hedging instrument, including whether the changes in cash flows of the hedged item and hedging instrument are expected to offset each other.

Cash flow hedges

The Group designates certain derivatives as hedging instruments to hedge the variability in cash flows associated with highly probable forecast transactions arising from changes in foreign exchange rates and interest rates.

When a derivative is designated as a cash flow hedging instrument, the effective portion of changes in the fair value of the derivative is recognised in other comprehensive income and accumulated in the hedging reserve. The effective portion of changes in the fair value of the derivative that is recognised in other comprehensive income is limited to the cumulative change in fair value of the hedged item, determined on a present value basis, from inception of the hedge. Any ineffective portion of changes in the fair value of the derivative is recognised immediately in the income statement.

The Group designates only the change in fair value of the spot element of forward exchange contracts as the hedging instrument in cash flow hedging relationships.

If the hedge no longer meets the criteria for hedge accounting or the hedging instrument is sold, expires, is terminated or is exercised, then hedge accounting is discontinued prospectively. When hedge accounting for cash flow hedges is discontinued, the amount that has been accumulated in the hedging reserve and the cost of hedging reserve remains in equity until, for a hedge of a transaction resulting in recognition of a non-financial item, it is included in the non-financial item's cost on its initial recognition or, for other cash flow hedges, it is reclassified to the income statement in the same period or periods as the hedged expected future cash flows affect the income statement.

If the hedged future cash flows are no longer expected to occur, then the amounts that have been accumulated in the hedging reserve and the cost of hedging reserve are immediately reclassified to the income statement.

NOTES TO THE FINANCIAL STATEMENTS (continued)

3 SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

3.6 Financial instruments (continued)

(vii) *Share capital*

Ordinary shares

Ordinary shares are classified as equity. Incremental costs directly attributable to the issue of ordinary shares are recognised as a deduction from equity, net of any tax effects.

Repurchase, disposal and reissue of share capital (treasury shares)

When share capital recognised as equity is repurchased, the amount of the consideration paid, which includes directly attributable costs, net of any tax effects, is recognised as a deduction from equity. Repurchased shares are classified as treasury shares and are presented in the reserve for own share account. When treasury shares are sold or reissued subsequently, the amount received is recognised as an increase in equity, and the resulting surplus or deficit on the transaction is presented in non-distributable capital reserve.

(viii) *Perpetual capital securities*

The Group's perpetual securities do not have a maturity date, and the Company is able to elect to defer making a distribution subject to the terms and conditions of the securities issue. Accordingly, the Company is not considered to have a contractual obligation to make principal repayments or distributions in respect of its perpetual capital securities issue. The perpetual securities are presented within equity. Discretionary dividends thereon are recognised as equity distributions on approval by the Company's shareholders. Costs directly attributable to the issue of the perpetual capital securities are deducted against the proceeds from the issue.

(ix) *Financial guarantee*

Financial guarantee contracts are accounted for as insurance contracts and treated as contingent liabilities until such time as they become probable that the Company will be required to make payment under the guarantee. A provision is recognised based on the Company's estimate of the ultimate cost of settling all claims incurred but unpaid at the reporting date. The provision is assessed by reviewing individual claims and tested for adequacy by comparing the amount recognised and the amount that would be required to settle the guarantee contract.

3.7 Impairment

(i) *Non-derivative financial assets and contract assets*

The Group recognises loss allowances for ECL on financial assets measured at amortised cost, and contract assets.

Loss allowances of the Group are measured on either of the following bases:

- 12-month ECLs: these are ECLs that result from default events that are possible within the 12 months after the reporting date (or for shorter period if the expected life of the instrument is less than 12 months); or
- Lifetime ECLs: these are ECLs that result from all possible default events over the expected life of a financial instrument or contract assets.

3 SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

3.7 Impairment (continued)

(i) *Non-derivative financial assets and contract assets (continued)*

Simplified approach

The Group applies the simplified approach to provide for ECLs for all trade receivables and contract assets. The simplified approach requires the loss allowance to be measured at an amount equal to lifetime ECLs.

General approach

The Group applies the general approach to provide for ECLs on all other financial instruments. Under the general approach, the loss allowance is measured at an amount equal to 12-month ECLs at initial recognition.

At each reporting date, the Group assesses whether the credit risk of a financial instrument has increased significantly since initial recognition. When credit risk has increased significantly since initial recognition, loss allowance is measured at an amount equal to lifetime ECLs.

When determining whether the credit risk of a financial asset has increased significantly since initial recognition and when estimating ECLs, the Group considers reasonable and supportable information that is relevant and available without undue cost or effort. This includes both quantitative and qualitative information and analysis, based on the Group's historical experience and informed credit assessment and includes forward-looking information.

If credit risk has not increased significantly since initial recognition or if the credit quality of the financial instruments improves such that there is no longer a significant increase in credit risk since initial recognition, loss allowance is measured at an amount equal to 12-month ECLs.

The Group considers a financial asset to be in default when the borrower is unlikely to pay its credit obligations to the Group in full, without recourse by the Group to actions such as realising security (if any is held) or the financial asset is more than 360 days past due.

The Group considers a contract asset to be in default when the customer is unlikely to pay its contractual obligations to the Group in full, without recourse by the Group to actions such as realising security (if any is held).

The maximum period considered when estimating ECLs in the maximum contractual period over which the Group is exposed to credit risk.

Measurement of ECLs

ECLs are probability-weighted estimates or credit losses. Credit losses are measured at the present value of all cash shortfalls (i.e. the difference between the cash flows due to the entity in accordance with the contract and the cash flows that the Group expects to receive). ECLs are discounted at the effective interest rate of the financial asset.

Credit-impaired financial assets

At each reporting date, the Group assesses whether financial assets carried at amortised cost are credit-impaired. A financial asset is 'credit-impaired' when one or more events that have a detrimental impact on the estimated future cash flows of the financial asset have occurred.

NOTES TO THE FINANCIAL STATEMENTS (continued)

3 SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

3.7 Impairment (continued)

(i) *Non-derivative financial assets and contract assets (continued)*

Credit-impaired financial assets (continued)

Evidence that a financial asset is credit-impaired includes the following observable data:

- significant financial difficulty of the borrower or issuer;
- breach of contract such as a default;
- the restructuring of a loan or advance by the Group on terms that the Group would not consider otherwise; or
- it is probable that the borrower will enter bankruptcy or other financial reorganisation.

Presentation of allowance for ECLs in the statement of financial position

Loss allowances for financial assets measured at amortised cost and contract assets are deducted from the gross carrying amount of these assets.

Write-off

The gross carrying amount of a financial asset is written off (either partially or in full) to the extent that there is no realistic prospect of recovery. This is generally the case when the Group determines that the debtor does not have assets or sources of income that could generate sufficient cash flows to repay the amounts subject to the write-off. However, financial assets that are written off could still be subject to enforcement activities in order to comply with the Group's procedures for recovery of amounts due.

(ii) *Non-financial assets*

The carrying amounts of the Group's non-financial assets, other than inventories, contract assets and deferred tax assets, are reviewed at each reporting date to determine whether there is any indication of impairment. If any such indication exists, then the asset's recoverable amount is estimated. For goodwill, and intangible assets that have indefinite useful lives or that are not yet available for use, the recoverable amount is estimated each year at the same time. An impairment loss is recognised if the carrying amount of an asset or its related CGU exceeds its estimated recoverable amount.

The recoverable amount of an asset or its CGU is the greater of its value-in-use and its fair value less costs of disposal. 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 or CGU. For the purpose of impairment testing, assets that cannot be tested individually are grouped together into the smallest group of assets that generates cash inflows from continuing use that are largely independent of the cash inflows of other assets or CGUs. For the purpose of goodwill impairment testing, CGUs to which goodwill has been allocated are aggregated so that the level at which impairment testing is performed reflects the lowest level within the Group at which goodwill is monitored for internal reporting purposes. Goodwill acquired in a business combination is allocated to groups of CGUs that are expected to benefit from the synergies of the combination.

Impairment losses recognised in the income statement in respect of CGU are allocated first to reduce the carrying amount of any goodwill allocated to the CGU (group of units) and then, to reduce the carrying amount of other assets in the CGU (group of units) on a *pro rata* basis.

3 SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

3.7 Impairment (continued)

(ii) *Non-financial assets (continued)*

An impairment loss in respect of goodwill is not reversed. In respect of other assets, impairment losses recognised in prior periods are assessed at each reporting date for any indications that the loss has decreased or no longer exists. An impairment loss is reversed if there has been a change in the estimates used to determine the recoverable amount. An impairment loss is reversed only to the extent that the asset's carrying amount does not exceed the carrying amount that would have been determined, net of depreciation or amortisation, if no impairment loss had been recognised. All reversals of impairment are recognised in the income statement.

An impairment loss in respect of an associate or joint venture is measured by comparing the recoverable amount of the investment with its carrying amount in accordance with the requirements for non-financial assets. An impairment loss is recognised in profit or loss. An impairment loss is reversed if there has been a favourable change in the estimates used to determine the recoverable amount and only to the extent that the recoverable amount increases.

Goodwill that forms part of the carrying amount of an investment in an associate is not recognised separately, and therefore is not tested for impairment separately. Instead, the entire amount of the investment in an associate is tested for impairment as a single asset when there is objective evidence that the investment may be impaired.

(iii) *Share-based payment*

Performance Share Plans and Restricted Stock Plans

The Performance Share Plans and the Restricted Stock Plans are accounted as equity-settled share-based payments. Equity-settled share-based payments are measured at fair value at the date of grant. The share-based expense is amortised and recognised in the income statement on a straight line basis over the vesting period. At each reporting date, the Company revises its estimates of the number of shares that the participating employees and directors are expected to receive based on non-market vesting conditions. The difference is charged or credited to the income statement, with a corresponding adjustment to equity.

3.8 Employee benefits

(i) *Defined contribution plans*

Contributions to defined contribution plans are recognised as an expense in the income statement in the periods during which related service are rendered by employees.

(ii) *Other short-term benefits*

Short-term employee benefit obligations are measured on an undiscounted basis and are expensed as the related service is provided.

(iii) *Other long-term benefits*

Long-term employee benefit obligations are measured on performance conditions over a period of three years. The Group adopts an incentive compensation plan, which is tied to the creation of Economic Value Added ("EVA") for its management personnel executives. An EVA bank is used to hold incentive compensation credited in any year. Typically, one-third of the accumulated EVA-based bonus, comprising the EVA declared in the financial year and the balance of such bonus brought forward from preceding years is paid out in cash each year, with the balance being carried forward to the following year. The balances of the EVA bank in future will be adjusted by the yearly EVA performance of the Group and the payouts made from the EVA bank.

NOTES TO THE FINANCIAL STATEMENTS (continued)

3 SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

3.9 Revenue recognition

Revenue comprises fees earned from telecommunications services, managed services, system integration and solution projects, broadband access, Pay TV, related advertising space and sales of equipment. Revenue is recognised to the extent that it is probable that the economic benefits will flow to the Group and the revenue can be reliably measured. The amount of revenue recognised is the amount of the transaction price allocated to the satisfied performance obligations.

Transaction price is the amount of consideration in the contract to which the Group expects to be entitled in exchange for transferring the promised goods or services. The transaction price may be fixed or variable and is adjusted for time value of money if the contract includes a significant financing component. Consideration payable to a customer is deducted from the transaction price if the Group does not receive a separate identifiable benefit from the customer.

Revenue is recognised in the income statement as follows:

- Revenue from bundled products and services is recognised either at a point in time or over time based on the SSP allocated to the individual elements of the bundled products at contract inception. Invoices are issued on a monthly basis and are payable within 14 days.
- Revenue from telecommunications, broadband and cable television services and advertising space is recognised over time when such services are rendered. Revenue billed in advance of the rendering of services is deferred and presented in the statement of financial position as contract liability. Invoices for telecommunications, broadband and cable television services are issued on a monthly basis and are payable within 14 days. Invoices for advertising space are issued when services have been performed and are payable within 30 days.
- Revenue from sales of pre-paid phone cards for which services have not been rendered is deferred and presented in the statement of financial position as contract liability. Revenue is recognised over time upon usage of the pre-paid phone cards and upon expiry, any unutilised value of the cards is taken to the income statement. Payment is due when the cards are delivered to customers.
- Revenue from sales of equipment is recognised at a point in time when control of the equipment has been transferred, being at the point of delivery and acceptance of the equipment sold. Delivery occurs when the goods have been shipped to the customer's specified location. When the customer initially purchases the goods online, the transaction price received by the Group is recognised as a contract liability until the goods have been delivered to the customer. Payment is due when the equipment is delivered to customers.
- Revenue from managed services, system integration and solution projects are recognised based on the proportion of contract costs incurred for work performed to date relative to the estimated total contract costs, multiplied by the total estimated contract revenue. Management considers that this input method is an appropriate measure of the progress towards complete satisfaction of these performance obligations under SFRS(I) 15. The Group becomes entitled to invoice customers based on achieving a series of performance-related milestones. When a particular milestone is reached, the customer is sent a relevant statement of work and an invoice for the related milestone payment which is due within 14 to 30 days. The Group will previously have recognised a contract asset for any work performed. Any amount previously recognised as a contract asset is reclassified to trade receivables at the point at which it is invoiced to the customer. If the milestone payment exceeds the revenue recognised to date, then the Group recognises a contract liability for the difference. This is not considered to be a significant financing component in construction contracts with customers as the period between the recognition of revenue and the milestone payment is always less than one year.

3 SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

3.9 Revenue recognition (continued)

Any difference between the revenue recognised in relation to the satisfied performance obligation and the amount of consideration received or receivable is presented either as contract asset or contract liability. Contract asset represents the Group's right to consideration, excluding any amount presented as trade receivable, in exchange for the goods or services transferred to customers. Contract liability, on the other hand represents the Group's obligation to transfer goods and services to a customer for which the Group has received consideration from the customer.

Variable consideration

Certain contracts with customers include variable considerations like right of return, trade discounts or rebates. Currently, the Group recognises revenue from the sale of goods measured at the fair value of the consideration received or receivable, net of returns and allowance, trade discounts and certain rebates. Under SFRS(I) 15, such provisions will be estimated at contract inception and at every reporting period, adjusted against revenue.

Material right

Under SFRS(I) 15, options to acquire additional goods or services represent separate performance obligations if they provide the customer a material right that the customer would not otherwise receive. In these cases, revenue from the contract is deferred and recognised when future goods and services are transferred or when the option expires. The transaction price is allocated to performance obligations (including the option) based on relative SSP.

Contract modification

Changes in scope or price (or both) of a contract that is approved by parties to the contract are contract modifications. SFRS(I) 15 prescribes the treatments of contract modifications depending on the attributes of the modification and the remaining goods and/or services.

Contract cost

SFRS(I) 15 requires the incremental costs of obtaining or fulfilling a contract to be recognised as an asset if the entity expects to recover those costs. Those incremental costs are limited to the costs that the entity would not have incurred if the contract had not been successfully obtained. The Group has applied the practical expedient, where the incremental costs of obtaining a contract is expensed if the associated amortisation period is 12 months or less.

3.10 Finance income and costs

Finance income comprises interest income, which is recognised using the effective interest method.

Finance costs comprise interest expense and similar charges. They are recognised in the income statement using the effective interest method, except to the extent that they are capitalised as being directly attributable to the acquisition, construction or production of an asset which necessarily takes a substantial period of time to prepare for its intended use or sale.

NOTES TO THE FINANCIAL STATEMENTS (continued)

3 SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

3.11 Government grants

Government grants received, which are designated for the purchase of property, plant and equipment, are accreted to the income statement on a straight-line basis over the estimated useful lives of the related assets, so as to match the related depreciation expense.

Government grants received, which are designated for operating expenditure, are recognised on a systematic basis in the income statement over the periods necessary to match the related cost which they are intended to compensate.

Other government grants are recognised in the income statement when there is reasonable assurance that the Group has complied with the attached conditions and the amount will be received.

3.12 Leases

At inception of a contract, the Group assesses whether a contract is, or contains, a lease. A contract is, or contains, a lease if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration.

As a lessee

At commencement or on modification of a contract that contains a lease component, the Group capitalises only the consideration attributable to lease components.

The Group recognises a right-of-use asset and a lease liability at the lease commencement date. The right-of-use asset is initially measured at cost, which comprises the initial amount of the lease liability adjusted for any lease payments made at or before the commencement date, plus any initial direct costs incurred and an estimate of costs to dismantle and remove the underlying asset or to restore the underlying asset or the site on which it is located, less any lease incentives received.

The right-of-use asset is subsequently depreciated using the straight-line method from the commencement date to the end of the lease term, unless the lease transfers ownership of the underlying asset to the Group by the end of the lease term or the cost of the right-of-use asset reflects that the Group will exercise a purchase option. In that case the right-of-use asset will be depreciated over the useful life of the underlying asset, which is determined on the same basis as those of property and equipment. In addition, the right-of-use asset is periodically reduced by impairment losses, if any, and adjusted for certain remeasurements of the lease liability.

The lease liability is initially measured at the present value of the lease payments that are not paid at the commencement date, discounted using the interest rate implicit in the lease or, if that rate cannot be readily determined, the Group's incremental borrowing rate. Generally, the Group uses its incremental borrowing rate as the discount rate.

The Group determines its incremental borrowing rate by obtaining interest rates from various external financing sources and makes certain adjustments to reflect the terms of the lease and type of the asset leased.

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

- fixed payments, including in-substance fixed payments;
- variable lease payments that depend on an index or a rate, initially measured using the index or rate as at the commencement date.

The lease liability is measured at amortised cost using the effective interest method. It is remeasured when there is a change in future lease payments arising from a change in an index or rate, if the Group changes its assessment of whether it will exercise an extension or termination option or if there is a revised in-substance fixed lease payment.

When the lease liability is remeasured in this way, a corresponding adjustment is made to the carrying amount of the right-of-use asset, or is recorded in profit or loss if the carrying amount of the right-of-use asset has been reduced to zero.

3 SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

3.12 Leases (continued)

Short-term leases and leases of low-value assets

The Group has elected not to recognise right-of-use assets and lease liabilities for leases of low-value assets and short-term leases, including IT equipment. The Group recognises the lease payments associated with these leases as an expense on a straight-line basis over the lease term.

3.13 Income taxes

Income taxes comprise current tax and deferred tax. Income taxes are recognised in the income statement except to the extent that it relates to a business combination, or items recognised directly in equity, or in other comprehensive income.

The Group has determined that interest and penalties related to income taxes, including uncertain tax treatments, do not meet the definition of income taxes, and therefore accounted for them under SFRS (I) 1-37 *Provisions, Contingent Liabilities and Contingent Assets*.

Current tax is the expected tax payable on the taxable income for the year, using tax rates enacted or substantively enacted at the reporting date, and any adjustment to tax payable in respect of previous years.

Current tax assets and liabilities are offset only if certain criteria are met.

Deferred tax is recognised in respect of temporary differences at the balance sheet date arising between the tax bases of assets and liabilities and their carrying amounts in the financial statements. Deferred tax assets and liabilities are not recognised for:

- temporary differences on the initial recognition of assets or liabilities in a transaction that is not a business combination and that affects neither accounting nor taxable profit or loss;
- temporary differences relating to investments in subsidiaries and associate to the extent that the Group is able to control the timing of the reversal of the temporary difference and it is probable that they will not reverse in the foreseeable future; and
- taxable temporary differences on the initial recognition of goodwill

Deferred tax is provided based on the expected realisation or settlement of the temporary differences, using tax rates enacted or substantively enacted at the reporting date.

A deferred tax asset is recognised only to the extent that it is probable that future taxable profit will be available against which the temporary differences can be utilised. Deferred tax assets are reviewed at each reporting date and are reduced to the extent that it is no longer probable that the related tax benefit will be realised.

NOTES TO THE FINANCIAL STATEMENTS (continued)

3 SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

3.14 Dividends

Interim dividends to the Company's shareholders are recognised in the financial year in which they are declared payable. Final dividends to the Company's shareholders are recognised in the financial year in which the dividends are approved by the shareholders.

3.15 Segment reporting

Segment information is presented based on the information reviewed by chief operating decision maker ("CODM") for performance assessment and resource allocation.

The Group operates primarily in Singapore and delivers its Mobile, Entertainment, Broadband, Enterprise Fixed revenue and equipment sales on an operationally integrated network and is also involved in the provision of Regional Information Communication Technology ("Regional ICT") and cybersecurity services.

Based on the financial information regularly reviewed by the CODM, the Group has four operating and two reporting segments. Where there are changes to the reportable segments, segment information for the comparative period is restated.

3.16 New standards and interpretations not yet adopted

A number of new standards, interpretations and amendments to standards are effective for annual periods beginning after 1 January 2021 and earlier application is permitted; however, the Group has not early adopted the new or amended standards in preparing these financial statements.

The following new SFRS(I)s, interpretations and amendments to SFRS(I)s are not expected to have a significant impact on the Group's consolidated financial statements and the Company's statement of financial position:

- *SFRS(I) 17 Insurance Contracts and amendments to SFRS (I) 17*
- *Classification of Liabilities as Current or Non-current (Amendments to SFRS(I) 1-1)*
- *Covid-19-Related Rent Concessions beyond 30 June 2021 (Amendment to SFRS(I) 16)*
- *Sale or Contribution of Assets between an Investor and its Associate or Joint Venture (Amendments to SFRS(I) 10 and SFRS(I) 1-28)*
- *Reference to the Conceptual Framework (Amendments to SFRS(I) 3)*
- *Property, Plant and Equipment – Proceeds before Intended Use (Amendments to SFRS(I)1- 16)*
- *Onerous Contracts – Costs of Fulfilling a Contract (Amendments to SFRS(I) 1-37)*
- *Annual Improvements to SFRS(I)s 2018 – 2020*
- *Disclosure of Accounting Policies (Amendments to SFRS(I) 1-1 and SFRS(I) Practice Statement 2)*
- *Definition of Accounting Estimates (Amendments to SFRS(I) 1-8)*
- *Deferred Tax related to Assets and Liabilities arising from a Single Transaction (Amendments to SFRS(I) 1-12)*

4 PROPERTY, PLANT AND EQUIPMENT

Group	Freehold property \$m	Buildings \$m	Leasehold improvements \$m	Network equipment and infrastructure \$m	Office equipment, computers and furniture and fittings \$m	Motor vehicles \$m	Construction in progress \$m	Total \$m
Cost								
At 1 January 2020	1.7	45.9	50.2	3,105.7	222.8	8.3	95.4	3,530.0
Additions	-	-	0.6	0.7	10.2	0.3	112.2	124.0
Transfers	-	-	0.5	82.3	0.2	-	(83.0)	-
Acquisition through business combination (Note 35)	-	-	1.0	-	4.9	-	-	5.9
Disposals/Write-offs	-	-	(5.4)	(48.7)	(24.7)	(2.3)	(0.1)	(81.2)
Reclassified to intangible assets and other assets	-	-	-	-	(0.6)	(0.1)	-	(0.7)
At 31 December 2020	1.7	45.9	46.9	3,140.0	212.8	6.2	124.5	3,578.0
At 1 January 2021	1.7	45.9	46.9	3,140.0	212.8	6.2	124.5	3,578.0
Additions	-	-	1.0	1.4	10.6	0.1	101.0	114.1
Transfers	-	-	0.3	81.5	0.1	-	(81.9)	-
Disposals/Write-offs	-	-	(7.5)	(646.4)	(11.5)	(1.2)	(0.9)	(667.5)
Reclassified from/(to) intangible assets and other assets	-	-	(0.1)	-	0.2	-	-	0.1
At 31 December 2021	1.7	45.9	40.6	2,576.5	212.2	5.1	142.7	3,024.7
Accumulated depreciation and impairment losses								
At 1 January 2020	-	5.0	37.6	2,470.9	190.6	5.6	-	2,709.7
Charge for the year	-	1.3	2.8	169.0	20.4	0.9	-	194.4
Disposals/Write-offs	-	-	(5.3)	(48.6)	(24.5)	(2.2)	-	(80.6)
Reclassified to intangible assets and other assets	-	-	-	-	(0.4)	(0.1)	-	(0.5)
At 31 December 2020	-	6.3	35.1	2,591.3	186.1	4.2	-	2,823.0
At 1 January 2021	-	6.3	35.1	2,591.3	186.1	4.2	-	2,823.0
Charge for the year	-	1.3	3.0	148.8	19.2	0.8	-	173.1
Disposals/Write-offs	-	-	(7.2)	(646.3)	(11.5)	(1.2)	-	(666.2)
Reclassified from/(to) intangible assets and other assets	-	-	(0.1)	-	0.2	-	-	0.1
At 31 December 2021	-	7.6	30.8	2,093.8	194.0	3.8	-	2,330.0
Carrying amount								
At 1 January 2020	1.7	40.9	12.6	634.8	32.2	2.7	95.4	820.3
At 31 December 2020	1.7	39.6	11.8	548.7	26.7	2.0	124.5	755.0
At 31 December 2021	1.7	38.3	9.8	482.7	18.2	1.3	142.7	694.7

Staff costs capitalised in construction in progress for the Group during the year amounted to \$2.5 million (2020: \$2.8 million).

NOTES TO THE FINANCIAL STATEMENTS (continued)

4 PROPERTY, PLANT AND EQUIPMENT (CONTINUED)

Company	Buildings \$m	Leasehold improvements \$m	Network equipment and infrastructure \$m	Office equipment, computers and furniture and fittings \$m	Motor vehicles \$m	Construction in progress \$m	Total \$m
Cost							
At 1 January 2020	41.7	38.8	1,512.2	138.6	3.0	22.5	1,756.8
Additions	-	-	-	4.7	0.1	48.8	53.6
Transfers	-	0.7	43.7	-	-	(44.4)	-
Disposals/Write-offs	-	(1.8)	(26.2)	(1.0)	(0.7)	-	(29.7)
At 31 December 2020	41.7	37.7	1,529.7	142.3	2.4	26.9	1,780.7
At 1 January 2021	41.7	37.7	1,529.7	142.3	2.4	26.9	1,780.7
Additions	-	-	1.4	6.5	0.3	42.9	51.1
Transfers	-	0.2	43.0	-	-	(43.2)	-
Disposals/Write-offs	-	(7.3)	(328.5)	(8.3)	(0.4)	(0.9)	(345.4)
At 31 December 2021	41.7	30.6	1,245.6	140.5	2.3	25.7	1,486.4
Accumulated depreciation and impairment losses							
At 1 January 2020	4.8	34.9	1,161.3	133.0	1.8	-	1,335.8
Charge for the year	1.2	1.3	71.3	8.3	0.3	-	82.4
Disposals/Write-offs	-	(1.8)	(26.1)	(1.0)	(0.7)	-	(29.6)
At 31 December 2020	6.0	34.4	1,206.5	140.3	1.4	-	1,388.6
At 1 January 2021	6.0	34.4	1,206.5	140.3	1.4	-	1,388.6
Charge for the year	1.3	1.2	67.7	5.4	0.5	-	76.1
Disposals/Write-offs	-	(7.0)	(328.5)	(8.2)	(0.4)	-	(344.1)
At 31 December 2021	7.3	28.6	945.7	137.5	1.5	-	1,120.6
Carrying amount							
At 1 January 2020	36.9	3.9	350.9	5.6	1.2	22.5	421.0
At 31 December 2020	35.7	3.3	323.2	2.0	1.0	26.9	392.1
At 31 December 2021	34.4	2.0	299.9	3.0	0.8	25.7	365.8

5 INTANGIBLE ASSETS

Group	Telecommunications and spectrum licences \$m	Computer software, deferred development and development expenditure \$m	Software in development \$m	Goodwill \$m	Customer contracts and relationships \$m	Total \$m
Cost						
At 1 January 2020	305.4	680.4	27.4	346.9	45.3	1,405.4
Additions	-	0.8	30.5	-	-	31.3
Transfers	-	44.2	(44.2)	-	-	-
Acquisition through business combination (Note 35)	-	22.0	-	58.9	14.7	95.6
Disposals/Write-offs	-	(0.5)	(0.5)	-	-	(1.0)
Translation	-	-	-	0.5	0.1	0.6
Reclassified to plant and equipment	-	(0.3)	-	-	-	(0.3)
At 31 December 2020	305.4	746.6	13.2	406.3	60.1	1,531.6
At 1 January 2021	305.4	746.6	13.2	406.3	60.1	1,531.6
Additions	-	1.5	66.2	-	-	67.7
Transfers	27.5	14.7	(42.2)	-	-	-
Disposals/Write-offs	-	(262.1)	(0.2)	-	-	(262.3)
Translation	-	(0.4)	-	(1.1)	(0.2)	(1.7)
At 31 December 2021	332.9	500.3	37.0	405.2	59.9	1,335.3
Accumulated amortisation						
At 1 January 2020	142.6	576.4	-	-	14.1	733.1
Charge for the year	19.4	52.7	-	-	7.7	79.8
Disposals/Write-offs	-	(0.5)	-	-	-	(0.5)
Reclassified to plant and equipment	-	(0.3)	-	-	-	(0.3)
At 31 December 2020	162.0	628.3	-	-	21.8	812.1
At 1 January 2021	162.0	628.3	-	-	21.8	812.1
Charge for the year	21.3	42.6	-	-	8.7	72.6
Disposals/Write-offs	-	(261.4)	-	-	-	(261.4)
At 31 December 2021	183.3	409.5	-	-	30.5	623.3
Carrying amount						
At 1 January 2020	162.8	104.0	27.4	346.9	31.2	672.3
At 31 December 2020	143.4	118.3	13.2	406.3	38.3	719.5
At 31 December 2021	149.6	90.8	37.0	405.2	29.4	712.0

Staff costs and other operating expenses capitalised in software in development for the Group during the year amounted to \$0.8 million (2020: \$0.9 million).

NOTES TO THE FINANCIAL STATEMENTS (continued)

5 INTANGIBLE ASSETS (CONTINUED)

Impairment testing for CGUs containing goodwill

For the purposes of impairment testing, goodwill has been allocated to the following CGUs, which represents the lowest level within the Group at which goodwill is monitored:

- **Telco:** The Group, through its “Hubbing” strategy, operates and delivers its Mobile, Entertainment, Broadband and Enterprise Fixed services on an operationally integrated network, customer service, sales, marketing and administration support. Accordingly, the Group’s integrated fixed, mobile, cable and broadband operations is considered one CGU (“Telco”);
- **Ensign:** Ensign InfoSecurity Pte. Ltd. (“Ensign”) which operates a cyber-security business under the Cybersecurity operating segment;
- **D’Crypt:** D’Crypt Pte Ltd (“DPL”) which designs and develops high security assurance products and is a separate CGU under the high security assurance product operating segment; and
- **Strateq:** Strateq Sdn Bhd (“Strateq”) which undertakes Information Communication Technology (“ICT”) projects and is a separate CGU under the ICT operating segment.

The carrying amount of the Group’s goodwill as at 31 December 2021 was assessed for impairment during the financial year and attributed to the respective CGUs.

Group	2021 \$m	2020 \$m
Telco	220.3	220.3
DPL	25.8	25.8
Ensign	100.8	100.8
Strateq	58.3	59.4
	405.2	406.3

The recoverable amounts of the CGUs are determined based on value-in-use calculations. The value-in-use calculations apply a discounted cash flow model using cash flow projections based on financial budgets and forecasts approved by management. The cash flow projections of 5 years are based on management’s assessment of future trends and actual operating results. The cash flow projections greater than 5 years used in the impairment assessment of a CGU at the reporting date reflect the long-term future performance of the CGU as it reaches a steady state of operations.

Key assumptions used in the estimation of value-in-use are as follows:

	Pre-tax discount rate		Terminal growth rates	
	2021	2020	2021	2020
Telco	6.0%	5.4%	-	-
DPL	10.4%	12.8%	2.5%	2.5%
Ensign	9.0%	9.8%	2.5%	2.5%
Strateq	16.0%	16.4%	-	-

- The discount rates applied to the cash flow projections are based on Weighted Average Cost of Capital (“WACC”) calculated using the Capital Asset Pricing Model (“CAPM”).
- Growth rates and EBITDA margins take into consideration competitive pressures in the industry and effects from the prolonged COVID-19 pandemic.

5 INTANGIBLE ASSETS (CONTINUED)

Impairment testing for CGUs containing goodwill (continued)

As at 31 December 2020 and 2021, no impairment charge was required for the carrying amount of goodwill as the recoverable amounts were in excess of their carrying amounts. For the CGUs containing goodwill, a reasonable change to the key assumptions applied is not likely to cause the recoverable amounts to be below their carrying amounts.

Company	Telecommunications licences \$m	Computer software \$m	Software in development \$m	Total \$m
Cost				
At 1 January 2020	0.3	584.1	24.8	609.2
Additions	-	-	26.9	26.9
Transfers	-	40.4	(40.4)	-
Write-offs	-	(0.2)	(0.6)	(0.8)
At 31 December 2020	0.3	624.3	10.7	635.3
At 1 January 2021	0.3	624.3	10.7	635.3
Additions	-	-	10.3	10.3
Transfers	-	11.1	(11.1)	-
Write-offs	-	(245.2)	(0.1)	(245.3)
At 31 December 2021	0.3	390.2	9.8	400.3
Accumulated amortisation				
At 1 January 2020	0.1	500.3	-	500.4
Charge for the year	0.1	43.4	-	43.5
Write-offs	-	(0.2)	-	(0.2)
At 31 December 2020	0.2	543.5	-	543.7
At 1 January 2021	0.2	543.5	-	543.7
Charge for the year	-	31.6	-	31.6
Write-offs	-	(244.8)	-	(244.8)
At 31 December 2021	0.2	330.3	-	330.5
Carrying amount				
At 1 January 2020	0.2	83.8	24.8	108.8
At 31 December 2020	0.1	80.8	10.7	91.6
At 31 December 2021	0.1	59.9	9.8	69.8

NOTES TO THE FINANCIAL STATEMENTS (continued)

6 RIGHT-OF-USE ASSETS

Leases as lessee

The Group leases land and buildings, base transceiver stations and other network equipment, computers and infrastructure. The leases typically run for a period of more than 1 to 36 years, with an option to renew the lease after that date. Lease payments are renegotiated at the end of the lease term to reflect market rentals. Some leases provide for additional rent payments that are based on changes in local price indices. For certain leases, the Group is restricted from entering into any sub-lease arrangements.

Information about leases for which the Group is a lessee is presented below.

Group	Note	Land and buildings \$m	Base transceiver stations \$m	Network equipment, computers and infrastructure \$m	Total \$m
Cost					
At 1 January 2020		159.0	26.9	10.3	196.2
Additions and modifications to right-of-use assets		10.4	3.0	1.7	15.1
Acquisition through business combination	35	20.2	-	0.2	20.4
Terminations		(3.8)	(1.2)	(8.0)	(13.0)
Translation		0.2	-	-	0.2
At 31 December 2020		186.0	28.7	4.2	218.9
Additions and modifications to right-of-use assets		7.2	(2.1)	0.7	5.8
Terminations		(1.7)	-	-	(1.7)
Translation		(0.3)	-	-	(0.3)
At 31 December 2021		191.2	26.6	4.9	222.7
Accumulated depreciation					
At 1 January 2020		25.9	13.8	6.5	46.2
Depreciation		27.2	3.4	2.1	32.7
Terminations		(2.6)	(0.3)	(7.2)	(10.1)
At 31 December 2020		50.5	16.9	1.4	68.8
Depreciation		27.7	4.0	1.7	33.4
Terminations		(1.1)	-	-	(1.1)
Translation		0.1	-	-	0.1
At 31 December 2021		77.2	20.9	3.1	101.2
Carrying amount					
At 31 December 2020		135.5	11.8	2.8	150.1
At 31 December 2021		114.0	5.7	1.8	121.5

6 RIGHT-OF-USE ASSETS (CONTINUED)

Leases as lessee (continued)

Company	Land and buildings \$m	Other network equipment and infrastructure \$m	Total \$m
Cost			
At 1 January 2020	133.7	9.1	142.8
Additions and modifications to right-of-use assets	3.9	0.2	4.1
Terminations	(1.6)	(7.0)	(8.6)
At 31 December 2020	136.0	2.3	138.3
Additions and modifications to right-of-use assets	6.6	-	6.6
Terminations	(1.1)	-	(1.1)
At 31 December 2021	141.5	2.3	143.8
Accumulated depreciation			
At 1 January 2020	20.0	6.1	26.1
Depreciation	19.3	1.8	21.1
Terminations	(1.6)	(7.0)	(8.6)
At 31 December 2020	37.7	0.9	38.6
Depreciation	18.9	0.4	19.3
Terminations	(1.1)	-	(1.1)
At 31 December 2021	55.5	1.3	56.8
Carrying amount			
At 31 December 2020	98.3	1.4	99.7
At 31 December 2021	86.0	1.0	87.0

7 SUBSIDIARIES

	Company	
	2021 \$m	2020 \$m
Investments in subsidiaries, at cost or deemed cost	3,288.9	3,272.8

As at 31 December 2021 and 2020, no impairment charge was required for the carrying amounts of the Company's cost of investment in subsidiaries as the recoverable amounts were in excess of their carrying amounts. The recoverable amounts were based on the respective value-in-use (refer to Note 5 for details).

NOTES TO THE FINANCIAL STATEMENTS (continued)

7 SUBSIDIARIES (CONTINUED)

Details of subsidiaries

The subsidiaries directly held by the Company are as follows:

Name of company	Principal activities	Country of incorporation/ Principal place of business	Effective equity interest held by the Group	
			2021 %	2020 %
StarHub Cable Vision Ltd. ⁽¹⁾	Provision of subscription television and television broadcasting services	Singapore	100	100
StarHub Mobile Pte Ltd ⁽¹⁾	Provision of mobile telecommunications services	Singapore	100	100
StarHub Online Pte Ltd ⁽¹⁾	Provision of broadband access services	Singapore	100	100
Nucleus Connect Pte. Ltd. ⁽¹⁾	Provision of high speed wholesale broadband services	Singapore	100	100
StarHub (Mauritius) Ltd ⁽⁴⁾	Liquidated during the year	Mauritius	–	100
StarHub (Hong Kong) Limited ⁽³⁾	Provision of telecommunication services	Hong Kong	100	100
StarHub Shop Pte Ltd ⁽⁴⁾	Dormant	Singapore	100	100
StarHub, Inc. ⁽⁴⁾	Dormant	United States	100	100
Ensign InfoSecurity Pte. Ltd. (“Ensign”) ⁽³⁾	Provision of computer systems integration activities, other professional, scientific and technical activities	Singapore	56.86 ⁽⁶⁾	58.38 ⁽⁶⁾
Malaren International Sdn Bhd (“Malaren”) ⁽²⁾	Investment holding	Malaysia	100	100

7 SUBSIDIARIES (CONTINUED)

Details of subsidiaries (continued)

The significant subsidiaries held by the Company's subsidiary companies are as follows:

Name of company	Principal activities	Country of incorporation/ Principal place of business	Effective equity interest held by the Group	
			2021 %	2020 %
Subsidiaries of Ensign				
Ensign InfoSecurity (Cybersecurity) Pte. Ltd. ("EIC") ⁽³⁾	Investment holding	Singapore	56.86 ⁽⁶⁾	58.38 ⁽⁶⁾
Ensign InfoSecurity (Systems) Pte. Ltd. ("EIS") ⁽³⁾	Information security systems integrator	Singapore	56.86 ⁽⁶⁾	58.38 ⁽⁶⁾
Keele Investments Pte. Ltd. ("Keele") ⁽³⁾	Investment holding	Singapore	56.86 ⁽⁶⁾	58.38 ⁽⁶⁾
Subsidiaries of Keele				
D'Crypt Pte Ltd ("DPL") ⁽³⁾	Development and supply of data security products and components	Singapore	56.86 ⁽⁶⁾	58.38 ⁽⁶⁾
Subsidiaries of EIC				
Ensign InfoSecurity (Asia Pacific) Pte. Ltd. ("EIS Asia Pacific") ⁽³⁾	Provision of information security and network security surveillance services	Singapore	56.86 ⁽⁶⁾	58.38 ⁽⁶⁾
Ensign InfoSecurity (SmartTech) Pte. Ltd. ⁽³⁾	Sales of information technology security related products	Singapore	56.86 ⁽⁶⁾	58.38 ⁽⁶⁾
Ensign InfoSecurity (Networks) Pte. Ltd. ⁽³⁾	Provision of security consultancy services	Singapore	56.86 ⁽⁶⁾	58.38 ⁽⁶⁾
Subsidiaries of EIS Asia Pacific				
Ensign InfoSecurity (Malaysia) Sdn Bhd ⁽³⁾	Provision of information security and network security surveillance services	Malaysia	56.86 ⁽⁶⁾	58.38 ⁽⁶⁾
Ensign InfoSecurity (East Asia) Limited ⁽³⁾	Provision of information security and network security surveillance services	People's Republic of China	56.86 ⁽⁶⁾	58.38 ⁽⁶⁾
Ensign InfoSecurity (Singapore) Pte. Ltd. ⁽³⁾	Provision of information security and network security surveillance services	Singapore	56.86 ⁽⁶⁾	58.38 ⁽⁶⁾
Vectra Information Security Pte. Ltd. ⁽³⁾	Provision of security consultancy services	Singapore	56.86 ⁽⁶⁾	58.38 ⁽⁶⁾
e-Cop Technology Beijing Co., Ltd ⁽⁴⁾	Dormant	People's Republic of China	56.86 ⁽⁶⁾	58.38 ⁽⁶⁾

NOTES TO THE FINANCIAL STATEMENTS (continued)

7 SUBSIDIARIES (CONTINUED)

Details of subsidiaries (continued)

Name of company	Principal activities	Country of incorporation/ Principal place of business	Effective equity interest held by the Group	
			2021 %	2020 %
Subsidiary of Malaren Nettilling Sdn. Bhd. ("Nettilling") ⁽²⁾	Investment holding	Malaysia	88.28	88.28
Subsidiary of Nettilling Taman Kenyir Holdings Sdn. Bhd. ("Taman Kenyir") ⁽²⁾	Investment holding	Malaysia	43.26 ⁽⁵⁾	43.26 ⁽⁵⁾
Subsidiary of Taman Kenyir Strateq Sdn. Bhd. ⁽²⁾	Implementation of Information Communication Technology projects.	Malaysia	43.26 ⁽⁵⁾	43.26 ⁽⁵⁾
Subsidiaries of Strateq Sdn. Bhd. Strateq Systems Sdn. Bhd. ⁽²⁾	System integration, supply and implementation of hardware and software solutions and provision of maintenance services	Malaysia	43.26 ⁽⁵⁾	43.26 ⁽⁵⁾
Strateq (Singapore) Pte Ltd ⁽³⁾	Provision of petrol station retail solutions and fuel logistics management solutions and data centre and business continuity services	Singapore	43.26 ⁽⁵⁾	43.26 ⁽⁵⁾
Strateq Oil & Gas Sdn Bhd. ⁽²⁾	Provision of petrol station retail solutions and fuel logistics management solutions	Malaysia	43.26 ⁽⁵⁾	43.26 ⁽⁵⁾
Strateq Health Sdn Bhd. ⁽²⁾	Provision of hospital information systems solutions	Malaysia	43.26 ⁽⁵⁾	43.26 ⁽⁵⁾
Strateq Global Services Sdn. Bhd. ⁽²⁾	Development and provision of software as a service application	Malaysia	43.26 ⁽⁵⁾	43.26 ⁽⁵⁾
Strateq Business Solutions Sdn. Bhd. ⁽²⁾	Provision of business application solutions and related services	Malaysia	43.26 ⁽⁵⁾	43.26 ⁽⁵⁾
Strateq Sentry Sdn. Bhd. ⁽²⁾	Provision of architecting ICT solutions and project management services into building complexes and infrastructure related projects	Malaysia	43.26 ⁽⁵⁾	43.26 ⁽⁵⁾
Strateq Capital Sdn. Bhd. ⁽²⁾	Investment holding and provision of management services	Malaysia	43.26 ⁽⁵⁾	43.26 ⁽⁵⁾

7 SUBSIDIARIES (CONTINUED)

Details of subsidiaries (continued)

Name of company	Principal activities	Country of incorporation/ Principal place of business	Effective equity interest held by the Group	
			2021 %	2020 %
Subsidiaries of Strateq Systems Sdn. Bhd.				
Strateq Data Centre Sdn. Bhd. ⁽²⁾	Provision of data centre and business continuity services	Malaysia	43.26 ⁽⁵⁾	43.26 ⁽⁵⁾
Strateq Systems (Thailand) Co. Ltd ⁽³⁾	Provision of petrol station retail solutions and fuel logistics management solutions	Thailand	43.26 ⁽⁵⁾	43.26 ⁽⁵⁾
Subsidiary of Strateq Capital Sdn. Bhd.				
Strateq Health B.V. ⁽⁴⁾	Provision of healthcare information technology products and services globally	Netherlands	42.54 ⁽⁵⁾	42.54 ⁽⁵⁾
Subsidiary of Strateq Health B.V				
Strateq Health Inc ⁽⁴⁾	Provision of healthcare information technology software, research and development services and support services	United States	42.54 ⁽⁵⁾	42.54 ⁽⁵⁾

(1) Audited by KPMG LLP Singapore

(2) Audited by member firms of KPMG International

(3) Audited by another firm

(4) Not required to be audited by laws of the country of incorporation

(5) Although the Group owns less than half of the voting rights, the Group controls these companies as it has the power to appoint the majority of the board of directors and is able to exercise control over their financial and operating policies. See Note 35 for further details.

(6) The Group controls these companies as 20% of the rights, benefits and interests in Ensign have been assigned to the Company by the non-controlling interest shareholder at the date of acquisition. During the year, the Group's interest decreased from 58.38% to 56.86% (see Note 24).

8 ASSOCIATE AND JOINT VENTURE

	Group		Company	
	2021 \$m	2020 \$m	2021 \$m	2020 \$m
Interests in associate				
Unquoted equity investments	27.8	27.8	27.8	27.8
Share of post-acquisition reserves	(1.5)	(4.9)	-	-
	26.3	22.9	27.8	27.8
Interests in joint venture				
Unquoted equity investments	8.5	2.0	-	-
Share of post-acquisition reserves	1.6	(0.1)	-	-
	10.1	1.9	-	-

NOTES TO THE FINANCIAL STATEMENTS (continued)

8 ASSOCIATE AND JOINT VENTURE (CONTINUED)

Associate

Details of the associate are as follows:

Name of associate	Principal activities	Country of incorporation/ Principal place of business	Effective equity interest held by the Group	
			2021 %	2020 %
Shine Systems Assets Pte. Ltd. ⁽¹⁾	Investment in, ownership or lease of infrastructure assets and provision of data centre services	Singapore	30	30

(1) Audited by KPMG LLP Singapore

The following summarises the financial information of the associate, based on its financial statements prepared in accordance with SFRS(I), amended for fair value adjustments on acquisition:

	2021 \$m	2020 \$m
Revenue	51.7	30.3
Profit from continuing operations	10.7	2.1
Other comprehensive income	-	0.4
Total comprehensive income	10.7	2.5
Non-current assets	275.8	255.3
Current assets	31.3	17.5
Non-current liabilities	(208.6)	(186.1)
Current liabilities	(11.0)	(10.6)
Net assets	87.5	76.1
Group's interest in net assets of associate at beginning of the year	22.9	22.1
Group's share of:		
- Profit from continuing operations	3.4	0.6
- Other comprehensive income	-	0.2
Total comprehensive income	3.4	0.8
Carrying amount of interest in associate at end of the year	26.3	22.9

8 ASSOCIATE AND JOINT VENTURE (CONTINUED)

Joint Venture

On 3 September 2020, StarHub Mobile Pte Ltd (a wholly-owned subsidiary of the Company), and M1 Limited, jointly incorporated a joint venture company, Antina Pte. Ltd., to develop, deploy and operate a 5G mobile network in Singapore.

Details of the joint venture are as follows:

Name of joint venture	Principal activities	Country of incorporation/ Principal place of business	Effective equity interest held by the Group	
			2021 %	2020 %
Antina Pte. Ltd. ⁽¹⁾	Provision of mobile telecommunication services	Singapore	50	50

(1) Audited by another firm

The following summarises the financial information of the joint venture, based on its financial statements prepared in accordance with SFRS(I):

	2021 \$m	2020 \$m
Profit/(Loss) from continuing operations	3.4	(0.2)
Total comprehensive income	3.4	(0.2)

The Group has funding commitments to the joint venture of approximately \$2 million (2020: \$8.5 million) over a period of 4 years (2020: 5 years). These have not been recognised in the Group's consolidated financial statements.

9 OTHER INVESTMENT

	Group and Company	
	2021 \$m	2020 \$m
Equity investment – at FVOCI	5.8	17.1

The Group designated the investment as equity investment at FVOCI because the equity investment represents investment that the Group intends to hold long-term for strategic purposes.

NOTES TO THE FINANCIAL STATEMENTS (continued)

10 BALANCES WITH RELATED PARTIES

The immediate and ultimate holding companies are Asia Mobile Holdings Pte. Ltd. and Temasek Holdings (Private) Limited, respectively. These companies are incorporated in the Republic of Singapore.

10.1 Amounts due from related parties

	Group		Company	
	2021 \$m	2020 \$m	2021 \$m	2020 \$m
Current				
Amounts due from (trade):				
- Subsidiaries	-	-	696.9	518.1
- Related corporations	15.0	19.3	7.5	12.4
	15.0	19.3	704.4	530.5
Less: Loss allowance	-	-	(590.2)	(516.6)
	15.0	19.3	114.2	13.9

Included in current amounts due from subsidiaries are amounts of \$542.5 million (2020: \$473.8 million) from certain subsidiaries which are unsecured, bear interest of 7.75% (2020: 7.75%) per annum and are repayable on demand.

All other amounts are unsecured, interest-free and repayable on demand.

Movements in loss allowance during the year are as follows:

	Company	
	2021 \$m	2020 \$m
At beginning of year	516.6	422.9
Loss allowances recognised	73.6	93.7
	590.2	516.6

During the year, the Company impaired additional balances owing by certain subsidiaries amounting to \$73.6 million (2020: \$93.7 million). Other than the above, there is no loss allowance arising from the remaining outstanding balances with subsidiaries and related corporations as the ECL is not material.

10.2 Amounts due to related parties

	Group		Company	
	2021 \$m	2020 \$m	2021 \$m	2020 \$m
Current				
Amounts due to (trade):				
- Subsidiaries	-	-	191.0	162.9
- Associate	0.6	2.2	0.6	2.2
- Related corporations	23.0	32.1	10.5	12.3
	23.6	34.3	202.1	177.4

10 BALANCES WITH RELATED PARTIES (CONTINUED)

10.2 Amounts due to related parties (continued)

The current amounts due to subsidiaries comprise:

- (i) Amounts of \$155.5 million (2020: \$130.7 million) which are unsecured, interest-free and repayable on demand.
- (ii) Amounts of \$35.5 million (2020: \$32.2 million) placed by certain subsidiaries with the Company under a cash pooling arrangement (see Note 15).

Amounts due to related corporations and associate are unsecured, interest-free and repayable on demand.

- 10.3** The Company's balances with subsidiaries included amounts netted under agreed master netting arrangements. The amounts, after impairment, before netting are as follows:

Company	Gross amounts \$m	Gross amounts offset \$m	Net amounts \$m
2021			
Current			
Amounts due from subsidiaries	297.5	(190.8)	106.7
Amounts due to subsidiaries	381.8	(190.8)	191.0
2020			
Current			
Amounts due from subsidiaries	30.8	(29.3)	1.5
Amounts due to subsidiaries	192.2	(29.3)	162.9

11 CONTRACT BALANCES

The following section provides information about contract assets, contract liabilities and contract cost from contracts with customers.

11.1 Contract assets

	Group		Company	
	2021 \$m	2020 \$m	2021 \$m	2020 \$m
Contract assets	362.3	394.9	23.1	25.0
Loss allowance	(6.1)	(6.4)	-	-
	356.2	388.5	23.1	25.0
Analysed as:				
Third parties	354.6	386.8	22.4	24.4
Related parties	1.6	1.7	0.7	0.6
	356.2	388.5	23.1	25.0

NOTES TO THE FINANCIAL STATEMENTS (continued)

11 CONTRACT BALANCES (CONTINUED)

11.1 Contract assets (continued)

	Group		Company	
	2021 \$m	2020 \$m	2021 \$m	2020 \$m
Current	289.9	317.4	22.0	24.1
Non-current	66.3	71.1	1.1	0.9
	356.2	388.5	23.1	25.0

The contract assets primarily relate to the Group's rights to consideration for goods and services provided but not billed at the reporting date. The contract assets are transferred to trade receivables when the rights become unconditional. This usually occurs when the Group invoices the customers.

Movements in the contract asset balances during the year are as follows:

	Group		Company	
	2021 \$m	2020 \$m	2021 \$m	2020 \$m
At beginning of year	394.9	419.1	25.0	28.1
Prior year contract assets reclassified to trade receivables	(280.0)	(340.7)	(16.6)	(21.3)
Contract assets recognised, net of reclassification to trade receivables	247.5	315.0	14.8	18.2
Acquisition through business combination	-	5.9	-	-
Contract asset written off	(0.1)	(4.4)	(0.1)	-
	362.3	394.9	23.1	25.0
Less: Loss allowance	(6.1)	(6.4)	-	-
	356.2	388.5	23.1	25.0

The Group uses an allowance matrix to measure the ECL of contract assets. In determining the ECL, the Group has taken into account the historical termination write-off experience of the corporate and consumer customer bases, adjusted for factors based on the Group's view of economic conditions over the remaining lifetime of future performance obligations.

The following table details the risk profile of contract assets based on the Group's provision matrix.

	Weighted average loss rate	Group			
		2021 Gross carrying amount \$m	Loss allowance \$m	2020 Gross carrying amount \$m	Loss allowance \$m
Current	1.69%	362.3	6.1	394.9	6.4

11 CONTRACT BALANCES (CONTINUED)

11.1 Contract assets (continued)

Movements in loss allowance (lifetime ECL) during the year are as follows:

	Group		Company	
	2021 \$m	2020 \$m	2021 \$m	2020 \$m
At beginning of year	6.4	7.4	-	-
Loss allowances recognised	11.7	12.1	-	-
Allowance utilised	(12.0)	(13.1)	-	-
	6.1	6.4	-	-

Based on the Company's credit assessment, management believes that credit exposure is low and the expected credit loss is negligible.

11.2 Contract liabilities

Contract liabilities primarily relate to amounts billed in advance for telecommunications, broadband and pay TV services, advance consideration received from customers for prepaid mobile services and excess of progress payments over the revenue recognised for managed services.

	Group		Company	
	2021 \$m	2020 \$m	2021 \$m	2020 \$m
Managed services contracts	15.9	20.2	6.2	6.7
Amounts billed in advance for telecommunications, broadband and pay TV services	61.2	53.4	52.3	46.1
Amounts received in advance for prepaid mobile services	24.6	22.4	-	-
	101.7	96.0	58.5	52.8
Analysed as:				
Third parties	93.7	87.4	50.5	44.2
Related parties	8.0	8.6	8.0	8.6
	101.7	96.0	58.5	52.8
Current	63.1	64.4	19.9	21.2
Non-current	38.6	31.6	38.6	31.6
	101.7	96.0	58.5	52.8

NOTES TO THE FINANCIAL STATEMENTS (continued)

11 CONTRACT BALANCES (CONTINUED)

11.2 Contract liabilities (continued)

Movements in the contract liabilities balances during the year are as follows:

	Group		Company	
	2021 \$m	2020 \$m	2021 \$m	2020 \$m
At beginning of year	96.0	105.6	52.8	54.3
Revenue recognised that was included in the contract liability balance at the beginning of the year	(54.8)	(66.5)	(14.2)	(16.1)
Cash received, excluding amounts recognised as revenue during the year	0.6	6.0	0.6	6.0
Billings in advance, excluding amounts recognised as revenue during the year	59.9	50.8	19.3	8.6
Acquisition through business combination	-	0.1	-	-
	101.7	96.0	58.5	52.8

11.3 Contract costs

	Group		Company	
	2021 \$m	2020 \$m	2021 \$m	2020 \$m
Costs to obtain contracts	7.8	11.0	1.4	1.6
Costs to fulfil contracts	21.8	27.8	-	-
	29.6	38.8	1.4	1.6
Current	27.1	36.3	1.0	1.2
Non-current	2.5	2.5	0.4	0.4
	29.6	38.8	1.4	1.6

Costs to obtain contracts relate to commission fees paid to dealers as a result of obtaining mobile, pay TV and broadband service contracts. Costs to fulfil contracts relate to costs of materials which generate or enhance resources that will be used in satisfying future performance obligations.

These costs are amortised on a straight-line basis over the contract period. In 2021, amortisation amounting to \$22.2 million (2020: \$28.5 million) and \$161.4 million (2020: \$128.5 million) was recognised as marketing and promotion expenses and cost of services, respectively, in the income statement. There was no loss allowance in relation to the costs capitalised.

12 INVENTORIES

	Group		Company	
	2021 \$m	2020 \$m	2021 \$m	2020 \$m
Equipment held for resale	40.5	62.4	-	0.5
Maintenance and project inventories	9.5	17.5	4.3	4.5
Inventories, net of allowance	50.0	79.9	4.3	5.0
Allowance (written back)/made during the year, net	(1.7)	2.3	-	0.1

13 TRADE RECEIVABLES

	Group		Company	
	2021 \$m	2020 \$m	2021 \$m	2020 \$m
Trade receivables	235.7	248.0	178.8	195.3
Loss allowances	(43.5)	(55.2)	(39.4)	(48.9)
	192.2	192.8	139.4	146.4

The trade receivables of the Company include amounts billed under a combined billing arrangement to customers for services provided by certain subsidiaries.

The Group uses an allowance matrix to measure the ECL of trade receivables. In the assessment of ECL, the Group applies the simplified approach to estimate the loss allowance based on aging buckets of the trade receivables, adjusted for certain external indices to different groups between consumer and corporate customers, where applicable.

The following table details the risk profile of trade receivables from contracts with customers based on the Group's allowance matrix.

	Weighted average loss rate	2021		Weighted average loss rate	2020		Credit impaired?
		Gross carrying amount \$m	Loss allowance \$m		Gross carrying amount \$m	Loss allowance \$m	
Group							
Current	3.99%	104.8	4.2	1.78%	84.4	1.5	No
Past due 1 - 15 days	10.04%	19.6	2.0	8.37%	20.3	1.7	Yes
Past due above 15 days	33.51%	111.3	37.3	36.29%	143.3	52.0	Yes
		235.7	43.5		248.0	55.2	
Company							
Current	5.50%	74.9	4.1	2.21%	63.4	1.4	No
Past due 1 - 15 days	12.77%	15.2	1.9	9.14%	17.5	1.6	Yes
Past due above 15 days	37.61%	88.7	33.4	40.1%	114.4	45.9	Yes
		178.8	39.4		195.3	48.9	

NOTES TO THE FINANCIAL STATEMENTS (continued)

13 TRADE RECEIVABLES (CONTINUED)

Movements in lifetime ECL balances during the year are as follows:

	Group		Company	
	2021 \$m	2020 \$m	2021 \$m	2020 \$m
At beginning of year	55.2	52.8	48.9	49.3
Loss allowances recognised/(written back)	3.0	13.6	(1.4)	1.6
Recharged to subsidiaries	-	-	6.5	10.9
Allowance utilised	(14.7)	(11.2)	(14.6)	(12.9)
	43.5	55.2	39.4	48.9

14 OTHER RECEIVABLES, DEPOSITS AND PREPAYMENTS

	Group		Company	
	2021 \$m	2020 \$m	2021 \$m	2020 \$m
Current				
Grant receivables	6.7	5.4	-	2.6
Deposits	6.4	6.3	1.0	1.1
Prepayments	67.7	70.6	32.1	34.5
Other receivables	10.0	16.2	2.8	3.1
Loan receivable	105.0	-	-	-
Forward exchange contracts	0.1	-	0.1	-
	195.9	98.5	36.0	41.3
Non-current				
Prepayments	0.8	30.8	0.8	2.9

On 22 September 2021, the Company announced that StarHub Online Pte Ltd ("SHOL") had entered into a share purchase agreement with MyRepublic Group Limited ("MR GroupCo") and MyRepublic Holdings Ltd ("MR HoldCo") to acquire a majority interest in MR HoldCo's broadband business in Singapore ("the Acquisition"). The Acquisition has not been completed as at the reporting date.

Concurrent with the entry of the share purchase agreement, SHOL extended a \$105.0 million loan to MR HoldCo for the repayment of MR HoldCo's existing debts. The loan being interest bearing, secured over certain assets of MR GroupCo and repayable within one year, is considered to be of low credit risk.

15 CASH AND CASH EQUIVALENTS

	Note	Group		Company	
		2021 \$m	2020 \$m	2021 \$m	2020 \$m
Fixed deposits		577.8	206.3	568.0	195.2
Cash at bank and in hand		255.0	209.1	131.4	133.2
Cash and cash equivalents in the statement of financial position		832.8	415.4	699.4	328.4
Restricted cash and fixed deposits		(10.7)	(10.4)	-	-
Bank overdraft	17	(0.6)	(1.3)	-	-
Cash and cash equivalents in the cash flow statement		821.5	403.7	699.4	328.4

Fixed deposits relate to deposits with financial institutions with maturities of three months or less with effective interest rates ranging from 0.28% to 3.15% (2020: 0.35% to 3.35%) per annum.

At the reporting date, cash and cash equivalents held by the Company included \$35.5 million (2020: \$32.2 million) cash pooled together from certain subsidiaries and managed centrally by the Company as part of the Group's cash management and treasury activities.

Impairment on cash and cash equivalents has been measured on the 12-month expected loss basis and reflects the short maturities of the exposures. The Group considers that its cash and cash equivalents have low credit risk based on external credit ratings of counterparties. The amount of allowance on cash and cash equivalents was negligible.

Restricted cash and fixed deposits were set aside for performance bonds with customers.

16 TRADE AND OTHER PAYABLES

	Note	Group		Company	
		2021 \$m	2020 \$m	2021 \$m	2020 \$m
Current					
Trade payables		214.3	121.3	156.1	84.5
Accruals		439.0	412.5	203.9	183.4
Deferred grant income	19	-	6.2	-	4.1
Other deferred income		1.1	3.1	-	-
Deposits from customers		9.0	9.5	8.4	8.8
Contingent consideration		31.0	-	-	-
Forward exchange contracts		-	2.5	-	2.5
		694.4	555.1	368.4	283.3

NOTES TO THE FINANCIAL STATEMENTS (continued)

16 TRADE AND OTHER PAYABLES (CONTINUED)

	Group		Company	
	2021 \$m	2020 \$m	2021 \$m	2020 \$m
Non-current				
Accruals	33.3	18.4	25.5	10.8
Other deferred income	2.6	1.5	-	-
Deferred consideration	-	6.2	-	-
Contingent consideration	8.0	34.8	-	-
Forward liability to acquire non-controlling interests	37.3	34.5	-	-
	81.2	95.4	25.5	10.8

Included in trade payables are bills payable with a vendor of \$56.8 million (2020: Nil), which are unsecured, payable within 31-60 days, and bear an extension fee ranging from 1.43%-1.44% per annum.

The Group also participates in a supply chain finance programme ("SCF") under which its suppliers may elect to receive early payment of their invoice from a bank by factoring their receivable from the Group. Under the arrangement, a bank agrees to pay amounts to a participating supplier in respect of invoices owed by the Group and receives settlement from the Group at a later date. As at 31 December 2021, trade payables under the SCF programme is \$0.9 million (2020: \$1.2 million).

The Group does not derecognise the original liabilities to which these arrangements apply. These arrangements do not significantly extend payment terms beyond the normal terms agreed with other suppliers that are not participating. The Group discloses these amounts within trade payables because the nature and function of the financial liabilities remained the same. The payments to the bank and vendor are included within operating cashflows because they continue to be part of the normal operating cycle of the Group and their principal nature remains operating.

17 BORROWINGS

	Note	Group		Company	
		2021 \$m	2020 \$m	2021 \$m	2020 \$m
Current					
Bank loans	17.1	5.6	7.4	-	-
Medium term notes	17.2	220.0	-	220.0	-
Bank overdraft	15	0.6	1.3	-	-
		226.2	8.7	220.0	-
Non-current					
Bank loans	17.1	638.7	643.7	554.6	557.5
Medium term notes	17.2	499.8	520.0	499.8	520.0
		1,138.5	1,163.7	1,054.4	1,077.5

17 BORROWINGS (CONTINUED)

Reconciliation of movements of borrowings to cash flows arising from financing activities:

	Note	2021 \$m	Group 2020 \$m
At 1 January		1,172.4	1,048.4
Changes from financing cash flows			
Proceeds from borrowings		200.0	344.6
Repayment of borrowings		(1.6)	(237.9)
Interest paid		(36.7)	(32.4)
Total changes from financing cash flows		161.7	74.3
Total liability-related other changes		32.3	32.3
Acquisition through business combination	35	-	16.4
Effects of foreign exchange rate		(1.7)	1.0
At 31 December		1,364.7	1,172.4

17.1 Bank loans

At 31 December 2021, bank loans of \$5.8 million (2020: \$9.5 million) are secured over fixed deposit and bear interest rates ranging from 2.17% to 7.95% (2020: 2.17% to 7.95%) per annum. The remaining unsecured bank loans bear interest at rates ranging from 1.30% to 2.78% (2020: 1.30% to 3.45%) per annum.

As at 31 December 2021, the fair value of bank loans are \$638.5 million (2020: \$667.1 million).

At the reporting date, the Company has provided a financial guarantee for a loan of \$83.5 million (2020: \$85.4 million) drawn down under a loan facility entered by a subsidiary. The guarantee is accounted for in accordance to SFRS(I) 4 *Insurance Contracts*.

17.2 Medium term notes

The Company had established in September 2011 a multicurrency medium term note programme with a maximum aggregate principal amount of \$1,000.0 million. In September 2012, the Company issued a \$220.0 million 10-year medium term note which bears interest rate of 3.08% per annum and is repayable in September 2022.

In June 2016, the Company issued a \$300.0 million 10-year medium term note which bears interest of 3.55% per annum and is repayable in June 2026.

On 29 May 2017, the Company updated and amended its \$1,000.0 million multicurrency medium term note programme to a \$2,000.0 million multicurrency debt issuance programme with the inclusion of the mechanism for the issuance of, and the terms and conditions of, perpetual securities. The amendments do not affect the validity of the existing term notes issued by the Company under the original programme.

In January 2021, the Company issued a \$200.0 million 10-year medium term note which bears interest of 2.48% per annum and is repayable in January 2031.

As at 31 December 2021, the fair value of the medium term notes are \$736.7 million (2020: \$540.2 million).

NOTES TO THE FINANCIAL STATEMENTS (continued)

18 LEASE LIABILITIES

	Group		Company	
	2021 \$m	2020 \$m	2021 \$m	2020 \$m
Current	29.2	27.7	15.6	15.9
Non-current	102.8	129.9	75.5	85.9
	132.0	157.6	91.1	101.8

Reconciliation of movements of lease liabilities to cash flows arising from financing activities:

	Note	Group	
		2021 \$m	2020 \$m
At 1 January		157.6	155.5
Changes from financing cash flows			
Payment of lease liabilities		(31.4)	(30.8)
Interest paid		(5.9)	(5.6)
Total changes from financing cash flows		(37.3)	(36.4)
Other changes			
New leases and modifications		5.8	11.4
Interest expense		5.9	5.6
Acquisition through business combination	35	-	21.5
Total other changes		11.7	38.5
At 31 December		132.0	157.6

19 DEFERRED GRANT INCOME

	Note	Group		Company	
		2021 \$m	2020 \$m	2021 \$m	2020 \$m
Deferred grants					
At 1 January		6.2	0.5	4.1	0.3
Grants (refunded)/received		(0.3)	40.1	(0.5)	23.7
Asset grant accreted to the income statement	26.1	(0.1)	(0.4)	(0.1)	(0.4)
Income grant accreted to the income statement	27	(5.8)	(34.0)	(3.5)	(19.5)
At 31 December		-	6.2	-	4.1
Current	16	-	6.2	-	4.1

Deferred grant income refers to government grants received. Assets related grants are recognised over the estimated useful lives of the related assets. Income related grants include Jobs Support Scheme ("JSS") grants received and are recognised on a systematic basis over the periods to match the related costs.

20 DEFERRED TAX ASSETS AND LIABILITIES

Movements in deferred tax assets/(liabilities) during the year are as follows:

Group	At 1 January \$m	Recognised in income statement (Note 29) \$m	Recognised in other comprehen- sive income \$m	Recognised in equity \$m	Acquired in business combination (Note 35) \$m	At 31 December \$m
2021						
Deferred tax assets						
Other payables and accruals	0.1	(0.1)	-	-	-	-
Unutilised tax losses	0.7	(0.7)	-	-	-	-
	0.8	(0.8)	-	-	-	-
Deferred tax liabilities						
Property, plant and equipment and intangible assets	(119.9)	18.9	-	-	-	(101.0)
Right-of-use assets	1.8	0.2	-	-	-	2.0
Other payables and accruals	8.2	0.3	-	-	-	8.5
Contract assets	1.1	(0.1)	-	-	-	1.0
Contract costs	(3.2)	0.7	-	-	-	(2.5)
Derivatives	0.4	-	(0.4)	-	-	-
Share-based payment transactions	0.3	-	-	-	-	0.3
	(111.3)	20.0	(0.4)	-	-	(91.7)
2020						
Deferred tax assets						
Other payables and accruals	-	0.1	-	-	-	0.1
Unutilised tax losses	-	0.7	-	-	-	0.7
	-	0.8	-	-	-	0.8
Deferred tax liabilities						
Property, plant and equipment and intangible assets	(127.3)	13.7	-	-	(6.3)	(119.9)
Right-of-use assets	1.3	0.3	-	-	0.2	1.8
Other payables and accruals	8.0	(0.4)	-	-	0.6	8.2
Contract assets	1.1	-	-	-	-	1.1
Contract costs	(4.9)	1.7	-	-	-	(3.2)
Derivatives	0.4	-	-	-	-	0.4
Share-based payment transactions	-	0.4	-	(0.1)	-	0.3
	(121.4)	15.7	-	(0.1)	(5.5)	(111.3)

Unrecognised deferred tax assets

Deferred tax assets are recognised to the extent that realisation of the related tax benefits through future taxable profits is probable.

NOTES TO THE FINANCIAL STATEMENTS (continued)

20 DEFERRED TAX ASSETS AND LIABILITIES (CONTINUED)

Unrecognised deferred tax assets (continued)

Deferred tax assets have not been recognised in respect of the following items:

	Group	
	2021	2020
	\$m	\$m
Tax losses	30.1	26.5

The Group has not recognised deferred tax assets in respect of the above tax losses as the Group does not expect to recover these potential deferred tax assets in the foreseeable future. The Group reassesses the recovery of these potential deferred tax assets annually.

The tax losses include \$4.1 million (2020: \$8.3 million) which can be carried forward up to the financial years 2025 to 2028 subject to different jurisdiction requirements by those companies with unrecognised tax losses in their respective country of incorporation.

Company	At 1 January \$m	Recognised in income statement \$m	Recognised in equity \$m	At 31 December \$m
2021				
Deferred tax (liabilities)/assets				
Property, plant and equipment and intangible assets	(69.3)	7.8	-	(61.5)
Right-of-use assets	1.0	0.3	-	1.3
Other payables and accruals	5.0	0.8	-	5.8
Contract cost	(0.3)	-	-	(0.3)
Share-based payment transactions	0.3	-	-	0.3
	(63.3)	8.9	-	(54.4)
2020				
Deferred tax (liabilities)/assets				
Property, plant and equipment and intangible assets	(75.3)	6.0	-	(69.3)
Right-of-use assets	1.0	-	-	1.0
Other payables and accruals	4.0	1.0	-	5.0
Contract cost	(0.3)	-	-	(0.3)
Share-based payment transactions	-	0.4	(0.1)	0.3
	(70.6)	7.4	(0.1)	(63.3)

21 SHARE CAPITAL

Group and Company	2021		2020	
	Number of shares '000	\$m	Number of shares '000	\$m
Issued and fully paid ordinary shares:				
At beginning and end of year	1,731,651	299.7	1,731,651	299.7

The holders of ordinary shares (excluding treasury shares) are entitled to receive dividends as declared from time to time and are entitled to one vote per share at meetings of the Company. All ordinary shares (excluding treasury shares) rank equally with regard to the Company's residual assets.

22 RESERVES

	Group		Company	
	2021 \$m	2020 \$m	2021 \$m	2020 \$m
Treasury shares	(1.9)	(1.9)	(1.9)	(1.9)
Capital reserve	(6.9)	(10.0)	-	-
Fair value reserve	(34.8)	(24.7)	(34.8)	(24.7)
Goodwill written off	(276.3)	(276.3)	-	-
Share-based payments reserve	8.5	8.0	8.5	8.0
Hedging reserve	-	(2.1)	-	-
Translation reserve	0.2	0.8	-	-
Retained profits	401.1	344.9	2,295.0	2,185.9
	89.9	38.7	2,266.8	2,167.3

Treasury shares

Treasury shares comprise the cost of the Company's shares held by the Company. As at year-end, 1,481,178 (2020: 1,497,923) treasury shares were held by the Company. During the year, 2,269,745 (2020: 2,130,830) treasury shares were transferred to share-based payments reserve.

Capital reserve

The capital reserve comprises:

- acquisitions and disposals of interests with non-controlling interests that did not result in a change in control; and
- present value of a forward contract issued to a non-controlling interest shareholder.

NOTES TO THE FINANCIAL STATEMENTS (continued)

22 RESERVES (CONTINUED)

Fair value reserve

The fair value reserve comprises the cumulative net change in the fair value of equity investments designated at FVOCI.

Goodwill written off

The goodwill written off represents the excess of consideration paid on the acquisition of subsidiaries prior to 1 January 2001 over the Group's share of the fair value of net assets acquired.

Share-based payments reserve

The share-based payments reserve comprises the cumulative value of services received from employees and directors recorded in respect of the grant of share options and share awards.

Hedging reserve

The hedging reserve comprises the effective portion of the cumulative net change in the fair value of cash flow hedging instruments related to hedged transactions.

Translation reserve

The translation reserve comprises all foreign currency translation differences arising from the translation of the financial statements of foreign operations.

23 PERPETUAL CAPITAL SECURITIES

On 16 June 2017, the Company issued subordinated perpetual securities (the "perpetual securities") with an aggregate principal amount of \$200.0 million. Incremental costs incurred amounting to \$0.4 million was recognised in equity as a deduction from the proceeds. Such perpetual securities bear distributions at a rate of 3.95% per annum, payable semi-annually. Subject to the relevant terms and conditions in the offering memorandum, the Company may elect to defer making distributions on the perpetual securities and is not subject to any limits as to the number of times a distribution can be deferred. As a result, the perpetual securities do not meet the definition for classification as a financial liability under SFRS(I) 1-32 *Financial Instruments: Presentation*. The whole instrument is presented within equity, and distributions are treated as dividends.

During the year, distributions amounting to \$7.9 million (2020: \$7.9 million) were accrued and paid to perpetual security holders.

24 NON-CONTROLLING INTERESTS

The following subsidiary has non-controlling interest that is material to the Group.

Name of company	Principal activities	Country of incorporation/ Principal place of business	Effective equity interest held by the Group	
			2021 %	2020 %
Ensign InfoSecurity Pte. Ltd. ("Ensign")	Provision of computer systems integration activities, other professional, scientific and technical activities	Singapore	43.14 ⁽¹⁾	41.62 ⁽¹⁾

(1) At the date of acquisition, the non-controlling interest shareholder has assigned to the Company 20% of its rights, benefits and interests in Ensign.

The following summarised financial information for the non-controlling interest of Ensign are prepared in accordance with SFRS(I), modified for fair value adjustments on acquisition.

	2021 \$m	2020 \$m
Revenue	270.9	226.7
Profit from continuing operations	3.0	5.1
Total comprehensive income	3.0	5.1
Attributable to NCI:		
Profit from continuing operations	1.3	2.1
Total comprehensive income	1.3	2.1
Non-current assets	129.1	144.5
Current assets	246.9	186.6
Borrowings	(0.7)	(0.8)
Non-current liabilities	(13.8)	(33.2)
Current liabilities	(125.9)	(98.3)
Net assets	235.6	198.8
Net assets attributable to NCI	101.6	82.7
Cash flows from operating activities	29.2	(7.1)
Cash flows from investing activities	(3.9)	(4.3)
Cash flows from financing activities	29.5	33.5
Net increase in cash and cash equivalents	54.8	22.1

NOTES TO THE FINANCIAL STATEMENTS (continued)

24. NON-CONTROLLING INTERESTS (CONTINUED)

Dilution of equity interest in Ensign Group

During the year, the non-controlling interest shareholder increased its capital contribution in Ensign, decreasing the Group's ownership from 58.38% to 56.86%. (2020: 60% to 58.38%). The following summarises the effect of change in Group's ownership interest on the equity attributable to owners of the Company.

	2021 \$m	2020 \$m
Capital contribution from non-controlling interest shareholder	20.7	21.9
Net increase in non-controlling interests	(17.6)	(18.6)
Net increase in capital reserve attributable to owners of the Company	3.1	3.3

25. REVENUE

	2021 \$m	Group 2020 \$m
<i>Disaggregation of revenue from contracts with customers</i>		
Mobile revenue	530.7	579.7
Entertainment revenue	180.0	187.9
Broadband revenue	194.4	176.1
Enterprise Fixed services revenue	706.1	645.5
Total service and contract revenue	1,611.2	1,589.2
Sales of equipment	431.4	439.6
	2,042.6	2,028.8

Transaction price allocated to the remaining performance obligations

The following table includes revenue expected to be recognised in the future related to performance obligations that have not been fulfilled at the reporting date:

Group	2022 \$m	2023 \$m	2024 \$m	2025 \$m	2026 onwards \$m	Total \$m
2021						
Mobile revenue	141.8	44.5	0.9	–	0.6	187.8
Entertainment revenue	42.7	12.6	–	–	–	55.3
Broadband revenue	87.5	26.5	–	–	–	114.0
Enterprise Fixed service revenue	350.6	183.1	31.1	15.9	29.2	609.9
Total	622.6	266.7	32.0	15.9	29.8	967.0

25 REVENUE (CONTINUED)

Transaction price allocated to the remaining performance obligations (continued)

Group	2022 \$m	2023 \$m	2024 \$m	2025 \$m	2026 onwards \$m	Total \$m
2020						
Mobile revenue	141.6	58.9	0.9	-	-	201.4
Entertainment revenue	58.6	14.9	-	-	-	73.5
Broadband revenue	84.4	30.2	-	-	-	114.6
Enterprise Fixed service revenue	418.9	184.4	23.0	7.7	24.6	658.6
Total	703.5	288.4	23.9	7.7	24.6	1,048.1

Variable consideration that is constrained and therefore not included in the transaction price is excluded in the amounts presented above.

The Group applies the practical expedient in paragraph 121 of SFRS(I) 15 and does not disclose information about its remaining performance obligations if the performance obligations is part of a contract that has an original expected duration of one year or less. In addition, amounts that are not contractually committed are excluded.

26 OPERATING EXPENSES

	Group	
	2021 \$m	2020 \$m
Cost of equipment sold	401.3	396.4
Cost of services	504.2	500.6
Traffic expenses	42.6	54.8
Customer acquisition costs	23.4	35.2
Depreciation and amortisation	279.0	306.5
Loss allowances of:		
- Contract assets	11.7	12.1
- Trade receivables	3.0	13.6
Marketing and promotions	22.0	24.3
Staff costs	276.5	263.0
Repairs and maintenance	90.2	108.7
Short-term lease expenses	8.4	11.4
Other expenses	162.7	112.3
Total	1,825.0	1,838.9

NOTES TO THE FINANCIAL STATEMENTS (continued)

26 OPERATING EXPENSES (CONTINUED)

26.1 Depreciation and amortisation

Depreciation and amortisation expenses comprise the following:

	Note	2021 \$m	Group 2020 \$m
Depreciation of property, plant and equipment		173.1	194.4
Accretion of asset grants to the income statement	19	(0.1)	(0.4)
		173.0	194.0
Amortisation of intangible assets		72.6	79.8
Depreciation of right-of-use assets		33.4	32.7
		279.0	306.5

26.2 Staff costs

The following are included in staff costs:

	2021 \$m	Group 2020 \$m
Defined contribution plans	25.1	26.8
Share-based payments	3.4	3.2
Government grants – Wage Credit Scheme	(1.2)	(1.7)

26.2.1 Key management personnel compensation

	2021 \$m	Group 2020 \$m
Directors' fees	1.7	1.4
Short-term employee benefits	10.4	9.8
Share-based payments	2.1	2.5
	14.2	13.7

Key management personnel also participate in the StarHub Performance Share Plans and the StarHub Restricted Stock Plans. The short-term benefits include the Group balanced scorecard incentive programme to reward employees for achieving or exceeding performance targets.

During the year, conditional awards of shares of 1,726,000 (2020: 564,000 shares) under the StarHub Performance Share Plans and conditional awards of shares of 1,344,000 (2020: 1,377,250 shares) under the StarHub Restricted Stock Plans were granted to the key management personnel of the Group during the year. These represent the number of shares to be delivered when performance targets at “on-target” level are achieved, or as the case may be when the time-based service conditions are completed.

26 OPERATING EXPENSES (CONTINUED)

26.2 Staff costs (continued)

26.2.1 Key management personnel compensation (continued)

During the year, awards of 321,500 shares (2020: 319,300 shares) under the StarHub Restricted Stock Plans were vested and delivered to certain non-executive directors of the Group as part of their non-executive directors' remuneration, without performance or vesting conditions attached.

Based on the actual level of achievement of the pre-determined performance targets over the 2018 performance period, final awards comprising 80,250 (2020: 80,250) shares were delivered to key management personnel of the Group during the year under the 2018 conditional awards granted to the key management personnel of the Group in March 2018 pursuant to the StarHub Restricted Stock Plans.

Based on the actual level of achievement of the pre-determined performance targets over the 2019 performance period, final awards comprising 236,070 (2020: 345,070 shares) were delivered to key management personnel of the Group during the year under the 2019 conditional awards granted to the key management personnel of the Group in July 2019 pursuant to the StarHub Restricted Stock Plans.

Based on the actual level of achievement of the pre-determined performance targets over the 2020 performance period, final awards comprising 342,090 shares were delivered to key management personnel of the Group during the year under the 2020 conditional awards granted to the key management personnel of the Group in March 2020 pursuant to the StarHub Restricted Stock Plans.

All conditional share awards (except for the time-based restricted share awards) granted to the key management personnel of the Group were on the same terms and conditions as those offered to other employees of the Group. As at 31 December 2021, 3,454,000 (2020: 2,165,133) of the conditional awards of shares under the StarHub Performance Share Plans, and 2,212,554 (2020: 1,580,630) of the conditional awards of shares under the StarHub Restricted Stock Plans granted to the key management personnel were outstanding.

26.2.2 Share-based Payments

StarHub Performance Share Plans

Under the StarHub PSP 2014 ("StarHub Performance Share Plans"), conditional awards of shares are granted. Awards represent the right of a participant to receive fully paid shares, their equivalent cash value or combinations thereof, free of charge, upon the participant achieving prescribed performance targets set based on medium-term corporate objectives. Awards are released once the Company's Executive Resource and Compensation Committee is satisfied that the prescribed performance targets have been achieved. There are no vesting periods beyond the performance achievement periods.

NOTES TO THE FINANCIAL STATEMENTS (continued)

26 OPERATING EXPENSES (CONTINUED)

26.2 Staff costs (continued)

26.2.2 Share-based Payments (continued)

StarHub Performance Share Plans (continued)

The movements of the number of shares under the StarHub Performance Share Plans, the fair values of the grant at measurement date and the assumptions of the fair value model for the grants of the Company are as follows:

Company	Balance outstanding at 1 January '000	Number of performance shares granted '000	Number of performance shares vested '000	Number of performance shares forfeited '000	Balance outstanding at 31 December '000
2021					
Date of grant					
28 March 2018	395	-	(109)	(286)	-
1 October 2019	1,206	-	-	-	1,206
28 December 2020	564	-	-	(42)	522
16 August 2021	-	1,726	-	-	1,726
Total	2,165	1,726	(109)	(328)	3,454
2020					
Date of grant					
6 April 2017	689	-	(107)	(582)	-
28 March 2018	395	-	-	-	395
1 October 2019	2,030	-	-	(824)	1,206
28 December 2020	-	564	-	-	564
Total	3,114	564	(107)	(1,406)	2,165

The fair value of the shares is estimated using a Monte-Carlo simulation methodology at the measurement dates, which are grant dates of the share awards. The assumptions under the model used for the grants in 2021 and 2020 are as follows:

	Year of grant	
	2021	2020
Fair value	\$0.98	\$0.88
Share price	\$1.25	\$1.30
Expected volatility of the Company's shares	20.12%	25.81%
Expected dividend yield	5.54%	5.29%
Risk-free interest rates	0.44%	0.32%

26 OPERATING EXPENSES (CONTINUED)

26.2 Staff costs (continued)

26.2.2 Share-based Payments (continued)

StarHub Restricted Stock Plans

Under the StarHub RSP Plan 2014 (“StarHub Restricted Stock Plans”), awards granted vest only after the satisfactory completion of time-based service conditions (time-based restricted awards) or where the award is performance-related after a further period of service beyond the performance targets completion date (performance-based restricted awards).

During the year, conditional grants of 3,554,200 (2020: 3,335,450) shares under the StarHub Restricted Stock Plans were made to key employees of the Group. These represent the number of shares to be delivered when performance targets at “on-target” level are achieved, or as the case may be when the time-based service conditions are completed.

The movements of the number of shares under the StarHub Restricted Stock Plans, the fair values of the grant at measurement date and the assumptions of the fair value model for the grants of the Company are as follows:

Date of grant	Balance outstanding at 1 January '000	Number of restricted shares granted '000	Number of restricted shares vested '000	Number of restricted shares forfeited '000	Balance outstanding at 31 December '000
2021					
28 March 2018	332	-	(325)	(7)	-
3 July 2019	1,018	-	(502)	(43)	473
1 October 2019	377	-	(178)	(31)	168
26 March 2020	2,646	-	(834)	(325)	1,487
31 March 2021	-	3,554	-	(302)	3,252
Total	4,373	3,554	(1,839)	(708)	5,380

Date of grant	Balance outstanding at 1 January '000	Number of restricted shares granted '000	Number of restricted shares vested '000	Number of restricted shares forfeited '000	Balance outstanding at 31 December '000
2020					
6 April 2017	435	-	(420)	(15)	-
28 March 2018	812	-	(382)	(98)	332
3 July 2019	2,271	-	(711)	(542)	1,018
1 October 2019	607	-	(190)	(40)	377
26 March 2020	-	3,335	-	(689)	2,646
Total	4,125	3,335	(1,703)	(1,384)	4,373

NOTES TO THE FINANCIAL STATEMENTS (continued)

26 OPERATING EXPENSES (CONTINUED)

26.2 Staff costs (continued)

26.2.2 Share-based Payments (continued)

StarHub Restricted Stock Plans (continued)

The fair value of the share awards is estimated using a Monte-Carlo simulation methodology at the measurement dates, which are grant dates of the share awards.

The assumptions under the model used for the grants in 2021 and 2020 are as follows:

	Year of grant	
	2021	2020
Fair value	\$1.11 – \$1.22	\$0.88 – \$1.19
Share price	\$1.28	\$1.32
Expected volatility of the Company's shares	24.51%	24.12%
Expected dividend yield	5.27%	6.42%
Risk-free interest rates	0.45%-0.66%	0.82%-0.98%

26.3 Other expenses

Included in other expenses are the following:

	Group	
	2021 \$m	2020 \$m
Audit fees paid to:		
- Auditors of the Company	0.6	0.6
- Member firms of auditors of the Company	0.2	-
- Other auditors of the Group	0.3	0.5
Non-audit fees paid to:		
- Auditors of the Company	0.2	0.2
- Other auditors of the Group	-	0.4
Foreign currency exchange loss, net	0.4	4.5

27 OTHER INCOME

	Note	Group	
		2021 \$m	2020 \$m
Rental income		0.1	0.1
Special project related income		2.3	2.6
Income related grants		6.0	4.7
Deferred grants accreted to the income statement	19	5.8	34.0
		14.2	41.4

28 NET FINANCE COSTS

	2021 \$m	Group 2020 \$m
Interest income:		
- Bank deposits	3.0	1.5
- Loan to an external party	1.1	-
- Loan to associate	-	0.3
Finance income	4.1	1.8
Interest expense:		
- Bank loans	17.3	15.2
- Medium term notes	22.3	17.5
Interest on borrowings	39.6	32.7
Interest on lease liabilities	5.9	5.6
Other financing charges	3.6	2.5
Finance expenses	49.1	40.8

29 TAXATION

	2021 \$m	Group 2020 \$m
Current tax		
Current income tax	58.4	49.6
Under/(Over) provision in prior year	0.9	(0.4)
	59.3	49.2
Deferred tax		
Reversal and origination of temporary differences	(19.3)	(17.0)
Underprovision in prior year	0.1	0.5
	(19.2)	(16.5)
Total income tax in the income statement	40.1	32.7

NOTES TO THE FINANCIAL STATEMENTS (continued)

29 TAXATION (CONTINUED)

A reconciliation between tax expense and the product of accounting profit multiplied by the applicable corporate tax rate for the years ended 31 December is as follows:

	Group	
	2021	2020
	\$m	\$m
Profit before taxation	190.2	192.8
Income tax using Singapore tax rate of 17%	32.3	32.7
Income not subject to tax	(0.9)	(4.8)
Non-deductible expenses	8.7	6.3
Tax incentives	(0.1)	(0.2)
Effect of tax rates in foreign jurisdiction	0.1	0.1
Recognition of previously unrecognised deferred tax assets	(1.2)	(1.2)
Under provision in prior year, net	1.0	0.1
Others	0.2	(0.3)
Total income tax in the income statement	40.1	32.7

Income tax recognised in other comprehensive income for the years ended 31 December are as follows:

	Group	
	2021	2020
	\$m	\$m
Cash flow hedge, before taxation	2.5	(0.1)
Taxation	(0.4)	-
Effective portion of changes in fair value of cash flow hedge	2.1	(0.1)

30 EARNINGS PER SHARE (EPS)

Basic EPS is calculated by dividing the adjusted profit or loss attributable to ordinary shareholders of the Company by the weighted average number of ordinary shares outstanding (excluding treasury shares) during the year. Diluted EPS is determined by adjusting the profit or loss attributable to ordinary shareholders and the weighted average number of ordinary shares outstanding (excluding treasury shares), for the effects of all dilutive potential ordinary shares, which comprise share options granted to employees under the StarHub share plans.

	Group	
	2021	2020
	\$m	\$m
Profit attributable to owners of the Company	149.3	157.9
Less: Perpetual capital securities distribution	(7.9)	(7.9)
Adjusted profit attributable to owners of the Company	141.4	150.0

30 EARNINGS PER SHARE (EPS) (CONTINUED)

	Number of shares	
	2021 '000	2020 '000
Weighted average number of ordinary shares (basic) during the year#	1,730,945	1,731,327
Adjustment for dilutive effect of share plans	7,415	7,895
Weighted average number of ordinary shares (diluted) during the year	1,738,360	1,739,222

Excludes treasury shares.

31 EARNINGS BEFORE INTEREST, TAXATION, DEPRECIATION AND AMORTISATION

The earnings before interest, taxation, depreciation and amortisation ("EBITDA") is a supplementary indicator of performance used by the Group. The measurement of EBITDA is not governed by SFRS(I).

The Group defines EBITDA as follows:

	Group	
	2021 \$m	2020 \$m
Profit before taxation	190.2	192.8
Adjustments for:		
Depreciation and amortisation	279.0	306.5
Finance income	(4.1)	(1.8)
Finance expense	49.1	40.8
Non-operating income	1.3	-
Non-operating expense	(3.0)	-
Share of profit of associate (net of tax)	(3.4)	(0.6)
Share of (profit)/loss of joint venture (net of tax)	(1.7)	0.1
EBITDA	510.8	537.8

32 RELATED PARTY TRANSACTIONS

The Company has entered into contractual agreements on behalf of its subsidiaries, and recharges its subsidiaries based on terms agreed between the parties involved.

In the normal course of business, the Group purchases and sells info-communications services to related companies. The related party transactions are carried out on terms negotiated between the parties which are intended to reflect competitive terms.

NOTES TO THE FINANCIAL STATEMENTS (continued)

32 RELATED PARTY TRANSACTIONS (CONTINUED)

Other than disclosed above and elsewhere in the financial statements, significant transactions of the Group with related parties during the financial year were as follows:

	Group	
	2021	2020
	\$m	\$m
Ultimate holding company		
Sales	0.1	0.1
Associate		
Purchase of property, plant and equipment	0.1	0.1
Leases of premises	2.8	2.8
Purchase of services	15.5	14.2
Related corporations		
Sales	44.7	45.2
Purchase of property, plant and equipment	6.0	7.1
Leases of infrastructure and equipment	5.1	9.5
Purchase of services	29.9	40.0
Purchase of inventories	4.3	14.0

33 DIVIDENDS

	Group and Company	
	2021	2020
	\$m	\$m
Final dividend of \$0.025 (2020: \$0.0225) per share (1-tier tax exempt) paid in respect of the previous financial year	43.3	39.0
Interim dividends of \$0.025 (2020: \$0.025) per share (1-tier tax exempt) paid in respect of the current financial year	43.2	43.2
	86.5	82.2

34 SEGMENT REPORTING

Segment information is presented based on the information reviewed by the chief operating decision makers ("CODM") for performance assessment and resource allocation. The CODM assesses the Group's financial performance using performance indicators which include revenue, EBITDA (see Note 31), capital expenditure and cash flow of the Group.

The Group has four operating segments, namely the telecommunications, Cybersecurity, high security assurance product, and the Regional Information Communication Technology ("Regional ICT") segment.

The Group delivers its Mobile, Entertainment, Broadband, Enterprise Fixed services and equipment sales ("Telecommunications") on a fully integrated network, and has a centralised customer service, sales, marketing and administration support. The other segments that the Group operates in are the Cybersecurity and high security assurance product segment.

34 SEGMENT REPORTING (CONTINUED)

The CODM determined that the Regional ICT segment exhibits similar economic characteristics to the Telecommunications segment. In making this judgement, management has considered its enterprise digital services and products offering and the customer base. As the Regional ICT segment does not meet any of the quantitative thresholds for determining a reportable segment, it is aggregated with the Telecommunications segment as a reportable segment. The other reportable segment that the Group operates in is the Cybersecurity segment. This reportable segment was formed by aggregating the high security assurance product segment, which was determined by the CODM to exhibit similar economic characteristics, to the cybersecurity segment.

The Group operates primarily in Singapore and has a large and diversified customer base consisting of individuals and corporations. There was no single customer that contributed to 10% or more of the Group's revenue.

The Group's reportable segment information is as follows:

	Telecommuni- cations 2021 \$m	Cybersecurity 2021 \$m	Elimination of intersegment transactions 2021 \$m	Group 2021 \$m
Mobile revenue	531.1	-	(0.4)	530.7
Entertainment revenue	180.0	-	-	180.0
Broadband revenue	194.4	-	-	194.4
Enterprise Fixed revenue	438.3	270.9	(3.1)	706.1
Sales of equipment	431.4	-	-	431.4
Total revenue	1,775.2	270.9	(3.5)	2,042.6
EBITDA	484.0	26.8	-	510.8
Depreciation and amortisation	(257.0)	(22.0)	-	(279.0)
Finance income	4.0	0.1	-	4.1
Finance expense	(48.0)	(1.1)	-	(49.1)
Non-operating income	1.3	-	-	1.3
Non-operating expense	(3.0)	-	-	(3.0)
Share of profit of associate (net of tax)	3.4	-	-	3.4
Share of profit of joint venture (net of tax)	1.7	-	-	1.7
Profit before taxation	186.4	3.8	-	190.2
Taxation	(39.3)	(0.8)	-	(40.1)
Profit for the year	147.1	3.0	-	150.1
Assets and liabilities				
Segment assets	2,788.9	420.6	(3.0)	3,206.5
Equity-accounted investees	36.4	-	-	36.4
Total assets	2,825.3	420.6	(3.0)	3,242.9
Segment liabilities	1,045.2	139.8	(3.0)	1,182.0
Borrowings	1,364.0	0.7	-	1,364.7
Total liabilities	2,409.2	140.5	(3.0)	2,546.7
Other information				
Capital expenditure	178.1	3.7	-	181.8

NOTES TO THE FINANCIAL STATEMENTS (continued)

34 SEGMENT REPORTING (CONTINUED)

	Telecommuni- cations 2020 \$m	Cybersecurity 2020 \$m	Elimination of intersegment transactions 2020 \$m	Group 2020 \$m
Mobile revenue	580.0	-	(0.3)	579.7
Entertainment revenue	187.9	-	-	187.9
Broadband revenue	176.1	-	-	176.1
Enterprise Fixed revenue	425.5	226.7	(6.7)	645.5
Sales of equipment	439.6	-	-	439.6
Total revenue	1,809.1	226.7	(7.0)	2,028.8
EBITDA	508.6	29.2	-	537.8
Depreciation and amortisation	(286.2)	(20.3)	-	(306.5)
Finance income	1.8	-	-	1.8
Finance expense	(39.0)	(1.8)	-	(40.8)
Share of profit of associate (net of tax)	0.6	-	-	0.6
Share of loss of joint venture (net of tax)	(0.1)	-	-	(0.1)
Profit before taxation	185.7	7.1	-	192.8
Taxation	(30.7)	(2.0)	-	(32.7)
Profit for the year	155.0	5.1	-	160.1
Assets and liabilities				
Segment assets	2,531.3	378.1	(2.9)	2,906.5
Equity-accounted investees	24.8	-	-	24.8
Total assets	2,556.1	378.1	(2.9)	2,931.3
Segment liabilities	1,003.8	131.5	(2.9)	1,132.4
Borrowings	1,171.6	0.8	-	1,172.4
Total liabilities	2,175.4	132.3	(2.9)	2,304.8
Other information				
Capital expenditure	151.2	4.1	-	155.3

35 BUSINESS COMBINATION

Strateq Sdn. Bhd. (“Strateq”)

In the prior year, through an indirect subsidiary, the Group completed the acquisition of Strateq Sdn. Bhd. for a total consideration of \$99.6 million.

In connection with the acquisition, the Group holds redeemable convertible preference shares (“RCPS”) and has majority representation on the board of directors that together grant the Group the ability to direct and declare profits from Strateq as discretionary dividends. Through the RCPS held by the Group and together with certain collateralised arrangements extended by the Group to the NCI, the Group has rights to substantially all the variable returns of Strateq. Accordingly, the Group’s economic interest in Strateq is 88.28%.

The Group also entered into an arrangement with the non-controlling interest shareholder of Nettilling to acquire the remaining 11.72% equity over a period of 4 years from 2025 for a consideration based on Strateq’s average financial performance over the same period (“NCI Arrangement”). The undiscounted consideration for the NCI Arrangement was discounted at a risk-adjusted discount rate of 3.45%. Accordingly, the NCI Arrangement resulted in a forward liability of \$32.7 million being recorded at the date of acquisition.

Consideration transferred

The following table summarises the acquisition date fair value of each major class of consideration transferred:

	2020 \$m
Total purchase consideration	99.6
Contingent consideration	(18.4)
Less: Cash and cash equivalents in subsidiary acquired (net of bank overdraft)	(7.2)
Net cash outflow on acquisition	74.0

The contingent consideration to be paid was derived based on a formula that is dependent on the aggregate revenue to be earned by Strateq from certain contracts in 2021. The Group had included \$18.4 million, as contingent consideration related to the additional consideration, which represents its fair value at the date of acquisition, using a risk-adjusted discount rate of 3.45%.

NOTES TO THE FINANCIAL STATEMENTS (continued)

35 BUSINESS COMBINATION (CONTINUED)

Strateq Sdn. Bhd. ("Strateq") (continued)

Identifiable assets acquired and liabilities assumed

The following table summarises the recognised amounts of assets acquired and liabilities assumed at the date of acquisition:

	2020 \$m
Property, plant and equipment	5.9
Intangible assets – Computer software and development expenditure	22.0
Intangible assets – Customer contracts and relationships	14.7
Right-of-use assets	20.4
Net current assets (excluding cash and cash equivalents)	19.5
Cash and cash equivalents	8.5
Provision for taxation	(1.5)
Borrowings	(16.4)
Lease liabilities	(21.5)
Deferred tax liabilities	(5.5)
Total identifiable net assets	46.1

Measurement of fair values

The valuation techniques used for measuring the fair value of material assets acquired were as follows:

Assets acquired	Valuation techniques
Intangible assets (development expenditure)	<p><i>Relief from royalty method:</i> The relief from royalty method estimates the value of an intangible asset by calculating the present value of the royalty payments saved through owing the asset, as compared with licensing the asset from a third party.</p> <p><i>Reproduction cost method:</i> The reproduction cost estimates the value of an intangible asset by the cost that would be incurred to construct or purchase an exact replica of the subject asset.</p>
Intangible assets (customer contracts and relationships)	<p><i>Multi-period excess earnings method:</i> The multi-period excess earnings method estimates the value of an intangible asset as the present value of the excess cash flows attributable to the intangible asset.</p>

35 BUSINESS COMBINATION (CONTINUED)

Strateq Sdn. Bhd. ("Strateq") (continued)

Goodwill

Goodwill arising from the acquisition had been recognised as follows:

	2020 \$m
Total consideration transferred	99.6
NCI, based on their proportionate interest in the recognised amounts of the assets and liabilities of the acquiree	5.4
Fair value of identifiable net assets	(46.1)
Provisional goodwill	58.9

The fair values of intangible assets had been determined provisionally pending completion of an independent valuation. During the year, the purchase price allocation was finalised and did not result in any material adjustments to the provisional values.

36 FINANCIAL RISK MANAGEMENT

Overview

Exposure to credit, liquidity, interest risk, foreign exchange and market risks arises in the normal course of the Group's business.

This note presents information about the Group's exposure to each of the above risks, the Group's objectives, policies and processes for measuring and managing risk.

Risk management framework

The Board of Directors has overall responsibility for the establishment and oversight of the Group's risk management framework. The Board has established the Risk and Sustainability Committee, which in turn is assisted by the Management Risk Committee, which is responsible for developing and monitoring the Group's risk management policies. The Management Risk Committee reports to the Risk and Sustainability Committee on a regular basis. The Risk and Sustainability Committee reports to the Board of Directors on its activities.

The Group's risk management policies are established to identify and analyse the risks faced by the Group from both an operational and execution basis. Risk management policies and systems are reviewed regularly to reflect changes in market conditions and the Group's activities. The Group, through its training and management standards and procedures, aims to promote a culture of risk management which entails awareness, accountability and ownership in all employees.

Derivative financial instruments are used to reduce exposure to fluctuations in foreign exchange rates, where appropriate. While these are subject to the risk of market rates changing subsequent to acquisition, such changes are generally offset by opposite effects on the items being hedged.

NOTES TO THE FINANCIAL STATEMENTS (continued)

36 FINANCIAL RISK MANAGEMENT (CONTINUED)

Risk management framework (continued)

Credit risk

Credit risk is the risk of financial loss to the Group if a customer or counterparty to a financial instrument fails to meet its contractual obligations and arises principally from the Group's receivables from customers.

Management has a credit policy in place and the exposure to credit risk is monitored on an ongoing basis. Periodic review of credit policy and counterparty credit limits are also practised.

The Group has no significant concentration of credit risk from trade receivables due to its large diversified customer base. Credit evaluations are performed on corporate customers requiring credit. Identification documents are obtained from retail customers. Deposits are obtained for certain categories of higher risk customers.

Counterparty risk arising from cash and cash equivalents and treasury transactions is managed by dealing mainly with high credit quality counterparties, which have a minimum rating of A/A1 based on Standard & Poor or Moody's ratings.

The maximum credit risk exposure is represented by the carrying value of each financial asset in the statement of financial position less collaterals held. Collaterals in the form of cash or bank guarantees are obtained from counterparties where appropriate.

Liquidity risk

Liquidity risk is the risk that the Group will encounter difficulty in meeting the obligations associated with its financial liabilities that are settled by delivering cash or another financial asset.

The Group actively monitors its liquidity risk and manages its operating cash flows, debt maturity profile, availability of funding, and reviews compliance with loan covenants. The Group maintains sufficient level of cash and cash equivalents, expects to generate sufficient cash flows from its operation, and has available funding through diverse sources of committed and uncommitted credit facilities from banks and the capital market through its multicurrency debt issuance programme to ensure that there are adequate credit facilities which may be utilised when the need arises to meet its working capital requirements.

Management assessed that with these available facilities and positive cash flows from the Group's operations, the Group will be able to pay its liabilities as and when they are due.

36 FINANCIAL RISK MANAGEMENT (CONTINUED)

Liquidity risk (continued)

The following are the remaining contractual undiscounted cash outflows (including interest payments) of financial liabilities:

	Carrying amount \$m	Contractual cash flows			
		Total \$m	Within 1 year \$m	After 1 year but within 5 years \$m	After 5 years \$m
Group					
2021					
Non-derivative financial liabilities					
Borrowings	(1,364.7)	(1,521.6)	(263.6)	(964.6)	(293.4)
Trade and other payables ^	(665.2)	(678.2)	(620.1)	(29.9)	(28.2)
Amounts due to related parties	(23.6)	(23.6)	(23.6)	-	-
Lease liabilities	(132.0)	(183.0)	(37.2)	(70.9)	(74.9)
	(2,185.5)	(2,406.4)	(944.5)	(1,065.4)	(396.5)
2020					
Non-derivative financial liabilities					
Borrowings	(1,172.4)	(1,314.9)	(41.2)	(895.9)	(377.8)
Trade and other payables ^	(523.5)	(540.1)	(454.3)	(57.6)	(28.2)
Amounts due to related parties	(34.3)	(34.3)	(34.3)	-	-
Lease liabilities	(157.6)	(193.9)	(34.9)	(93.6)	(65.4)
	(1,887.8)	(2,083.2)	(564.7)	(1,047.1)	(471.4)
Derivative financial liabilities					
Forward exchange contracts used for hedging (gross-settled)	(2.5)				
- Outflow		(81.8)	(81.8)	-	-
- Inflow		79.3	79.3	-	-
	(2.5)	(2.5)	(2.5)	-	-
Company					
2021					
Non-derivative financial liabilities					
Borrowings	(1,274.4)	(1,417.5)	(254.4)	(870.1)	(293.0)
Trade and other payables ^	(309.4)	(309.4)	(309.4)	-	-
Amounts due to related parties	(202.1)	(202.1)	(202.1)	-	-
Lease liabilities	(91.1)	(117.3)	(18.9)	(44.8)	(53.6)
	(1,877.0)	(2,046.3)	(784.8)	(914.9)	(346.6)

NOTES TO THE FINANCIAL STATEMENTS (continued)

36 FINANCIAL RISK MANAGEMENT (CONTINUED)

Liquidity risk (continued)

	Carrying amount \$m	Contractual cash flows			
		Total \$m	Within 1 year \$m	After 1 year but within 5 years \$m	After 5 years \$m
Company					
2020					
Non-derivative financial liabilities					
Borrowings	(1,077.5)	(1,205.2)	(29.5)	(798.4)	(377.3)
Trade and other payables [^]	(195.8)	(195.8)	(195.8)	-	-
Amounts due to related parties	(177.4)	(177.4)	(177.4)	-	-
Lease liabilities	(101.8)	(129.6)	(21.6)	(53.8)	(54.2)
	(1,552.5)	(1,708.0)	(424.3)	(852.2)	(431.5)
Derivative financial liabilities					
Forward exchange contracts used for hedging (gross-settled)	(2.5)				
- Outflow		(81.8)	(81.8)	-	-
- Inflow		79.3	79.3	-	-
	(2.5)	(2.5)	(2.5)	-	-

[^] The carrying amount of trade and other payables disclosed in the table excludes deferred income, forward exchange contracts, net GST payable and employee benefits.

The maturity analysis shows the contractual undiscounted cash flows of the Group and the Company's derivative financial instruments on the basis of their earliest possible contractual maturity. The cash inflows/(outflows) disclosed relate to those instruments held for risk management purposes and which are usually not closed out prior to contractual maturity.

It is not expected that the cash flows included in the maturity analysis above could occur significantly earlier, or at significantly different amounts.

Market risk

Market risk is the risk that changes in market prices, such as interest rates, foreign exchange rates and equity prices will affect the Group's income or the value of its holdings of financial instruments. The objective of market risk management is to manage and control market risk exposures within acceptable parameters, while optimising the return.

The Group buys and sells derivatives, and also incurs financial liabilities, in order to manage market risks. Generally, the Group seeks to apply hedge accounting in order to manage volatility in profit or loss.

36 FINANCIAL RISK MANAGEMENT (CONTINUED)

Market risk (continued)

(i) Interest rate risk

The Group's exposure to market risk for changes in interest rates relates primarily to the Group's debt obligations. The Group adopts a policy of ensuring that at least 50 percent of its exposure to changes in interest rates on long-term borrowings is on a fixed rate basis.

Exposure to interest rate risk

At the reporting date, the interest rate profile of interest-bearing financial instruments, as reported to management, was as follows:

	Group		Company	
	Nominal amount		Nominal amount	
	2021	2020	2021	2020
	\$m	\$m	\$m	\$m
Fixed rate instruments				
Fixed deposits	577.8	206.3	568.0	195.2
Borrowings	1,357.9	1,163.7	1,274.4	1,077.5
Variable rate instrument				
Borrowings	6.8	8.7	-	-

Sensitivity analysis for variable rate instruments

The Group's and the Company's borrowings are denominated primarily in Singapore dollars ("SGD"). An increase/decrease in the floating interest rates by 100 basis points (2020: 100 basis points), with all other variables remaining constant would have decreased/increased (profit or loss by \$0.1 million and \$Nil million (2020: \$0.1 million and \$Nil million) for the Group and Company, respectively.

(ii) Foreign currency risk

The Group is exposed to transactional foreign currency risk to the extent that there is a mismatch between the currencies in which sales, purchases, receivables and borrowings, that are denominated in a currency other than the respective functional currencies of the Group entities. The currency giving rise to this risk is primarily the United States Dollar ("USD").

In respect of other monetary liabilities held in foreign currencies, the Group ensures that the net exposure is kept to an acceptable level by buying foreign currencies at spot rates where necessary to address any shortfalls.

NOTES TO THE FINANCIAL STATEMENTS (continued)

36 FINANCIAL RISK MANAGEMENT (CONTINUED)

(ii) Foreign currency risk (continued)

The Group's and the Company's exposures to United States Dollar are as follows:

	Group		Company	
	2021 \$m	2020 \$m	2021 \$m	2020 \$m
Contract assets	3.4	2.9	1.9	1.6
Trade and other receivables	20.1	24.0	13.7	13.3
Cash and cash equivalents	45.4	34.6	21.4	26.3
Trade and other payables	(122.6)	(63.6)	(101.0)	(42.8)
	(53.7)	(2.1)	(64.0)	(1.6)

For operations with significant expenditure denominated in foreign currencies, forward exchange contracts are entered into to hedge the foreign currency risk exposure on committed payment obligations. At 31 December 2021, the Group and the Company have outstanding forward exchange contracts with notional principal amounts of approximately \$20.2 million (2020: \$81.8 million). Certain forward exchange contracts are entered into by the Company on behalf of a subsidiary.

Sensitivity analysis

The Group and Company had assessed that a reasonable change in the exchange rate would not result in a material impact on the Group's and Company's results.

(iii) Equity price risk

The Group has investments in quoted equity shares. The market value of these investments will fluctuate with market conditions.

Sensitivity analysis

The Group and Company had assessed that a reasonable change in the share price would not result in a material impact on the Group's and Company's equity.

36 FINANCIAL RISK MANAGEMENT (CONTINUED)

(iv) Hedge accounting

Cash flow hedges

The Group held the following instruments to hedge exposures to changes in foreign currency.

	Maturity	
	1-6 months	6-12 months
2021		
Forward exchange contracts		
Net exposure (in millions of SGD)	-	0.1
Average SGD: USD forward contract rate	-	1.3494
2020		
Forward exchange contracts		
Net exposure (in millions of SGD)	1.9	0.6
Average SGD: USD forward contract rate	1.3847	1.3410

The amounts at the reporting date relating to items designated as hedged items are as follows:

Group	Change in value used for calculating hedge ineffective hedge ineffectiveness \$m	Cash flow hedge reserve \$m	Balances remaining in the cash flow hedge reserve from hedging relationships for which hedge accounting is no longer applied \$m
2021			
Foreign currency risk			
Other receivables	-	0.1	-
2020			
Foreign currency risk			
Trade and other payables	-	(2.5)	-

NOTES TO THE FINANCIAL STATEMENTS (continued)

36 FINANCIAL RISK MANAGEMENT (CONTINUED)

(iv) Hedge accounting (continued)

Cash flow hedges (continued)

The amounts relating to items designated as hedging instruments are as follows:

Group	2021			Line item in the statement of financial position where the hedging instrument is included	During the year – 2021
	Nominal amount \$m	Carrying amount – assets \$m	Carrying amount – liabilities \$m		Changes in the value of the hedging instrument recognised in OCI \$m
Foreign currency risk					
Forward exchange contracts – other receivables	20.2	0.1	-	Other receivables, deposits and prepayments	2.6

Group	2020			Line item in the statement of financial position where the hedging instrument is included	During the year – 2020
	Nominal amount \$m	Carrying amount – assets \$m	Carrying amount – liabilities \$m		Changes in the value of the hedging instrument recognised in OCI \$m
Foreign currency risk					
Forward exchange contracts – trade payables	81.8	-	(2.5)	Trade and other payables	(0.1)

Master netting or similar agreements

The Group enters into derivative transactions under International Swaps and Derivatives Association (“ISDA”) master netting agreements. In general, under such agreements the amounts owed by each counterparty on a single day in respect of all transactions outstanding in the same currency are aggregated into a single net amount that is payable by one party to the other. In certain circumstances – e.g. when a credit event such as a default occurs, all outstanding transactions under the agreement are terminated, the termination value is assessed and only a single net amount is payable in settlement of all transactions.

The above ISDA agreements do not meet the criteria for offsetting in the statement of financial position. This is because they create a right of set-off of recognised amounts that is enforceable only following an event of default, insolvency or bankruptcy of the Group or the counterparties. In addition, the Group and its counterparties do not intend to settle on a net basis or to realise the assets and settle the liabilities simultaneously.

The Group enters into forward exchange contracts to hedge the foreign currency risk on committed payment obligations.

36 FINANCIAL RISK MANAGEMENT (CONTINUED)

(iv) Hedge accounting (continued)

Master netting or similar agreements (continued)

At the reporting date, there were no financial instruments which meet the criteria for offsetting in the statement of financial position.

Accounting classification of financial instruments

The carrying amounts of financial instruments are as follows.

	Group		Company	
	2021	2020	2021	2020
	\$m	\$m	\$m	\$m
Financial assets at amortised cost				
Cash and cash equivalents	832.8	415.4	699.4	328.4
Trade receivables	192.2	192.8	139.4	146.4
Other receivables [#]	128.1	28.7	3.8	6.8
Amounts due from related parties	15.0	19.3	114.2	13.9
	1,168.1	656.2	956.8	495.5
Financial assets at fair value				
Forward exchange contracts used for hedging (derivative asset)	0.1	-	0.1	-
Financial assets at FVOCI				
Quoted equity securities	5.8	17.1	5.8	17.1
Financial liabilities at amortised cost				
Trade and other payables [^]	(665.2)	(523.5)	(309.4)	(182.8)
Amounts due to related parties	(23.6)	(34.3)	(202.1)	(177.4)
Borrowings	(1,364.7)	(1,172.4)	(1,274.4)	(1,077.5)
Lease liabilities	(132.0)	(157.6)	(91.1)	(101.8)
	(2,185.5)	(1,887.8)	(1,877.0)	(1,539.5)
Financial liabilities at fair value				
Forward liability to acquire non-controlling interests	(37.3)	(34.5)	-	-
Contingent consideration	(39.0)	(34.8)	-	-
Forward exchange contracts used for hedging (derivative liability)	-	(2.5)	-	(2.5)
	(76.3)	(71.8)	-	(2.5)

[#] Excludes prepayments and forward exchange contracts.

[^] Excludes deferred income, forward exchange contracts, forward liability to acquire non-controlling interests, contingent consideration, net GST payable and employee benefits.

NOTES TO THE FINANCIAL STATEMENTS (continued)

36 FINANCIAL RISK MANAGEMENT (CONTINUED)

Measurement of fair values

The following summarises the significant methods and assumptions used in estimating the fair values of financial instruments of the Group and Company:

Derivatives

Marked-to-market valuations of the forward exchange contracts are provided by the banks. Those quotes are tested using pricing models or discounted cash flow techniques.

Where discounted cash flow techniques are used, estimated future cash flows are based on management's best estimates and the discount rate is a market related rate for a similar instrument at the reporting date. Where other pricing models are used, inputs are based on market related data at the reporting date.

Borrowings

The fair values of fixed interest bearing borrowings which reprice within one year of reporting date were assumed to equate the carrying value. All other fixed interest bearing borrowings are calculated using discounted cash flow models based on the present value of future principal and interest cash flows, discounted at the market rate at the reporting date.

Contingent consideration and forward liability to acquire non-controlling interests

The fair values of contingent consideration and forward liability to acquire non-controlling interests are based on estimates from the associated probabilities of achieving performance targets by the investee and the expected payment amount.

Other financial assets and liabilities

The carrying amounts of financial assets and liabilities with maturity of less than one year (including trade and other receivables, cash and cash equivalents, and trade and other payables) are assumed to approximate their fair values.

The fair value of non-current other financial assets and financial liabilities was calculated using the discounted cash flow model based on the present value of expected cashflow at the market rates at the reporting date. The carrying amounts approximate their fair values.

Fair value hierarchy

The table below analyses financial instruments carried at fair value, by valuation method. The different levels have been defined as follows:

- Level 1: quoted prices (unadjusted) in active markets for identical assets or liabilities.
- Level 2: inputs other than quoted prices included within Level 1 that are observable for the asset or liability, either directly (i.e. as prices) or indirectly (i.e. derived from prices).
- Level 3: inputs for the asset or liability that are not based on observable market data (unobservable inputs).

36 FINANCIAL RISK MANAGEMENT (CONTINUED)

*Fair value hierarchy (continued)***Estimation of fair values**

The following table represents the assets and liabilities measured at fair value, using the above valuation methods, at reporting date:

Group	Fair value level	2021 \$m	2020 \$m
Financial assets			
Other investments	1	5.8	17.1
Marked-to-market financial instrument			
- Forward exchange contracts	2	0.1	-
Financial liabilities			
Marked-to-market financial instrument			
- Forward exchange contracts	2	-	2.5
Forward liability to acquire non-controlling interests	3	37.3	34.5
Contingent consideration	3	39.0	34.8
Company			
Financial assets			
Other investments	1	5.8	17.1
Marked-to-market financial instrument			
- Forward exchange contracts	2	0.1	-
Financial liabilities			
Marked-to-market financial instrument			
- Forward exchange contracts	2	-	2.5

There were no transfers between levels 1 and 2 in 2021 and 2020.

NOTES TO THE FINANCIAL STATEMENTS (continued)

36 FINANCIAL RISK MANAGEMENT (CONTINUED)

Fair value hierarchy (continued)

Estimation of fair values

The following table presents the reconciliation from the opening balances to the ending balances for fair values based on unobservable inputs (Level 3):

	Group			
	Forward liability to acquire non-controlling interests	Forward liability to acquire non-controlling interests	Contingent consideration	Contingent consideration
	2021 \$m	2020 \$m	2021 \$m	2020 \$m
At 1 January	34.5	-	34.8	23.9
Arising from business combination	-	32.7	-	18.4
Total unrealised gains and losses recognised in income statement	3.4	1.5	4.5	1.4
Settlements during the year	-	-	-	(9.1)
Translation differences	(0.6)	0.3	(0.3)	0.2
At 31 December	37.3	34.5	39.0	34.8

The fair values of the forward liability and contingent consideration are estimated based on the present value of expected payments.

Changing the significant unobservable inputs used to reasonably estimate possible alternative assumptions would have no significant impact on the fair value of the contingent consideration.

The fair value of the forward liability will increase/(decrease) if the expected average financial performance of Strateq is higher/(lower).

37 CAPITAL MANAGEMENT

The Group regularly reviews its financial position, capital structure and use of capital, with the objective of achieving long-term capital efficiency, optimum shareholders' total returns, including the level of dividends, and appropriate strategic positioning.

From time to time, the Group may purchase its own shares on the market; the timing of these purchases depends on market prices. Such share purchases are intended to be used for issuing shares under the StarHub Performance Share Plan and StarHub Restricted Stock Plan programmes. Other than for such specific purposes, the Group does not have a defined share buy-back plan.

The Group manages the use of capital centrally and all borrowings to fund the operations of the subsidiaries are managed by the Company. The capital employed by the Company consists of equity attributable to shareholders, bank borrowings from financial institutions and medium term notes issued. There were no changes in the Group's approach to capital management during the year. The Group is not subject to any externally imposed capital requirement.

38 COMMITMENTS

	Group		Company	
	2021 \$m	2020 \$m	2021 \$m	2020 \$m
Contracted and not provided for in the financial statements:				
- Capital expenditures	423.2	464.1	47.8	65.5
- Other operating expenditures	46.1	52.0	4.0	-
	469.3	516.1	51.8	65.5

As at 31 December 2021, the Group has capital expenditure and other financial commitments with related companies amounting to \$9.2 million (2020: \$12.8 million), which has been included above.

Included in the capital expenditures contracted by the Company is an amount of approximately \$0.1 million (2020: \$0.1 million) which has been entered into on behalf of certain of its subsidiaries.

39 SUBSEQUENT EVENTS

(i) Dividend declaration

The directors have proposed a final dividend of \$0.039 per share, tax exempt (one tier), totalling \$67.5 million in respect of the financial year ended 31 December 2021. This proposed final tax exempt dividend has not been recognised as at year end and will be submitted for shareholders' approval at the forthcoming Annual General Meeting of the Company in 2022.

(ii) Acquisition of HKBN JOS (Singapore) Pte. Ltd. ("JOS SG") and HKBN JOS (Malaysia) Sdn. Bhd. ("JOS MY"), (collectively the "JOS Entities")

On 10 November 2021, the Group announced its acquisition of a 60% majority stake in HKBN JOS (Singapore) Pte. Ltd. ("JOS SG") and HKBN JOS (Malaysia) Sdn. Bhd. ("JOS MY"). The Group has completed the acquisition of 60% equity interest in JOS Entities on 3 January 2022, for a total consideration of \$12.7 million.

The business of JOS Entities is the provision of end-user computing, IT maintenance and IT infrastructure support services. The acquisition will allow the Group to strengthen the Group's Information and Communication Technology ("ICT") capabilities, enterprise solution offerings and customer footprint across Singapore and Malaysia, further accelerating the execution of the Group's five-year DARE+ transformation strategy. In addition, the acquisition also allows the Group to harvest cost synergies in fixed operating costs and improved supply chain.

Consideration transferred

The consideration for the acquisition of JOS Entities comprises an initial consideration of \$3.6 million and deferred consideration of \$9.1 million, subject to the finalisation of certain balance sheet items at the completion date.

Acquisition related costs

At the reporting date, acquisition related costs is approximately \$0.5 million, which has been included in other expenses in the current year.

Identifiable assets acquired and liabilities assumed

As at the reporting date, the fair values of intangible and other assets acquired have not been determined as an independent valuation is still on-going.