

Transforming with purpose and resilience

SP Group Annual Report 2025



In 2025, we mark 30 years since Singapore Power Limited was established as the corporatised entity of Singapore's electricity and piped gas operations, formerly under the Public Utilities Board.



"Amidst a dynamic environment, we have held fast to our tenets of **operational excellence and safety** in managing our networks and services, **enabling a greener future** for Singapore and the markets in which we operate, and **creating value** for all our stakeholders."

Leong Wai Leng
Chairman

We have seen the growth and performance of our networks to world-class standing among international operators. Amidst a dynamic environment, we have held fast to our tenets of operational excellence and safety in managing our networks and services. We are also committed to enabling a greener future for Singapore and the markets in which we operate, creating value for all our stakeholders. Our goal, as SP Group, is to empower the future of energy for everyone.

Steady financial growth

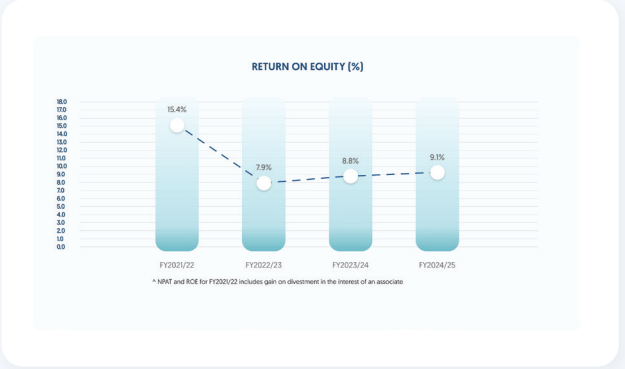
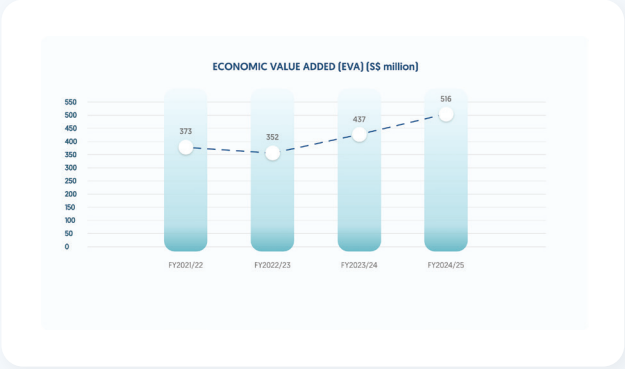
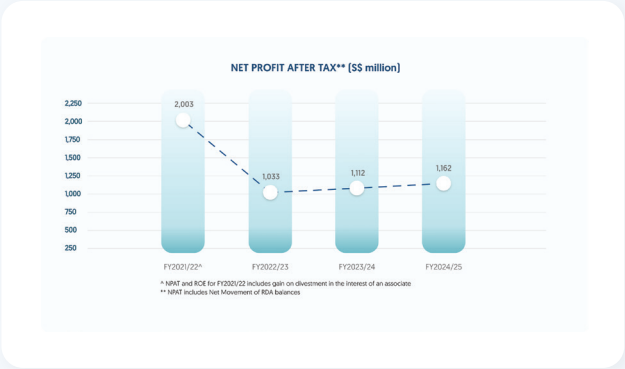
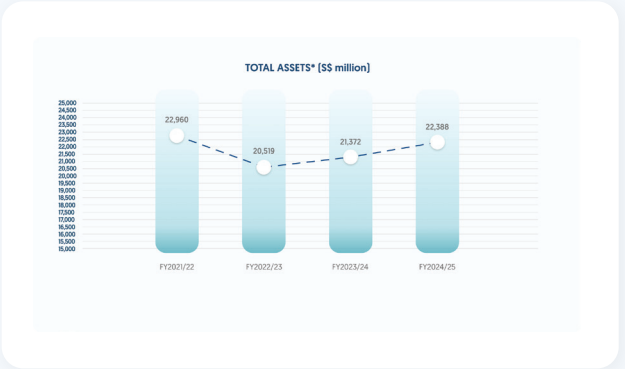
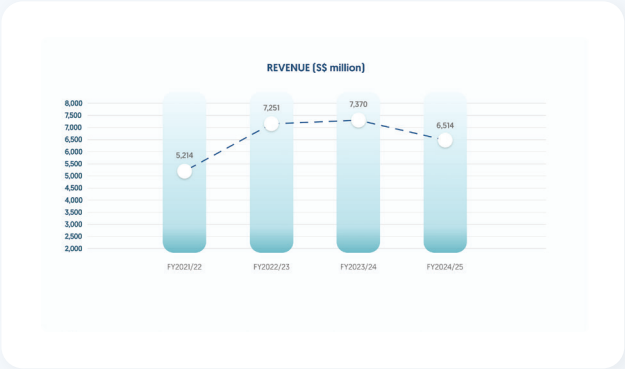
Weathering uncertainty in the global environment, SP Group has delivered robust financial results for the year ended 31 March 2025. We achieved a net profit of S\$1.16 billion, representing a 4.5 per cent year-on-year increase, with the Group's Return on Equity at 9.1 per cent. These results have been driven by growth across all our businesses. The Group's net revenue rose by 7.5 per cent to S\$3 billion, averaging a growth of 5 per cent per annum since adopting our Corporate Strategy 2030 in FY2021/22.

Our regulated electricity and gas businesses continued to grow in tandem with grid investment, providing stable returns. During the year, we successfully concluded electricity transmission & distribution and gas transportation regulatory reset for the five-year period ending 31 March 2030.

SP's Sustainable Energy Solutions business maintained its rapid growth trajectory, averaging an annual revenue growth rate of 33 per cent since FY2021/22, as we scale up new projects and services.

We have maintained our AA credit ratings of Aa1 by Moody's and AA+ by S&P for the fourth consecutive year. This reflects investor confidence in our financial strength and provides us with a solid foundation to invest in future growth.

CHAIRMAN'S MESSAGE 2025



Our investment in Australia delivered a solid financial performance with a record profit of A\$354 million in the year ended 31 December 2024. Beyond enhancing electricity and gas infrastructure to ensure reliable energy delivery across its networks, Jemena continued to play a pivotal role in driving Australia’s energy transition, aligned with SP’s commitment to a low-carbon future.

Running reliable networks

Our electricity and gas networks are integral in the advancement of our economy and our quality of life. This undergirds our efforts to uphold high standards in our maintenance and renewal regime. Last year, we continued to outperform our targets and achieved a

Upholding reliability

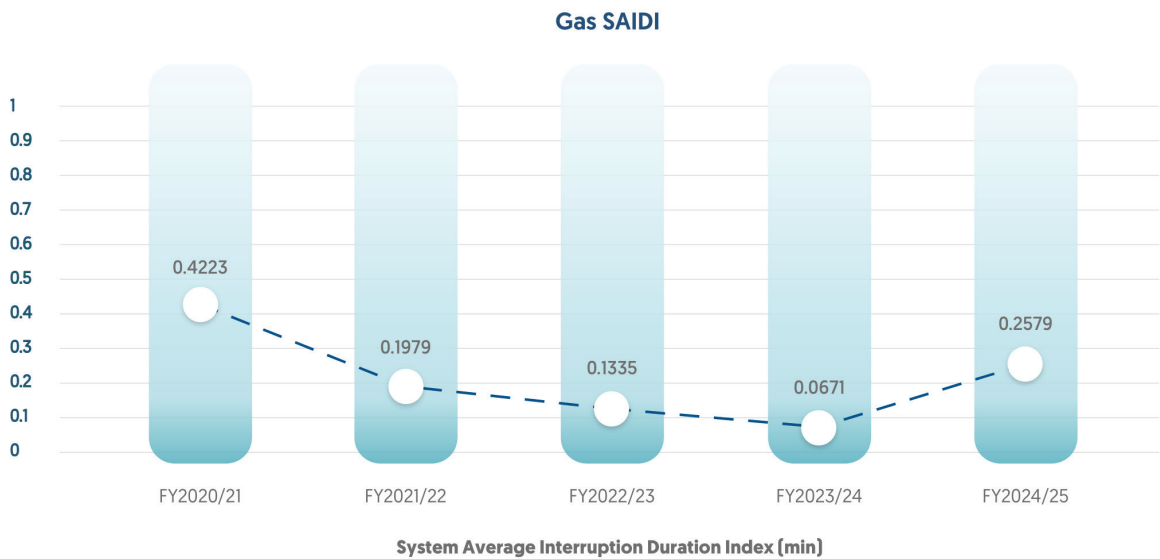
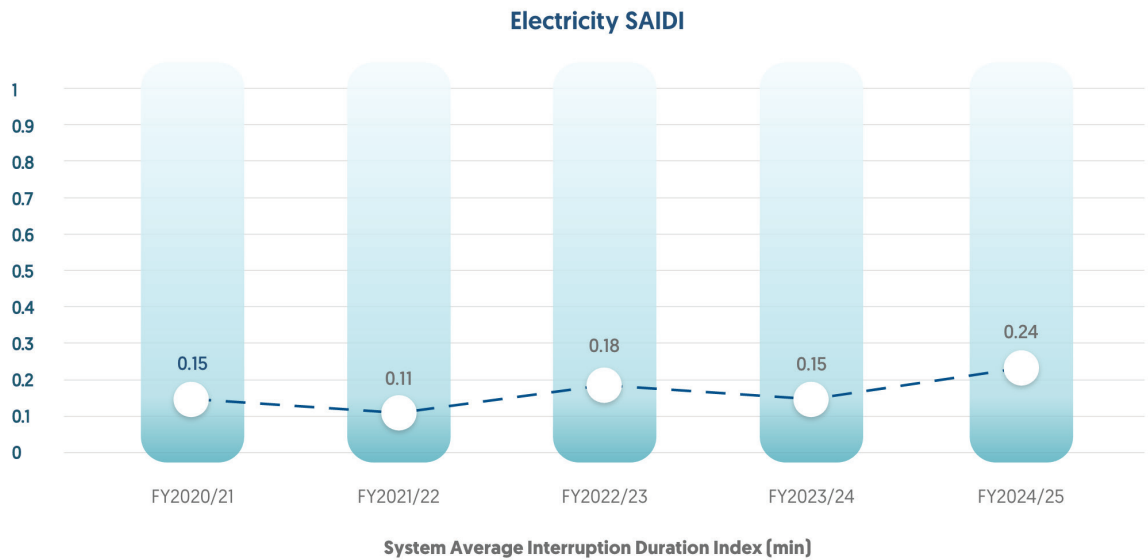
Handongfiah family
Electricity Operations

Read Full Story



CHAIRMAN'S MESSAGE 2025

System Average Interruption Duration Index (SAIDI) of 0.236 for electricity and 0.2579 for gas supply. This means that a customer experienced an average disruption of only 14.16 seconds in electricity supply and 15.47 seconds in piped gas supply. These outcomes place us among the world's best, thanks to the round-the-clock vigilance of our engineers and technical teams.



CHAIRMAN'S MESSAGE 2025

To meet growing demand, we expanded our network capacity by commissioning more than 150km of new electricity cables and delivering more than 2,700 new customer connections across Singapore. Our 230kV large-scale underground electricity substation at Labrador is fully operational. We also proactively renewed ageing infrastructure –

180 km of older cables, 1,200 switchgear panels, 302 transformers, and 22 km of ductile iron gas pipelines to ensure continued reliability. These efforts fortify our grid's resilience and prepare it for future needs and the nation's growth in various industries.

People of resilience

Jeanne Cheng
Chief Corporate Officer

[Read Full Story](#)



Emergency preparedness is key in safeguarding the resilience of our networks. In a major undertaking, named Exercise Katrina, we rehearsed recovery from a simulated large-scale power disruption, putting theory to practice in deploying a mobile high-voltage transmission substation in just under seven days.



SP Group participated in Exercise SG Ready 2025, shoring up emergency preparedness in Singapore.

Commemorating Total Defence Day in February 2025, we joined the whole-of-nation Exercise SG Ready led by the Ministry of Defence and Energy Market Authority [EMA]. We applied our emergency protocols to enable swift and safe power restoration, while raising public awareness on preparedness during a prolonged supply interruption. These inter-agency drills sharpen our crisis response and reinforce the importance of close coordination with government and service agencies.

Staying the course on safety

Safety remains our foremost priority in all we do. Last year, our Lost Time Injury Frequency Rate stood at 0.25 per million man-hours, which means that an average of 0.25 injuries occurred per million man-hours worked over a period of 12 months. This is in line with our consistent safety record which is well ahead of 0.53, benchmarked against global utilities standards.

Prioritising safety

Joseph Tay
Principal Technical Officer
Gas Operations

[Read Full Story](#)


At SP Group, safety is more than a metric. It is a deeply embedded culture among our employees, contractors and partners. This ethos was reinforced at our annual Safety Townhall in September 2024, where some 300 staff, contractors, and union leaders gathered to reaffirm our shared commitment to a safe working environment. Close to 800 officers went through our project safety management course which we launched last year. We extended our Safety@SP training programme to over 6,800 workers and carried out close to 30,000 safety inspections. These were done alongside initiatives such as deploying our SAFE365 app to strengthen worksite safety management and proactively address potential hazards.

Enhancing customer experience

Our customers are equipped with more tools and services for greater convenience and control of their utilities management. Over the past year, we introduced new features and channels to make our services more accessible and responsive to the needs of customers. Our SP app is widely used as it provides our 1.7 million customers with a one-stop seamless digital experience for utilities account management, green tips, and rewards.

Enhancing customer experience

Shane Chio
Assistant Director
Customer Experience

[Read Full Story](#)


With the nationwide deployment of smart meters in full swing, more consumers have timely data to monitor and better manage their electricity and water usage. As at March 2025, we have installed close to 1.28 million smart electricity meters and 311,000 smart water meters for homes and businesses.

In Singapore's first Residential Demand Response pilot with EMA, at least half the participating households successfully reduced their electricity usage by more than 20 per cent during activation events in the six-month pilot period. This encouraging result shows that engaged and well-informed consumers can play a role in supporting grid reliability and sustainability.

CHAIRMAN'S MESSAGE 2025

Catering to customer preferences, we have expanded our service channels towards more digital engagement. Today, three out of four transactions are processed digitally. Instant mobile text platforms like WhatsApp enable customers to reach us easily on the go. For those who visit our Customer Service Centre, we have introduced more self-service kiosks with enhanced features, improving efficiency and reducing wait times. Our billing system was also upgraded in May 2025 to enhance our digitalisation efforts. These initiatives reflect our commitment to serve customers anytime, anywhere, according to the interactions most convenient for them.

We are greatly encouraged that our multi-pronged service initiatives have been well received by our customers. In 2024, the customer satisfaction index for SP PowerGrid reached a record high of 9.39 out of 10. At the Excellent Service Award (EXSA) ceremony, 49 SP Services officers received Silver, Gold, or Star awards for outstanding service quality. This marks the 14th consecutive year that SP staff have been lauded at EXSA, standing alongside Singapore's service champions.

Enabling energy transition

As we manage the growing energy demand with more efficient and sustainable approaches, we are bolstering the capacity of our grid, to facilitate the integration of Distributed Energy Resources (DER), from solar photovoltaic energy and energy storage to vehicle electrification. Our ongoing trials on a DER Management System (DERMS) are yielding promising results in enhancing real-time monitoring, control, forecasting and planning in light of increasing solar generation and electric vehicle (EV) charging.

Building future-ready

Tan Ru Chen
Deputy Director
Engineering and Capability Development

[Read Full Story](#)



We have also expanded coverage of our ongoing Grid Digital Twin pilot, equipping more substations with advanced sensors and analytics to enable predictive maintenance and more efficient remote operations. Additionally, SP is learning to harness generative artificial intelligence to boost efficiency in field operations and maintenance, with future applications in grid control and management. These will help ensure high standards of reliability and power quality while navigating increasing energy system complexity.

In support of Singapore's ambition to achieve net zero emissions by 2050, SP is spearheading transformative initiatives to evolve Singapore's electricity grid architecture into a Future Grid. It is intelligent and adaptive to seamlessly integrate diverse energy sources and respond to shifting consumption trends driven by electrification. These efforts are in collaboration with EMA, institutes of higher learning such as Nanyang Technological University, and entities under the Agency for Science, Technology & Research.

CHAIRMAN'S MESSAGE 2025

Collaborating with EMA, we have developed a Future Grid Capabilities Roadmap to address the complexities of a greener energy mix – from integrating intermittent renewables to leveraging data and automation for grid management. SP also signed a Memorandum of Understanding with EMA to develop a 15 MW Virtual Power Plant under a regulatory sandbox, aggregating distributed solar and battery systems to operate as a single smart power plant. A first for Singapore, this pilot will evaluate how virtual aggregation can provide energy and ancillary services to support grid stability.



SP Group is helping AESIEAP, an organisation of energy leaders, who convened in Singapore in October 2024.

Across the region, SP plays a leading role in fostering collaboration and sharing expertise to advance the Asia-Pacific's energy transition. Helping the Association of Electricity Supply Industry of East Asia and Western Pacific [AESIEAP], we hosted the association's CEO Conference in October 2024. Close to 200 leaders of international energy organisations gathered in Singapore to discuss strategies for decarbonisation, grid modernisation, cross-border interconnectivity and energy imports.

In a significant stride towards decarbonisation of the energy sector, SP PowerInterconnect, a subsidiary of SP Group, has been established to support Singapore's energy import initiatives as the technical and development partner of Singapore Energy Interconnections and EMA. This aligns with the nation's target to import 6 GW of low-carbon electricity by 2035.

Our sustainability impact

In Singapore and the region, we are driving concerted efforts to contribute to the green goals of our customers, our partners and the countries in which we operate. These efforts and solutions have resulted in the avoidance of close to 2.4 million tonnes of carbon emissions equivalent, equivalent to planting 114 million trees.

CHAIRMAN'S MESSAGE 2025

In our own operations, we are making steady progress in reducing our Scope 1 and 2 emissions. As of June 2025, we have installed rooftop solar panels at 23 substations, totalling 12.23 MWp, and converted about 60 per cent of our service fleet to electric vehicles [EVs], with the aim of achieving 100 per cent over the next four years. We have also installed smart building and climate solutions at our headquarters in Kallang and our newly completed Labrador Tower. Both buildings have earned the prestigious Green Mark Platinum [Super Low Energy] certification by Singapore's Building and Construction Authority.

From the launch of the plan in 2021, all aspects of the Labrador Tower integrated project have been concluded and we welcomed our first occupants in the past year. It has been achieved through SP's cross-functional capabilities in electricity operations and sustainable energy solutions in the construction of the underground substation and deployment of cooling, solar, EV charging and building management solutions for the tower building. Our solutions will enable 40 per cent energy savings compared to conventional fittings.

Creating a greener Singapore

SP Group's suite of green solutions – spanning district cooling, renewable energy, energy services, and electric mobility – has achieved significant milestones over the past year, reinforcing SP's position as a leading driver of sustainability.

Solidifying our position as Southeast Asia's largest district cooling operator, our footprint in Singapore grew to 209,450 RT as of March 2025. We launched the nation's first Distributed District Cooling [DDC] network, making Tampines the first brownfield town centre retrofitted with sustainable cooling. This network interconnects the cooling systems of seven buildings in a densely built urban area, optimising chiller operations and improving energy efficiency. It will reduce carbon emissions by 1,000 tonnes, equivalent to removing 910 cars from the roads. It will also save more than 2.3 million kWh of electricity annually, enough to power 710 three-room flats.



SP's first brownfield Distributed District Cooling project was launched in Tampines.

CHAIRMAN'S MESSAGE 2025

Our flagship downtown cooling network continues to receive new customer connections in Marina Bay and adjacent districts. We are making good progress in other districts, such as Singapore Science Park and STMicroelectronics' [ST] Ang Mo Kio plant. Over at ST's Toa Payoh site, SP will be implementing a new 3,200 RT cooling system equipped with dual-temperature capability that eliminates the need for heat exchangers.

Supporting Singapore's push for electric mobility, SP now operates Singapore's largest public EV fast-charging network with over 2,100 charging points nationwide. Over the past year, we accelerated the installation of charging points in public housing towns – reaching more than 200 HDB carparks with more than 700 charging points launched. These include the first EV charging points at Tengah estate, Singapore Land Group's properties and SingHealth campuses to establish the largest network for a public healthcare cluster. We have partnered Malaysia's JomCharge to enable cross-border charging services.

HSBC Asset Management, via its Energy Transition Infrastructure Fund, has taken a strategic stake in SP's mobility business. This is a strong vote of confidence in the value and potential of our network, propelling SP to the forefront of electrifying transportation in Singapore.



HSBC Asset Management has taken a strategic stake in SP's mobility business, solidifying our position as Singapore's largest EV fast-charging network operator.

SP has been a key player in Singapore's solar energy landscape. In the past year, we expanded our solar energy services to more than 120 sites in Singapore. Key projects include Phase 2 at AIMS APAC REIT, new installations at BASF Southeast Asia, and seven malls under Frasers Property — our largest deployment for a single customer.

We have also advanced the deployment of our digital energy management solutions. Airbus, for example, has adopted our solution at its Asia Training Centre to cut energy use, reduce emissions and improve indoor space comfort.

Growing our sustainable footprint across the region

As we support Asia's low-carbon transition, we have expanded our footprint in China, Thailand, and Vietnam. In China, we have cemented a strong foothold in the clean energy sector. To date, we have secured over 1.7 GWp of solar capacity and 70,000 RT of district cooling and heating across 18 provinces and municipalities. Last year, we completed SP China's first floating solar project in Shandong – a 112MWp utility farm that supplies a hydrogen production plant as an energy storage facility. In Guangdong's Huizhou, we delivered a 186 MWp farm, our largest to date. We also added new utility-scale solar farms in Jiangsu's Lianyungang and Guangdong's Zhaoqing to our renewable energy portfolio.

In Chengdu, where SP already operates district cooling systems, we clinched two major district cooling and heating projects. One will serve the International Sports Park City with 12,500 RT, while the other supports the Future Medical City campus with 4,800 RT. We also acquired our first brownfield cooling site in Shudu and improved its cooling energy efficiency by 25 per cent through enhancements such as an ice thermal storage facility.

Expanding overseas footprint

Mu Bi Jun
Head, Operations & Maintenance
(District Cooling)
Sustainable Energy Solutions, China

[Read Full Story](#)



To support this growth, we secured new green financing with partners including China Merchants Bank and DBS. These sustainable forms of funding back our projects and partnerships across China, enabling SP to deliver integrated energy solutions that help cities and industries reduce emissions and enhance efficiency.



SP will design, build, own and operate a state-of-the-art district cooling and heating system for Chengdu's new International Sports Park City.

CHAIRMAN'S MESSAGE 2025

SP gained further momentum in Thailand's energy market. We now have over 200 MWp of solar projects operating or undergoing development. Last year, we secured our first solar farm acquisition – a 13 MWp facility. With Betagro, one of Thailand's largest agri-food companies, we are deploying rooftop solar systems across seven of its manufacturing facilities. In southern Thailand, we are installing rooftop solar services at Pattani Food Industries' factory. Our first 12,600RT district cooling project in North Bangkok's Government Complex Zone C has also successfully come online.

By delivering proven solutions like solar and cooling at scale, SP is contributing to Thailand's target of 30 per cent renewable energy by 2037 and supporting an ASEAN-wide sustainable energy ecosystem.



SP is expanding our solar PV footprint in Thailand, including Betagro's factory in northern Thailand's Lampang Province.

In Vietnam, we also inked strategic partnerships with leading Vietnamese enterprises to deploy sustainable energy solutions at scale. These include installing 18.68 MWp of rooftop solar for Hoa Sen Group, a leading steel manufacturer, with a 1,900 RT cooling system in the pipeline.

We signed an MOU with the Bank for Investment and Development of Vietnam (BIDV), to jointly explore and develop renewable energy projects. This provides access to competitive financing as we expand our renewables portfolio.

Investing in our people

Our journey of growth and transformation is made possible with a clear and strong strategy, and a dedicated workforce with the knowledge, skills and collaborative culture to achieve our plans. The profile of our business has evolved, and so has the diversity of talents and skills required of our workforce.

Transforming our workforce

Deric Tang
Technical Officer
Electricity Operations

[Read Full Story](#)



As a commitment to our employees, we aim to deliver a strong value proposition as an employer of choice. In the past four years, we have consistently performed well against established benchmarks on our annual employee engagement surveys, with favourable scores of above 85 per cent.

In the 2025 edition of Singapore's Best Employers survey conducted by The Straits Times and Statista, SP was placed top in the utilities industry category. We continue to invest in the development of our people, with S\$9.4 million put into training and development, through 157,000 training hours. Our training and upgrading efforts have enabled the transformation of some 430 jobs to meet new business needs over the past five years. This ensures that we keep pace with the requirements of our business roles, the dynamic operating environment and the growth opportunities around us.



SP Group and Union of Power and Gas Employees representatives at the May Day Awards 2025.

Our partnership with the Union of Power and Gas Employees [UPAGE] remains a cornerstone of our workforce strategy. In April 2025, SP Group and UPAGE concluded Collective Agreements that reinforce our shared commitment to providing competitive terms and benefits for our people. We also raised the retirement age to 64 and re-employment to 69, with effect from 1 July 2025 – one year ahead of the legislated date in Singapore.

CHAIRMAN'S MESSAGE 2025

At the National Trades Union Congress (NTUC) May Day Awards 2025, our Group CEO Stanley Huang received the Medal of Commendation for championing initiatives to strengthen workplace welfare, advance wage progression and equip workers to thrive in an increasingly digitalised world. Principal Engineer Azhar bin Mohamed Noor, with 31 years of service in Gas Operations, was conferred the Model Worker Award for his dedication, technical excellence and passion in learning and mentoring the next generation.

SP takes a holistic view of employee well-being, guided by a comprehensive workplace health programme aligned with the World Health Organisation's framework. Key initiatives include free annual health screenings, a weight management programme, and a dedicated Mental Health Week. Employees also benefit from access to a chronic disease management programme, vaccinations, and wellness resources. Our workplace health strategy earned SP the Global Healthy Workplace certification for 2024–2026, as well as the Excellence Award [Gold] in the Singapore HEALTH Awards 2024 by the Health Promotion Board.

Expanding our outreach in the community

Creating a sustainable future extends to uplifting communities in need and improving quality of life. Through philanthropy and volunteerism, we support vulnerable groups across the age spectrum. Our contributions have been increasing each year, totalling more than S\$5.8 million in donations and volunteerism efforts last year.

We deepened our support for children and youth from disadvantaged backgrounds, providing resources for them to rise above their present circumstances. Reaffirming our long-standing partnership with KidSTART Singapore, we jointly launched "PowerUP Playtime" in January 2025, benefiting over 3,500 children and their families through holistic development and learning through play. This brought our contributions to S\$4.3 million for KidSTART programmes since 2021.

We also expanded our support to address special education needs, recognising that children and youth who learn differently can benefit from early and targeted intervention. Contributing S\$1 million towards this cause, we are helping struggling learners from lower-income families to access programmes at the Dyslexia Association of Singapore and to improve vocational prospects for youths with autism at St Andrew's Autism Centre.

In April 2025, we renewed our commitment to the Institute of Technical Education (ITE) students, with an additional S\$1.35 million donation towards the SP Group Engineering Study Awards. Launched in 2022, the Awards provide financial support to help ITE engineering students from low-income families cover their educational and daily expenses. The aim is to support them in discovering their potential and meet career ambitions. With this renewal, a total of 900 students will benefit from the Awards.



SP received the highest accolade at the Community Chest Awards – Pinnacle Award – for the second consecutive year. This was in recognition of its holistic philanthropic efforts that now extend to children and youth with special education needs.

We remain steadfast in caring for seniors. In 2024, our annual SP Charity Golf event rallied our business partners to donate a record S\$1 million for the SP Heartware Fund, benefiting about 30 eldercare and caregiving programmes. Another long-running initiative is SP Power Packs, where our volunteers, known as SP Heart Workers, sustained the distribution of 10,000 packs of daily essential items to lower-income families across Singapore.

Across the region, we extended our service to the communities we serve, alongside our business ventures. SP supported relief efforts when Typhoon Yagi struck Central Vietnam in late 2024, causing severe floods. Our contribution of VND 1 billion provided aid to affected communities. In Thailand, we donated books and school supplies to students at Ban Khao Man School in Prachuap Khairi Khan province while installing a rooftop solar PV system to power half of the school's energy usage. In addition, our colleagues engaged the students through sports and hands-on waste sorting activities to promote awareness and sustainable development in the community.

SP contributed over 8,200 hours of service, a 50 per cent year-on-year increase, through a wide array of curated activities for seniors, youth and children. The number of staff who volunteered also grew from 25 per cent to 39 per cent, with 100 per cent participation from every business unit.

SP is honoured to be recognised for holistic and sustained contributions. In 2024, we received the Pinnacle Award – the highest honour at the Community Chest Awards – for the second consecutive year. SP was also conferred the Charity Platinum, Enabler, and Volunteer Partner awards, for excellence in corporate philanthropy, volunteer mobilisation, and support for social service agencies respectively. Additionally, SP was conferred Champion of Good once again by the National Volunteer & Philanthropy Centre, and the Outstanding Partner award by the Ministry of Social and Family Development.

In appreciation

In concluding a fruitful year, I am grateful to my fellow Board members for their guidance and counsel. On behalf of the Board, I extend my appreciation to the management and staff for their tenacity and efforts in achieving impactful outcomes and driving new growth initiatives. I also thank our shareholder, partners, union, regulator and customers for their continued support.

As we celebrate a milestone year, I am confident that we will build upon the strong foundation and synergies established, to reach greater heights and create sustainable value for our customers, country and community.

Leong Wai Leng
Chairman

August 2025



Muhammad Khazamir bin Handongfiah, Technician
Handongfiah bin Abu Bakar, Senior Technician
Nur Hasinah binte Handongfiah, Technical Officer
Electricity Operations

At SP Group, careers often span decades — and sometimes, they span generations. For the Handongfiah family, working at SP isn't just a job. It's a way of life.

It began with a father who built his life around SP, finding fulfilment in the daily rhythm of transformer maintenance and friendships forged on the ground. His son and daughter grew up watching him work, hearing stories from the field, and experiencing the camaraderie that extended beyond the workplace.

Years later, they joined SP too — one in transformer inspections, another in cable maintenance. Their reasons were simple: stability, purpose, and a sense of belonging. Today, their bond is both familial and professional.

The Handongfiah family represents something powerful: that when a workplace values people, it becomes more than a career. It becomes a legacy.

[Return to message](#)



Jeanne Cheng

Chief Corporate Officer

Joining shortly after SP's corporatisation, Jeanne has played a key role in SP Group's journey of transformation.

Her career has spanned corporate communications, customer operations, business development, and most notably, the establishment of group-wide risk management and business continuity practices. She has been instrumental in strengthening SP's resilience, governance, and crisis preparedness.

Jeanne believes that strong systems are built by strong people. Much of her career was spent on mentoring emerging leaders and cultivating a collaborative, future-oriented mindset. Today, as Chief Corporate Officer, she continues to help SP stay agile and people-centred, while embracing change with confidence.

Jeanne's story is not just one of professional range; it reflects the trust SP places in its people to grow with the organisation, and to lead it forward.

[Return to message](#)



Joseph Tay
Principal Technical Officer
Gas Operations

Joseph knows what it means to be on call. For over 17 years, he's been part of SP's Gas Operations team, ensuring pipeline maintenance, safety checks, and emergency response in the East of Singapore. His role combines leadership and frontline know-how, overseeing daily briefings and site inspections with a calm, steady presence.

What fuels him is teamwork. Joseph describes his crew as a close-knit unit, one that is tight enough to know each other's strengths, and committed to covering for one another when emergencies strike. Whether managing an incident or guiding a new colleague, the bonds they've built go beyond the job.

Joseph's story highlights the quiet heroism behind reliable infrastructure and the dedication to safety at work. The work may be unseen, but its value is unmistakable.

[Return to message](#)



Shane Chio

Assistant Director

Customer Experience

Shane has spent over a decade with SP Group's customer experience team, and he's never lost sight of the people behind the accounts. As part of the team managing the walk-in service centre and driving digital adoption, Shane has seen customer expectations evolve, and has led his team through that change.

Through the years, SP has moved towards digitalisation and introduced more self-help kiosks and services, while preserving personal support for customers who need it most, such as seniors and low-income households.

Shane believes technology should serve empathy, not replace it. That belief is why he invests as much in team morale as in tech rollouts, championing bonding activities, peer support and frontline resilience. In an industry often driven by systems, Shane reminds us that service is still human at heart. And at SP, that heart beats stronger every year.

[Return to message](#)



Tan Ru Chen

Deputy Director

Engineering and Capability Development

Ru Chen joined SP on her first day out of school, and stayed on to build one of its most enduring legacies – engineering excellence. Over the years, she has taken on transformative roles, from customer projects and market readiness, to operational audits and data systems.

Today, she heads Engineering Capability Development, focusing on nurturing internal expertise. Under her leadership, SP launched its Technical Expert Programme to formally recognise seasoned engineers and deepen knowledge across key domains. She also helped implement on-the-job training and vendor-supported learning modules to prepare technical staff for real-world operations.

For Ru Chen, the job isn't just about what we are building, but who is building it. Her efforts go a long way in ensuring that SP remains not only an industry leader, but a learning organisation.

[Return to message](#)



Mu Bi Jun

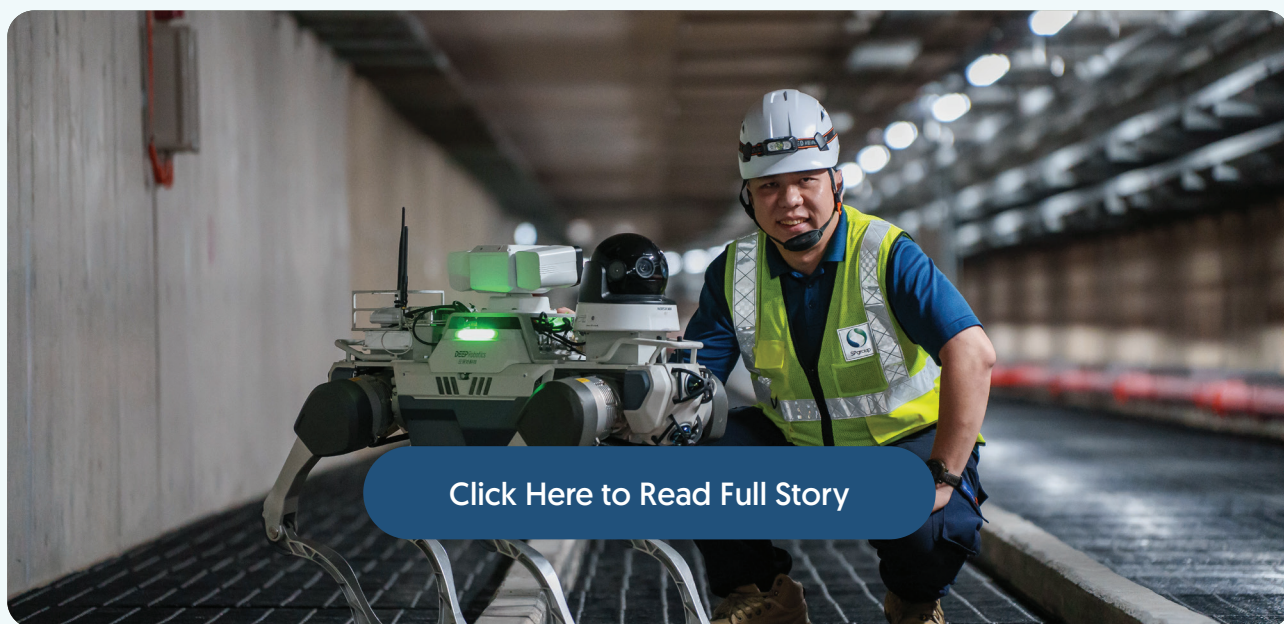
Head, Operations & Maintenance [District Cooling]
Sustainable Energy Solutions, China

When SP Group set out to establish operations in China, Mu Bi Jun became our very first employee on the ground. Nearly a decade later, he remains a key figure in how we deliver sustainable energy solutions in the region.

From our flagship district cooling system at Raffles City Chongqing to expanding into solar and energy storage, SP China has grown to be a trusted partner across more than 20 provinces. Bi Jun has witnessed first-hand how SP's engineering capabilities and service ethos have helped cities and developers reduce carbon emissions, enhance reliability, and plan for long-term resilience.

His story reflects SP Group's commitment to exporting deep technical expertise while building trust in the local market. What started with one project has grown into more than 80, and what began with one person is now a 100-strong team. Together, they represent our promise to enable the energy transition — city by city, customer by customer.

[Return to message](#)



[Click Here to Read Full Story](#)

Deric Tang

Technical Officer

Electricity Operations

Deric Tang is part of SP's facilities management team, which oversees the maintenance of Singapore's underground cable tunnels. These tunnels form a critical part of the nation's electricity network, ensuring reliable supply across the island.

What was once a labour-intensive job has been transformed through technology and automation. Inspections that required hours of physical checks are now supported by a robotic dog equipped with video and thermal cameras, and can detect anomalies with greater accuracy. This has made work safer and more efficient, saving hundreds of man-hours each year.

For Deric and his team, the shift has brought new opportunities to learn and grow. They have gained skills in robotics, algorithms, machine learning and data analytics. With these capabilities, they can identify problem areas, plan targeted solutions, and focus on more mission-critical functions such as proactive maintenance and renewal of assets.

Deric believes this reflects the future of work at SP, where innovation is paired with continuous upskilling to create smarter, safer and more productive operations. It is about embracing change, staying adaptable and preparing for the jobs of tomorrow.

[Return to message](#)

Singapore Power Limited and its subsidiaries

Annual Report
Year ended 31 March 2025

Annual Report Table of Contents

Directors' statement.....	1
Independent Auditor's Report	8
Balance sheets.....	11
Income statements	12
Statements of comprehensive income	13
Statements of changes in equity.....	14
Consolidated statement of cash flows.....	17
Notes to the financial statements	19
1 Domicile and activities.....	19
2 Basis of preparation	19
2.1 Statement of compliance	19
2.2 Basis of measurement.....	19
2.3 Functional and presentation currency	19
2.4 Use of estimates and judgements	20
2.5 Changes in accounting policies.....	21
3 Material accounting policy information.....	22
3.1 Basis of consolidation	22
3.2 Foreign currencies.....	24
3.3 Property, plant and equipment.....	25
3.4 Intangible assets.....	26
3.5 Investment property.....	27
3.6 Financial instruments	28
3.7 Impairment	32
3.8 Accrued revenue	33
3.9 Contract balances.....	33
3.10 Provisions	34
3.11 Government grant.....	34
3.12 Deferred construction cost compensation	34
3.13 Deferred income.....	34
3.14 Regulatory deferral account ("RDA") debit or credit balances.....	35
3.15 Price regulation and licence.....	35
3.16 Revenue recognition.....	36
3.17 Leases.....	37
3.18 Finance income and costs	39

3.19	Tax expense.....	39
3.20	Segment reporting.....	40
3.21	New standards and interpretations not yet adopted.....	40
4	Property, plant and equipment.....	42
5	Right-of-use assets/ Lease liabilities.....	44
6	Intangible assets.....	46
7	Investment property / Investment property under development.....	48
8	Subsidiaries	48
9	Associates and joint ventures	50
10	Other non-current assets	53
11	Deferred taxation.....	55
12	Derivative assets and liabilities	57
13	Investments in debt and equity securities.....	62
14	Inventories.....	62
15	Trade and other receivables.....	63
15a	Trade receivables	63
15b	Other receivables, deposits and prepayments.....	65
15c	Balances with subsidiaries, associate and joint venture (non-trade)	65
16	Cash and cash equivalents	66
17	Regulatory deferral accounts.....	66
18	Share capital	69
19	Reserves	69
20	Debt obligations.....	71
21	Other non-current liabilities.....	74
21a	Deferred income.....	74
21b	Provisions	75
22	Trade and other payables.....	75
22a	Other payables and accruals	76
23	Revenue.....	76
24	Other income	77
25	Finance income	78
26	Finance costs.....	78
27	Tax expense.....	79
28	Profit for the year	80
29	Acquisition of subsidiaries.....	81
30	Related parties	86
31	Operating segments	87

32	Financial risk management	90
33	Fair values	99
34	Commitments.....	103
35	Dividends	104

Directors' statement

We are pleased to submit this annual report to the member of Singapore Power Limited (the "Company") together with the audited financial statements for the financial year ended 31 March 2025.

Opinion of the Directors

In our opinion,

- (a) the financial statements are drawn up so as to give a true and fair view of the financial position of the Company and its subsidiaries (the "Group") as at 31 March 2025 and the financial performance, changes in equity and cash flows of the Group and of the financial performance and changes in equity of the Company for the year ended on that date in accordance with the provisions of the Companies Act 1967 (the "Act") and Singapore Financial Reporting Standards (International) ("SFRS(I)"); 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:

Ms Leong Wai Leng	
Mr Timothy Chia Chee Ming	
Mr Lee Kim Shin	
Ms Goh Swee Chen	
Prof Yaacob Bin Ibrahim	
Mr Antonio Volpin	
Mr Ching Wei Hong	
Mr Ong Pang Thye	[appointed 1 April 2024]
Mrs Ow Foong Pheng	[appointed 1 June 2024]
Mr Stanley Huang Tian Guan	

Directors' interests

According to the register kept by the Company for the purposes of Section 164 of the Act, 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 and share options in the Company and in related corporations are as follows:

Name of director and related corporations in which interests(fully paid ordinary shares unless otherwise stated) are held	Holdings at beginning of the year / date of appointment	Holdings at end of the year
Ms Leong Wai Leng		
CapitalLand Investment Limited	40,000	40,000
CapitalLand Integrated Commercial Trust – units	695,886	734,855
CapitalLand Ascott Trust – units	2,346	2,346
Mapletree Pan Asia Commercial Trust – units	52,000	52,000
Mapletree Pan Asia Commercial Trust - 3.11% Notes due 24 August 2026	S\$250,000	S\$250,000
Mapletree Industrial Trust – units	500	–
Mapletree Real Estate Advisors Pte. Ltd. – units		
- Great Cities Logistics (US) Trust	371	371
- Great Cities Logistics (Europe) Trust	371	371
- Mapletree Global Student Accommodation Pte Trust		
- USD – Class A units	1,685	1,685
- GBP – Class B units	1,685	1,685
Mapletree Treasury Services Limited		
- 3.4% Notes due 3 September 2026	S\$250,000	S\$250,000
- 3.58% Bonds due 13 March 2029	S\$250,000	S\$250,000
- 3.15% Notes due 3 September 2031	S\$250,000	S\$250,000
Singapore Airlines Limited	9,800	9,800
Singapore Airlines Limited - SIA MCBZ 2021	5,121	–
Singapore Technologies Telemedia Pte Ltd		
- 4.05% Notes due 2 December 2025	S\$250,000	–
- STT GDC 3.13% Bonds due 28 July 2028	S\$500,000	S\$500,000
Singapore Telecommunications Limited	22,027	22,027
StarHub Limited	36,000	36,000
Altrium Private Equity Fund I GP Limited	Commitment amount of USD500,000	Commitment amount of USD500,000
- Interest as limited partner in the Altrium PE Fund I F&F L.P. Fund		
Altrium Private Equity Fund II GP Limited	Commitment amount of USD1,000,000	Commitment amount of USD1,000,000
- Interest as limited partner in the Altrium PE Fund II F&F L.P. Fund		

Name of director and related corporations in which interests (fully paid ordinary shares unless otherwise stated) are held	Holdings at beginning of the year / date of appointment	Holdings at end of the year
Vertex Master Fund II (GP) Pte. Ltd. - Interest as limited partner in Vertex Master Fund II	Commitment amount of USD500,000	Commitment amount of USD500,000
Astrea V Pte. Ltd. - 3.85% Class-A1 Secured Bonds due 20 June 2029 - 4.50% Class-A2 Secured Bonds due 20 June 2029	S\$214,000 USD200,000	– –
Astrea VI Pte. Ltd. - 3.00% Class-A1 Secured Bonds due 18 March 2031 - 3.25% Class-A2 Secured Bonds due 18 March 2031 - 4.35% Class-B Secured Bonds due 18 March 2031	S\$605,000 USD200,000 USD400,000	S\$605,000 USD200,000 USD400,000
Astrea 7 Pte. Ltd. - 4.125% Class-A1 Secured Bonds due 27 May 2032 - 4.125% Class-A1 Secured Bonds due 27 May 2032 ¹ - 6% Class-B Secured Bonds due 27 May 2032	S\$1,025,000 S\$250,000 USD500,000	S\$1,025,000 S\$250,000 USD500,000
Astrea 8 Pte. Ltd. - 4.35% Class-A1 Secured Bonds due 19 July 2039 - 6.35% Class-A2 Secured Bonds due 19 July 2039	– –	S\$480,000 USD220,000
Fullerton Fund Management Company Ltd - Fullerton Optimised Alpha Fund Class A USD – units - Fullerton USD Income Fund Class A (SGD hedged)	5,000 S\$500,000	5,000 S\$500,000
Temasek Financial (IV) (Private) Limited - 1.8% 5-years T2026 S\$ Temasek Bond	S\$30,000	S\$30,000
Mr Timothy Chia Chee Ming		
Singapore Telecommunications Limited	2,070	2,070
Vertex Master Fund II (GP) Pte. Ltd. - Interest as limited partner in VMII Affiliates Fund LP	Commitment amount of USD250,000	Commitment amount of USD250,000
Vertex Venture Holdings Ltd - 3.30% Notes due 28 July 2028	S\$250,000	S\$250,000

¹ Held jointly with spouse.

Name of director and related corporations in which interests (fully paid ordinary shares unless otherwise stated) are held	Holdings at beginning of the year / date of appointment	Holdings at end of the year
Mr Lee Kim Shin		
Singapore Telecommunications Limited	194	194
Singapore Airlines Limited	37,100	45,200
Singapore Airlines Limited - SIA MCBZ 2021	10,346	—
CapitalLand Ascott Trust – units	4,644	4,644
Ms Goh Swee Chen		
CapitalLand Investment Limited	41,709	41,709
CapitalLand Ascott Trust – units	2,377	2,377
CapitalLand Integrated Commercial Trust – units	6,451	6,451
Singapore Telecommunications Limited	5,000	5,000
Singapore Airlines Limited	37,050	45,650
Singapore Airlines Limited - Mandatory Convertible Bond SIA MCBZ300608	2,180	—
Prof Yaacob Bin Ibrahim		
CapitalLand India Trust – units	100,000	100,000
CapitalLand Ascott Trust – units	26,208	26,208
Mapletree Industrial Trust – units	—	10,000
Mr Ching Wei Hong		
CapitalLand Ascendas Real Estate Investment – units	115,893	153,893
CapitalLand Ascott Trust – units	55,300	87,645
CapitalLand Ascott Trust - 3.07% Perpetual Bond	S\$250,000	S\$250,000
CapitalLand China Trust – units	40,800	23,700
CapitalLand India Trust – units	36,458	—
CapitalLand Integrated Commercial Trust – units	72,000	109,084

Name of director and related corporations in which interests (fully paid ordinary shares unless otherwise stated) are held	Holdings at beginning of the year / date of appointment	Holdings at end of the year
CapitalLand Treasury Limited - 3.8% Fixed Rate Bond due 28 August 2024	S\$250,000	—
Mapletree Industrial Trust – units	148,500	261,100
Mapletree US and EU Logistics Private Trust - Structured Note (EU) - Structured Note (USD)	EUR61,000 USD200,000	EUR61,000 USD200,000
Mapletree North Asia Commercial Trust - 3.5% Perpetual Bond	S\$250,000	S\$250,000
Mapletree Treasury Services Limited - 3.95% SGD Variable Subordinated Bond	S\$250,000	S\$250,000
Paragon REIT – units	28,700	59,100
Singapore Technologies Engineering Limited	4,400	2,900
Singapore Technologies Telemedia Pte Ltd - 4.1% SGD Variable Subordinated Bond - 5.5% SGD Variable Subordinated Bond	S\$250,000 S\$250,000	S\$250,000 S\$250,000
Singapore Telecommunications Limited	190	190
Singtel Group Treasury Pte. Ltd. - 3.3% SGD Variable Subordinated Bond	S\$250,000	S\$250,000
Ascott REIT MTN Pte Ltd - 5% Fixed Rate Bond due 18 May 2026	S\$250,000	S\$250,000
Olam International Limited - 5.375% SGD Perpetual Bond	S\$250,000	S\$250,000
Starhub Limited - 3.95% SGD Perpetual Bond	—	S\$250,000
Astrea 8 Pte. Ltd. - 4.35% Class-A1 Secured Bonds due 19 July 2039	—	S\$50,000

Name of director and related corporations in which interests (fully paid ordinary shares unless otherwise stated) are held	Holdings at beginning of the year / date of appointment	Holdings at end of the year
Mrs Ow Foong Pheng		
Singapore Airlines Limited	55,000	55,000
CapitalLand Ascott Trust – units	22,638	22,638
CapitalLand India Trust – units	56,000	56,000
Mapletree Industrial Trust – units	87,200	87,200
Mapletree Logistic Trust - units	100,730	100,730
Mapletree Australia Commercial Private Trust – units	679,758	679,758
Mapletree Europe Income Trust – units	394	394
CapitalLand Treasury Limited - 3.8% Euro Medium Term Notes due 26 June 2031	S\$250,000	S\$250,000
Astrea 8 Pte. Ltd. - 4.35% Class-A1 Secured Bonds due 19 July 2039	–	S\$180,000
Mr Stanley Huang Tian Guan		
Paragon REIT – units	323,000	323,000
CapitalLand China Trust – units	100,000	100,000
Mapletree Industrial Trust – units	–	150,000
Astrea 7 Pte. Ltd. - 4.125% Class-A1 Secured Bonds due 27 May 2032 (units)	40,000	40,000
Singapore Airlines Limited	10,000	10,000
SIA Engineering Company Limited	10,000	10,000
Astrea 8 Pte. Ltd. - 4.35% Class-A1 Secured Bonds due 19 July 2039	–	S\$38,000

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

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 or debentures of the Company or any other body corporate.

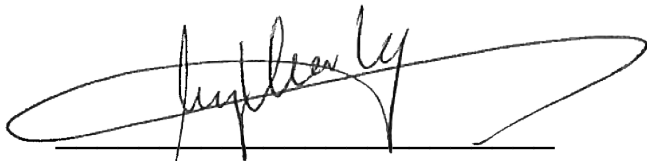
Share options

During the financial year, there were:

- (i) no options granted by the Company or its subsidiaries to any person to take up unissued shares in the Company; and
- (ii) no shares issued by virtue of any exercise of option to take up unissued shares of the Company or its subsidiaries.

As at the end of the financial year, there were no unissued shares of the Company or its subsidiaries under option.

On behalf of the Board of Directors



MS LEONG WAI LENG
Chairman



MR STANLEY HUANG TIAN GUAN
Director / Group Chief Executive Officer

12 June 2025

Independent Auditor's Report

For the financial year ended 31 March 2025

Independent Auditor's Report to the Member of Singapore Power Limited

Report on the Audit of the Financial Statements

Opinion

We have audited the accompanying financial statements of Singapore Power Limited (the "Company") and its subsidiaries (the "Group"), which comprise the balance sheets of the Group and the Company as at 31 March 2025, the income statements, statements of comprehensive income, statements of changes in equity of the Group and the Company and statement of cash flows of the Group for the financial year then ended, and notes to the financial statements, including material accounting policy information.

In our opinion, the accompanying consolidated financial statements of the Group, the balance sheet, income statement, statement of comprehensive income 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)"] so as to give a true and fair view of the financial position of the Group and of the Company as at 31 March 2025 and of the financial performance, changes in equity of the Group and the Company and consolidated cash flows of the Group for the year ended on that date.

Basis for Opinion

We conducted our audit in accordance with Singapore Standards on Auditing ["SSAs"]. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of our report. We are independent of the Group in accordance with the Accounting and Corporate Regulatory Authority ["ACRA"] 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.

Other Information

Management is responsible for other information. The other information comprises the directors' statement.

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 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, 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.

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), and for devising and maintaining a system of internal accounting controls sufficient to provide a reasonable assurance that assets are safeguarded against loss from unauthorised use or disposition; and transactions are properly authorised and that they are recorded as necessary to permit the preparation of true and fair financial statements and to maintain accountability of assets.

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

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

Auditor's Responsibilities for the Audit of the Financial Statements

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

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

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Group's internal control.

- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Group to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Plan and perform the group audit to obtain sufficient appropriate audit evidence regarding the financial information of the entities or business units within the group as a basis for forming an opinion on the group financial statements. We are responsible for the direction, supervision and review of the audit work performed for purposes of the group audit. We remain solely responsible for our audit opinion.

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

Report on Other Legal and Regulatory Requirements

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



Ernst & Young LLP

Public Accountants and
Chartered Accountants
Singapore

12 June 2025

Balance sheets
As at 31 March 2025

		Group		Company	
	Note	2025 \$ million	2024 \$ million	2025 \$ million	2024 \$ million
Non-current assets					
Property, plant and equipment	4	15,802.7	14,877.7	7.8	16.7
Intangible assets	6	253.7	195.6	5.1	5.2
Investment property	7	1,353.0	-	-	-
Investment property under development	7	-	1,168.3	-	-
Subsidiaries	8	-	-	6,350.5	5,790.4
Associates and joint ventures	9	1,739.4	1,500.5	45.4	45.4
Other non-current assets	10	82.6	352.5	-	-
Deferred tax assets	11	24.7	19.5	-	-
Derivative assets	12	23.4	52.6	-	-
Investments in debt and equity securities	13	196.2	115.1	-	-
		19,475.7	18,281.8	6,408.8	5,857.7
Current assets					
Inventories	14	59.5	49.3	-	-
Trade and other receivables	15	924.5	990.4	2,689.8	3,750.4
Derivative assets	12	21.3	41.2	0.1	0.1
Cash and bank balances	16	1,084.0	1,076.4	0.3	0.4
Investments in debt and equity securities	13	786.8	811.1	-	-
		2,876.1	2,968.4	2,690.2	3,750.9
		22,351.8	21,250.2	9,099.0	9,608.6
Total assets					
Regulatory deferral accounts ["RDA"] debit balances and related deferred tax assets	17	36.3	121.8	-	-
Total assets and RDA debit balances		22,388.1	21,372.0	9,099.0	9,608.6
Equity					
Share capital	18	2,911.9	2,911.9	2,911.9	2,911.9
Reserves	19	[556.7]	[373.6]	-#	-#
Accumulated profits		10,290.7	10,335.4	6,104.1	6,610.7
Equity attributable to owner of the Company		12,645.9	12,873.7	9,016.0	9,522.6
Non-controlling interests		33.7	23.6	-	-
Total equity		12,679.6	12,897.3	9,016.0	9,522.6
Non-current liabilities					
Debt obligations	20	3,211.7	2,946.8	-	-
Derivative liabilities	12	160.1	271.0	-	-
Deferred tax liabilities	11	1,735.7	1,742.5	0.8	1.0
Other non-current liabilities	21	438.6	451.1	-	-
Lease liabilities	5	182.5	73.0	-	0.1
		5,728.6	5,484.4	0.8	1.1
Current liabilities					
Debt obligations	20	938.4	205.6	-	-
Derivative liabilities	12	78.6	106.2	0.1	-#
Current tax payable		517.1	486.6	23.3	25.0
Trade and other payables	22	1,785.0	1,700.8	58.8	53.6
Lease liabilities	5	19.6	11.7	-#	6.3
		3,338.7	2,510.9	82.2	84.9
Total liabilities		9,067.3	7,995.3	83.0	86.0
Total equity and liabilities		21,746.9	20,892.6	9,099.0	9,608.6
RDA credit balances and related deferred tax liabilities	17	641.2	479.4	-	-
Total equity, liabilities and RDA credit balances		22,388.1	21,372.0	9,099.0	9,608.6

Amount is less than \$0.1 million

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

Income statements
Year ended 31 March 2025

		Group		Company	
	Note	2025 \$ million	2024 \$ million	2025 \$ million	2024 \$ million
Revenue	23	6,513.7	7,370.1	801.7	881.4
Other income	24	255.2	245.5	-#	0.6
Expenses					
- Purchased power		(3,314.1)	(4,192.2)	-	-
- Depreciation of property, plant and equipment	4	(914.9)	(840.4)	(10.8)	(10.8)
- Amortisation of intangible assets	6	(32.1)	(35.3)	(3.2)	(5.2)
- Maintenance		(179.0)	(166.6)	(16.1)	(12.6)
- Staff costs		(355.3)	(345.9)	(89.2)	(85.0)
- Property taxes		(102.6)	(94.8)	(0.3)	(0.3)
- Other operating expenses		(260.0)	(224.0)	(72.6)	(25.5)
Operating profit		1,610.9	1,716.4	609.5	742.6
Finance income	25	63.7	76.1	111.5	146.2
Finance costs	26	(99.7)	(61.1)	(0.1)	(0.4)
Share of profits of associates, net of tax		124.6	79.3	-	-
Share of losses of joint ventures, net of tax		(1.3)	(3.5)	-	-
Profit before taxation		1,698.2	1,807.2	720.9	888.4
Tax expense	27	(288.7)	(244.4)	(22.5)	(25.9)
Profit for the year	28	1,409.5	1,562.8	698.4	862.5
Net movement in RDA balances related to profit or loss and the related deferred tax movement	17	(247.3)	(450.8)	-	-
Profit for the year and net movements in RDA balances		1,162.2	1,112.0	698.4	862.5
Profit and net movements in RDA balances attributable to:					
Owner of the Company		1,162.3	1,111.8	698.4	862.5
Non-controlling interests		(0.1)	0.2	-	-
Profit for the year and net movements in RDA balances		1,162.2	1,112.0	698.4	862.5

Amount is less than \$0.1 million

Statements of comprehensive income
Year ended 31 March 2025

	Group		Company	
	2025	2024	2025	2024
	\$ million	\$ million	\$ million	\$ million
Profit for the year and net movements in RDA balances	1,162.2	1,112.0	698.4	862.5
Other comprehensive income				
Items that will not be reclassified to profit or loss:				
Share of defined benefit plan remeasurements of associates	1.1	[0.2]	-	-
	1.1	[0.2]	-	-
Items that are or may be reclassified subsequently to profit or loss:				
Translation differences relating to financial statements of foreign operations	(88.5)	[35.5]	-	-
Effective portion of changes in fair value of cash flow hedges, net of tax	(16.0)	42.5	-#	0.1
Net change in fair value of:				
- Cash flow hedges reclassified to profit or loss, net of tax	(70.5)	[82.9]	-#	-
- Cash flow hedges on recognition of the hedged items on balance sheet, net of tax	6.8	[3.7]	-#	0.1
Share of hedging reserves of associate	(18.0)	6.9	-	-
	(186.2)	[72.7]	-#	0.2
Other comprehensive income for the year, net of tax	(185.1)	[72.9]	-#	0.2
Total comprehensive income for the year	977.1	1,039.1	698.4	862.7
Total comprehensive income for the year, attributable to:				
Owner of the Company	977.2	1,038.9	698.4	862.7
Non-controlling interests	(0.1)	0.2	-	-
Total comprehensive income for the year	977.1	1,039.1	698.4	862.7

Amount is less than \$0.1 million

Statements of changes in equity
Year ended 31 March 2025

	-----Attributable to owner of the Company-----							
Group	Share capital \$ million	Currency translation reserve \$ million	Hedging reserve \$ million	Other reserves \$ million	Accumulated profits \$ million	Total \$ million	Non-controlling interests \$ million	Total equity \$ million
At 1 April 2023	2,911.9	(460.4)	159.9	(0.8)	9,706.2	12,316.8	9.0	12,325.8
Total comprehensive income for the year								
Profit for the year and net movement in RDA balances	–	–	–	–	1,111.8	1,111.8	0.2	1,112.0
Other comprehensive income								
Translation differences relating to financial statements of foreign operations	–	(35.5)	–	–	–	(35.5)	–	(35.5)
Effective portion of changes in fair value of cash flow hedges, net of tax	–	–	42.5	–	–	42.5	–	42.5
Net change in fair value of:								
Cash flow hedges reclassified to profit or loss, net of tax	–	–	(82.9)	–	–	(82.9)	–	(82.9)
Cash flow hedges on recognition of the hedged items on balance sheet, net of tax	–	–	(3.7)	–	–	(3.7)	–	(3.7)
Transfer of reserve	–	–	–	0.6	(0.6)	–	–	–
Share of other comprehensive income of associates	–	–	6.9	(0.2)	–	6.7	–	6.7
Total other comprehensive income	–	(35.5)	(37.2)	0.4	(0.6)	(72.9)	–	(72.9)
Total comprehensive income for the year	–	(35.5)	(37.2)	0.4	1,111.2	1,038.9	0.2	1,039.1
Transactions with owner, recognised directly in equity								
Dividends declared (Note 35)	–	–	–	–	(482.0)	(482.0)	–	(482.0)
Shares issued to non-controlling interest of subsidiary	–	–	–	–	–	–	14.4	14.4
Total transactions with owner	–	–	–	–	(482.0)	(482.0)	14.4	(467.6)
At 31 March 2024	2,911.9	(495.9)	122.7	(0.4)	10,335.4	12,873.7	23.6	12,897.3

Amount is less than \$0.1 million

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

Statements of changes in equity (continued)
Year ended 31 March 2025

-----Attributable to owner of the Company-----								
Group	Share capital \$ million	Currency translation reserve \$ million	Hedging reserve \$ million	Other reserves \$ million	Accumulated profits \$ million	Total \$ million	Non-controlling interests \$ million	Total equity \$ million
At 1 April 2024	2,911.9	(495.9)	122.7	(0.4)	10,335.4	12,873.7	23.6	12,897.3
Total comprehensive income for the year								
Profit for the year and net movement in RDA balances	—	—	—	—	1,162.3	1,162.3	(0.1)	1,162.2
Other comprehensive income								
Translation differences relating to financial statements of foreign operations	—	(88.5)	—	—	—	(88.5)	—	(88.5)
Effective portion of changes in fair value of cash flow hedges, net of tax	—	—	(16.0)	—	—	(16.0)	—	(16.0)
Net change in fair value of:								
- Cash flow hedges reclassified to profit or loss, net of tax	—	—	(70.5)	—	—	(70.5)	—	(70.5)
- Cash flow hedges on recognition of the hedged items on balance sheet, net of tax	—	—	6.8	—	—	6.8	—	6.8
- Transfer of reserve	—	—	—	2.0	(2.0)	—	—	—
Share of other comprehensive income of associates	—	—	(18.0)	1.1	—	(16.9)	—	(16.9)
Total other comprehensive income	—	(88.5)	(97.7)	3.1	(2.0)	(185.1)	—	(185.1)
Total comprehensive income for the year	—	(88.5)	(97.7)	3.1	1,160.3	977.2	(0.1)	977.1
Transactions with owner, recognised directly in equity								
Dividends declared (Note 35)	—	—	—	—	(1,205.0)	(1,205.0)	—	(1,205.0)
Shares issued to non-controlling interest of subsidiary	—	—	—	—	—	—	10.2	10.2
Total transactions with owner	—	—	—	—	(1,205.0)	(1,205.0)	10.2	(1,194.8)
At 31 March 2025	2,911.9	(584.4)	25.0	2.7	10,290.7	12,645.9	33.7	12,679.6

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

Statements of changes in equity (continued)
Year ended 31 March 2025

Company	Share capital \$ million	Hedging reserve \$ million	Accumulated profits \$ million	Total \$ million
At 1 April 2023	2,911.9	[0.2]	6,230.2	9,141.9
Total comprehensive income for the year				
Profit for the year	—	—	862.5	862.5
Other comprehensive income				
Effective portion of changes in fair value of cash flow hedges, net of tax	—	0.1	—	0.1
Net change in fair value of:				
- Cash flow hedges on recognition of the hedged items on balance sheet, net of tax	—	0.1	—	0.1
Total other comprehensive income	—	0.2	—	0.2
Total comprehensive income for the year	—	0.2	862.5	862.7
Transactions with owner, recognised directly in equity				
Dividends declared [Note 35]	—	—	[482.0]	[482.0]
Total transactions with owner	—	—	[482.0]	[482.0]
At 31 March 2024	2,911.9	—#	6,610.7	9,522.6
At 1 April 2024	2,911.9	—#	6,610.7	9,522.6
Total comprehensive income for the year				
Profit for the year	—	—	698.4	698.4
Other comprehensive income				
Effective portion of changes in fair value of cash flow hedges, net of tax	—	—#	—	—#
Net change in fair value of:				
- Cash flow hedges on recognition of the hedged items on balance sheet, net of tax	—	—#	—	—#
Total other comprehensive income	—	—#	—	—#
Total comprehensive income for the year	—	—#	698.4	698.4
Transactions with owner, recognised directly in equity				
Dividends declared [Note 35]	—	—	[1,205.0]	[1,205.0]
Total transactions with owner	—	—	[1,205.0]	[1,205.0]
At 31 March 2025	2,911.9	—#	6,104.1	9,016.0

Amount is less than \$0.1 million

Consolidated statement of cash flows
Year ended 31 March 2025

	Note	2025 \$ million	2024 \$ million
Cash flows from operating activities			
Profit for the year and net movements in RDA balances		1,162.2	1,112.0
Adjustments for:			
Finance income	25	(63.7)	(76.1)
Finance costs	26	99.7	61.1
Share of profits of associates and joint ventures, net of tax		(123.3)	(75.8)
Deferred income		(19.8)	(20.0)
RDA debit or credit balances and related deferred tax assets or liabilities	17	247.3	450.8
Depreciation and amortisation		947.0	875.7
Write-down of inventory	14	4.2	9.7
Impairment/(reversal) of expected credit loss on trade receivables, net	15a	0.4	(8.7)
Impairment loss on property, plant and equipment	4	37.0	–
Loss on disposal of property, plant and equipment and intangible assets		0.6	0.7
Change in fair value of investment property / investment property under development	24	(103.1)	(98.7)
Exchange gain, unrealised		(4.0)	(5.9)
Tax expense	27	288.7	244.4
Others		3.7	(2.3)
		<u>2,476.9</u>	<u>2,466.9</u>
Changes in working capital:			
Inventories		(15.3)	1.9
Trade and other receivables and contract assets		106.6	35.1
Balances with related parties (trade)		(3.3)	(33.5)
Trade and other payables		(39.8)	(334.3)
Cash generated from operations		<u>2,525.1</u>	<u>2,136.1</u>
Interest received		38.7	51.4
Net tax paid		(246.4)	(165.3)
Net cash generated from operating activities		<u>2,317.4</u>	<u>2,022.2</u>

Consolidated statement of cash flows (continued)
Year ended 31 March 2025

	Note	2025 \$ million	2024 \$ million
Cash flows from investing activities			
Purchase of property, plant and equipment		(1,604.7)	(1,296.4)
Purchase of intangible assets		(51.8)	(35.0)
Additions to investment property		(81.6)	(200.7)
Proceeds from disposal of property, plant and equipment and intangible assets		1.4	5.9
Dividends received from associates and joint venture		46.0	74.5
Loans to joint ventures		(14.6)	(11.1)
Proceeds from redemption of debt securities		1,465.1	1,061.1
Payments for investments in debt securities		(1,490.6)	(1,236.4)
Acquisition of other investments		(9.4)	(15.9)
Acquisition of interest in associates and joint venture		(7.2)	(5.0)
Acquisition of subsidiaries, net of cash acquired	29	(33.4)	(120.7)
Net cash used in investing activities		(1,780.8)	(1,779.7)
Cash flows from financing activities			
Proceeds from shares issued to non-controlling interest of subsidiary		10.2	14.4
Repayment of debt obligations		(333.2)	(7.9)
Proceeds from debt obligations		1,124.5	26.9
Payment of principal portion of lease liabilities		(40.2)	(19.4)
Dividends paid to owner of the Company		(1,205.0)	(482.0)
Debt issuance cost		(8.3)	—
Interest paid		(71.8)	(67.4)
Restricted bank balances		(2.1)	—
Net cash used in financing activities		(525.9)	(535.4)
Net increase/(decrease) in cash and cash equivalents		10.7	(292.9)
Cash and cash equivalents at beginning of the year		1,076.4	1,373.9
Effect of exchange rate changes on balances held in foreign currencies		(5.2)	(4.6)
Cash and cash equivalents at end of the year	16	1,081.9	1,076.4

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 issue by the Board of Directors on 12 June 2025.

1 Domicile and activities

Singapore Power Limited (the “Company”) is incorporated in the Republic of Singapore and has its registered office at 2 Kallang Sector, SP Group Building, Singapore 349277. The immediate and ultimate holding company is Temasek Holdings (Private) Limited, a company incorporated in the Republic of Singapore.

The principal activities of the Company are that of investment holding and provision of management support services. Its subsidiaries are engaged principally in:

- transmission and distribution of electricity and gas, provision of related consultancy services and investments in related projects.
- provision of district cooling service.
- owning and operating of renewable energy assets, provision of self-generated electricity from these renewable energy resources.
- leasing of an investment property for rental income and provision of related ancillary services.

The consolidated financial statements relate to the Company and its subsidiaries (together referred to as the “Group”) and the Group’s interests in associates and joint ventures (collectively referred to as “Group entities”).

2 Basis of preparation

2.1 Statement of compliance

The financial statements have been prepared in accordance with the Singapore Financial Reporting Standards (International) (“SFRS(I”).

2.2 Basis of measurement

The financial statements have been prepared on the historical cost basis except as disclosed in the accounting policies set out below.

2.3 Functional and presentation currency

These financial statements are presented in Singapore dollars, which is the Company’s functional currency. Each entity in the Group determines its own functional currency and items included in the financial statements of each entity are measured using that functional currency. All financial information presented in Singapore dollars has been rounded to the nearest 0.1 million, unless otherwise stated.

2.4 Use of estimates and judgements

The preparation of financial statements in conformity with SFRS(I) requires management to make judgements, estimates and assumptions that affect the application of accounting policies and the reported amounts of assets, liabilities, income and expenses. The estimates and associated assumptions are based on historical experience and various other factors that are believed to be reasonable under the circumstances, the results of which form the basis of making judgements about carrying amounts of assets and liabilities that are not readily apparent from other sources.

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.

Information about critical judgements in applying accounting policies that have the most significant effect on the amounts recognised in the financial statements is discussed below:

Taxation

Significant judgement is required in determining provision for taxes. There are many transactions and calculations during the ordinary course of business for which the ultimate tax determination is uncertain. The Group recognises liabilities for anticipated tax audit issues based on estimates of whether additional taxes will be due. Where the final tax outcome of these matters is different from the amounts that were initially recorded, such differences will impact the income tax and deferred tax provisions in the period in which such determination is made. Details are set out in Note 11 and Note 27.

Impairment of associates

Impairment reviews in respect of associates are performed when there is any indication that the investment in associates may be impaired. More regular reviews are performed if changes in circumstances or the occurrence of events indicate potential impairment. The Group uses the present value of future cash flows to determine the recoverable amounts of the underlying cash generating units in the associates. In calculating the recoverable amounts, significant management judgement is required in forecasting cash flows of the cash generating units, in estimating the terminal growth values and in selecting an appropriate discount rate.

Estimating fair values of financial assets and financial liabilities

The fair value of financial assets and financial liabilities must be estimated for recognition, measurement and disclosure purposes. Note 33 sets out the basis of valuation of financial assets and liabilities.

Accrued revenue

Revenue accrual estimates are made to account for the unbilled period between the end-user's last billing date and the end of the accounting period. The accrual relies on detailed analysis of customers' historical consumption patterns, which takes into account base usage and sensitivity to consumption growth. The results of this analysis are applied for the number of days over the unbilled period.

Regulatory deferral accounts

Regulatory deferral account debit or credit balances represent timing differences between revenue recognised for financial reporting purposes (as set out in Note 3.16) and revenue earned for regulatory purposes. Revenue earned for regulatory purposes is estimated based on the revenue allowed by the Energy Market Authority (“EMA”) (in accordance with the price regulation framework), taking into consideration the services rendered, sale and volume of electricity and gas delivered to consumers. Note 3.14 sets out the accounting policy for regulatory deferral accounts.

Valuation of investment property / investment property under development

The Group carries its investment property / investment property under development at fair value with changes in fair value being recognised in the profit or loss, determined annually by an independent professional valuer on the highest and best use basis. In determining the fair value, the valuer has used valuation techniques which involves certain estimates. The key assumptions to determine the fair value of investment property / investment property under development include the market-corroborated capitalisation rate, expected internal rate of return, terminal yield, gross development value and estimated construction costs to complete.

In relying on the valuation reports, management has exercised judgment to ensure that the valuation methods and estimates are reflective of current market conditions. The carrying amount of investment property / investment property under development and the key assumptions used to determine the fair value of the investment property are disclosed in Notes 7 and 33.

2.5 Changes in accounting policies

Adoption of new and revised SFRS(I)s and Interpretation to SFRS(I)

The accounting policies adopted are consistent with those of the previous financial year except that in the current financial year, the Group has adopted all the new and revised standards which are effective for annual financial periods beginning on or after 1 April 2024. The adoption of these standards did not have any material effect on the financial performance or position of the Group.

3 Material accounting policy information

The accounting policies set out below have been applied consistently for all periods presented in these financial statements, and have been consistently applied by the Group entities.

3.1 Basis of consolidation

Business combinations

Business combinations are accounted for using the acquisition method as at the acquisition date, which is the date on which control is transferred to the Group. Control is the power to govern the financial and operating policies of an entity so as to obtain benefits from its activities. In assessing control, the Group takes into consideration potential voting rights that are currently exercisable.

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

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.

Any contingent consideration payable is recognised at fair value at the acquisition date and included in the consideration transferred. If the contingent consideration is classified as equity, it is not remeasured and settlement is accounted for within equity. Otherwise, subsequent changes to the fair value of the contingent consideration are recognised in profit or loss.

For 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, the Group elects on a transaction-by-transaction basis whether to measure them at fair value, or at the non-controlling interests' proportionate share of the recognised amounts of the acquiree's identifiable net assets, at the acquisition date. All other non-controlling interests are measured at acquisition-date fair value, or, when applicable, on the basis specified in another standard.

Any excess or deficiency of the purchase consideration over the fair value of the identifiable assets acquired and liabilities and contingent liabilities assumed is accounted for as goodwill or bargain purchase gain [see Note 3.4].

Subsidiaries

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

In the Company's separate financial statements, investments in subsidiaries are accounted for at cost less impairment losses.

Loss of control

Upon the loss of control, the Group de-recognises the assets and liabilities of the subsidiary, any non-controlling interests and the other components of equity related to the subsidiary. Any surplus or deficit arising on the loss of control is recognised in profit or loss. If the Group retains any interest in the previous subsidiary, then such interest is measured at fair value at the date that control is lost. Subsequently, it is accounted for as an equity-accounted investee or as an equity investment at fair value through other comprehensive income depending on the level of influence retained.

Joint arrangements

A joint arrangement is a contractual arrangement whereby two or more parties have joint control. Joint control is the contractually agreed sharing of control of an arrangement, which exists only when decisions about the relevant activities require the unanimous consent of the parties sharing control.

To the extent the joint arrangement provides the Group with rights to the assets and obligations for the liabilities relating to the arrangement, the arrangement is a joint operation. To the extent the joint arrangement provides the Group with rights to the net assets of the arrangement, the arrangement is a joint venture.

The Group recognises its interest in a joint venture as an investment and accounts for the investment using the equity method. The accounting policy for investment in joint venture is set out below.

Investments in associates and joint ventures (equity-accounted investees)

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

Investments in associates and joint ventures are accounted for using the equity method (equity-accounted investees) and are recognised initially at cost. The Group's investments in equity-accounted investees include goodwill identified on acquisition, net of any accumulated impairment losses.

The consolidated financial statements include the Group's share of the profit or loss and other comprehensive income of the equity-accounted investees, after adjustments to align the accounting policies of the equity-accounted investees 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.

Acquisition of non-controlling interests

Acquisitions of non-controlling interests are accounted for as transactions with owners in their capacity as owners and therefore no goodwill is recognised as a result of such transactions. The 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. Any difference between the adjustment to non-controlling interests and the fair value of consideration paid is recognised directly in equity and presented as part of equity attributable to owners of the Company.

Transactions eliminated on consolidation

Intra-group balances and transactions, and any unrealised income or 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.

Accounting for subsidiaries and joint ventures by the Company

Investments in subsidiaries and joint ventures are stated in the Company's balance sheet at cost less accumulated impairment losses.

3.2 Foreign currencies

Foreign currency transactions

Transactions in foreign currencies are translated to the respective functional currencies of Group entities at the exchange rates at the dates of the transactions. The functional currencies of the Group entities are mainly Singapore dollars, Australian dollars, Vietnamese Dong, Thai Baht, and Chinese Yuan Renminbi. Monetary assets and liabilities denominated in foreign currencies at the reporting date are retranslated to the functional currencies at the exchange rate at the reporting 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 retranslated to the functional currency at the exchange rate prevailing on the date on which 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 profit or loss, except for differences arising on the translation of a financial liability designated as a hedge of the net investment in a foreign operation that is effective, an equity investment at fair value through other comprehensive income, or qualifying cash flow hedges which are recognised in other comprehensive income.

Foreign operations

The assets and liabilities of foreign operations, excluding goodwill and fair value adjustments arising on acquisition, are translated to Singapore dollars for presentation in these financial statements at exchange rates at the reporting date. The income and expenses of foreign operations are translated to Singapore dollars at exchange rates at the dates of the transactions.

Foreign currency differences are recognised in other comprehensive income, and presented in the foreign currency translation reserve ("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 operation is disposed of, such that control, significant influence or joint control is lost, the cumulative amount in the translation reserve related to that foreign operation is reclassified to profit or loss as part of the gain or loss 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. When the Group disposes of only part of its investment in an associate or joint venture that includes a foreign operation while retaining significant influence or joint control, the relevant proportion of the cumulative amount is reclassified to profit or loss.

When the settlement of a monetary item receivable from or payable to a foreign operation is neither planned nor likely in the foreseeable future, foreign exchange gains and losses arising from such a monetary item are considered to form part of a net investment in a foreign operation. These are recognised in other comprehensive income, and are presented in the translation reserve in equity.

3.3 Property, plant and equipment

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 the costs of dismantling and removing the items and restoring the site on which they are located and capitalised borrowing cost. Capitalisation of borrowing costs will cease when the asset is ready for its intended use. Cost may also include transfers from equity of any gain or loss on qualifying cash flow hedges of foreign currency purchases of property, plant and equipment.

Purchased software that is integral to the functionality of the related equipment is capitalised as part of that equipment.

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

The gain or loss on disposal of an item of property, plant and equipment is determined by comparing the proceeds from disposal with the carrying amount of property, plant and equipment, and is recognised net within other income/other operating expenses in profit or loss.

Subsequent costs

The cost of replacing a component of an item of property, plant and equipment is recognised in the carrying amount of the item if it is probable that the future economic benefits embodied within the component will flow to the Group, and its cost can be measured reliably. The carrying amount of the replaced component is de-recognised. The costs of the day-to-day servicing of property, plant and equipment are recognised in profit or loss as incurred.

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 that asset, that component is depreciated separately.

Depreciation is recognised in profit or loss on a straight-line basis over the estimated useful lives of each component of an item of property, plant and equipment. Freehold land and construction-in-progress are not depreciated.

The estimated useful lives for the current and comparative periods are as follows:

Leasehold land	Over the term of the lease, ranging from 3 – 99 years
Buildings, office and tunnels	1 – 40 years or the lease term, if shorter
Plant and machinery	
- Mains (Electricity)	10 – 30 years
- Mains (Gas)	5 – 50 years or the lease term, if shorter
- Transformers and switchgear	20 – 30 years
- Solar plants and related equipment	10 – 25 years
Other plant and equipment (principally gas storage plant, remote control and meters)	1 – 40 years
Motor vehicles and office equipment	1 – 10 years

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

3.4 Intangible assets

Goodwill

Goodwill that arises upon the acquisition of subsidiaries is included in intangible assets and 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 profit or loss.

Subsequent measurement

Goodwill is measured at cost less accumulated impairment losses. In respect of equity-accounted investees, 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 equity-accounted investee.

Other intangible assets

Other intangible assets with finite useful lives are measured at cost less accumulated amortisation and accumulated impairment losses. Expenditure on internally generated goodwill is recognised in profit or loss as an expense when incurred.

Intangible assets that have indefinite lives or that are not available for use are stated at cost less accumulated impairment losses.

Software is stated at cost less accumulated amortisation and accumulated impairment losses. Amortisation is recognised in profit or loss on a straight-line basis over the estimated useful life of 2 to 10 years.

Deferred expenditure relates mainly to contributions paid by the Group in accordance with regulatory requirements towards capital expenditure costs incurred by electricity generation companies and onshore receiving facility operator, and is stated at cost less accumulated amortisation and accumulated impairment losses. Deferred expenditure is amortised on a straight-line basis over the period in which the Group derives benefits from the capital contribution payments, which is generally the useful life of the relevant equipment ranging from 7 to 23 years.

Research costs are expensed as incurred. Capitalised development costs arising from development expenditures on an individual project are recognised as an intangible asset when the Group can demonstrate the technical feasibility of completing the intangible asset so that it will be available for use or sale, its intention to complete and its ability to use or sell the asset, how the asset will generate future economic benefits, the availability of resources to complete and the ability to measure reliably the expenditures during the development. Following initial recognition of the capitalised development costs as an intangible asset, it is carried at cost less accumulated amortisation and any accumulated impairment losses. Amortisation of the intangible asset begins when development is complete and the asset is available for use. Capitalised development costs have a finite useful life and are amortised over the period of 5 years on a straight line basis.

Feed-in tariff and customer contracts represent the fair value of power purchase agreements acquired from business acquisitions and are carried at cost less accumulated amortisation and accumulated impairment losses. Feed-in tariff and customer contracts are amortised on a straight-line basis over the remaining period of the contract, which ranges from 15 to 24 years.

Intangible assets under construction are stated at cost. No amortisation is provided until the intangible assets are ready for use.

3.5 Investment property

Investment property is property held either to earn rental income or for capital appreciation or for both, but not for sale in the ordinary course of business, use in the production or supply of goods or services or for administrative purposes. Investment property is measured at cost on initial recognition and subsequently at fair value with any change therein recognised in profit and loss.

Cost includes expenditure that is directly attributable to the acquisition of the investment property. The cost of self-constructed investment property includes the cost of materials and direct labour, any other costs directly attributable to bringing the investment property under development to a working condition for their intended use and capitalised borrowing costs.

Any gain or loss on disposal of an investment property (calculated as the difference between the net proceeds from disposal and the carrying amount of the item) is recognised in profit or loss.

When the use of a property changes such that it is reclassified as property, plant and equipment, its fair value at the date of reclassification becomes its cost for subsequent accounting. Property that is being constructed for future use as investment property is accounted for at fair value.

3.6 Financial instruments

Non-derivative financial assets

Initial recognition and measurement

Financial assets are recognised when, and only when the entity becomes party to the contractual provisions of the instruments. At initial recognition, the Group measures a financial asset at its fair value plus, in the case of a financial asset not at fair value through profit or loss, transaction costs that are directly attributable to the acquisition of the financial asset. Transaction costs of financial assets carried at fair value through profit or loss are expensed in profit or loss.

Trade receivables are measured at the amount of consideration to which the Group expects to be entitled in exchange for transferring promised goods or services to a customer, excluding amounts collected on behalf of third party, if the trade receivables do not contain a significant financing component at initial recognition.

Subsequent measurement

Investments in debt instruments

Subsequent measurement of debt instruments depends on the Group's business model for managing the asset and the contractual cash flow characteristics of the asset. The measurement categories for classification of debt instruments are:

(i) Amortised cost

Financial assets that are held for the collection of contractual cash flows where those cash flows represent solely payments of principal and interest are measured at amortised cost. Financial assets are measured at amortised cost using the effective interest method, less impairment. Gains and losses are recognised in profit or loss when the assets are de-recognised or impaired, and through the amortisation process.

(ii) Fair value through other comprehensive income ("FVOCI")

Financial assets that are held for collection of contractual cash flows and for selling the financial assets, where the assets' cash flows represent solely payments of principal and interest, are measured at FVOCI. Financial assets measured at FVOCI are subsequently measured at fair value. Any gains or losses from changes in fair value of the financial assets are recognised in other comprehensive income, except for impairment losses, foreign exchange gains and losses and interest calculated using the effective interest method are recognised in profit or loss.

The cumulative gain or loss previously recognised in other comprehensive income is reclassified from equity to profit or loss as a reclassification adjustment when the financial asset is de-recognised.

(iii) Fair value through profit or loss

Assets that do not meet the criteria for amortised cost or FVOCI are measured at fair value through profit or loss. A gain or loss on a debt instrument that is subsequently measured at fair value through profit or loss and is not part of a hedging relationship is recognised in profit or loss in the period in which it arises.

Investments in equity instruments

On initial recognition of an investment in equity instrument that is not held for trading, the Group may irrevocably elect to present subsequent changes in fair value in OCI. Dividends from such investments are to be recognised in profit or loss when the Group's right to receive payments is established. For investments in equity instruments which the Group has not elected to present subsequent changes in fair value in OCI, changes in fair value are recognised in profit or loss.

De-recognition

The Group de-recognises a financial asset when the contractual rights to the cash flows from the financial asset expire, or it transfers the rights to receive the contractual cash flows in a transaction in which substantially all of the risks and rewards of ownership of the financial asset are transferred or in which the Group neither transfers nor retains substantially all of the risks and rewards of ownership and it does not retain control of the financial asset.

Cash and cash equivalents

Cash and cash equivalents comprise cash balances and bank deposits.

Non-derivative financial liabilities

Initial recognition and measurement

Financial liabilities are recognised when, and only when, the Group becomes a party to the contractual provisions of the financial instrument. The Group determines the classification of its financial liabilities at initial recognition.

All financial liabilities are recognised initially at fair value plus in the case of financial liabilities not at fair value through profit or loss, directly attributable transaction costs. For financial liabilities at fair value through profit or loss, directly attributable transaction costs are recognised in profit or loss incurred.

Subsequent measurement

After initial recognition, financial liabilities that are not carried at fair value through profit or loss are subsequently measured at amortised cost using the effective interest method. Gains and losses are recognised in profit or loss when the liabilities are de-recognised, and through the amortisation process. Financial liabilities at fair value through profit or loss are measured at fair value and net gains and losses, including any interest expense, are recognised in profit or loss.

De-recognition

A financial liability is de-recognised when the obligation under the liability is discharged or cancelled or expires. On de-recognition, the difference between the carrying amounts and the consideration paid is recognised in profit or loss.

Offsetting

Financial assets and liabilities are offset and the net amount presented on the balance sheets when, and only when, the Group has a legal right to offset the amounts and intends either to settle on a net basis or to realise the asset and settle the liability simultaneously. The rights of offset must not be contingent on a future event and must be enforceable in the event of bankruptcy or insolvency of all the counterparties to the contract.

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.

Derivative financial instruments and hedge accounting

The Group holds derivative financial instruments to hedge its foreign currency and interest rate 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 profit or loss as incurred. Subsequent to initial recognition, derivatives are measured at fair value, and changes therein are generally recognised in profit or loss.

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.

The Group applies hedge accounting for certain hedging relationships which qualify for hedge accounting.

For the purpose of hedge accounting, hedges are classified as:

- cash flow hedges when hedging exposure to variability in cash flows that is either attributable to a particular risk associated with a recognised asset or liability or a highly probable forecast transaction or the foreign currency risk in an unrecognised firm commitment; or
- fair value hedges when hedging the exposure to changes in fair value of a recognised asset or liability or an unrecognised firm commitment.

Cash flow hedges

When a derivative is designated as the hedging instrument in a hedge of the variability in cash flows attributable to a particular risk associated with a recognised asset or liability or a highly probable forecast transaction that could affect profit or loss, the effective portion of changes in the fair value of the derivative is recognised in other comprehensive income and presented in the hedging reserve in equity. Any ineffective portion of changes in the fair value of the derivative is recognised immediately in profit or loss.

When the hedged item is a non-financial asset, the amount accumulated in equity is included in the carrying amount of the asset when the asset is recognised. In other cases, the amount accumulated in equity is reclassified to profit and loss in the same period that the hedged item affects profit or loss. If the hedging instrument no longer meets the criteria for hedge accounting, expires or is sold, terminated or exercised, or the designation is revoked, then hedge accounting is discontinued prospectively.

When a cash flow hedge is discontinued, the cumulative gain or loss previously recognised in other comprehensive income will remain in the cash flow hedge reserve until the future cash flows occur if the hedged future cash flows are still expected to occur or reclassified to profit or loss immediately if the hedged future cash flows are no longer expected to occur.

Fair value hedges

Changes in the fair value of a derivative hedging instrument designated as a fair value hedge are recognised in profit or loss. The hedged item is adjusted to reflect changes in its fair value in respect of the risk being hedged; the gain or loss attributable to the hedged risk is recognised in profit or loss with an adjustment to the carrying amount of the hedged item.

Intra-group financial guarantees in the separate financial statements

Financial guarantees are financial instruments issued by the Group that require the issuer to make specified payments to reimburse the holder for the loss it incurs because a specified debtor fails to meet payment when due in accordance with the original or modified terms of a debt instrument.

Financial guarantees issued are initially measured at fair value and the initial fair value is amortised over the life of the guarantees. Subsequent to initial measurement, the financial guarantees are measured at the higher of the amortised amount and the amount of loss allowance.

Expected credit losses are a probability-weighted estimate of credit losses. Expected credit losses are measured for financial guarantees issued as the expected payments to reimburse the holder less any amounts that the Group expects to recover.

3.7 Impairment

Non-derivative financial assets

The Group recognises an allowance for expected credit losses (“ECLs”) for all debt instruments not held at fair value through profit or loss and financial guarantee contracts. ECLs are based on the difference between the contractual cash flows due in accordance with the contract and all the cash flows that the Group expects to receive, discounted at an approximation of the original effective interest rate. The expected cash flows will include cash flows from the sale of collateral held or other credit enhancements that are integral to the contractual terms.

ECLs are recognised in two stages. For credit exposures for which there has not been a significant increase in credit risk since initial recognition, ECLs are provided for credit losses that result from default events that are possible within the next 12-months (a 12-month ECL). For those credit exposures for which there has been a significant increase in credit risk since initial recognition, a loss allowance is recognised for credit losses expected over the remaining life of the exposure, irrespective of timing of the default (a lifetime ECL).

For trade receivables and contract assets, the Group applies a simplified approach in calculating ECLs. Therefore, the group does not track changes in credit risk, but instead recognises a loss allowance based on lifetime ECLs at each reporting date. The Group has established a provision matrix that is based on its historical credit loss experience, adjusted for forward-looking factors specific to the debtors and the economic environment.

For debt instruments at fair value through OCI, the Group applies the low credit risk simplification. At every reporting date, the Group evaluates whether the debt instrument is considered to have low credit risk using all reasonable and supportable information that is available without undue cost or effort.

The Group considers a financial asset potentially in default when contractual payments are 180 days past due. However, in certain cases, the Group may also consider a financial asset to be in default when internal or external information indicates that the Group is unlikely to receive the outstanding contractual amounts in full before taking into account any credit enhancements held by the Group. A financial asset is written off when there is no reasonable expectation of recovering the contractual cash flows.

Non-financial assets

The carrying amounts of the Group’s non-financial assets, other than inventories and deferred tax assets, are reviewed at each reporting date to determine whether there is any indication of impairment. If any such indication exists, the asset’s recoverable amounts are estimated. For goodwill and intangible assets that have indefinite useful lives or that are not yet available for use, 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 cash-generating unit (“CGU”) exceeds its estimated recoverable amount.

The recoverable amount of an asset or CGU is the greater of its value in use and its fair value less costs to sell. 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 CGU. Subject to an operating segment ceiling test, for the purposes 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 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.

The Group's corporate assets do not generate separate cash inflows and are utilised by more than one CGU. Corporate assets are allocated to CGUs on a reasonable and consistent basis and tested for impairment as part of the testing of the CGU to which the corporate asset is allocated.

Impairment losses are recognised in profit or loss. Impairment losses recognised in respect of CGUs are allocated first to reduce the carrying amount of any goodwill allocated to the CGU [group of CGUs], and then to reduce the carrying amounts of the other assets in the CGU [group of CGUs] on a pro rata basis.

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. Such reversal of impairment is recognised in profit or loss.

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

3.8 Accrued revenue

Revenue accrual estimates are made to account for the unbilled amount at the reporting date.

3.9 Contract balances

Progress billings to customers are based on a payment schedule in the contract and are typically triggered upon achievement of specified contractual milestones. A contract asset is recognised when the Group has performed under the contract but has not yet billed the customer. Conversely, a contract liability is recognised when the Group has not yet performed under the contract but has received advanced payments from the customer. Contract assets are transferred to receivables when the rights to consideration become unconditional. Contract liabilities are recognised as revenue as the Group performs under the contract. Contract assets are subject to impairment assessment. Note 3.7 sets out the accounting policy on impairment of financial assets.

3.10 Provisions

A provision is recognised if, as a result of a past event, the Group has a present legal or constructive obligation that can be estimated reliably, and it is probable that an outflow of economic benefits will be required to settle the obligation. Provisions are determined by discounting the expected cash flows at a pre-tax rate that reflects current market assessments of the time value of money and the risks specific to the liability. The unwinding of the discount is recognised as finance cost.

Environmental

Environmental provision is made for the rehabilitation of sites based on the estimated costs of the rehabilitation. The liability includes the costs of reclamation, plant closure and dismantling, and waste site closure. The liability is determined based on the present value of the obligation. Annual adjustments to the liability are recognised in profit or loss over the estimated life of the sites. The costs are estimated based on assumptions of current legal requirements and technologies. Any changes in estimates are dealt with on a prospective basis.

Onerous contracts

A provision for onerous contracts is recognised when the expected benefits to be derived by the Group from a contract are lower than the unavoidable cost of meeting its obligations under the contract. The provision is measured at the present value of the lower of the expected cost of terminating the contract and the expected net cost of continuing with the contract. Before a provision is established, the Group recognises any impairment loss on the assets associated with that contract.

3.11 Government grant

Capital grant is recognised on a straight-line basis and taken to profit or loss over the periods necessary to match the depreciation of the assets purchased with the government grants. Operating grant is taken to profit or loss on a systematic basis in the same periods in which the expenses are incurred.

3.12 Deferred construction cost compensation

Deferred construction cost compensation received to defray costs relating to the construction of an asset are accounted for as a government grant. Note 3.11 sets out the government grant accounting policy.

3.13 Deferred income

Deferred income comprises (i) government grants for the purchase of depreciable assets, (ii) contributions made by certain customers towards the cost of capital projects received prior to 1 July 2009 and (iii) compensation received to defray operating expenses.

Government grants and customer contributions

Deferred income is recognised on a straight-line basis and taken to profit or loss over the periods necessary to match the depreciation of the assets purchased with the government grants and customers' contribution.

3.14 Regulatory deferral account ("RDA") debit or credit balances

Use of system charges, transportation of gas, district cooling services and Market Support Services fees

Regulatory deferral account debit or credit balances represent timing differences between revenue recognised for financial reporting purposes and revenue earned for regulatory purposes.

Movements in the regulatory deferral account debit or credit balances are recognised in profit or loss over the periods necessary to adjust revenue recognised for financial reporting purposes to revenue earned for regulatory purposes based on services rendered.

At the end of each regulatory period, adjustments for amounts to be recovered or refunded are taken to profit or loss as net movement in regulatory deferral account balances.

3.15 Price regulation and licence

The Group's operations in Singapore are regulated under the Electricity Licence for Transmission Licensee, Electricity Licence for Market Support Services Licensee, Gas Licence, and the District Cooling Services Licence issued by the Energy Market Authority ("EMA") of Singapore.

Allowed revenue to be earned from the supply and transmission of electricity, transportation of gas and the provision of market support services is regulated based on certain formulae and parameters set out in those licences, relevant acts and codes.

Allowed revenue for district cooling corresponds to the quantum which the Group is entitled to under Condition 13 [Economic Regulation] of its District Cooling Services Licence issued by the Energy Market Authority of Singapore.

Revenue recognised for financial reporting purposes may differ from revenue earned for regulatory purposes due to revenue or volume variances. This may result in adjustments that may increase or decrease tariffs in succeeding periods. Amounts to be recovered or refunded are brought to account as adjustments to net movement in regulatory deferral account debit or credit balances in the income statement in the period in which the Group becomes entitled to the recovery or liable for the refund.

The Group's capital expenditure may vary from its regulatory plan and is subject to a review by the EMA. The results of the variances in capital expenditure may be translated into price adjustments, if any, in the following reset period.

The use of system charges, transportation of gas charges and allowed revenue to be recovered from Market Support Services fees are approved by the EMA for a 5-year regulatory period in accordance with the price regulation framework.

3.16 Revenue recognition

Revenue is measured based on the consideration to which the Group expects to be entitled in exchange for transferring promised goods or services to a customer, excluding amounts collected on behalf of third parties.

Revenue is recognised when the Group satisfies a performance obligation by transferring a promised good or service to the customer, which is when the customer obtains control of the good or service. A performance obligation may be satisfied at a point in time or over time. The amount of revenue recognised is the amount allocated to the satisfied performance obligation.

Sale of electricity

Revenue from the sale of electricity is recognised over time when electricity is delivered to consumers, or upon transmission to the power grid.

Use of system charges and transportation of gas

Revenue from use of system charges and transportation of gas is recognised over time based on tariff billings to customers when the volume of electricity and gas is delivered.

Revenue from take-or-pay arrangements relating to the transportation of gas is recognised when it is probable that such revenue is receivable.

District cooling service income

Income from services is recognised over time when the services are rendered.

Agency fees and Market Support Services fees

Agency fees from acting as billing agent and fees for services provided as the Market Support Services Licensee are recognised over time when the services are rendered.

Dividend income

Dividend income is recognised on the date that the Group's right to receive payment is established.

Rental income

Rental income is recognised in profit or loss on a straight-line basis over the term of the lease.

Support service income and management fees

Support service income and management fees are recognised when the services are rendered.

Meters supply and installation fees

The Group entered into a contract with customer to provide meters and installation services. Management has considered that the meters have no alternative use for the Group due to contractual restrictions, and the Group has enforceable rights to payment for performance completed to date, arising from the contractual terms. Accordingly, revenue is recognised over the period of the contract by reference to the progress towards complete satisfaction of the performance obligation. The measure of progress is determined based on the proportion of costs incurred to date to the estimated total contract costs ["input method"]. Costs incurred that are not related to the contract or that do not contribute towards satisfying the performance obligation are excluded from the measure of progress and instead are expensed as incurred.

Estimates of revenues, costs or extent of progress toward completion are revised if circumstances change. Any resulting increases or decreases in estimated revenues or costs are reflected in the profit or loss in the period in which the circumstances that give rise to the revision become known by management.

3.17 Leases

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

As lessor

Leases in which the Group does not transfer substantially all the risks and rewards of ownership of the asset are classified as operating leases. Initial direct costs incurred in negotiating an operating lease are added to the carrying amount of the leased asset and recognised over the lease term. Rental income under operating leases are recognised in profit or loss over the term of the lease.

Where assets are leased under a finance lease, the present value of the lease payments is recognised as a receivable. The difference between the gross receivable and the present value of the receivable is recognised as unearned finance income. Lease income is recognised over the lease term using the net investment method, which reflects a constant periodic rate of return. Contingent rental income is recognised in profit or loss in the accounting period in which they are incurred.

As lessee

The Group applies a single recognition and measurement approach for all leases, except for short-term leases and leases of low-value assets. The Group recognises lease liabilities to make lease payments and right-of-use assets representing the right to use the underlying assets.

Right-of-use assets

The Group recognises right-of-use assets at the commencement or on modification date of the lease [i.e., the date the underlying asset is available for use]. Right-of-use assets are measured at cost, less any accumulated depreciation and impairment losses, and adjusted for any remeasurement of lease liabilities. The cost of right-of-use assets includes the amount of lease liabilities recognised, initial direct costs incurred, and lease payments made at or before the commencement date less any lease incentives received. Right-of-use assets are depreciated on a straight-line basis over the shorter of the lease term and the estimated useful lives of the assets.

If ownership of the leased asset transfers to the Group at the end of the lease term or the cost reflects the exercise of a purchase option, depreciation is calculated using the estimated useful life of the asset.

The right-of-use assets are also subject to impairment. Refer to Note 3.7 for the accounting policy.

Lease liabilities

At the commencement date of the lease, the Group recognises lease liabilities measured at the present value of lease payments to be made over the lease term. The lease payments include fixed payments (including in-substance fixed payments) less any lease incentives receivable, variable lease payments that depend on an index or a rate, and amounts expected to be paid under residual value guarantees. The lease payments also include the exercise price of a purchase option reasonably certain to be exercised by the Group and payments of penalties for terminating the lease, if the lease term reflects the Group exercising the option to terminate.

Variable lease payments that do not depend on an index or a rate are recognised as expenses (unless they are incurred to produce inventories) in the period in which the event or condition that triggers the payment occurs.

In calculating the present value of lease payments, the Group uses its incremental borrowing rate at the lease commencement date because the interest rate implicit in the lease is not readily determinable. After the commencement date, the amount of lease liabilities is increased to reflect the accretion of interest and reduced for the lease payments made. In addition, the carrying amount of lease liabilities is remeasured if there is a modification, a change in the lease term, a change in the lease payments [e.g., changes to future payments resulting from a change in an index or rate used to determine such lease payments] or a change in the assessment of an option to purchase the underlying asset.

Short-term leases and leases of low-value assets

The Group applies the short-term lease recognition exemption to its short-term leases of machinery and equipment [i.e., those leases that have a lease term of 12 months or less from the commencement date and do not contain a purchase option]. It also applies the lease of low-value assets recognition exemption to leases of equipment that are considered to be low value. Lease payments on short-term leases and leases of low-value assets are recognised as an expense on a straight-line basis over the lease term.

3.18 Finance income and costs

Finance income comprises interest income on funds invested. Interest income is recognised as it accrues, using the effective interest method.

Finance costs comprise interest expense on borrowings, unwinding of the discount on provisions, fair value gains or losses on financial assets and liabilities at fair value through profit or loss, impairment losses recognised on financial assets (other than trade receivables), gains or losses on hedging instruments that are recognised in profit or loss, amortisation of transaction costs capitalised and interest expense on lease liabilities.

Borrowing costs that are not directly attributable to the acquisition, construction or production of a qualifying asset are recognised in profit or loss using the effective interest method.

3.19 Tax expense

Tax expense comprises current and deferred tax. Current and deferred taxes are recognised in profit or loss except to the extent that it relates to a business combination, or items recognised directly in equity or in other comprehensive income.

Current tax is the expected tax payable or receivable on the taxable income or loss 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.

Deferred tax is recognised in respect of temporary differences between the carrying amounts of assets and liabilities for financial reporting purposes and the amounts used for taxation purposes.

Deferred tax is not recognised for:

- temporary differences on the initial recognition of assets or liabilities in a transaction that is not a business combination and at the time of the transaction (i) affects neither accounting nor taxable profit or loss and (ii) does not give rise to equal taxable and deductible temporary differences;
- temporary differences related to investments in subsidiaries, associates and joint ventures to the extent that the Group is able to control the timing of the reversal of the temporary differences and it is probable that they will not reverse in the foreseeable future; and
- taxable temporary differences arising on the initial recognition of goodwill.

Deferred tax is measured at the tax rates that are expected to be applied to the temporary differences when they reverse, based on the laws that have been enacted or substantively enacted by the reporting date.

Deferred tax assets and liabilities are offset if there is a legally enforceable right to offset current tax liabilities and assets and they relate to income taxes levied by the same tax authority on the same taxable entity, or on different tax entities, but they intend to settle current tax liabilities and assets on a net basis or their tax assets and liabilities will be realised simultaneously.

A deferred tax asset is recognised for unused tax losses, tax credits and deductible temporary differences, to the extent that it is probable that future taxable profits will be available against which they 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.

In determining the amount of current and deferred tax, the Group takes into account the impact of uncertain tax positions and whether additional taxes and interest may be due. The Group believes that its accruals for tax liabilities are adequate for all open tax years based on its assessment of many factors, including interpretations of tax law and prior experience. This assessment relies on estimates and assumptions and may involve a series of judgements about future events. New information may become available that causes the Group to change its judgement regarding the adequacy of existing tax liabilities; such changes to tax liabilities will impact tax expense in the period that such a determination is made.

The movement in a deferred tax asset or liability that arises from the temporary differences created as a result of recognising regulatory deferral account balances are presented in the income statement net of the movement in regulatory deferral account balances related to profit or loss.

Global minimum top-up tax

The Group has determined that the global minimum top-up tax – which it is required to pay under Pillar Two legislation – is an income tax in the scope of SFRS(I) 1-12. The Group has applied a temporary mandatory relief from deferred tax accounting for the impacts of the top-up tax and accounts for it as a current tax when it is incurred.

3.20 Segment reporting

An operating segment is a component of the Group that engages in business activities from which it may earn revenue and incur expenses, including revenue and expenses that relate to transactions with any of the Group's other components. All operating segments' operating results are reviewed regularly by the chief operating decision maker ("CODM") to make decisions about resources to be allocated to the segment and to assess its performance, and for which discrete financial information is available.

Segment results that are reported to the CODM include items directly attributable to a segment as well as those that can be allocated on a reasonable basis.

Segment capital expenditure is the total cost incurred during the year to acquire property, plant and equipment, and intangible assets other than goodwill.

3.21 New standards and interpretations not yet adopted

A number of new amendments to standards that have been issued but not yet effective have not been early adopted in preparing these financial statements. Other than as described below, the new standards, amendments to standards and interpretations to SFRS(I)s are not expected to have a significant impact on the Group's financial statements.

SFRS(I) 18: Presentation and Disclosure in Financial Statements

SFRS(I) 18 will replace SFRS(I) 1-1 *Presentation of Financial Statements* and applies for annual reporting periods beginning on or after 1 January 2027. The new standard introduces the following key new requirements:

- Entities are required to classify all income and expenses into five categories in the statement of profit or loss, namely the operating, investing, financing, discontinued operations and income tax categories. Entities are also required to present a newly-defined operating profit subtotal. Entities' net profit will not change.
- Management-defined performance measures (MPMs) are disclosed in a single note in the financial statements.
- Enhanced guidance is provided on how to group information in the financial statements.

In addition, all entities are required to use the operating profit subtotal as the starting point for the statement of cash flows when presenting operating cash flows under the indirect method.

The Group is still in the process of assessing the impact of the new standard on the primary financial statements and notes to the financial statements.

4 Property, plant and equipment

Group	Freehold land \$ million	Leasehold land \$ million	Buildings, office and tunnels \$ million	Plant and machinery \$ million	Other plant and equipment \$ million	Motor vehicles and office equipment \$ million	Construction- in-progress \$ million	Total \$ million
Cost								
At 1 April 2023	0.3	654.7	3,810.3	17,067.2	1,749.7	362.0	1,904.0	25,548.2
Additions	–	–	8.4	54.0	33.2	5.0	1,276.8	1,377.4
Disposals	–	(48.9)	(6.2)	(151.5)	(9.7)	(11.5)	–	(227.8)
Acquisition of subsidiaries (Note 29)	–	26.7	3.3	208.2	–	–	27.7	265.9
Purchase price allocation adjustment	–	–	–	(2.7)	–	–	–	(2.7)
Reclassifications	–	4.7	35.4	863.6	1.9	(43.8)	(861.8)	–
Lease modification	–	0.7	–	2.1	–	–	–	2.8
Translation difference	–	(0.3)	(0.4)	(11.3)	–	–	(1.3)	(13.3)
At 31 March 2024	0.3	637.6	3,850.8	18,029.6	1,775.1	311.7	2,345.4	26,950.5
Additions	–	20.3	18.6	313.9	62.9	3.9	1,472.2	1,891.8
Disposals	–	(1.4)	(2.1)	(377.2)	(17.3)	(7.1)	–	(405.1)
Acquisition of subsidiaries (Note 29)	–	1.0	0.2	24.0	–	–	–	25.2
Purchase price allocation adjustment	–	–	(0.8)	(32.9)	–	–	–	(33.7)
Transfer from/(to) intangible assets (Note 6)	–	–	–	102.9	–	(8.3)	(6.5)	88.1
Reclassifications	–	36.7	125.6	1,449.5	3.3	131.9	(1,747.0)	–
Lease modification	–	0.4	–	10.5	–	–	–	10.9
Translation difference	–	(0.4)	(0.3)	(10.8)	–	–	1.0	(10.5)
At 31 March 2025	0.3	694.2	3,992.0	19,509.5	1,824.0	432.1	2,065.1	28,517.2
Accumulated depreciation and impairment losses								
At 1 April 2023	–	284.1	1,316.2	8,659.1	947.9	248.1	–	11,455.4
Depreciation	–	14.0	115.4	657.6	26.0	27.4	–	840.4
Disposals	–	(48.9)	(5.4)	(145.5)	(9.6)	(11.3)	–	(220.7)
Reclassifications	–	–	–	23.4	–	(23.4)	–	–
Translation difference	–	–	–	(2.3)	–	–	–	(2.3)
At 31 March 2024	–	249.2	1,426.2	9,192.3	964.3	240.8	–	12,072.8
Depreciation	–	15.7	126.5	717.1	26.3	29.3	–	914.9
Disposals	–	(0.9)	(1.4)	(375.7)	(17.2)	(6.9)	–	(402.1)
Impairment	–	–	–	37.0	–	–	–	37.0
Transfer from/(to) intangible assets (Note 6)	–	–	–	93.4	–	–	–	93.4
Reclassifications	–	1.9	(1.8)	(27.7)	–	27.6	–	–
Translation difference	–	–	–	(1.5)	–	–	–	(1.5)
At 31 March 2025	–	265.9	1,549.5	9,634.9	973.4	290.8	–	12,714.5
Carrying amounts								
At 31 March 2024	0.3	388.4	2,424.6	8,837.3	810.8	70.9	2,345.4	14,877.7
At 31 March 2025	0.3	428.3	2,442.5	9,874.6	850.6	141.3	2,065.1	15,802.7

At 31 March 2025, plant and equipment of the Group with carrying amounts of \$436.5 million (2024: \$139.8 million) are pledged as securities to secured loans and lease liabilities.

Company	Leasehold land \$ million	Buildings and office \$ million	Plant and equipment \$ million	Motor vehicles and office equipment \$ million	Construction-in-progress \$ million	Total \$ million
Cost						
At 1 April 2023	9.4	45.4	0.2	21.3	–	76.3
Additions	–	–	–	0.1	1.2	1.3
Disposals	–	(11.8)	–	(0.8)	–	(12.6)
Reclassifications	–	0.4	0.1	0.7	(1.2)	–
At 31 March 2024	9.4	34.0	0.3	21.3	–	65.0
Additions	–	–	–	1.9	–	1.9
Disposals	–	(10.9)	–	–	–	(10.9)
At 31 March 2025	9.4	23.1	0.3	23.2	–	56.0
Accumulated depreciation						
At 1 April 2023	7.8	31.8	0.2	10.3	–	50.1
Depreciation	0.3	6.3	–	4.2	–	10.8
Disposals	–	(11.8)	–	(0.8)	–	(12.6)
At 31 March 2024	8.1	26.3	0.2	13.7	–	48.3
Depreciation	0.3	7.0	–#	3.5	–	10.8
Disposals	–	(10.9)	–	–	–	(10.9)
At 31 March 2025	8.4	22.4	0.2	17.2	–	48.2
Carrying amounts						
At 31 March 2024	1.3	7.7	0.1	7.6	–	16.7
At 31 March 2025	1.0	0.7	0.1	6.0	–	7.8

Amount is less than \$0.1 million

The following expenses were capitalised in property, plant and equipment during the year:

Group	2025 \$ million	2024 \$ million
Staff cost	113.8	108.7
Other expenses	6.0	4.1

The Group's and Company's property, plant and equipment includes right of use assets of \$580.7 million and \$1.1 million (2024: \$449.7 million and \$7.5 million) respectively relating to leasehold land, buildings and office, plant and machinery and other plant and equipment under leasing arrangements. Details are presented in Note 5.

Impairment testing of property, plant and equipment

In 2025, the Group carried out a review of the recoverable amount of its property, plant and equipment of a non-regulated project in Singapore. Due to the continued weak demand from customers, an impairment loss of \$37.0 million was recognised (under 'Other operating expenses'), reflecting the write-down of property, plant, and equipment to its recoverable amount of \$65.5 million. The recoverable amount has been determined based on a discounted cash flow model using cash flow projections from financial budgets approved by management. The pre-tax discount rates applied to cash flow projections is 6.13%.

5 Right-of-use assets/ Lease liabilities

Set out below are the carrying amounts of right-of-use assets classified within property, plant and equipment and the movements during the year:

Group	Leasehold land \$ million	Buildings and office \$ million	Plant and machinery \$ million	Total \$ million
At 1 April 2023	370.7	9.6	27.0	407.3
Additions	4.7	6.6	1.0	12.3
Acquisition of subsidiaries	26.7	—	24.0	50.7
Disposal	—	(0.7)	—	(0.7)
Lease modification	0.7	—	2.1	2.8
Depreciation	(14.0)	(3.6)	(3.9)	(21.5)
Translation difference	(0.3)	(0.3)	(0.6)	(1.2)
At 31 March 2024	388.5	11.6	49.6	449.7
Additions	36.6	18.4	93.5	148.5
Acquisition of subsidiaries	1.0	—	—	1.0
Purchase price allocation adjustment	—	(0.8)	(2.6)	(3.4)
Disposal	(0.5)	—	—	(0.5)
Lease modification	0.4	—	10.5	10.9
Reclassification	18.4	(18.4)	—	—
Depreciation	(15.7)	(4.4)	(4.1)	(24.2)
Translation difference	(0.4)	(0.3)	(0.6)	(1.3)
At 31 March 2025	428.3	6.1	146.3	580.7

The Group's lease liabilities of \$118.1 million (2024: \$36.3 million) arise from the plant and equipment lease contracts with financial leasing companies and are secured by the leased plant and equipment.

Company	Leasehold land \$ million	Office \$ million	Motor vehicles \$ million	Total \$ million
At 1 April 2023	1.6	12.1	0.1	13.8
Additions	—	—	—#	—#
Depreciation	(0.3)	(6.0)	—#	(6.3)
At 31 March 2024	1.3	6.1	0.1	7.5
Depreciation	(0.3)	(6.1)	—#	(6.4)
At 31 March 2025	1.0	—	0.1	1.1

Amount is less than \$0.1 million

Set out below are the carrying amounts of lease liabilities and the movements during the year:

	Group		Company	
	2025 \$ million	2024 \$ million	2025 \$ million	2024 \$ million
At 1 April	84.7	52.4	6.4	12.2
Additions	148.1	0.7	—	—#
Acquisition of subsidiaries	—	48.9	—	—
Purchase price allocation adjustment	(0.9)	—	—	—
Disposals	—	—#	—	—#
Lease modification	10.9	2.8	—	—
Accretion of interest	5.0	3.9	0.1	0.4
Payments	(44.8)	(23.2)	(6.5)	(6.2)
Translation difference	(0.9)	(0.8)	—	—
At 31 March	202.1	84.7	—#	6.4
Current	19.6	11.7	—#	6.3
Non-current	182.5	73.0	—	0.1
	202.1	84.7	—#	6.4

Amount is less than \$0.1 million

The maturity analysis of lease liabilities is disclosed in Note 32.

The following are the amounts recognised in profit or loss:

	Group		Company	
	2025 \$ million	2024 \$ million	2025 \$ million	2024 \$ million
Depreciation expense of right-of-use assets	24.2	21.5	6.4	6.3
Interest expense on lease liabilities	5.0	3.9	0.1	0.4
Expense relating to short-term leases (included in other operating expenses)	1.6	1.3	—	—

Amount is less than \$0.1 million

For the financial year ended 31 March 2025, the Group and Company had total cash outflow for leases of \$46.4 million and \$6.5 million (2024: \$24.5 million and \$6.2 million) respectively.

6 Intangible assets

Group	Software \$ million	Deferred expenditure \$ million	Capitalised developm ent costs \$ million	Feed-in tariff and customer contracts \$ million	Goodwill \$ million	Assets under construction \$ million	Total \$ million
Cost							
At 1 April 2023	454.3	119.7	20.3	55.8	22.3	5.9	678.3
Additions	0.7	0.7	—	—	—	34.3	35.7
Disposals	(6.2)	—	(2.1)	—	—	—	(8.3)
Acquisition of subsidiaries	—	—	—	20.1	25.0	—	45.1
Purchase price allocation adjustment	—	—	—	3.9	(0.8)	—	3.1
Reclassifications	6.0	—	2.9	—	—	(8.9)	—
Translation differences	—	—	—	(0.3)	(0.3)	—	(0.6)
At 31 March 2024	454.8	120.4	21.1	79.5	46.2	31.3	753.3
Additions	1.0	1.6	—	2.4	—	44.0	49.0
Disposals	(2.4)	(17.9)	(0.6)	—	—	—	(20.9)
Acquisition of subsidiaries (Note 29)	—	—	—	3.4	6.6	—	10.0
Purchase price allocation adjustment	—	—	—	43.9	(9.6)	—	34.3
Reclassifications	11.0	—	2.4	—	—	(13.4)	—
Transfer from/(to) property, plant and equipment (Note 4)	8.4	(96.5)	—	—	—	—	(88.1)
Translation differences	—	—	—	(6.6)	(1.9)	—	(8.5)
At 31 March 2025	472.8	7.6	22.9	122.6	41.3	61.9	729.1
Accumulated amortisation and impairment losses							
At 1 April 2023	401.1	115.1	12.2	—	—	2.0	530.4
Amortisation	27.4	0.8	3.5	3.6	—	—	35.3
Disposals	(6.0)	—	(2.0)	—	—	—	(8.0)
At 31 March 2024	422.5	115.9	13.7	3.6	—	2.0	557.7
Amortisation	21.5	1.2	2.9	6.5	—	—	32.1
Disposals	(2.4)	(17.9)	(0.4)	—	—	—	(20.7)
Transfer from/(to) property, plant and equipment (Note 4)	—#	(93.4)	—	—	—	—	(93.4)
Translation differences	—	—	—	(0.3)	—	—	(0.3)
At 31 March 2025	441.6	5.8	16.2	9.8	—	2.0	475.4
Carrying amounts							
At 31 March 2024	32.3	4.5	7.4	75.9	46.2	29.3	195.6
At 31 March 2025	31.2	1.8	6.7	112.8	41.3	59.9	253.7

Company	Software \$ million	Assets under construction \$ million	Total \$ million
Cost			
At 1 April 2023	29.1	0.3	29.4
Additions	–	0.1	0.1
Disposals	(2.1)	–	(2.1)
Reclassifications	0.4	(0.4)	–
At 31 March 2024	27.4	–	27.4
Additions	3.1	–	3.1
Disposals	(1.3)	–	(1.3)
At 31 March 2025	29.2	–	29.2
Accumulated amortisation and impairment losses			
At 1 April 2023	19.1	–	19.1
Amortisation	5.2	–	5.2
Disposals	(2.1)	–	(2.1)
At 31 March 2024	22.2	–	22.2
Amortisation	3.2	–	3.2
Disposals	(1.3)	–	(1.3)
At 31 March 2025	24.1	–	24.1
Carrying amounts			
At 31 March 2024	5.2	–	5.2
At 31 March 2025	5.1	–	5.1

The following expenses were capitalised in intangible assets during the year:

Group	2025 \$ million	2024 \$ million
Staff cost	10.8	4.7
Other expenses	1.1	0.3

Goodwill

For the purpose of impairment testing, goodwill is allocated to cash-generating units (“CGU”s). Out of the total goodwill of \$41.3 million [2024: \$46.2 million], \$30.6 million [2024: \$32.4 million] arises from the following three CGUs that are three utility-scale solar assets (collectively known as “Vietnam Solar CGUs”):

- Phu Yen Europlast Solar Power Joint Stock Company
- Thanh Long Phu Yen Solar Power Joint Stock Company
- Viet Nam Viet Renewable Energy Joint Stock Company

The recoverable amounts of Vietnam Solar CGUs including goodwill are assessed based on discounted cash flow models using cash flow projections from financial budgets and forecasts approved by management and contracted feed-in-tariff from the local grid company. In 2025, local authorities in Vietnam introduced certain changes to regulations applicable to renewable energy generation which could impact Vietnam Solar CGUs’ contracted feed-in-tariff with local grid company. After considering the legal basis with external legal advisors and information available,

it is assessed that assumptions used in cash flow projections remain reasonable. The Group has used cash flow projections up to 46 years, representing the remaining lease term of the land occupied by the respective CGU, with no terminal values.

Cash flows were discounted using a pre-tax discount rate of 9.7% per annum. The recoverable amount was estimated to be higher than the carrying value of Vietnam Solar CGU. Accordingly, no impairment of goodwill was recognised in 2025.

7 Investment property / Investment property under development

	Group	
	2025 \$ million	2024 \$ million
Investment property		
At 1 April	—	—
Reclassified from investment property under development	1,249.9	—
Change in fair value	103.1	—
At 31 March	1,353.0	—
Investment property under development		
At 1 April	1,168.3	865.0
Additions	81.6	204.6
Change in fair value	—	98.7
Reclassified to investment property	(1,249.9)	—
At 31 March	—	1,168.3

The fair value of investment property (a commercial building) was determined by an external, independent professional valuer which has the appropriate recognised professional qualifications. Management reviews the appropriateness of the valuation methodologies and assumptions adopted, and the reliability of the inputs used in the valuations.

In 2025, direct operating expenses (including repairs and maintenance) incurred on the investment property amounted to \$5.3 million (2024: Nil).

8 Subsidiaries

	Company	
	2025 \$ million	2024 \$ million
Unquoted equity shares, at cost	3,905.2	3,905.2
Unquoted unit, at cost	—#	—#
Amount due from subsidiaries	2,560.9	1,953.7
Impairment losses	(115.6)	(68.5)
	6,350.5	5,790.4

Amount is less than \$0.1 million

The Company has entered into an arrangement with subsidiaries whereby the repayment of these amounts due from subsidiaries will be at the sole discretion of the subsidiaries. Accordingly, these amounts are classified as investment in subsidiaries.

In 2025, the Company made an allowance for impairment of \$47.1 million (2024: Nil) on its investment in subsidiaries and the amount due from subsidiaries.

The recoverable amount of the subsidiary has been determined based on a discounted cash flow model using cash flow projections from financial budgets approved by management. The pre-tax discount rates applied to cash flow projections is 6.13%.

Details of significant subsidiaries are as follows:

Name of subsidiaries	Place of incorporation	Effective interest held by the Group	
		2025 %	2024 %
SP PowerAssets Limited	Singapore	100	100
PowerGas Limited	Singapore	100	100
SP PowerGrid Limited	Singapore	100	100
SP Services Limited	Singapore	100	100
SP Cross Island Tunnel Trust	Singapore	100	100
Singapore Power International Pte Ltd	Singapore	100	100
Singapore District Cooling Pte Ltd	Singapore	100	100
SP Group Treasury Pte Ltd	Singapore	100	100
Labrador Real Estate Pte Ltd	Singapore	100	100

Non-controlling interests ("NCI")

There are no subsidiaries with material NCI for the financial year ended 31 March 2025.

9 Associates and joint ventures

	Group		Company	
	2025 \$ million	2024 \$ million	2025 \$ million	2024 \$ million
Investment in associates	1,686.5	1,454.5	—	—
Investment in joint ventures	52.9	46.0	45.4	45.4
	1,739.4	1,500.5	45.4	45.4

Name of associates	Principal activities	Place of incorporation	Effective interest held by the Group	
			2025 %	2024 %
SGSP (Australia) Assets Pty Ltd and its subsidiaries (collectively referred to as "SGSPAA")	Infrastructure services, and distribution of electricity and gas	Australia	40	40
Sino-Singapore Energy Services (Chongqing) Company Ltd ("SSES")	Operation and provision of combined cooling, heating and power solutions	China	40	40

Associates

The following table summarises the financial information in respect of SGSPAA and SSES, based on their respective financial statements prepared in accordance with International Financial Reporting Standards ("IFRS") and reconciliation with the carrying amount of the investment in the consolidated financial statements:

	-----Associates-----			
	SGSPAA		SSES	
	2025 \$ million	2024 \$ million	2025 \$ million	2024 \$ million
Assets and liabilities				
Current assets	451.3	412.9	8.7	10.5
Non-current assets	10,490.9	10,603.1	49.3	48.7
Total assets	10,942.2	11,016.0	58.0	59.2
Current liabilities	1,311.0	843.3	0.4	1.9
Non-current liabilities	5,463.7	6,584.2	8.8	9.5
Total liabilities	6,774.7	7,427.5	9.2	11.4
Net assets	4,167.5	3,588.5	48.8	47.8
Net assets, excluding goodwill	4,167.5	3,588.5	48.8	47.8
Proportion of the Group's ownership	40%	40%	40%	40%
Group's share of net assets, representing the carrying amount of the investment	1,667.0	1,435.4	19.5	19.1

	-----Associates-----			
	<i>SGSPAA</i>		<i>SSES</i>	
	2025 \$ million	2024 \$ million	2025 \$ million	2024 \$ million
Results				
Revenue	2,040.4	1,694.9	6.3	6.5
Profit/(loss) after taxation	311.9	199.1	[0.4]	[0.9]
Other comprehensive income	44.1	16.7	–	–
Total comprehensive income	356.0	215.8	[0.4]	[0.9]

Dividends from associates

The Group recorded dividend income of \$85.0 million [2024: \$76.9 million] from SGSPAA.

Joint ventures

The Group has three [2024: three] joint ventures that are material and a number of joint ventures that are individually immaterial to the Group. All are equity accounted. The following are details for the material joint ventures.

Name of joint ventures	Principal activities	Place of incorporation	Effective interest held by the Group	
			2025 %	2024 %
Power Automation Pte Ltd ["PA"]	Supply and provision of engineering and commissioning solutions	Singapore	51	51
SPTel Pte. Ltd. ["SPTel"]	Operation and provision of telecommunication services	Singapore	49	49
BCG-SP Greensky Joint Stock Company ["BCG-SP"]	Generation and sale of electricity, and provision of management consulting services	Vietnam	49	49

The following table summarises the financial information of each of the Group's material joint venture based on their respective financial statements prepared in accordance with IFRS and a reconciliation with the carrying amount of the investment in the consolidated financial statements:

	<i>PA</i>		<i>SPTel</i>		<i>BCG-SP</i>	
	2025 \$ million	2024 \$ million	2025 \$ million	2024 \$ million	2025 \$ million	2024 \$ million
Assets and liabilities						
Current assets	35.8	49.2	28.3	28.0	23.3	15.8
Non-current assets	4.0	5.8	133.1	123.0	48.0	48.9
Total assets	39.8	55.0	161.4	151.0	71.3	64.7
Current liabilities	14.0	27.3	31.9	46.5	3.9	5.1
Non-current liabilities	1.9	7.0	96.7	70.8	30.5	34.5
Total liabilities	15.9	34.3	128.6	117.3	34.4	39.6
Net assets	23.9	20.7	32.8	33.7	36.9	25.1
Net assets, excluding goodwill	23.9	20.7	32.8	33.7	36.9	25.1
Proportion of the Group's ownership	51%	51%	49%	49%	49%	49%
Group's share of net assets	12.2	10.6	16.1	16.5	18.1	12.3
Goodwill	–	–	2.8	2.8	–	–
Carrying amount of the investment	12.2	10.6	18.9	19.3	18.1	12.3
Results						
Revenue	48.9	69.3	73.7	63.6	7.3	7.2
Profit/(loss) after taxation	6.9	7.1	(0.9)	(8.0)	(2.1)	(4.5)
Other comprehensive income	–	–	–	–	–	–
Total comprehensive income	6.9	7.1	(0.9)	(8.0)	(2.1)	(4.5)

Aggregate information about the Group's investments in joint ventures that are not individually material are as follows:

	2025 \$ million	2024 \$ million
Share of loss after tax	(0.6)	(0.2)
Other comprehensive income	–	–
Total comprehensive income	(0.6)	(0.2)

In 2024, the Group recorded dividend income of \$2.5 million from PA. There was no dividend income recorded in 2025.

10 Other non-current assets

	Group	
	2025 \$ million	2024 \$ million
Amount due from associate:		
- convertible instrument	—	281.6
Amount due from joint venture (non-trade)	44.9	31.4
Finance lease receivables	6.3	6.8
Contract costs	4.5	5.8
Other receivables	26.9	26.9
	<u>82.6</u>	<u>352.5</u>

The non-current amount due from a joint venture that is non-trade in nature of \$44.9 million (2024: \$31.4 million) bears interest of 3.0% to 4.78% (2024: 3.0% to 4.78%) per annum.

In 2024, the non-current amount due from associate of \$281.6 million represents the face value of the convertible instrument. The convertible instrument is convertible into a variable number of shares, which precludes the convertible instrument from being recognised as equity, and is recognised as a non-current receivable. The Group has a 40% holding in both the convertible instrument and ordinary shares issued by SGSPAA.

In June 2024, the full face value of the convertible instrument was converted into ordinary shares.

Finance lease receivables

In the prior years, the Group entered into arrangements to transport a minimum volume of piped gas to its customers using certain pipelines. Although the arrangements are not in the legal form of a lease, the Group concluded that the arrangements contain in substance leases of the submarine pipelines, because the minimum lease payments amount to substantially all the fair value of the leased assets. The lessees assume substantially all the risks and rewards of ownership. Accordingly, these leases were classified as finance lease. The Group continues to be the legal owner of the pipelines and therefore claims capital allowances for the pipelines. The interest rate implied in each lease is determined at the commencement date of the lease.

Following the adoption of SFRS(I) 16, the Group continues the existing finance lease accounting for the arrangements above.

The carrying amount of the finance lease receivables at the reporting date approximates its fair value, based on discounting the cash flows at the market rate.

	2025 \$ million	2024 \$ million
Group		
Minimum lease payment receivables from leased pipelines and plants	10.3	11.3
Unearned income in leased pipelines and plants	(3.5)	(4.1)
Net receivables	<u>6.8</u>	<u>7.2</u>
Current (Note 15b)	0.5	0.4
Non-current	<u>6.3</u>	<u>6.8</u>
	<u>6.8</u>	<u>7.2</u>

	Minimum lease payment receivables \$ million	Unearned income \$ million	Present value of lease payment receivables \$ million
2025			
Within one year	1.1	[0.6]	0.5
One to two years	1.1	[0.6]	0.5
Two to three years	1.1	[0.6]	0.5
Three to four years	1.1	[0.5]	0.6
Four to five years	1.0	[0.4]	0.6
After five years	4.9	[0.8]	4.1
	10.3	[3.5]	6.8
2024			
Within one year	1.1	[0.7]	0.4
One to two years	1.1	[0.7]	0.4
Two to three years	1.1	[0.7]	0.4
Three to four years	1.1	[0.6]	0.5
Four to five years	1.1	[0.5]	0.6
After five years	5.8	[0.9]	4.9
	11.3	[4.1]	7.2

The interest rate implied in each lease is determined at the commencement date of the lease. The effective interest rate on the finance lease receivables ranges from 2.35% to 9.80% (2024: 2.35% to 9.80%) per annum.

11 Deferred taxation

Group	At 1 April 2023 \$ million	Acquisition of subsidiaries / Purchase price allocation adjustment \$ million	Recognised in profit or loss \$ million	Recognised in other comprehensive income \$ million	Translation differences \$ million	At 31 March 2024 \$ million	Acquisition of subsidiaries / Purchase price allocation adjustment \$ million	Recognised in profit or loss \$ million	Recognised in other comprehensive income \$ million	Translation differences \$ million	At 31 March 2025 \$ million
Deferred tax assets											
Property, plant and equipment	2.6	1.7	0.8	—	—	5.1	0.3	—	—	—	5.4
Lease liabilities	5.1	—	(0.4)	—	—	4.7	0.3	—	—	—	5.0
Derivative liabilities	(1.1)	—	—	(0.2)	—	(1.3)	—	—	7.3	—	6.0
Trade and other payables and provisions	4.5	—	0.2	—	—	4.7	—	—	—	—	4.7
Deferred income	34.5	—	(3.2)	—	—	31.3	—	(3.1)	—	—	28.2
Tax losses carried forward	1.0	—	1.5	—	—	2.5	0.1	0.4	—	—	3.0
Others	8.9	—	(2.0)	—	—	6.9	0.8	1.3	—	—	9.0
	55.5	1.7	(3.1)	(0.2)	—	53.9	1.5	(1.4)	7.3	—	61.3
Set off of tax	(35.9)					(34.4)					(36.6)
Net deferred tax assets	19.6					19.5					24.7
Deferred tax liabilities											
Property, plant and equipment	(1,722.3)	(1.9)	(17.0)	—	0.2	(1,741.0)	(2.0)	1.7	—	0.6	(1,740.7)
Investment property	—	—	—	—	—	—	—	(2.0)	—	—	(2.0)
Right-of-use assets	(5.2)	—	0.8	—	—	(4.4)	—	(0.6)	—	—	(5.0)
Intangible assets	(14.7)	(3.7)	1.8	—	0.3	(16.3)	(2.3)	(1.4)	—	0.5	(19.5)
Trade and other receivables	(1.3)	—	—	—	—	(1.3)	—	— [#]	—	—	(1.3)
Derivative assets	(18.4)	—	—	9.3	—	(9.1)	—	—	9.1	—	—
Undistributed earnings of associates	(9.3)	—	8.2	—	—	(1.1)	—	1.1	—	—	—
Others	(3.7)	—	—	—	—	(3.7)	—	(0.1)	—	—	(3.8)
	(1,774.9)	(5.6)	(6.2)	9.3	0.5	(1,776.9)	(4.3)	(1.3)	9.1	1.1	(1,772.3)
Set off of tax	35.9					34.4					36.6
Net deferred tax liabilities	(1,739.0)					(1,742.5)					(1,735.7)

[#] Amount is less than \$0.1 million

Company	At 1 April 2023 \$ million	Recognised in profit or loss \$ million	Recognised in other comprehensive income \$ million	At 31 March 2024 \$ million	Recognised in profit or loss \$ million	Recognised in other comprehensive income \$ million	At 31 March 2025 \$ million
Deferred tax assets							
Lease liabilities	—	1.1	—	1.1	(1.1)	—	—
Trade and other payables and provisions	0.6	—	—	0.6	—	—	0.6
	0.6	1.1	—	1.7	(1.1)	—	0.6
Set off of tax	(0.6)			(1.7)			(0.6)
Net deferred tax assets	—			—			—
Deferred tax liabilities							
Property, plant and equipment	(0.9)	—	—	(0.9)	—#	—	(0.9)
Right-of-use assets	—	(1.0)	—	(1.0)	1.0	—	—
Intangible assets	(1.3)	0.5	—	(0.8)	0.3	—	(0.5)
Derivative assets	—#	—#	—#	—#	—#	—#	—#
	(2.2)	(0.5)	—#	(2.7)	1.3	—#	(1.4)
Set off of tax	0.6			1.7			0.6
Net deferred tax liabilities	(1.6)			(1.0)			(0.8)

Amount is less than \$0.1 million

12 Derivative assets and liabilities

Group	Outstanding notional amounts \$ million	2025		Outstanding notional amounts \$ million	2024	
		Assets	Liabilities		Assets	Liabilities
		\$ million	\$ million		\$ million	\$ million
Current:						
Cross-currency interest rate swaps	996.0	—	(69.4)	229.9	—	(95.9)
Interest rate swaps	1,775.7	13.1	(0.3)	1,999.0	37.4	—#
Foreign exchange forwards	1,096.8	8.2	(8.9)	1,087.9	3.8	(10.3)
		21.3	(78.6)		41.2	(106.2)
Non-current:						
Cross-currency interest rate swaps	2,673.4	12.7	(133.0)	2,729.6	—	(261.3)
Interest rate swaps	3,373.4	10.7	(24.4)	1,560.7	52.5	(2.8)
Foreign exchange forwards	46.2	—#	(2.7)	74.5	0.1	(6.9)
		23.4	(160.1)		52.6	(271.0)
Company	Outstanding notional amounts \$ million	2025		Outstanding notional amounts \$ million	2024	
		Assets	Liabilities		Assets	Liabilities
		\$ million	\$ million		\$ million	\$ million
Current:						
Foreign exchange forwards	16.4	0.1	(0.1)	10.2	0.1	—#

Amount is less than \$0.1 million

Offsetting financial assets and financial liabilities

The Group's and Company's derivative transactions are entered into under International Swaps and Derivatives Association ("ISDA") Master Agreements. The ISDA agreements create a right of set-off of recognised amounts that is enforceable only following an event of default, insolvency or bankruptcy of the Group, the Company or the counterparties. As such, these agreements do not meet the criteria for offsetting under SFRS(I) 1-32 *Financial Instruments: Presentation*.

The Group, the Company and its counterparties do not intend to settle on a net basis or to realise the assets and settle the liabilities simultaneously but have the right to set off in the case of default and insolvency or bankruptcy.

The Group's and Company's financial assets and liabilities subject to an enforceable master netting arrangement that are not otherwise set-off are as follows:

Types of financial assets	Gross amounts of recognised financial assets \$ million	Related amounts not offset in the balance sheet – financial instruments \$ million	Net amounts \$ million
Group			
2025			
Derivative assets	44.7	(26.2)	18.5
2024			
Derivative assets	93.8	(47.1)	46.7
Types of financial liabilities			
	Gross amounts of recognised financial liabilities \$ million	Related amounts not offset in the balance sheet – financial instruments \$ million	Net amounts \$ million
Group			
2025			
Derivative liabilities	238.7	(26.2)	212.5
2024			
Derivative liabilities	377.2	(47.1)	330.1
Types of financial assets			
	Gross amounts of recognised financial assets \$ million	Related amounts not offset in the balance sheet – financial instruments \$ million	Net amounts \$ million
Company			
2025			
Derivative assets	0.1	—#	0.1
2024			
Derivative assets	0.1	—#	—#
Types of financial liabilities			
	Gross amounts of recognised financial liabilities \$ million	Related amounts not offset in the balance sheet – financial instruments \$ million	Net amounts \$ million
Company			
2025			
Derivative liabilities	0.1	—#	0.1
2024			
Derivative liabilities	—#	—#	—

Amount is less than \$0.1 million

The gross and net amounts of financial assets and financial liabilities as presented in the balance sheet that are disclosed in the above tables are measured at fair value.

Hedge Accounting

At the reporting date, the Group and the Company held various types of derivative financial instruments and formally designated a portion of them in cash flow and fair value hedge relationships for accounting purposes, in accordance with the requirements of SFRS(I) 9. The following table summarises the derivative financial instruments in the balance sheets and the effects of hedge accounting on the Group's and the Company's financial position and performance.

	----- Hedge instrument -----			----- Hedged item -----			Changes in fair value used for ----- calculating hedge ineffectiveness -----				
	Outstanding notional amounts \$ million	Assets/ (liabilities) \$ million	Financial statement line item	Carrying amount of assets/ (liabilities) \$ million	Financial statement line that includes the hedged item	Accumulated amount of fair value adjustments \$ million	Hedging instrument \$ million	Hedged item \$ million	Hedge ineffectiveness recognised in profit or loss \$ million	Hedge rates	Maturity [Year]
Group											
2025											
Cash flow hedge											
Interest rate risk – Finance cost	8,468.5	[45.4]	Derivative assets/ liabilities	–	–	–	44.0	[44.0]	–#	0.356% - 2.727%	Up to 2030
Foreign exchange risk – Refer to Note 32 under <i>Foreign currency risk</i>	711.5	[1.7]	Derivative assets/ liabilities	–	–	–	6.4	[6.4]	–	CHF: S\$ 1.471 - 1.577 CNY: S\$ 0.186 EUR: S\$ 1.409 - 1.653 JPY: S\$ 0.009 - 0.010 MYR: S\$ 0.334 - 0.335 USD: S\$ 1.272 - 1.382 AUD: S\$ 0.848 - 0.884	Up to 2026 Up to 2025 Up to 2028 Up to 2027 Up to 2026 Up to 2028 Up to 2025
Fair value hedge											
Interest rate risk	350.0	10.4	Derivative assets/ liabilities	[359.8]	Debt obligations	[10.5]	12.8	[11.6]	1.2	6 month SORA	Up to 2032
Foreign exchange risk	3,669.4	[155.5]	Derivative assets/ liabilities	[3,494.1]	Debt obligations	160.4	90.6	[100.1]	[9.5]	Refer to footnote of Note 20	Up to 2029

Amount is less than \$0.1 million

	----- Hedge instrument -----			----- Hedged item -----			Changes in fair value used for ----- calculating hedge ineffectiveness -----				
	Outstanding notional amounts \$ million	Assets/ (liabilities) \$ million	Financial statement line item	Carrying amount of assets/ (liabilities) \$ million	Financial statement line that includes the hedged item	Accumulated amount of fair value adjustments \$ million	Hedging instrument \$ million	Hedged item \$ million	Hedge ineffectiveness recognised in profit or loss \$ million	Hedge rates	Maturity (Year)
Group 2024											
Cash flow hedge											
Interest rate risk – Finance cost	6,094.2	57.0	Derivative assets/ liabilities	–	–	–	[72.3]	72.3	–#	0.390% - 2.203%	Up to 2029
Foreign exchange risk – Refer to Note 32 under <i>Foreign currency risk</i>	752.7	[11.8]	Derivative assets/ liabilities	–	–	–	[7.3]	7.3	–	CHF: S\$ 1.397 - 1.546 CNY: S\$ 0.186 - 0.193 EUR: S\$ 1.430 - 1.657 JPY: S\$ 0.009 - 0.013 MYR: S\$ 0.280 - 0.330 USD: S\$ 1.272 - 1.382 AUD: S\$ 0.866 - 0.898	Up to 2025 Up to 2024 Up to 2028 Up to 2026 Up to 2024 Up to 2028 Up to 2025
Fair value hedge											
Interest rate risk	425.0	[2.4]	Derivative assets/ liabilities	[423.2]	Debt obligations	1.1	[0.9]	0.9	–#	6 month Fallback SOR / SORA	Up to 2032
Foreign exchange risk	2,959.6	[324.7]	Derivative assets/ liabilities	[2,610.6]	Debt obligations	339.2	[29.8]	37.2	7.4	Refer to footnote of Note 20	Up to 2029

Amount is less than \$0.1 million

	----- Hedge instrument -----			Changes in fair value used for calculating ----- hedge ineffectiveness -----			Hedge rates	Maturity (Year)
	Outstanding notional amounts \$ million	Assets/ (liabilities) \$ million	Financial statement line item	Hedging instrument \$ million	Hedged item \$ million	Hedge ineffectiveness recognised in profit or loss \$ million		
Company								
2025								
Cash flow hedge								
Foreign exchange risk - Refer to Note 32 under <i>Foreign currency risk</i>	14.0	— [#]	Derivative assets/ liabilities	0.1	[0.1]	—	EUR: S\$ 1.4291 – 1.6425 USD: S\$ 1.2812 – 1.3626	Up to 2025 Up to 2026
2024								
Cash flow hedge								
Foreign exchange risk - Refer to Note 32 under <i>Foreign currency risk</i>	6.7	0.1	Derivative assets/ liabilities	0.2	[0.2]	—	EUR: S\$ 1.4545 – 1.6425 USD: S\$ 1.3203 – 1.3576	Up to 2024 Up to 2024

13 Investments in debt and equity securities

	Group	
	2025 \$ million	2024 \$ million
Non-current		
Unquoted equity investment – FVTPL	118.7	115.1
Investments in Singapore government securities – amortised cost	77.5	–
	<u>196.2</u>	<u>115.1</u>
Current		
Investments in Singapore government securities and treasury bills – amortised cost	<u>786.8</u>	<u>811.1</u>

The Group invested in Singapore government securities and treasury bills with yields of 2.5% to 3.5% (2024: 3.5% to 4.1%) which will mature within two years (2024: within one year) from the reporting date.

14 Inventories

	Group	
	2025 \$ million	2024 \$ million
Cables	27.7	22.6
Pipes and fittings	6.9	8.6
Spare parts and accessories	3.4	3.2
Work in progress	12.1	2.8
Other consumables	9.4	12.1
	<u>59.5</u>	<u>49.3</u>

In 2025, inventories recognised as an expense in the income statement amounted to \$5.6 million (2024: \$10.3 million). The write-down of inventories to net realisable value by the Group amounted to \$4.2 million (2024: \$9.7 million). The utilisation of inventory obsolescence provision upon sale of the inventory items amounted to \$2.3 million (2024: \$0.7 million).

15 Trade and other receivables

	Note	Group		Company	
		2025 \$ million	2024 \$ million	2025 \$ million	2024 \$ million
Trade receivables:					
- Third parties		342.3	431.6	—	—
- Subsidiaries		—	—	4.6	4.6
- Associates		0.3	0.2	—	—
- Joint ventures		—#	0.7	—#	—#
- Related corporations		54.7	38.1	—	—
	15a	397.3	470.6	4.6	4.6
Accrued revenue		377.4	421.0	1.2	1.2
Other receivables, deposits and prepayments	15b	104.3	94.0	5.4	3.7
Dividend receivable from:					
- Associate		41.5	—	—	—
- Joint venture		—	2.5	—	2.5
Amounts due from (non-trade):					
- Subsidiaries	15c	—	—	2,678.5	3,738.3
- Joint venture	15c	4.0	2.3	0.1	0.1
		924.5	990.4	2,689.8	3,750.4

Amount is less than \$0.1 million

15a Trade receivables

	Group		Company	
	2025 \$ million	2024 \$ million	2025 \$ million	2024 \$ million
Trade receivables	420.5	497.5	4.6	4.6
Impairment losses	[23.2]	[26.9]	—	—
	397.3	470.6	4.6	4.6

The average credit term is between 7 to 30 days (2024: 7 to 30 days). An allowance has been made for estimated unrecoverable amounts, determined by reference to past default experience of individual debtors and collective portfolio.

The Group provides for lifetime expected credit losses for all trade receivables using a provision matrix. The provision rates are determined based on the evaluation of collectability and ageing analysis of trade receivables and on the estimation of the management. A considerable amount of estimation is required in assessing the ultimate realisation of these receivables, including the current creditworthiness and the past collection history of each customer.

The Group categorises trade receivables for potential write-off on the trade receivables of disconnected consumer accounts and trade receivables of contestable and non-contestable consumers which are overdue and that have failed to make contractual payments for more than 90 days and 180 days, respectively. Where trade receivables have been impaired or written off, the Group continues to engage enforcement activity to attempt to recover the receivable due. Where recoveries are made, these are recognised in profit or loss.

The maximum exposure to credit risk for trade receivables at the reporting date by types of customer is as follows:

	Group		Company	
	2025 \$ million	2024 \$ million	2025 \$ million	2024 \$ million
Contestable transmission/ distribution customers	156.8	177.3	—	—
Non-contestable transmission/ distribution customers	130.2	182.5	—	—
Project-based customers	35.1	42.9	—	—
Others	75.2	67.9	4.6	4.6
	397.3	470.6	4.6	4.6

The maximum exposure to credit risk for trade receivables at the reporting date by geographic region is as follows:

	Group		Company	
	2025 \$ million	2024 \$ million	2025 \$ million	2024 \$ million
Singapore	371.7	442.7	4.6	4.6
China	19.6	22.2	—	—
Thailand	0.6	0.2	—	—
Vietnam	5.4	5.5	—	—
	397.3	470.6	4.6	4.6

The ageing of trade receivables at the reporting date is as follows:

	2025		2024	
	Gross \$ million	Impairment losses \$ million	Gross \$ million	Impairment losses \$ million
Group				
Not past due	346.0	[2.9]	408.6	[3.1]
Past due 0-30 days	27.5	[1.6]	43.4	[1.8]
Past due 31-90 days	17.4	[3.1]	17.8	[3.1]
Past due 91-180 days	7.8	[3.5]	8.2	[3.5]
Past due more than 180 days	21.8	[12.1]	19.5	[15.4]
	420.5	[23.2]	497.5	[26.9]
			2025 Gross \$ million	2024 Gross \$ million
Company				
Not past due			4.6	4.6

Expected credit losses

The movement in allowance for expected credit losses of trade receivables computed based on lifetime ECL are as follows:

	Group	
	2025 \$ million	2024 \$ million
At 1 April	26.9	36.8
Impairment loss recognised	0.6	0.3
Impairment loss written back	(0.2)	(9.0)
Impairment loss utilised	(4.1)	(2.9)
Acquisition of subsidiary	–	1.7
At 31 March	23.2	26.9

Receivables are denominated mainly in the functional currencies of the respective Group entities.

15b Other receivables, deposits and prepayments

	Group		Company	
	2025 \$ million	2024 \$ million	2025 \$ million	2024 \$ million
Prepayments	55.2	50.5	4.4	3.1
Interest receivables	7.5	12.7	–	–
Finance lease receivables	0.5	0.4	–	–
Deposits	10.4	7.9	0.1	0.1
Contract assets	1.0	6.5	–	–
Others	29.7	16.0	0.9	0.5
	104.3	94.0	5.4	3.7

Other receivables, deposits and prepayments are denominated mainly in the functional currencies of the respective Group entities.

15c Balances with subsidiaries and joint venture (non-trade)

Balances with subsidiaries are unsecured, repayable on demand, and denominated in Singapore dollars.

Non-trade amounts due from subsidiaries of \$2,678.5 million (2024: \$3,738.3 million) bear interest at rates ranging from 2.4% to 3.6% (2024: 3.5% to 3.9%) per annum.

Non-trade amounts due from a joint venture includes amount of \$3.7 million (2024: \$2.3 million) which bear interest at a rate of 6% (2024: 7%) per annum.

16 Cash and bank balances

	Group		Company	
	2025 \$ million	2024 \$ million	2025 \$ million	2024 \$ million
Cash at bank and in hand	386.5	271.4	0.3	0.4
Fixed deposits	697.5	805.0	—	—
Cash and bank balances in the balance sheets	1,084.0	1,076.4	0.3	0.4
Less: Restricted bank balances	(2.1)	—	—	—
Cash and cash equivalents in the consolidated statement of cash flows	1,081.9	1,076.4	0.3	0.4

Cash and bank balances includes \$2.1 million of restricted bank balances being held for the purpose of debt servicing on a loan facility drawn down by a subsidiary.

The interest rates per annum relating to fixed deposits at the reporting date for the Group ranged from 2.62% to 5.20% (2024: 3.62% to 6.11%).

Cash and bank balances denominated in currencies other than the respective functional currencies of the Group's entities are as follows:

	Group		Company	
	2025 \$ million	2024 \$ million	2025 \$ million	2024 \$ million
United States dollars	4.0	3.9	0.3	0.1
Australian dollars	0.5	17.9	—	0.3
	4.5	21.8	0.3	0.4

17 Regulatory deferral accounts

	2025 \$ million	2024 \$ million
Group		
Net movement in RDA balances related to profit or loss	(295.9)	(483.1)
RDA related deferred tax movement	48.6	32.3
Net movement in RDA balances related to profit or loss and the related deferred tax movement	(247.3)	(450.8)

RDA debit balances and related deferred tax assets	At 1 April 2024 \$ million	Net movement in RDA balances related to profit or loss		Net movement in RDA balances related to balance sheet	
		Balances arising in the period \$ million	(Recovery) / reversal \$ million	Reclassification \$ million	At 31 March 2025 \$ million
Deferral of revenue based on service rendered	132.4	14.5	(313.0)	166.1	—
Under recovery of revenue/volume variance	(17.7)	(0.5)	(3.9)	22.1	—
RDA related deferred tax assets	7.1	(4.0)	1.1	32.1	36.3
	121.8	10.0	(315.8)	220.3	36.3

RDA credit balances and related deferred tax liabilities	At 1 April 2024 \$ million	Net movement in RDA balances related to profit or loss		Net movement in RDA balances related to balance sheet	
		Balances arising in the period \$ million	(Recovery) / reversal \$ million	Reclassification \$ million	At 31 March 2025 \$ million
Deferral of revenue based on service rendered	(454.6)	9.3	(5.8)	(166.1)	(617.2)
Over recovery of revenue/volume variance	(5.4)	(1.0)	4.5	(22.1)	(24.0)
RDA related deferred tax liabilities	(19.4)	(2.4)	53.9	(32.1)	—
	(479.4)	5.9	52.6	(220.3)	(641.2)

RDA debit balances and related deferred tax assets	At 1 April 2023 \$ million	Net movement in RDA balances related to profit or loss		Net movement in RDA balances related to balance sheet	
		Balances arising in the period \$ million	(Recovery) / reversal \$ million	Other movement \$ million	At 31 March 2024 \$ million
Deferral of revenue based on service rendered	345.8	(37.8)	(175.6)	—	132.4
Under recovery of revenue/volume variance	(59.1)	(26.6)	68.0	—	(17.7)
RDA related deferred tax assets	4.1	3.9	(0.9)	—	7.1
	290.8	(60.5)	(108.5)	—	121.8

RDA credit balances and related deferred tax liabilities	At 1 April 2023 \$ million	Net movement in RDA balances related to profit or loss -----		Net movement in RDA balances related to balance sheet	
		Balances arising in the period \$ million	Reversal \$ million	Other movement \$ million	At 31 March 2024 \$ million
Deferral of revenue based on service rendered	(140.2)	(315.2)	1.3	(0.5)	(454.6)
Over recovery of revenue/volume variances	(8.2)	(7.0)	9.8	–	(5.4)
RDA related deferred tax liabilities	(48.7)	11.0	18.3	–	(19.4)
	(197.1)	(311.2)	29.4	(0.5)	(479.4)

The recovery/reversal period of RDA debit and credit balances are directed by the EMA.

SP PowerAssets Limited is currently the sole electricity transmission and distribution company in Singapore, and PowerGas Limited is currently the sole gas transmission and distribution company in Singapore. The EMA may not terminate SP PowerAssets Limited's Transmission Licence or PowerGas Limited's Gas Transporter Licence except by giving 25 years' notice, or otherwise revoking the Transmission Licence or the Gas Transporter Licence in accordance with the Electricity Act or the Gas Act, respectively (including where the EMA is satisfied that SP PowerAssets Limited or PowerGas Limited (as the case may be) has gone into compulsory liquidation or voluntary liquidation other than for the purpose of amalgamation or reconstruction, or the public interest or security of Singapore requires). The Group therefore considers the exposure on recovery of regulatory deferral debit balances to be minimal.

SP Services Limited is currently the sole Market Support Services Licensee in Singapore. Allowed revenue to be recovered from Market Support Services fees are approved by the EMA for a 5-year regulatory period from 1 April 2023 to 31 March 2028 in accordance with the price regulation framework.

Singapore District Cooling Pte Ltd ("SDC") principal activities relates to the provision of district cooling service. The revenue corresponds to what SDC is entitled to under Condition 13 of its District Cooling Services License issued by EMA. The over/under recovery of revenue variances arises from the difference between tariff billings and the entitled revenue and is recovered over the next 12 months or 24 months period subject to EMA's agreement. Given that the majority of the customers are in a mandated zone where they have to subscribe to cooling services from SDC, the Group considers the exposure on recovery of regulatory deferral debit balances to be minimal.

18 Share capital

	Company	
	2025 No. of shares million	2024 No. of shares million
Ordinary shares		
Issued and fully-paid, with no par value		
At 1 April and at 31 March	2,911.9	2,911.9

The holder of ordinary shares is entitled to receive dividends as declared from time to time, and is entitled to one vote per share at meetings of the Company. All shares rank equally with regard to the Company's residual assets.

19 Reserves

	Group		Company	
	2025 \$ million	2024 \$ million	2025 \$ million	2024 \$ million
Currency translation reserve	(584.4)	(495.9)	—	—
Hedging reserve	25.0	122.7	—#	—#
	(559.4)	(373.2)	—#	—#
Actuarial reserve	17.7	16.7	—	—
Statutory surplus reserve	2.9	0.8	—	—
Other reserve	(17.9)	(17.9)	—	—
	(556.7)	(373.6)	—#	—#

Amount is less than \$0.1 million

The currency translation reserve comprises all foreign exchange differences arising from the translation of the financial statements of foreign operations whose functional currencies are different from the presentation currency of the Company.

The hedging reserve comprises the effective portion of the cumulative net changes in the fair value of cash flow hedging instruments related to highly probable forecast transactions.

	Group		Company	
	2025 \$ million	2024 \$ million	2025 \$ million	2024 \$ million
Hedging reserves				
At beginning of year	122.7	159.9	—#	[0.2]
Effective portion of changes in fair value of cash flow hedges, net of tax:				
- Interest rate risk	(14.5)	44.9	—	—
- Foreign exchange risk	(1.5)	[2.4]	—#	0.1
Net change in fair value of cash flow hedges reclassified to profit or loss, net of tax:				
- Interest rate risk	(70.5)	[82.9]	—#	—
Net change in fair value of cash flow hedges on recognition of the hedged items on balance sheet, net of tax:				
- Foreign exchange risk	6.8	[3.7]	—#	0.1
Share of hedging reserves of associate	(18.0)	6.9	—	—
At end of year	25.0	122.7	—#	—#

Amount is less than \$0.1 million

Other reserve relates to the difference between the cash consideration of \$70.0 million and the value of minority interests of \$52.1 million, which arose from an equity transaction for the acquisition of the remaining 40 per cent shareholding in a subsidiary, Singapore District Cooling Pte Ltd, on 30 March 2015.

20 Debt obligations

Principal amount	Date of maturity	Group	
		2025 \$ million	2024 \$ million
Fixed rate notes			
JPY 15 billion ⁽¹⁾	April 2024	—	123.2
SGD 75 million	May 2024	—	76.3
USD 700 million ⁽²⁾	November 2025	927.4	905.3
JPY 7 billion ⁽³⁾	October 2026	58.9	59.7
USD 600 million ⁽⁴⁾	September 2027	773.5	756.8
USD 600 million ⁽⁵⁾	February 2029	778.1	765.6
USD 700 million ⁽⁶⁾	November 2029	956.2	—
SGD 100 million	May 2029	101.5	98.3
SGD 250 million	September 2032	258.3	248.6
		3,853.9	3,033.8
Classified as			
- Current		927.4	199.5
- Non-current		2,926.5	2,834.3
		3,853.9	3,033.8
Loans – secured			
- Financial leasing companies	By April 2043	162.6	102.3
- Bank	By December 2035	133.6	16.3
		296.2	118.6
Classified as			
- Current		11.0	6.1
- Non-current		285.2	112.5
		296.2	118.6
Total – Debt obligations			
- Current		938.4	205.6
- Non-current		3,211.7	2,946.8
		4,150.1	3,152.4

⁽¹⁾ JPY 15 billion swapped to SGD 230.0 million

⁽²⁾ USD 700 million swapped to SGD 996.0 million

⁽³⁾ JPY 7 billion swapped to SGD 114.7 million

⁽⁴⁾ USD 600 million swapped to SGD 808.5 million

⁽⁵⁾ USD 600 million swapped to SGD 810.5 million

⁽⁶⁾ USD 700 million swapped to SGD 939.8 million

Fixed rate notes

Interest rates on fixed rate notes denominated in Singapore dollars and foreign currency range from 3.40% to 5.07% (2024: 3.40% to 5.07%) and 1.95% to 4.63% (2024: 1.95% to 3.38%) per annum, respectively.

Loans - secured

Other than a loan of \$64.7 million (2024: Nil) denominated in US dollars, the remaining loans are denominated in the functional currencies of the respective Group entities.

Fixed rate loans bear interest rates ranging from 3.75% to 5.20% (2024: 4.85% to 5.20%) per annum. Floating rate loans bear interest rates ranging from 2.92% to 7.20% (2024: 4.80% to 8.02%) per annum.

Loans are secured on property, plant and equipment and right-of-use assets of certain subsidiaries of the Group, details of which are disclosed in the respective notes to the financial statements. In addition, \$288.2 million (2024: \$106.8 million) of loans are secured on shares of certain subsidiaries of the Group.

At the reporting date, the Group's loans amounting to \$110.4 million (2024: Nil) are required to comply with key financial covenants such as meeting the stipulated debt service coverage ratio and loan life coverage ratio. The respective Group entities have complied with these covenants throughout the reporting period and expect to continue to be in compliance with these covenants for the next twelve months.

A reconciliation of liabilities arising from financing activities is as follows:

Group	-----Non-cash changes-----								At 31 March 2025 \$ million
	At 1 April 2024 \$ million	Cash flows \$ million	Additions \$ million	Purchase price allocation \$ million	Foreign exchange movement \$ million	Changes in fair value \$ million	Amortisation \$ million	Interest \$ million	
Fixed rate notes	3,033.8	626.4	–	–	78.7	111.7	3.3	–	3,853.9
Bank loan (secured)	16.3	116.6	–	–	–	–	–	0.7	133.6
Lease liabilities	84.7	[44.8]	159.0	[0.9]	[0.9]	–	–	5.0	202.1
Loans from financial leasing companies	102.3	33.2	22.1	–	0.3	–	–	4.7	162.6
	3,237.1	731.4	181.1	[0.9]	78.1	111.7	3.3	10.4	4,352.2

Group	-----Non-cash changes-----								At 31 March 2024 \$ million
	At 1 April 2023 \$ million	Cash flows \$ million	Additions \$ million	Acquisition of subsidiaries \$ million	Foreign exchange movement \$ million	Changes in fair value \$ million	Amortisation \$ million	Interest \$ million	
Fixed rate notes	3,056.5	–	–	–	12.7	[38.1]	2.7	–	3,033.8
Bank loan (secured)	–	[0.7]	–	16.6	–	–	–	0.4	16.3
Lease liabilities	52.4	[23.2]	3.5	48.9	[0.8]	–	–	3.9	84.7
Loans from financial leasing companies	10.4	16.5	–	73.5	[0.4]	–	–	2.3	102.3
	3,119.3	[7.4]	3.5	139.0	11.5	[38.1]	2.7	6.6	3,237.1

21 Other non-current liabilities

	Note	Group	
		2025 \$ million	2024 \$ million
Deferred income	21a	159.1	178.8
Deferred construction costs compensation		259.3	259.3
Provisions	21b	8.1	6.5
Tenancy related deposits		12.1	5.3
Rental received in advance		—	1.2
		<u>438.6</u>	<u>451.1</u>

21a Deferred income

	Group	
	2025 \$ million	2024 \$ million
Government grants	69.0	68.9
Customer contributions	565.2	565.2
	<u>634.2</u>	<u>634.1</u>
Accumulated accretion:		
Government grants	[57.9]	[56.5]
Customer contributions	[417.2]	[398.8]
	<u>[475.1]</u>	<u>[455.3]</u>
Non-current (Note 21)	<u>159.1</u>	<u>178.8</u>

Movements in accumulated accretion are as follows:

	Group	
	2025 \$ million	2024 \$ million
Government grants		
At 1 April	56.5	54.9
Accretion	1.4	1.6
At 31 March	<u>57.9</u>	<u>56.5</u>
Customer contributions		
At 1 April	398.8	380.4
Accretion	18.4	18.4
At 31 March	<u>417.2</u>	<u>398.8</u>

21b Provisions

Group	Restoration	
	2025 \$ million	2024 \$ million
At 1 April	12.0	6.6
Acquisition of subsidiaries	0.6	1.3
Purchase price allocation adjustment	—	2.6
Provision made	6.7	1.8
Provision used	(1.1)	(0.5)
Unwinding of discount	0.2	0.2
At 31 March	18.4	12.0
Current [Note 22a]	10.3	5.5
Non-current [Note 21]	8.1	6.5
	18.4	12.0

Restoration

A provision for restoration cost is recognised when a Group entity has a legal or constructive obligation to make good and restore a site. The expected future restoration cost is discounted using a pre-tax rate which is the basis of the provision recognised. The unwinding of the discount increases the net present value of the expected liability over time, which is recognised as an accretion expense in profit or loss.

22 Trade and other payables

	Note	Group		Company	
		2025 \$ million	2024 \$ million	2025 \$ million	2024 \$ million
Trade payables					
- Third parties		252.7	276.1	2.2	2.4
- Subsidiaries		—	—	14.8	14.7
- Joint ventures		9.8	5.2	—	—
- Related corporations		25.8	7.7	1.2	0.4
Customers' deposits		381.8	417.5	—	—
Other payables and accruals	22a	1,096.2	976.0	37.5	32.8
Liability for employee entitlements		18.7	18.3	3.1	3.3
		1,785.0	1,700.8	58.8	53.6

Payables are denominated mainly in the functional currencies of the respective Group entities. The trade payables are generally settled on credit terms between 30 to 60 days (2024: 30 to 60 days).

Balances with related corporations are unsecured, with credit terms ranging from 7 to 30 days (2024: 7 to 30 days) and are denominated in Singapore dollars.

22a Other payables and accruals

	Note	Group		Company	
		2025 \$ million	2024 \$ million	2025 \$ million	2024 \$ million
Accrued operating and capital expenditure		639.4	559.8	36.1	32.7
Advance receipts		180.6	177.9	0.1	0.1
Amounts due to utility suppliers		106.3	86.1	—	—
Interest payable		20.5	11.3	—	—
Provisions	21b	10.3	5.5	—	—
GST/VAT payables		19.3	15.4	1.3	—
Others		119.8	120.0	—	—
		<u>1,096.2</u>	<u>976.0</u>	<u>37.5</u>	<u>32.8</u>

Payables are denominated mainly in the functional currencies of the respective Group entities.

23 Revenue

	2025 \$ million	2024 \$ million
Group		
Sale of electricity	4,047.6	4,795.5
Use of system charges and transportation of gas	2,041.6	1,820.1
Market Support Services fees	102.1	425.4
Agency fees	118.6	115.5
District cooling service income	132.9	151.3
Meters supply and installation fee	13.3	36.3
Rental income from investment property	18.0	—
Others	39.6	26.0
	<u>6,513.7</u>	<u>7,370.1</u>
Company		
Support service income	106.0	106.1
Dividend income from subsidiaries and joint ventures	695.0	774.6
Rental income	0.5	0.5
Others	0.2	0.2
	<u>801.7</u>	<u>881.4</u>

Revenue is recognised when the services are transferred over time.

Contract balances

Information about receivables and contract assets from contracts with customers is disclosed as follows:

		Group	
	Note	2025 \$ million	2024 \$ million
Trade receivables	15a	397.3	470.6
Contract assets	15b	1.0	6.5

Information about the Group's exposures to credit risks and impairment losses for trade receivables and contract assets are included in Note 15a.

Contract assets primarily relate to the Group's right to consideration for services completed but not yet billed at reporting date for the equipment and installation services. Contract assets are transferred to receivables when the rights become unconditional.

Transaction price allocated to remaining performance obligations

The Group has applied the practical expedient not to disclose information about its remaining performance obligations as the Group recognises revenue in the amount to which the Group has a right to invoice customers in amounts that correspond directly with the value to the customer of the Group's performance completed to date.

24 Other income

	2025 \$ million	2024 \$ million
Group		
Income relating to diversion jobs	41.0	29.9
Income relating to supply of telecommunication systems	0.7	0.7
Sale of scrap	31.4	27.0
Customer contribution	19.8	20.0
Contingent rent from finance lease	1.0	2.6
Rental income	3.5	3.3
Change in fair value of:		
- investment property	103.1	—
- investment property under development	—	98.7
Exchange gain, net	—	0.5
Others	54.7	62.8
	<u>255.2</u>	<u>245.5</u>
Company		
Exchange gain, net	—	0.6
Others	—#	—#
	<u>—#</u>	<u>0.6</u>

Amount is less than \$0.1 million

25 Finance income

	2025 \$ million	2024 \$ million
Group		
Interest income receivable or received from:		
- Associates	—	7.3
- Joint ventures	1.7	0.9
- Banks	32.6	44.8
- Finance lease	0.6	0.7
- Singapore government securities and treasury bills	28.6	22.1
Others	0.2	0.3
	<u>63.7</u>	<u>76.1</u>
Company		
Interest income receivable or received from subsidiaries	<u>111.5</u>	<u>146.2</u>

26 Finance costs

	2025 \$ million	2024 \$ million
Group		
Interest expense payable or paid to:		
- Banks	0.8	0.4
- Debt obligations	151.8	159.7
- Financial leasing companies	4.7	2.3
Net fair value loss/(gain) on equity investments at FVTPL	6.3	[3.5]
Net change in fair value of cash flow hedges reclassified from equity	[84.9]	[99.9]
Loss/(gain) arising from financial assets and liabilities in a fair value hedge		
- Hedged items	111.7	[38.1]
- Hedging instruments	[103.4]	30.7
Amortisation of transaction costs capitalised	3.8	3.2
Commitment fees	3.0	1.5
Interest on lease liabilities	5.0	3.9
Others	0.9	0.9
	<u>99.7</u>	<u>61.1</u>
Company		
Interest on lease liabilities	<u>0.1</u>	<u>0.4</u>

27 Tax expense

	Group		Company	
	2025 \$ million	2024 \$ million	2025 \$ million	2024 \$ million
Tax recognised in profit or loss				
Current tax expense				
Current year	284.1	236.3	21.4	25.6
Under/(over) provision in respect of prior years	1.9	[1.2]	1.3	0.9
	<u>286.0</u>	<u>235.1</u>	<u>22.7</u>	<u>26.5</u>
Deferred tax expense				
Origination and reversal of temporary differences	1.6	8.6	[0.2]	[0.6]
Under provision in respect of prior years	1.1	0.7	—	—
	<u>2.7</u>	<u>9.3</u>	<u>[0.2]</u>	<u>[0.6]</u>
Total tax expense	<u>288.7</u>	<u>244.4</u>	<u>22.5</u>	<u>25.9</u>
<i>Reconciliation of effective tax rate:</i>				
Profit before tax from continuing operations	<u>1,698.2</u>	<u>1,807.2</u>	<u>720.9</u>	<u>888.4</u>
Tax calculated using Singapore tax rate of 17%	288.7	307.2	122.6	151.0
Effect of different tax rates in foreign jurisdictions	[2.5]	[13.7]	—	—
Effects of results of associates and joint ventures, net of tax	[20.5]	[12.9]	—	—
Non-deductible expenses	43.5	34.8	16.8	6.5
Non-taxable income and tax allowances	[20.5]	[18.5]	[118.2]	[131.6]
Tax effects on net movements in RDA balances of a subsidiary	[1.7]	[49.9]	—	—
Tax effects on undistributed earnings of associates	—	1.1	—	—
Under/(over) provision in respect of prior years:				
- current tax	1.9	[1.2]	1.3	0.9
- deferred tax	1.1	0.7	—	—
Current year losses for which no deferred tax asset was recognised	2.1	0.2	—	—
Benefits from group relief	—	—	—	[0.9]
Others	[3.4]	[3.4]	—	—
	<u>288.7</u>	<u>244.4</u>	<u>22.5</u>	<u>25.9</u>

Tax recognised in other comprehensive income	2025			2024		
	Before tax \$ million	Tax credit / (expense) \$ million	Net of tax \$ million	Before tax \$ million	Tax credit / (expense) \$ million	Net of tax \$ million
Group						
Effective portion of changes in fair value of cash flow hedges	[19.3]	3.3	[16.0]	51.2	[8.7]	42.5
Net change in fair value of:						
- Cash flow hedges reclassified to profit or loss	[85.0]	14.5	[70.5]	[99.9]	17.0	[82.9]
- Cash flow hedges on recognition of the hedged items on balance sheet	8.2	[1.4]	6.8	[4.5]	0.8	[3.7]
	[96.1]	16.4	[79.7]	[53.2]	9.1	[44.1]
Company						
Effective portion of changes in fair value of cash flow hedges	—#	—#	—#	0.1	—#	0.1
Net change in fair value of:						
- Cash flow hedges on recognition of the hedged items on balance sheet	—#	—#	—#	0.1	—#	0.1
	—#	—#	—#	0.2	—#	0.2

Amount is less than \$0.1 million

Global minimum tax under Pillar Two

In 2025, various jurisdictions in which the Group operates in have enacted or substantively enacted new legislation to implement the global minimum top-up tax. For these jurisdictions, the Group has assessed it is likely that transitional country-by-country safe harbour rules would be met. The Group does not have significant subsidiaries in countries where the statutory tax rate is less than 15% and thus have assessed that there was no material impact from the enactment of the Pillar Two legislation. The Group applies the exception to recognising and disclosing information about deferred tax assets and liabilities related to Pillar Two income taxes. The Group will continue to monitor legislative developments and refine its calculations as more definitive guidance becomes available.

28 Profit for the year

The following items have been included in arriving at profit for the year:

	Group		Company	
	2025 \$ million	2024 \$ million	2025 \$ million	2024 \$ million
Fees paid to non-executive directors of the Company	1.8	1.5	1.8	1.5
Fees paid to non-executive directors of subsidiaries of the Group	0.2	0.2	—	—
Exchange loss/(gain), net	8.2	[0.5]	0.1	[0.6]
Contributions to defined contribution plans included in staff costs	55.1	52.9	6.5	6.3

29 Acquisition of subsidiaries

The list of subsidiaries acquired during the year is as follows:

2025

Name of subsidiary	Date acquired	Effective interest acquired
Solartron Energy 2 Co., Ltd	July 2024	100%
Solartron Energy 5 Co., Ltd	July 2024	100%
Licogi 16 Gia Lai Investment Renewable Energy Joint Stock Company	October 2024	100%

2024

Name of subsidiary	Date acquired	Effective interest acquired
Shanghai Senlu Energy Technology Co., Ltd and its subsidiaries	April 2023	100%
Chengdu Nengxia Smart Energy Co., Ltd	October 2023	100%
Chengdu Xinneng Shudu Real Estate Leasing Co., Ltd	October 2023	100%
Shanghai Senjun Energy Technology Co., Ltd and its subsidiaries	November 2023	100%
Huidong Sailan New Energy Co., Ltd	November 2023	100%
Shanghai Bohuiyang New Energy Co., Ltd and its subsidiaries	December 2023	100%
Nanjing Min Electric New Energy Co., Ltd	January 2024	100%
Viet Nam Viet Renewable Energy Joint Stock Company	January 2024	100%

In 2025, the Group acquired 100% equity stake of the below entities.

Vietnam

- Licogi 16 Gia Lai Investment Renewable Energy Joint Stock Company (“Licogi 16”) with utility-scale solar photovoltaic assets

Licogi 16 contributed turnover of \$0.8 million and profit of \$0.05 million to the Group’s results for the period from 1 April 2024 to 31 March 2025. If the acquisition of Licogi 16 had occurred on 1 April 2024, management estimated that contribution to the Group’s revenue and net profit would have been \$1.7 million and \$0.11 million respectively. In determining this amount, management assumed that the fair value adjustments that arose on the date of acquisition would have been the same if the acquisition had occurred on 1 April 2024.

Acquisition-related costs amounting to \$0.5 million have been excluded from the consideration transferred and have been recognised within other operating expenses in profit or loss.

Thailand

- Solartron Energy 2 Co., Ltd with utility-scale solar photovoltaic assets
- Solartron Energy 5 Co., Ltd with utility-scale solar photovoltaic assets

[collectively known as “Solartron entities”]

The Solartron entities contributed turnover of \$1.8 million and profit of \$0.16 million to the Group’s results for the period from 1 April 2024 to 31 March 2025. If the acquisition of the Solartron entities had occurred on 1 April 2024, management estimated that contribution to the Group’s revenue and net profit would have been \$2.4 million and \$0.21 million respectively. In determining this amount, management assumed that the fair value adjustments that arose on the date of acquisition would have been the same if the acquisition had occurred on 1 April 2024.

Acquisition-related costs amounting to \$0.4 million have been excluded from the consideration transferred and have been recognised within other operating expenses in profit or loss.

The following table summarises the provisional fair values of the identifiable assets acquired and liabilities at the acquisition date.

Group	Licogi 16 \$ million	Solartron entities \$ million	Total \$ million
Property, plant and equipment	13.6	11.6	25.2
Intangible assets	3.4	—	3.4
Deferred tax assets	—	0.1	0.1
Trade and other receivables	0.6	0.6	1.2
Cash and cash equivalents	0.2	1.5	1.7
Trade and other payables	(0.1)	(1.4)	(1.5)
Provision	(0.6)	—	(0.6)
Deferred tax liabilities	(1.0)	—	(1.0)
Total identifiable net assets at fair value	16.1	12.4	28.5
Goodwill	—	6.6	6.6
Consideration paid	16.1	19.0	35.1
<i>Effect on cash flows of the Group</i>			
Cash paid	16.1	19.0	35.1
Less: Cash and cash equivalents acquired	(0.2)	(1.5)	(1.7)
Net cash outflow on acquisition	15.9	17.5	33.4

Fair value of the net identifiable assets is determined on a provisional basis. If new information obtained within one year from the date of acquisition about facts and circumstances that existed at the date of acquisition identifies adjustments to the above amounts or any additional provisions existed at the date of acquisitions, then the accounting for the acquisition will be revised.

In 2024, the Group acquired 100% equity stake of the below entities.

China

- Shanghai Senlu Energy Technology Co., Ltd and its subsidiaries which consist of a portfolio of 16 operational distributed roof top solar photovoltaic assets
- Chengdu Nengxia Smart Energy Co., Ltd and Chengdu Xinneng Shudu Real Estate Leasing Co., Ltd with a district cooling plant and assets
- Shanghai Senjun Energy Technology Co., Ltd and its subsidiaries which consist of a portfolio of 12 operational distributed roof top solar photovoltaic assets
- Huidong Sailan New Energy Co., Ltd with distributed solar photovoltaic assets
- Shanghai Bohuiyang New Energy Co., Ltd and its subsidiaries which consist of a portfolio of 15 operational distributed roof top solar photovoltaic assets
- Nanjing Min Electric New Energy Co., Ltd with distributed solar photovoltaic assets

[collectively known as “China Subsidiaries”]

The China Subsidiaries contributed turnover of \$10.6 million and profit of \$2.3 million to the Group’s results for the period from 1 April 2023 to 31 March 2024. If the acquisition of China Subsidiaries had occurred on 1 April 2023, management estimated that contribution to the Group’s revenue and net profit would have been \$19.2 million and \$4.5 million respectively. In determining this amount, management assumed that the fair value adjustments that arose on the date of acquisition would have been the same if the acquisition had occurred on 1 April 2023.

Acquisition-related costs amounting to \$0.7 million have been excluded from the consideration transferred and have been recognised within other operating expenses in profit or loss.

The contingent consideration to be paid is derived based on a formula that is dependent on audited values of certain assets and liabilities on acquisition date.

Vietnam

- Viet Nam Viet Renewable Energy Joint Stock Company [“Viet Nam Viet”] with utility-scale solar photovoltaic assets

The Viet Nam Viet contributed turnover of \$1.2 million and profit of \$0.03 million to the Group’s results for the period from 1 April 2023 to 31 March 2024. If the acquisition of Viet Nam Viet had occurred on 1 April 2023, management estimated that contribution to the Group’s revenue and net profit would have been \$6.2 million and \$0.1 million respectively. In determining this amount, management assumed that the fair value adjustments that arose on the date of acquisition would have been the same if the acquisition had occurred on 1 April 2023.

Acquisition-related costs amounting to \$0.6 million have been excluded from the consideration transferred and have been recognised within other operating expenses in profit or loss.

As at 31 March 2024, fair value of the net identifiable assets and goodwill are determined on a provisional basis.

The Group subsequently concluded the purchase price allocation review and adjusted the provisional goodwill and net assets acquired at the acquisition date to reflect new information obtained based on facts and circumstances that existed as of the acquisition date.

The Group did not retrospectively adjust the Group's financial statements for the year ended 31 March 2024 as the impact to the balance sheet and income statement was not material.

The following table summarises the fair values of the identifiable assets acquired and liabilities at the acquisition date.

Group	China Subsidiaries \$ million	Viet Nam Viet \$ million	Total \$ million
Property, plant and equipment	187.2	45.0	232.2
Intangible assets	43.9	20.1	64.0
Deferred tax assets	2.6	—	2.6
Trade and other receivables	20.5	1.1	21.6
Cash and cash equivalents	11.2	0.2	11.4
Debt obligations	(90.1)	—	(90.1)
Trade and other payables	(54.1)	(0.1)	(54.2)
Provision	—	(1.3)	(1.3)
Lease liabilities	(48.0)	—	(48.0)
Deferred tax liabilities	(3.7)	(5.2)	(8.9)
Total identifiable net assets at fair value	69.5	59.8	129.3
Goodwill	4.2	11.2	15.4
Consideration transferred for the business	73.7	71.0	144.7
<i>Purchase consideration</i>			
Cash paid	62.0	70.1	132.1
Deferred consideration	1.5	0.9	2.4
Contingent consideration	10.2	—	10.2
Consideration transferred for the business	73.7	71.0	144.7
<i>Effect on cash flows of the Group</i>			
Cash paid	62.0	70.1	132.1
Less: Cash and cash equivalents acquired	(11.2)	(0.2)	(11.4)
Net cash outflow on acquisition	50.8	69.9	120.7

30 Related parties

For the purpose of the financial statements, parties are considered to be related to the Group if the Group has the ability, directly or indirectly, to control the party or exercise significant influence over the party in making financial and operating decisions, or vice versa, or where the Group and the party are subject to common control or common significant influence. Related parties may be individuals or other entities.

The Company is a wholly-owned subsidiary of Temasek Holdings (Private) Limited (“Temasek”), which is its holding company and is incorporated in the Republic of Singapore. Temasek is an investment company headquartered in Singapore with a diversified investment portfolio. Accordingly, all the subsidiaries of Temasek are related corporations and are subject to common control. The Group and the Company engage in a wide variety of transactions with related corporations in the normal course of business on terms similar to those available to other customers. Such transactions include but are not limited to sales and purchases of power, provision of consultancy and engineering services, leasing of cables and ducts, agency services and financial and banking services. The related party transactions are carried out on terms negotiated between the parties which are intended to reflect competitive terms.

All transactions with companies in Temasek group are related party transactions. The Temasek group has extensive interests in a large number of companies. As the Group’s rates for use of system charges, transportation of gas, sales of electricity and Market Support Services fees are based on posted tariffs approved by EMA, the Group has concluded that it is not meaningful to present such information.

Other than electricity sales and transactions to related corporations included under Temasek group and those sales and transactions disclosed elsewhere in the financial statements, significant transactions with related parties are as follows:

	Group		Company	
	2025 \$ million	2024 \$ million	2025 \$ million	2024 \$ million
Related corporations				
- Agency fee income	7.5	6.3	–	–
- Contingent rent from finance lease	–	1.9	–	–
Subsidiaries				
- Dividend income	–	–	695.0	772.1
- Support service income	–	–	106.0	106.1
- Interest income	–	–	111.5	146.2
Associates				
- Dividend income	85.0	76.9	–	–
Joint ventures				
- Dividend income	–	2.5	–	2.5
- Revenue and ancillary service from leasing of ducts and substations	4.6	6.1	–	–
Key management compensation				
- Short-term employee benefits	20.1	20.2	15.7	15.7

31 Operating segments

(a) Analysis by business segments

The Group is organised into four main reportable segments, namely:

- Singapore Transmission & Distribution ["T&D"] segment – Includes transmission and distribution of electricity and transportation of gas. This reportable segment has been formed by aggregating the electricity transmission and distribution segment and transportation of gas segment, which are regarded by management to exhibit similar economic characteristics. In making this judgement, management considers the services offered by these segments such as use of system charges and transportation of gas as being common areas.
- Australia segment – Includes mainly the transmission and distribution of electricity and gas and asset management business.
- Market support business segment – Includes sales of electricity, market support services to the electricity market and provision of support services for mainly the local utility suppliers and waste collection service providers.
- Others – Includes district cooling services, generation and sales of electricity from renewable energy, investment holding services, management consultancy services, leasing of ducts and substations, owning and leasing of an investment property, engineering and commission services in the field of power quality monitoring system, protection systems and power systems substation control system.

Except as indicated above, no operating segments have been aggregated to form the above reportable operating segments.

The chief operating decision maker monitors the operating results of its business units separately for the purpose of making decisions about resource allocation and performance assessment.

Information about reportable segments

	Singapore T&D segment \$ million	Australia segment \$ million	Market support business segment \$ million	Others \$ million	Inter- segment elimination \$ million	Total \$ million
2025						
External revenue	2,041.6	–	4,214.6	257.5	–	6,513.7
Inter-segment revenue	685.9	–	63.7	–	(749.6)	–
	2,727.5	–	4,278.3	257.5	(749.6)	6,513.7
Segment result	2,240.1	–	158.8	854.0	(695.0)	2,557.9
Depreciation	(843.9)	–	(8.2)	(62.8)	–	(914.9)
Amortisation	(2.1)	–	(15.9)	(14.1)	–	(32.1)
Finance income	12.1	–	44.7	233.0	(226.1)	63.7
Finance costs	(216.9)	–	(0.5)	(108.4)	226.1	(99.7)
Share of profits/(losses) of associates, net of tax	–	124.8	–	(0.2)	–	124.6
Share of losses of joint ventures, net of tax	–	–	–	(1.3)	–	(1.3)
Profit/(loss) before taxation	1,189.3	124.8	178.9	900.2	(695.0)	1,698.2
Tax expense	(221.7)	–	(29.7)	(37.3)	–	(288.7)
Profit/(loss) for the year	967.6	124.8	149.2	862.9	(695.0)	1,409.5
Net movement in RDA balances related to profit or loss and the related deferred tax movement	(232.1)	–	(9.8)	(5.4)	–	(247.3)
	735.5	124.8	139.4	857.5	(695.0)	1,162.2
Minority interests	–	–	–	0.1	–	0.1
Profit/(loss) for the year and net movements in RDA balances, attributable to owner of the Company	735.5	124.8	139.4	857.6	(695.0)	1,162.3

	Singapore T&D segment \$ million	Australia segment \$ million	Market support business segment \$ million	Others \$ million	Inter- segment elimination \$ million	Total \$ million
2025						
Other information						
Other assets	15,013.1	–	1,820.3	10,499.4	(6,711.7)	20,621.1
Associates and joint ventures	–	1,667.0	–	72.4	–	1,739.4
Segment assets	15,013.1	1,667.0	1,820.3	10,571.8	(6,711.7)	22,360.5
Segment liabilities	10,761.2	–	1,190.1	4,441.3	(6,711.7)	9,680.9
Capital expenditure	1,306.5	–	69.2	565.1	–	1,940.8
Impairment loss on property, plants and equipment	–	–	–	37.0	–	37.0

	Singapore T&D segment \$ million	Australia segment \$ million	Market support business segment \$ million	Others \$ million	Inter- segment elimination \$ million	Total \$ million
2024						
External revenue	1,820.1	–	5,337.8	212.2	–	7,370.1
Inter-segment revenue	634.4	–	71.1	–	(705.5)	–
	2,454.5	–	5,408.9	212.2	(705.5)	7,370.1
Segment result	1,960.2	–	442.2	966.3	(776.6)	2,592.1
Depreciation	(787.0)	–	(7.6)	(45.8)	–	(840.4)
Amortisation	(1.4)	–	(20.2)	(13.7)	–	(35.3)
Finance income	5.3	–	41.2	236.3	(206.7)	76.1
Finance costs	(197.9)	–	(0.8)	(69.1)	206.7	(61.1)
Share of profits/(losses) of associates, net of tax	–	79.6	–	(0.3)	–	79.3
Share of losses of joint ventures, net of tax	–	–	–	(3.5)	–	(3.5)
Profit/(loss) before taxation	979.2	79.6	454.8	1,070.2	(776.6)	1,807.2
Tax expense	(181.3)	–	(28.3)	(34.8)	–	(244.4)
Profit/(loss) for the year	797.9	79.6	426.5	1,035.4	(776.6)	1,562.8
Net movement in RDA balances related to profit or loss and the related deferred tax movement	(136.4)	–	(293.4)	(21.0)	–	(450.8)
	661.5	79.6	133.1	1,014.4	(776.6)	1,112.0
Minority interests	–	–	–	(0.2)	–	(0.2)
Profit/(loss) for the year and net movements in RDA balances, attributable to owner of the Company	661.5	79.6	133.1	1,014.2	(776.6)	1,111.8

	Singapore T&D segment \$ million	Australia segment \$ million	Market support business segment \$ million	Others \$ million	Inter- segment elimination \$ million	Total \$ million
2024						
Segment assets and liabilities						
Other assets	14,667.8	–	1,897.5	9,751.7	(6,445.5)	19,871.5
Associates and joint ventures	–	1,435.4	–	65.1	–	1,500.5
Segment assets	14,667.8	1,435.4	1,897.5	9,816.8	(6,445.5)	21,372.0
Segment liabilities	10,588.3	–	1,277.5	3,054.4	(6,445.5)	8,474.7
Capital expenditure	1,128.1	–	37.6	247.4	–	1,413.1

(b) Analysis by geographic areas

Revenue is based on location of the operations. Non-current assets information presented below consist of property, plant and equipment, intangible assets, investment property / investment property under development and investments in associates and joint ventures based on location of those assets as presented in the consolidated balance sheets.

	Revenue		Non-current assets	
	2025 \$ million	2024 \$ million	2025 \$ million	2024 \$ million
Singapore	6,430.6	7,319.2	16,454.2	15,615.9
Australia	—	—	1,667.0	1,435.4
China	56.3	32.7	682.7	424.8
Vietnam	23.7	18.1	262.9	247.2
Thailand	3.1	0.1	82.0	18.8
	6,513.7	7,370.1	19,148.8	17,742.1

The Group has a large and diversified customer base which consists of individuals and corporations. There was no single customer that contributed 10% or more of the Group's revenue for the financial year ended 31 March 2025 and 31 March 2024.

32 Financial risk management

The Group's activities expose it to foreign currency, interest rate, market price, credit and liquidity risks which arise in the normal course of business. The Group manages its exposure to these risks in accordance with its risk management policies. The Executive Committee and Board Risk Management Committee review and approve risk management policies. The Board Risk Management Committee assists the Board of Directors in managing the risks of the Group.

The Group utilises a variety of financial instruments to manage its exposure to interest rate and foreign exchange risks, including:

- spot and forward foreign exchange contracts;
- interest rate swaps; and
- cross-currency interest rate swaps.

The Group does not enter into or trade financial instruments, including derivative financial instruments, for speculative purposes.

The material financial risks associated with the Group's activities are each described below, together with details of the Group's policies for managing the risks.

Foreign currency risk

The Group is exposed to foreign currency risks from borrowing activities, purchase, supply and installation contracts, cash and cash equivalents and trade creditors which are denominated in currencies other than Singapore dollars (or the functional currency in the case of foreign subsidiaries).

The objective of the Group's risk management policies is to mitigate foreign exchange risk by utilising various hedging instruments. The Group therefore considers avoidable currency risk exposure to be minimal for the Group.

The Group enters into cross-currency interest rate swaps to manage exposures arising from foreign currency borrowings including the US dollar and Japanese Yen. Under cross-currency interest rate swaps, the Group agrees to exchange specified foreign currency principal and interest amounts at an agreed future date at a pre-determined exchange rate. Such contracts enable the Group to mitigate the risk of adverse movements in foreign exchange rates. Except where a foreign currency borrowing is taken with the intention of providing a natural hedge by matching the underlying cash flows, all foreign currency borrowings are swapped back to Singapore dollars or the functional currency of the subsidiary concerned. For foreign exchange swaps that do not meet the requirements of hedge accounting, changes in fair value are recorded in profit or loss.

The Group uses forward foreign exchange contracts to substantially hedge foreign currency risk attributable to purchase transactions. The maturities of the forward foreign exchange contracts are intended to match the forecasted progress payments of the supply and installation contracts. Whenever necessary, the forward foreign exchange contracts are either rolled over at maturity or translated into foreign currency deposits, whichever is more cost efficient.

The Group's investments in its overseas subsidiaries and other significant transactions, which are denominated in foreign currencies, are managed on a case-by-case basis.

As at 31 March 2025, the Group has outstanding forward foreign exchange contracts and foreign exchange swaps with notional amounts of approximately \$1,143.0 million (2024: \$1,162.4 million). The net fair value of forward foreign exchange contracts and foreign exchange swaps for the Group as at 31 March 2025 was \$3.4 million net liabilities (2024: \$13.3 million net liabilities) comprising assets of \$8.2 million (2024: \$3.9 million) and liabilities of \$11.6 million (2024: \$17.2 million). These amounts were recognised as derivative assets and liabilities respectively.

Sensitivity analysis for foreign currency risk

At the reporting date, if the SGD had moved against each of the currencies as illustrated in the table below, with all other variables held constant, profit before tax and equity would have been affected as below:

	Group		Company	
	Profit before tax \$ million	Equity (hedging reserve) \$ million	Profit before tax \$ million	Equity (hedging reserve) \$ million
Judgements of reasonably possible movements – (decrease)/increase:				
2025				
US Dollar				
Increase of the SGD by 5 per cent against US Dollar	[0.8]	[3.8]	—#	[0.5]
Decrease of the SGD by 5 per cent against US Dollar	0.8	3.8	—#	0.5
Euro				
Increase of the SGD by 9 per cent against Euro	[1.2]	[4.5]	—#	—#
Decrease of the SGD by 9 per cent against Euro	1.2	4.5	—#	—#
United Kingdom Pound				
Increase of the SGD by 10 per cent against United Kingdom Pound	[1.6]	—	—	—
Decrease of the SGD by 10 per cent against United Kingdom Pound	1.6	—	—	—
Swiss Francs				
Increase of the SGD by 6 per cent against Swiss Francs	—	[1.8]	—	—
Decrease of the SGD by 6 per cent against Swiss Francs	—	1.8	—	—
Australian Dollar				
Increase of the SGD by 11 per cent against Australian Dollar	[2.9]	[0.1]	—	—
Decrease of the SGD by 11 per cent against Australian Dollar	2.9	0.1	—	—
Japanese Yen				
Increase of the SGD by 14 per cent against Japanese Yen	—	[7.5]	—	—
Decrease of the SGD by 14 per cent against Japanese Yen	—	7.5	—	—
Thai Baht				
Increase of the SGD by 7 per cent against Thai Baht	4.1	—	—	—
Decrease of the SGD by 7 per cent against Thai Baht	[4.1]	—	—	—

Amount is less than \$0.1 million

	Group		Company	
	Profit before tax \$ million	Equity (hedging reserve) \$ million	Profit before tax \$ million	Equity (hedging reserve) \$ million
Judgements of reasonably possible movements – (decrease)/increase:				
2024				
US Dollar				
Increase of the SGD by 5 per cent against US Dollar	(0.7)	(4.5)	—#	(0.2)
Decrease of the SGD by 5 per cent against US Dollar	0.7	4.5	—#	0.2
Euro				
Increase of the SGD by 9 per cent against Euro	(1.1)	(5.1)	—#	—#
Decrease of the SGD by 9 per cent against Euro	1.1	5.1	—#	—#
United Kingdom Pound				
Increase of the SGD by 10 per cent against United Kingdom Pound	(1.6)	—	—	—
Decrease of the SGD by 10 per cent against United Kingdom Pound	1.6	—	—	—
Australian Dollar				
Increase of the SGD by 11 per cent against Australian Dollar	(4.5)	—#	—#	—
Decrease of the SGD by 11 per cent against Australian Dollar	4.5	—#	—#	—
Japanese Yen				
Increase of the SGD by 16 per cent against Japanese Yen	—	(11.4)	—	—
Decrease of the SGD by 16 per cent against Japanese Yen	—	11.4	—	—

Amount is less than \$0.1 million

The judgements of reasonably possible movements were determined using statistical analysis of the 90th percentile (for Singapore operations) of the best and worst expected outcomes having regard to actual historical exchange rate data over the previous five years. Management considers that past movements are a reasonable basis for estimating possible movements in foreign currency exchange rates.

Interest rate risk

The Group manages its interest rate exposure by maintaining a significant portion of its debt at fixed interest rates. This is done by the (i) issuance of fixed rate debt; (ii) use of interest rate swaps to convert floating rate debt to fixed rate debt; or (iii) use of cross-currency interest rate swaps to convert fixed or variable rate non-functional currency denominated debt to fixed rate functional currency denominated debt.

The use of derivative financial instruments relates directly to the underlying existing and anticipated indebtedness.

As at 31 March 2025, the Group has interest rate and cross-currency interest rate swaps with a notional amount of \$8,818.5 million (2024: 6,519.2 million). The Group classifies these swaps as cash flow and fair value hedges. The net fair value of swaps of the Group as at 31 March 2025 was \$190.6 million net liabilities (2024: \$270.1 million net liabilities) comprising assets of \$36.5 million (2024: \$89.9 million) and liabilities of \$227.1 million (2024: \$360.0 million). These amounts are recognised as derivative assets and liabilities respectively. The Group's excess funds are principally invested in bank deposits of varying maturities to match its cash flow needs.

At the reporting date, if interest rates had moved as illustrated in the table below, with all other variables held constant, profit before tax and equity would have been affected as follows:

	Profit before tax \$ million	Equity (hedging reserve) \$ million
Group		
Judgements of reasonably possible movements – increase/(decrease):		
2025		
Increase with all other variables held constant	3.6	191.1
Decrease with all other variables held constant	(3.7)	(210.1)
2024		
Increase with all other variables held constant	(9.3)	60.4
Decrease with all other variables held constant	9.4	(62.4)

The judgements of reasonably possible movements were determined using statistical analysis of the 90th percentile (for Singapore operations) best and worst expected outcomes having regard to actual historical interest rate data over the previous five years based on the six-month Singapore Overnight Rate Average (for Singapore operations), three-month USD Secured Overnight Financing Rate and six-month JPY Tokyo Overnight Average Rate. Management considers that past movements are a reasonable basis for estimating possible movements in interest rates.

As at 31 March 2025, the movements in interest rates used in the table above are as follows:

- Singapore interest rates – 211 basis points (2024: 197 basis points)
- United States interest rates – 324 basis points (2024: 325 basis points)
- Japan interest rates – 21 basis points (2024: 6 basis points)

Credit risk

Credit risk is the risk of financial loss to the Group if a customer or a counterparty to a financial instrument fails to meet its contractual obligations. This arises principally from the Group's financial assets, comprising cash and cash equivalents, trade and other receivables and other financial instruments.

The Group provides for lifetime ECL for all trade receivables using a provision matrix as disclosed in Note 15. The Group considers the probability of default upon initial recognition of an asset and whether there has been a significant increase in credit risk on an ongoing basis throughout each reporting period. As at 31 March 2025 and 2024, other receivables have been assessed to be subject to immaterial ECL.

Surplus funds are invested in interest bearing deposits and debt securities with financial institutions with good credit ratings assigned by international credit rating agencies. Counterparty risks are managed by limiting exposure to any individual counterparty. The Group's portfolio of financial instruments is entered into with a number of creditworthy counterparties, thereby mitigating concentration of credit risk. The Group held cash and bank balances of \$1,084.0 million (2024: \$1,076.4 million), and investments in debt securities of \$864.3 million (2024: \$811.1 million) which represent its maximum exposure on these assets.

Counterparty risks on derivatives are generally restricted to any gain or loss when marked to market, and not on the notional amount transacted. As a prudent measure, the Group enters into derivatives only with financial institutions with good credit ratings assigned by international credit rating agencies. Therefore, the possibility of a material loss arising from the non-performance by a counterparty is considered remote.

There is no significant concentration of credit risk of trade receivables. The credit quality of trade and other receivables that are not past due or impaired at the reporting date is of acceptable risk. Collateral in the form of bank guarantees, letters of credit and deposits are obtained from counterparties where appropriate. The amounts called upon during the current and previous financial year were insignificant and no item is individually significant.

Liquidity risk

Liquidity risk is the risk that the Group will not be able to meet its financial obligations as they fall due. The Group adopts prudent liquidity risk management by maintaining sufficient cash and liquid financial assets, and ensures the availability of funding through an adequate level of bank credit lines and the establishment of medium term note programmes.

The following are the expected contractual undiscounted cash flows of financial liabilities, including interest payments and excluding the impact of netting agreements:

Group 2025	Carrying amount \$ million	Total contractual cash (outflows)/ inflows \$ million	Within 1 year \$ million	1 – 2 years \$ million	2 – 5 years \$ million	More than 5 years \$ million
Non-derivative financial liabilities						
Trade and other payables*	(1,556.1)	(1,556.1)	(1,556.1)	–	–	–
Other non-current liabilities**	(12.1)	(12.1)	–	–	(12.1)	–
Lease liabilities	(202.1)	(273.5)	(27.8)	(24.0)	(52.5)	(169.2)
Debt obligations	(4,150.1)	(4,678.1)	(1,100.8)	(212.1)	(2,883.1)	(482.1)
Derivatives						
<u>Derivative assets</u>						
Interest rate swaps/cross-currency interest rate swaps	36.5	75.4	42.2	21.1	10.1	2.0
Forward exchange contracts						
- Inflow		471.8	469.8	1.0	1.0	–
- Outflow		(463.5)	(461.5)	(1.0)	(1.0)	–
	8.2	8.3	8.3	–	–	–
<u>Derivative liabilities</u>						
Interest rate swaps/cross-currency interest rate swaps	(227.1)	(232.3)	(81.0)	(60.8)	(90.5)	–
Forward exchange contracts						
- Inflow		667.5	626.1	39.8	1.6	–
- Outflow		(679.2)	(635.1)	(42.5)	(1.6)	–
	(11.6)	(11.7)	(9.0)	(2.7)	–	–
Total	(6,114.4)	(6,680.1)	(2,724.2)	(278.5)	(3,028.1)	(649.3)

* Excluding advance receipts, liability for employee entitlements, provisions and GST/VAT payables

** Excluding deferred income, deferred construction costs compensation, provisions and rental received in advance

Group 2024	Carrying amount \$ million	Total contractual cash (outflows)/ inflows \$ million	Within 1 year \$ million	1 – 2 years \$ million	2 – 5 years \$ million	More than 5 years \$ million
Non-derivative financial liabilities						
Trade and other payables*	(1,483.7)	(1,483.7)	(1,483.7)	–	–	–
Other non-current liabilities**	(5.3)	(5.3)	–	–	–	(5.3)
Lease liabilities	(84.7)	(102.6)	(14.1)	(14.1)	(30.5)	(43.9)
Debt obligations	(3,152.4)	(3,652.0)	(320.9)	(1,031.9)	(1,826.7)	(472.5)
Derivatives						
<u>Derivative assets</u>						
Interest rate swaps	89.9	114.4	83.6	30.4	0.3	0.1
Forward exchange contracts						
- Inflow		407.3	386.6	19.4	1.3	–
- Outflow		(403.2)	(382.7)	(19.2)	(1.3)	–
	3.9	4.1	3.9	0.2	–	–
<u>Derivative liabilities</u>						
Interest rate swaps/cross-currency interest rate swaps	(360.0)	(374.6)	(137.4)	(99.2)	(136.9)	(1.1)
Forward exchange contracts						
- Inflow		753.4	706.7	27.6	19.1	–
- Outflow		(771.1)	(717.2)	(31.3)	(22.6)	–
	(17.2)	(17.7)	(10.5)	(3.7)	(3.5)	–
Total	(5,009.5)	(5,517.4)	(1,879.1)	(1,118.3)	(1,997.3)	(522.7)

* Excluding advance receipts, liability for employee entitlements, provisions and GST/VAT payables

** Excluding deferred income, deferred construction costs compensation, provisions and rental received in advance

Company 2025	Carrying amount \$ million	Total contractual cash [outflows]/ inflows \$ million	Within 1 year \$ million	1 – 2 years \$ million	2 – 5 years \$ million	More than 5 years \$ million
Non-derivative financial liabilities						
Trade and other payables*	(54.3)	(54.3)	(54.3)	–	–	–
Lease liabilities	—#	—#	—#	–	–	–
Derivatives						
<u>Derivative assets</u>						
Forward exchange contracts						
- Inflow		11.2	11.2	–	–	–
- Outflow		(11.1)	(11.1)	–	–	–
	0.1	0.1	0.1	–	–	–
<u>Derivative liabilities</u>						
Forward exchange contracts						
- Inflow		5.2	5.2	–	–	–
- Outflow		(5.3)	(5.3)	–	–	–
	(0.1)	(0.1)	(0.1)	–	–	–
Total	(54.3)	(54.3)	(54.3)	–	–	–
2024						
Non-derivative financial liabilities						
Trade and other payables*	(50.2)	(50.2)	(50.2)	–	–	–
Lease liabilities	(6.4)	(6.6)	(6.5)	(0.1)	–	–
Derivatives						
<u>Derivative assets</u>						
Forward exchange contracts						
- Inflow		8.4	8.4	–	–	–
- Outflow		(8.3)	(8.3)	–	–	–
	0.1	0.1	0.1	–	–	–
<u>Derivative liabilities</u>						
Forward exchange contracts						
- Inflow		1.9	1.9	–	–	–
- Outflow		(1.9)	(1.9)	–	–	–
	—#	—#	—#	–	–	–
Total	(56.5)	(56.7)	(56.6)	(0.1)	–	–

* Excluding advance receipts, liability for employee entitlements, provisions and GST/VAT payables

** Excluding deferred income, deferred construction costs compensation, provisions and rental received in advance

Amount is less than \$0.1 million

For swap hedging instruments that are cash flow hedges, the tables above indicate the periods that they are expected to impact profit or loss.

Capital management

The Group is committed to an optimal capital structure while maintaining financial flexibility and investment grade credit ratings. In order to achieve an optimal capital structure, the Group may adjust the dividend payment, return capital to shareholders, issue new shares, obtain new borrowings or reduce its borrowings.

The Group monitors capital based on gross and net gearing ratios and capital includes debt and equity items as disclosed in the table below.

	2025 \$ million	2024 \$ million
Gross borrowings	4,150.1	3,152.4
Less: Cash and bank balances	(1,084.0)	(1,076.4)
Net borrowings	3,066.1	2,076.0
Shareholder's funds	12,679.6	12,897.3
Total equity	12,679.6	12,897.3
Total borrowings and equity	16,829.7	16,049.7
Net borrowings and equity	15,745.7	14,973.3

There were no changes in the Group's approach to capital management during the financial year.

Neither the Company nor its subsidiaries are subject to any externally imposed capital requirement.

33 Fair values

Determination of fair values

A number of the Group's accounting policies and disclosures require the determination of fair value, for both financial and non-financial assets and liabilities. Fair values have been determined for measurement and/or disclosure purposes based on the following methods. When applicable, further information about the assumptions made in determining fair values is disclosed in the notes specific to that asset or liability.

Investment property and investment property under development

The fair value of the investment property and investment property under development at reporting dates were based on valuation performed by the independent professional valuer.

As at 31 March 2025, the independent professional valuers have considered valuation techniques including capitalisation approach and discounted cash flows in arriving at the open market value of investment property. The capitalisation approach capitalises an income stream into a present value using a market-corroborated capitalisation rate. The discounted cash flows method involves the estimation of an income stream over a period and discounting the income stream with an expected internal rate of return and terminal yield.

As at 31 March 2024, the valuer had adopted residual method in arriving at the open market value of investment property under development. In the residual method of valuation, the total gross development costs and developer's profit are deducted from the gross development value to arrive at the residual value of land. In estimating the gross development value, the valuer has considered market rental, a reasonable percentage for vacancy, cost of repairs and maintenance and market-corroborated capitalisation rate.

Debt obligations and derivative instruments

Fair values are measured using market observable data as at reporting date. Fair values reflect the credit risk of the instrument and include adjustments to take into account the credit risk of the Group and counterparty when appropriate.

Non-derivative financial liabilities

Fair value, which is determined for disclosure purposes, is calculated based on the present value of future principal and interest cash flows, discounted at the market rate of interest at the reporting date. For finance lease, the market rate of interest is determined by reference to similar lease agreements.

Other financial assets and liabilities

The notional amounts of financial assets and liabilities with a maturity of less than one year (including trade and other receivables, cash and cash equivalents, investments in debt securities, trade and other payables and lease liabilities) are, because of the short period to maturity, assumed to approximate their fair values. All other financial assets and liabilities are discounted to determine their fair values.

Fair values versus carrying amounts

When measuring the fair value of an asset or a liability, the Group uses observable market data as far as possible. Fair values are categorised into different levels in a fair value hierarchy based on the inputs used in the valuation techniques as follows:

- Level 1: quoted prices (unadjusted) in active markets for identical assets or liabilities;
- Level 2: inputs other than quoted prices included in 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).

Fair value measurements that use inputs of different hierarchy levels are categorised in its entirety in the same level of the fair value hierarchy as the lowest level input that is significant to the entire measurement.

The Group's assets and liabilities that are carried at fair value mainly relate to derivative instruments which are measured using market observable data and as such are deemed as Level 2 within the fair value hierarchy disclosure required under SFRS(I) 13 *Fair Value Measurement*, and unquoted equity investments at fair value through profit or loss of \$118.7 million (2024: \$115.1 million) which are valued in accordance with the International Private Equity and Venture Capital guidelines (Level 3). The fair value and net fair value of remaining financial assets and financial liabilities are determined in accordance with generally accepted pricing models based on discounted cash flow analysis. Appropriate transaction costs are included in the determination of net fair value.

The carrying amounts of the financial instruments carried at cost or amortised cost are deemed as Level 1 and Level 2. The financial instruments carried at cost or amortised cost approximates their fair values except as follows:

Group	2025		2024	
	Carrying amount \$ million	Fair value \$ million	Carrying amount \$ million	Fair value \$ million
Financial assets				
Investment in debt securities	864.3	865.8	811.1	810.6
Financial liabilities				
Fixed rate debt obligations	[3,987.5]	[4,001.4]	[3,050.1]	[3,081.5]

Investment property

The fair value measurement of investment property and investment property under development has been categorised as Level 3 fair value based on the inputs to the valuation techniques used. The table below sets out the valuation techniques and the significant unobservable inputs used.

Valuation techniques	Key unobservable inputs	Inter-relationship between key unobservable inputs and fair value measurement
2025		
Capitalisation approach	Capitalisation rate of 3.55%	The estimated fair value would increase if the capitalisation rate, discount rate and terminal yield rate decreased.
Discounted cash flow method	Discount rate of 6.5% Terminal yield of 3.7%	
2024		
Residual value method	Gross development value of \$1,344 million	The estimated fair value increases with higher gross development value and decreases with higher estimated cost to completion.

The table below sets out the comparison by category of carrying amounts of all the Group's financial instruments, shown in the balance sheets:

Group	Amortised costs \$ million	Fair value through profit or loss \$ million	Derivatives used for hedging \$ million	Other financial liabilities \$ million
2025				
Assets				
Equity investments at FVTPL	—	118.7	—	—
Investments in debt securities	864.3	—	—	—
Finance lease receivables	6.8	—	—	—
Derivative assets	—	1.4	43.3	—
Other non-current receivables [^]	71.8	—	—	—
Trade and other receivables [^]	867.8	—	—	—
Cash and bank balances	1,084.0	—	—	—
	<u>2,894.7</u>	<u>120.1</u>	<u>43.3</u>	<u>—</u>
Liabilities				
Trade and other payables [*]	—	—	—	1,556.1
Other non-current liabilities ^{**}	—	—	—	12.1
Lease liabilities	—	—	—	202.1
Derivative liabilities	—	3.2	235.5	—
Debt obligations	—	—	—	4,150.1
	<u>—</u>	<u>3.2</u>	<u>235.5</u>	<u>5,920.4</u>
2024				
Assets				
Equity investments at FVTPL	—	115.1	—	—
Investments in debt securities	811.1	—	—	—
Finance lease receivables	7.2	—	—	—
Derivative assets	—	0.8	93.0	—
Convertible instrument	281.6	—	—	—
Other non-current receivables [^]	58.3	—	—	—
Trade and other receivables [^]	933.0	—	—	—
Cash and bank balances	1,076.4	—	—	—
	<u>3,167.6</u>	<u>115.9</u>	<u>93.0</u>	<u>—</u>
Liabilities				
Trade and other payables [*]	—	—	—	1,483.7
Other non-current liabilities ^{**}	—	—	—	5.3
Lease liabilities	—	—	—	84.7
Derivative liabilities	—	2.1	375.1	—
Debt obligations	—	—	—	3,152.4
	<u>—</u>	<u>2.1</u>	<u>375.1</u>	<u>4,726.1</u>

[^] Excluding prepayments, finance lease receivables, contract assets and contract costs

^{*} Excluding advance receipts, liability for employee entitlements, provisions and GST/VAT payables

^{**} Excluding deferred income, deferred construction costs compensation, provisions and rental received in advance

Company	Amortised costs \$ million	Fair value through profit or loss \$ million	Derivatives used for hedging \$ million	Other financial liabilities \$ million
2025				
Assets				
Derivative assets	—	—#	0.1	—
Trade and other receivables^	2,685.4	—	—	—
Cash and bank balances	0.3	—	—	—
	<u>2,685.7</u>	<u>—#</u>	<u>0.1</u>	<u>—</u>
Liabilities				
Derivative liabilities	—	—#	0.1	—
Lease liabilities	—	—	—	—#
Trade and other payables*	—	—	—	54.3
	<u>—</u>	<u>—#</u>	<u>0.1</u>	<u>54.3</u>
2024				
Assets				
Derivative assets	—	—#	0.1	—
Trade and other receivables^	3,747.3	—	—	—
Cash and bank balances	0.4	—	—	—
	<u>3,747.7</u>	<u>—#</u>	<u>0.1</u>	<u>—</u>
Liabilities				
Derivative liabilities	—	—#	—#	—
Lease liabilities	—	—	—	6.4
Trade and other payables*	—	—	—	50.2
	<u>—</u>	<u>—#</u>	<u>—#</u>	<u>56.6</u>

^ Excluding prepayments, finance lease receivables, contract assets and contract costs

* Excluding advance receipts, liability for employee entitlements, provisions and GST/VAT payables

Amount is less than \$0.1 million

34 Commitments

	Group		Company	
	2025 \$ million	2024 \$ million	2025 \$ million	2024 \$ million
Contracted but not provided for:				
- property, plant and equipment and intangible assets	2,858.4	830.7	2.6	2.6
- development of investment property	3.5	69.6	—	—
- Others	25.4	38.3	—	—

Others consist of commitments relating to acquisition of business and uncalled capital on equity investments.

Operating lease receivables

The table below sets out the maturity analysis of the undiscounted operating lease payments to be received after the reporting date:

	2025 \$ million	2024 \$ million
Group		
Within one year	44.2	1.1
One to two years	43.2	0.2
Two to three years	43.2	–
Three to four years	42.9	–
Four to five years	39.4	–
More than five years	10.8	–
	<u>223.7</u>	<u>1.3</u>
Company		
Within one year	–	0.3

35 Dividends

	Group and Company	
	2025 \$ million	2024 \$ million
<i>Dividend paid during the financial year</i>		
Final one-tier tax exempt dividend of 17.3 cents per share in respect of financial year ended 31 March 2024 (16.6 cents per share in respect of financial year ended 31 March 2023)	505.0	482.0
Interim one-tier tax exempt dividend of 24.0 cents per share in respect of financial year ended 31 March 2025 (Nil for the financial year ended 31 March 2024)	700.0	–
	<u>1,205.0</u>	<u>482.0</u>

A final one-tier tax exempt dividend of 25.6 cents per share (2024: 17.3 cents per share) in respect of the financial year ended 31 March 2025 has been proposed for approval by shareholders at the next Annual General Meeting to be convened.

These financial statements do not reflect the above final dividend payable which will be accounted for in the 'Shareholders' Equity' as an appropriation of 'Accumulated profits' in the next financial year ending 31 March 2026.

SP PowerAssets Limited

Annual Report
Year ended 31 March 2025

Directors' statement

We are pleased to submit this annual report to the member of SP PowerAssets Limited (the "Company") together with the audited financial statements for the financial year ended 31 March 2025.

Opinion of the Directors

In our opinion,

- (a) the financial statements set out are drawn up so as to give a true and fair view of the financial position of the Company as at 31 March 2025 and the financial performance, changes in equity and cash flows of the Company for the year ended on that date in accordance with the provisions of the Companies Act 1967 (the "Act") and Singapore Financial Reporting Standards (International) ("SFRS(I)"); 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:

Mr Stanley Huang Tian Guan
 Mrs Jeanne Cheng
 Ms Amelia Champion
 Ms Loong Hui Chee
 Mr Kenneth Soh Yew Chin
 Mr Lee Choon Kwee

[appointed on 1 April 2025]

Directors' interests

According to the register kept by the Company for the purposes of Section 164 of the Act, 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 and share options in the Company and in related corporations are as follows:

Name of director and related corporations in which interests (fully paid ordinary shares unless otherwise stated) are held	Holdings at beginning of the year	Holdings at end of the year
Mr Stanley Huang Tian Guan		
Paragon REIT – units	323,000	323,000
Singapore Airlines Limited	10,000	10,000
SIA Engineering Company Limited	10,000	10,000
Astrea 7 Pte Ltd		
- 4.125% Class A-1 Secured Bonds due 27 May 2032 (units)	40,000	40,000
CapitalLand China Trust – units	100,000	100,000
Astrea 8 Pte Ltd		
- 4.35% Class A-1 Secured Bonds due 19 July 2039	–	S\$38,000
Mapletree Industrial Trust – units	–	150,000

Name of director and related corporations in which interests (fully paid ordinary shares unless otherwise stated) are held

**Holdings
at beginning
of the year**

**Holdings
at end of
the year**

Mrs Jeanne Cheng

Singapore Telecommunications Limited	11,180	11,180
Singapore Technologies Engineering Ltd	10,000	10,000
Astrea 8 Pte Ltd - 6.35% Class A-2 Secured Bonds due 19 July 2039	–	US\$30,000

Ms Amelia Champion

CapitaLand Ascott Trust – units	285	285
CapitaLand Investment Limited	5,000	5,000
CapitaLand Integrated Commercial Trust – units	773	3,900
Paragon REIT – units	3,128	3,128
Mapletree Treasury Services Limited - MAPLSP 3.7% Perpetual Bond	S\$250,000	S\$250,000
Singapore Airlines Limited - 5.25% Bonds due 21 March 2034	US\$200,000	US\$200,000
Singapore Telecommunications Limited	1,430	1,430

Ms Loong Hui Chee

Astrea 8 Pte Ltd - 4.35% Class A-1 Secured Bonds due 19 July 2039	–	S\$100,000
CapitaLand Ascendas Real Estate Investment Trust – units	14,615	14,615
CapitaLand Ascott Trust – units	160,388	160,388
CapitaLand Investment Limited	21,531	21,531
CapitaLand Integrated Commercial Trust – units	69,043	69,043
Mapletree Treasury Services Limited - 3.95% Perpetual Bond	S\$250,000	S\$250,000
Singapore Airlines Limited	20,669	20,669
Singapore Technologies Engineering Ltd	1,495	1,495
Singapore Telecommunications Limited	117,108	117,108

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

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 or debentures of the Company or any other body corporate.

Share options

During the financial year, there were:

- (i) no options granted by the Company to any person to take up unissued shares in the Company; and
- (ii) no shares issued by virtue of any exercise of option to take up unissued shares of the Company.

As at the end of the financial year, there were no unissued shares of the Company under option.

On behalf of the Board of Directors



MR STANLEY HUANG TIAN GUAN
Chairman



MS LOONG HUI CHEE
Director

23 May 2025

Independent Auditor's Report

For the financial year ended 31 March 2025

Independent Auditor's Report to the Member of SP PowerAssets Limited

Report on the Audit of the Financial Statements

Opinion

We have audited the accompanying financial statements of SP PowerAssets Limited (the "Company") which comprise the balance sheet as at 31 March 2025, the income statement, statement of comprehensive income, statement of changes in equity and statement of cash flows for the financial year then ended, and notes to the financial statements, including material accounting policy information.

In our opinion, the accompanying financial statements 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)") so as to give a true and fair view of the financial position of the Company as at 31 March 2025 and of the financial performance, changes in equity and cash flows of the Company for the year ended on that date.

Basis for Opinion

We conducted our audit in accordance with Singapore Standards on Auditing ("SSAs"). Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of our report. We are independent of the Company in accordance with the Accounting and Corporate Regulatory Authority ("ACRA") 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. For the matter below, our description of how our audit addressed the matter is provided in that context.

We have fulfilled our responsibilities described in the Auditor's Responsibilities for the Audit of the Financial Statements section of our report, including in relation to the matter. Accordingly, our audit included the performance of procedures designed to respond to our assessment of the risks of material misstatement of the financial statements. The results of our audit procedures, including the procedures performed to address the matter below, provide the basis for our audit opinion on the accompanying financial statements.

Goodwill impairment review

The Company has recorded an asset of \$2,166.8 million which represents goodwill on the acquisition of the transmission business as discussed in Note 6. The goodwill balance is reviewed annually for impairment based on fair value which is determined by discounting expected future cash flows as discussed in Note 6. The assessment of fair value requires significant management judgement in establishing future cash flows, the terminal value and the discount rate.

Our audit procedures included assessing the key assumptions used in arriving at the fair value, including the terminal value, forecast future cash flows, and the discount rate. In performing our audit procedures, we assessed the reasonableness of cash flow projections by assessing the reliability of management's budgeting process, the Company's own historical data and performance and the market and economic conditions prevailing at the reporting date. In relation to other key inputs, such as the terminal value and discount rate, we compared these inputs to externally available industry, economic and financial data. We further reviewed the adequacy of the disclosure in the financial statements in Note 6 of the financial statements.

Other Information

Management is responsible for other information. The other information comprises the directors' statement.

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 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, 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.

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), 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 Company'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 Company or to cease operations, or has no realistic alternative but to do so.

The directors' responsibilities include overseeing the Company's financial reporting process.

Auditor's Responsibilities for the Audit of the Financial Statements

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

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

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Company's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.

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

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

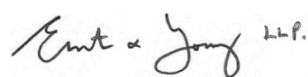
We also provide the directors with a statement that we have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, related safeguards.

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

Report on Other Legal and Regulatory Requirements

In our opinion, the accounting and other records required by the Act to be kept by the Company have been properly kept in accordance with the provisions of the Act.

The engagement partner on the audit resulting in this independent auditor's report is Philip Ling Soon Hwa.



Ernst & Young LLP
Public Accountants and
Chartered Accountants
Singapore

23 May 2025

Balance sheet As at 31 March 2025

	Note	2025 \$ million	2024 \$ million
Non-current assets			
Property, plant and equipment	4	11,623.8	11,128.5
Intangible assets	6	2,177.6	2,177.2
Derivative assets	7	10.7	52.6
		<u>13,812.1</u>	<u>13,358.3</u>
Current assets			
Inventories	8	34.1	31.4
Trade and other receivables	9	430.6	402.9
Derivative assets	7	14.9	27.7
Cash and cash equivalents	10	#	#
		<u>479.6</u>	<u>462.0</u>
Total assets		<u>14,291.7</u>	<u>13,820.3</u>
Regulatory deferral accounts ("RDA") debit balances and related deferred tax assets	11	18.3	80.0
Total assets and RDA debit balances		<u>14,310.0</u>	<u>13,900.3</u>
Equity			
Share capital	12	2,512.4	2,512.4
Hedging reserve	13	[5.7]	47.5
Accumulated profits		<u>3,033.6</u>	<u>2,828.5</u>
Total equity		<u>5,540.3</u>	<u>5,388.4</u>
Non-current liabilities			
Debt obligations	14	1,192.1	2,068.7
Derivative liabilities	7	100.0	208.2
Deferred tax liabilities	15	1,464.6	1,474.9
Deferred income	16	107.1	115.9
Deferred construction cost compensation	17	256.2	256.2
Lease liabilities	5	0.1	0.2
		<u>3,120.1</u>	<u>4,124.1</u>
Current liabilities			
Debt obligations	14	927.5	199.5
Derivative liabilities	7	73.0	99.5
Current tax payable		164.9	119.3
Trade and other payables	18	4,376.3	3,952.0
Lease liabilities	5	0.1	3.9
		<u>5,541.8</u>	<u>4,374.2</u>
Total liabilities		<u>8,661.9</u>	<u>8,498.3</u>
Total equity and liabilities		<u>14,202.2</u>	<u>13,886.7</u>
RDA credit balances and related deferred tax liabilities	11	107.8	13.6
Total equity, liabilities and RDA related deferred tax liabilities		<u>14,310.0</u>	<u>13,900.3</u>

Less than \$0.1 million

Income statement

Year ended 31 March 2025

	Note	2025 \$ million	2024 \$ million
Revenue	19	2,185.8	1,960.7
Other income	20	101.5	80.0
Expenses			
- Depreciation of property, plant and equipment	4	(723.9)	(670.2)
- Amortisation of intangible assets	6	(1.6)	(1.1)
- Maintenance		(130.5)	(122.1)
- Management fees		(166.6)	(159.8)
- Property taxes		(66.4)	(60.9)
- Agency fee		(31.9)	(30.4)
- Support services		(35.1)	(36.5)
- Other operating expenses		(64.0)	(61.4)
Operating profit		1,067.3	898.3
Finance income	21	5.7	0.3
Finance costs	22	(169.3)	(147.6)
Profit before taxation		903.7	751.0
Tax expense	23	(165.6)	(134.6)
Profit for the year	24	738.1	616.4
Net movement in RDA balances related to profit or loss and the related deferred tax movement	11	(155.9)	(111.5)
Profit for the year and net movement in RDA balances		582.2	504.9

Statement of comprehensive income Year ended 31 March 2025

	2025 \$ million	2024 \$ million
Profit for the year and net movement in RDA balances	582.2	504.9
Other comprehensive income		
Items that are or may be reclassified subsequently to profit or loss:		
Effective portion of changes in fair value of cash flow hedges, net of tax	(6.0)	22.4
Net change in fair value of:		
- Cash flow hedges reclassified to profit or loss, net of tax	(51.5)	(69.7)
- Cash flow hedges on recognition of the hedged items on balance sheet, net of tax	4.3	1.7
Other comprehensive income for the year, net of tax	<u>(53.2)</u>	<u>(45.6)</u>
Total comprehensive income for the year	<u>529.0</u>	<u>459.3</u>

Statement of changes in equity Year ended 31 March 2025

	Note	Share capital \$ million	Hedging reserve \$ million	Accumulated profits \$ million	Total equity \$ million
At 1 April 2023		2,512.4	93.1	2,694.6	5,300.1
Total comprehensive income for the year					
Profit for the year and net movement in RDA balances		-	-	504.9	504.9
Other comprehensive income					
Effective portion of changes in fair value of cash flow hedges, net of tax		-	22.4	-	22.4
Net change in fair value of:					
- Cash flow hedges reclassified to profit or loss, net of tax		-	(69.7)	-	(69.7)
- Cash flow hedges on recognition of the hedged items on balance sheet, net of tax		-	1.7	-	1.7
Total other comprehensive income		-	(45.6)	-	(45.6)
Total comprehensive income for the year		-	(45.6)	504.9	459.3
Transaction with owner, recognised directly in equity					
Contributions by and distribution to owner					
Dividends declared	29	-	-	(371.0)	(371.0)
At 31 March 2024		2,512.4	47.5	2,828.5	5,388.4

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

Statement of changes in equity Year ended 31 March 2025 (cont'd)

	Note	Share capital \$ million	Hedging reserve \$ million	Accumulated profits \$ million	Total equity \$ million
At 1 April 2024		2,512.4	47.5	2,828.5	5,388.4
Total comprehensive income for the year					
Profit for the year and net movement in RDA balances		-	-	582.2	582.2
Other comprehensive income					
Effective portion of changes in fair value of cash flow hedges, net of tax		-	[6.0]	-	[6.0]
Net change in fair value of:					
- Cash flow hedges reclassified to profit or loss, net of tax		-	[51.5]	-	[51.5]
- Cash flow hedges on recognition of the hedged items on balance sheet, net of tax		-	4.3	-	4.3
Total other comprehensive income		-	[53.2]	-	[53.2]
Total comprehensive income for the year		-	[53.2]	582.2	529.0
Transaction with owner, recognised directly in equity					
Contributions by and distribution to owner					
Dividends declared	29	-	-	[377.1]	[377.1]
At 31 March 2025		2,512.4	[5.7]	3,033.6	5,540.3

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

Statement of cash flows Year ended 31 March 2025

	Note	2025 \$ million	2024 \$ million
Cash flows from operating activities			
Profit for the year and net movement in RDA balances		582.2	504.9
Adjustments for:			
Tax expense	23	165.6	134.6
Depreciation and amortisation	4,6	725.5	671.3
[Gain]/loss on disposal of property, plant and equipment and intangible assets	24	(0.1)	0.1
Deferred income	16	(8.8)	(9.0)
Inventories written down, net	8	3.7	9.6
Write-back of allowance for expected credit loss on trade receivables, net	9	-	(1.4)
Finance income	21	(5.7)	(0.3)
Finance costs	22	169.3	147.6
Exchange loss/(gain), net	24	1.2	(1.2)
Net movements in RDA balances related to profit or loss and the related deferred tax movement	11	155.9	111.5
		<u>1,788.8</u>	<u>1,567.7</u>
Changes in working capital:			
Inventories		(6.4)	(3.7)
Trade and other receivables		(31.2)	(61.9)
Trade and other payables		25.5	(41.7)
Cash generated from operations		<u>1,776.7</u>	<u>1,460.4</u>
Interest received		0.2	0.3
Income tax paid		(119.4)	(82.4)
Net cash generated from operating activities		<u>1,657.5</u>	<u>1,378.3</u>
Cash flows from investing activities			
Purchase of property, plant and equipment		(1,159.4)	(975.5)
Purchase of intangible assets		(2.0)	(7.2)
Proceeds from disposal of property, plant and equipment and intangible assets		1.2	5.2
Net cash used in investing activities		<u>(1,160.2)</u>	<u>(977.5)</u>
Cash flows from financing activities			
Interest paid		(37.8)	(39.8)
Repayment of bond		(305.0)	-
[Repayment of]/proceeds from related company loans		226.5	(357.5)
Dividend paid	29	(377.1)	-
Payment of principal portion of lease liabilities	5	(3.9)	(3.6)
Net cash used in financing activities		<u>(497.3)</u>	<u>(400.9)</u>
Net decrease in cash and cash equivalents		#	(0.1)
Cash and cash equivalents at beginning of the year		#	0.1
Cash and cash equivalents at end of the year	10	<u>#</u>	<u>#</u>

Less than \$0.1 million

In 2024, tax-exempt dividend declared to the immediate holding company in relation to the financial year ended 31 March 2023 of \$371.0 million was settled via loans from a related company.

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 issue by the Board of Directors on 23 May 2025.

1 Domicile and activities

SP PowerAssets Limited (the “Company”) is incorporated in the Republic of Singapore and has its registered office at 2 Kallang Sector, SP Group Building, Singapore 349277.

The principal activities of the Company are those relating to the provision of services in connection with the transmission and distribution of electricity.

The immediate and ultimate holding companies are Singapore Power Limited and Temasek Holdings (Private) Limited respectively. Both companies are incorporated in the Republic of Singapore.

2 Basis of preparation

2.1 Statement of compliance

The financial statements have been prepared in accordance with the Singapore Financial Reporting Standards (International) [“SFRS(I)”].

2.2 Basis of measurement

The financial statements have been prepared on the historical cost basis except as disclosed in the accounting policies set out below.

2.3 Functional and presentation currency

The financial statements are presented in Singapore dollars, which is the Company’s functional currency. All financial information presented in Singapore dollars has been rounded to the nearest 0.1 million, unless otherwise stated.

2.4 Use of estimates and judgements

The preparation of financial statements in conformity with SFRS(I) requires management to make judgements, estimates and assumptions that affect the application of accounting policies and the reported amounts of assets, liabilities, income and expenses. The estimates and associated assumptions are based on historical experience and various other factors that are believed to be reasonable under the circumstances, the results of which form the basis of making judgements about carrying amounts of assets and liabilities that are not readily apparent from other sources.

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.

Information about critical judgements in applying accounting policies that have the most significant effect on the amounts recognised in the financial statements is discussed below:

Impairment of goodwill and indefinite-lived intangible assets

Impairment reviews in respect of goodwill and intangible assets are performed at least annually. More regular reviews are performed if changes in circumstances or the occurrence of events indicate potential impairment. The Company uses the present value of future cash flows to determine the recoverable amounts of the cash generating units. In calculating the recoverable amounts, significant management judgement is required in forecasting cash flows of the cash generating units, in estimating the terminal growth values and in selecting an appropriate discount rate. Details of key assumptions made are set out in Note 6.

Regulatory deferral accounts

Regulatory deferral account debit or credit balances represent timing differences between revenue recognised for financial reporting purposes (as set out in Note 3.13) and revenue earned for regulatory purposes. Revenue earned for regulatory purposes is estimated based on the revenue allowed by the Energy Market Authority ("EMA") (in accordance with the price regulation framework), taking into consideration the services rendered and volume of electricity delivered to consumers. Note 3.11 sets out the accounting policy for regulatory deferral accounts.

2.5 Changes in accounting policies

Adoption of new and revised SFRS(I)s and Interpretation to SFRS(I)

The accounting policies adopted are consistent with those of the previous financial year except that in the current financial year, the Company has adopted all the new and revised standards which are effective for annual financial periods beginning on or after 1 April 2024. The adoption of these standards did not have a material effect on the financial performance or position of the Company.

3 Material accounting policy information

The accounting policies set out below have been applied consistently for all periods presented in these financial statements, and have been consistently applied by the Company.

3.1 Foreign currencies

Foreign currency transactions

Transactions in foreign currencies are translated to the functional currency of the Company at the exchange rate 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 the reporting 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 prevailing on the date which 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 profit or loss, except for differences arising on the translation of qualifying cash flow hedges, which are recognised in other comprehensive income.

3.2 Property, plant and equipment

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, the costs of dismantling and removing the items and restoring the site on which they are located and capitalised borrowing cost. Capitalisation of borrowing costs will cease when the asset is ready for its intended use. Cost may also include transfers from equity of any gain or loss on qualifying cash flow hedges of foreign currency purchases of property, plant and equipment.

Purchased software that is integral to the functionality of the related equipment is capitalised as part of that equipment.

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

The gain or loss on disposal of an item of property, plant and equipment is determined by comparing the proceeds from disposal with the carrying amount of property, plant and equipment, and is recognised net within other income/other operating expenses in profit or loss.

Subsequent costs

The cost of replacing a component of an item of property, plant and equipment is recognised in the carrying amount of the item if it is probable that the future economic benefits embodied within the component will flow to the Company, 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 profit or loss as incurred.

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 that asset, that component is depreciated separately.

Depreciation is recognised in profit or loss on a straight-line basis over the estimated useful lives of each component of an item of property, plant and equipment. Freehold land and construction-in-progress are not depreciated.

The estimated useful lives for the current and comparative periods are as follows:

Leasehold land	Over the term of the lease ranging from 20 to 99 years
Buildings and tunnels	30 to 40 years or the lease term, if shorter
Transformers and switchgear	30 years
Other plant and machinery	
- Works and other equipment	3 to 10 years
- Standby electricity generator and other machinery	15 to 30 years
Mains	30 years
Other fixed assets (principally meters and motor vehicles)	3 to 10 years

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

3.3 Intangible assets

Goodwill

Goodwill arising from acquisition represents the excess of the cost of acquisition over the fair value of identifiable net assets acquired.

Subsequent measurement

Goodwill is measured at cost less accumulated impairment losses and is tested for impairment on an annual basis as described in Note 3.5.

Other intangible assets

Computer software is stated at cost less accumulated amortisation and accumulated impairment losses. Amortisation is recognised in profit or loss on a straight-line basis over the estimated useful life of 5 years.

Computer software development in-progress is stated at cost. No amortisation is provided until it is ready for use.

3.4 Financial instruments

Non-derivative financial assets

Initial recognition and measurement

Financial assets are recognised when, and only when the entity becomes party to the contractual provisions of the instruments. At initial recognition, the Company measures a financial asset at its fair value plus, in the case of a financial asset not at fair value through profit or loss, transaction costs that are directly attributable to the acquisition of the financial asset. Transaction costs of financial assets carried at fair value through profit or loss are expensed in profit or loss.

Trade receivables are measured at the amount of consideration to which the Company expects to be entitled in exchange for transferring promised goods or services to a customer, excluding amounts collected on behalf of third party, if the trade receivables do not contain a significant financing component at initial recognition.

Subsequent measurement

Investments in debt instruments

Subsequent measurement of debt instruments depends on the Company's business model for managing the asset and the contractual cash flow characteristics of the asset.

Financial assets that are held for the collection of contractual cash flows where those cash flows represent solely payments of principal and interest are measured at amortised cost. Financial assets are measured at amortised cost using the effective interest method, less impairment. Gains and losses are recognised in profit or loss when the assets are derecognised or impaired, and through the amortisation process.

Derecognition

The Company derecognises a financial asset when the contractual rights to the cash flows from the financial asset expire, or it transfers the rights to receive the contractual cash flows in a transaction in which substantially all of the risks and rewards of ownership of the financial asset are transferred or in which the Company neither transfers nor retains substantially all of the risks and rewards of ownership and it does not retain control of the financial asset.

Cash and cash equivalents

Cash and cash equivalents comprise cash balances and bank deposits.

Non-derivative financial liabilities

Initial recognition and measurement

Financial liabilities are recognised when, and only when, the Company becomes a party to the contractual provisions of the financial instrument. The Company determines the classification of its financial liabilities at initial recognition.

All financial liabilities are recognised initially at fair value plus in the case of financial liabilities not at fair value through profit or loss, directly attributable transaction costs. For financial liabilities at fair value through profit or loss, directly attributable transaction costs are recognised in profit or loss as incurred.

Subsequent measurement

After initial recognition, financial liabilities that are not carried at fair value through profit or loss are subsequently measured at amortised cost using the effective interest method. Gains and losses are recognised in profit or loss when the liabilities are derecognised, and through the amortisation process. Financial liabilities at fair value through profit or loss are measured at fair value and net gains and losses, including any interest expense, are recognised in profit or loss.

Derecognition

A financial liability is derecognised when the obligation under the liability is discharged or cancelled or expires. On derecognition, the difference between the carrying amounts and the consideration paid is recognised in profit or loss.

Offsetting

Financial assets and liabilities are offset and the net amount presented on the balance sheet when, and only when, the Company has a legal right to offset the amounts and intends either to settle on a net basis or to realise the asset and settle the liability simultaneously. The rights of offset must not be contingent on a future event and must be enforceable in the event of bankruptcy or insolvency of all the counterparties to the contract.

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.

Derivative financial instruments and hedge accounting

The Company holds derivative financial instruments to hedge its foreign currency and interest rate 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 profit or loss as incurred. Subsequent to initial recognition, derivatives are measured at fair value, and changes therein are generally recognised in profit or loss.

The Company designates certain derivatives and non-derivative financial instruments as hedging instruments in qualifying hedging relationships. At inception of designated hedging relationships, the Company documents the risk management objective and strategy for undertaking the hedge. The Company 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.

The Company applies hedge accounting for certain hedging relationships which qualify for hedge accounting.

For the purpose of hedge accounting, hedges are classified as:

- cash flow hedges when hedging exposure to variability in cash flows that is either attributable to a particular risk associated with a recognised asset or liability or a highly probable forecast transaction or the foreign currency risk in an unrecognised firm commitment; or
- fair value hedges when hedging the exposure to changes in fair value of a recognised asset or liability or an unrecognised firm commitment

Cash flow hedges

When a derivative is designated as the hedging instrument in a hedge of the variability in cash flows attributable to a particular risk associated with a recognised asset or liability or a highly probable forecast transaction that could affect profit or loss, the effective portion of changes in the fair value of the derivative is recognised in other comprehensive income and presented in the hedging reserve in equity. Any ineffective portion of changes in the fair value of the derivative is recognised immediately in profit or loss.

When the hedged item is a non-financial asset, the amount accumulated in equity is included in the carrying amount of the asset when the asset is recognised. In other cases, the amount accumulated in equity is reclassified to profit and loss in the same period that the hedged item affects profit or loss. If the hedging instrument no longer meets the criteria for hedge accounting, expires or is sold, terminated or exercised, or the designation is revoked, then hedge accounting is discontinued prospectively.

When a cash flow hedge is discontinued, the cumulative gain or loss previously recognised in other comprehensive income will remain in the cash flow hedge reserve until the future cash flows occur if the hedged future cash flows are still expected to occur or reclassified to profit or loss immediately if the hedged future cash flows are no longer expected to occur.

Fair value hedges

Changes in the fair value of a derivative hedging instrument designated as a fair value hedge are recognised in profit or loss. The hedged item is adjusted to reflect changes in its fair value in respect of the risk being hedged; the gain or loss attributable to the hedged risk is recognised in profit or loss with an adjustment to the carrying amount of the hedged item.

3.5 Impairment

Non-derivative financial assets

The Company recognises an allowance for expected credit losses ("ECLs") for all debt instruments not held at fair value through profit or loss and financial guarantee contracts. ECLs are based on the difference between the contractual cash flows due in accordance with the contract and all the cash flows that the Company expects to receive, discounted at an approximation of the original effective interest rate. The expected cash flows will include cash flows from the sale of collateral held or other credit enhancements that are integral to the contractual terms.

ECLs are recognised in two stages. For credit exposures for which there has not been a significant increase in credit risk since initial recognition, ECLs are provided for credit losses that result from default events that are possible within the next 12-months (a 12-month ECL). For those credit exposures for which there has been a significant increase in credit risk since initial recognition, a loss allowance is recognised for credit losses expected over the remaining life of the exposure, irrespective of timing of the default (a lifetime ECL).

For trade receivables and contract assets, the Company applies a simplified approach in calculating ECLs. Therefore, the Company does not track changes in credit risk, but instead recognises a loss allowance based on lifetime ECLs at each reporting date. The Company has established a provision matrix that is based on its historical credit loss experience, adjusted for forward-looking factors specific to the debtors and the economic environment.

The Company considers a financial asset potentially in default when contractual payments are 180 days past due. However, in certain cases, the Company may also consider a financial asset to be in default when internal or external information indicates that the Company is unlikely to receive the outstanding contractual amounts in full before taking into account any credit enhancements held by the Company. A financial asset is written off when there is no reasonable expectation of recovering the contractual cash flows.

Non-financial assets

The carrying amounts of the Company's non-financial assets, other than inventories and deferred tax assets, are reviewed at each reporting date to determine whether there is any indication of impairment. If any such indication exists, 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, 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 cash-generating unit ("CGU") exceeds its estimated recoverable amount.

The recoverable amount of an asset or CGU is the greater of its value in use and its fair value less costs to sell. 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 CGU. Subject to an operating segment ceiling test, for the purposes 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 at which goodwill is monitored for internal reporting purposes.

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

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. Such reversal of impairment is recognised in profit or loss.

3.6 Accrued revenue

Revenue accrual estimates are made to account for the unbilled amount at the reporting date.

3.7 Provisions

A provision is recognised if, as a result of past event, the Company has a present legal or constructive obligation that can be estimated reliably, and it is probable that an outflow of economic benefits will be required to settle the obligation. Provisions are determined by discounting the expected cash flows at a pre-tax rate that reflects current market assessments of the time value of money and the risks specific to the liability. The unwinding of the discount is recognised as finance cost.

3.8 Government grants

Capital grants are recognised on a straight-line basis and taken to profit or loss over the periods necessary to match the depreciation of the assets purchased with the government grants. Operating grants are presented within other income and are taken to profit or loss on a systematic basis in the same periods in which the expenses are incurred.

3.9 Deferred construction cost compensation

Deferred construction cost compensation received to defray costs relating to the construction of an asset are accounted for as a government grant. Note 3.8 sets out the government grant accounting policy.

3.10 Deferred income

Deferred income comprises (i) government grant for the purchase of depreciable assets and (ii) contributions made by certain customers towards the cost of capital projects received prior to 1 July 2009.

Government grants and customer contributions

Deferred income is recognised on a straight-line basis and taken to profit or loss over the periods necessary to match the depreciation of the assets purchased with the government grants and customers' contribution.

3.11 Regulatory deferral account ["RDA"] debit or credit balances

Use of system charges

Regulatory deferral account debit or credit balances represent timing differences between revenue recognised for financial reporting purposes and revenue earned for regulatory purposes.

Movements in the regulatory deferral account debit or credit balances are recognised in profit or loss over the periods necessary to adjust revenue recognised for financial reporting purposes to revenue earned for regulatory purposes based on services rendered.

At the end of each regulatory period, adjustments for amounts to be recovered or refunded are taken to profit or loss as net movement in regulatory deferral account balances.

3.12 Price regulation and licence

The Company's operations in Singapore are regulated under the Electricity Licence for Transmission Licensee issued by the EMA of Singapore.

Allowed revenue to be earned from the transmission of electricity is regulated based on certain formulae and parameters set out in the licence, relevant acts and codes.

Revenue recognised for financial reporting purposes may differ from revenue earned for regulatory purposes due to volume variances. This may result in adjustments that may increase or decrease tariffs in succeeding periods. Amounts to be recovered or refunded are brought to account as adjustments to net movement in regulatory deferral account debit or credit balances in the income statement in the period in which the Company becomes entitled to the recovery or liable for the refund.

The Company's capital expenditure may differ from its regulatory plan and is subject to a review by the EMA. The results of the variances in capital expenditure may be translated into price adjustments, if any, in the following reset period.

The use of system charges are approved by the EMA for a 5-year regulatory period in accordance with the price regulation framework.

3.13 Revenue recognition

Revenue is measured based on the consideration to which the Company expects to be entitled in exchange for transferring promised services to a customer, excluding amounts collected on behalf of third parties.

Revenue is recognised when the Company satisfies a performance obligation by transferring the promised service to the customer, which is when the customer obtains control of the service. A performance obligation may be satisfied at a point in time or over time. The amount of revenue recognised is the amount allocated to the satisfied performance obligation.

Use of system charges

Revenue for financial reporting purposes is recognised over time based on tariff billings to customers when the volume of electricity is delivered.

3.14 Leases

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

As lessor

Leases in which the Company does not transfer substantially all the risks and rewards of ownership of the asset are classified as operating leases. Initial direct costs incurred in negotiating an operating lease are added to the carrying amount of the leased asset and recognised over the lease term. Rental income under operating leases are recognised in profit or loss over the term of the lease.

As lessee

The Company applies a single recognition and measurement approach for all leases, except for short-term leases and leases of low-value assets. The Company recognises lease liabilities to make lease payments and right-of-use assets representing the right to use the underlying assets.

(i) Right-of-use assets

The Company recognises right-of-use assets at the commencement or on modification date of the lease (i.e., the date the underlying asset is available for use). Right-of-use assets are measured at cost, less any accumulated depreciation and impairment losses, and adjusted for any remeasurement of lease liabilities. The cost of right-of-use assets includes the amount of lease liabilities recognised, initial direct costs incurred, and lease payments made at or before the commencement date less any lease incentives received. Right-of-use assets are depreciated on a straight-line basis over the shorter of the lease term and the estimated useful lives of the assets.

If ownership of the leased asset transfers to the Company at the end of the lease term or the cost reflects the exercise of a purchase option, depreciation is calculated using the estimated useful life of the asset.

The right-of-use assets are also subject to impairment. Refer to Note 3.5 for the accounting policy.

(ii) Lease liabilities

At the commencement date of the lease, the Company recognises lease liabilities measured at the present value of lease payments to be made over the lease term. The lease payments include fixed payments (including in-substance fixed payments) less any lease incentives receivable, variable lease payments that depend on an index or a rate, and amounts expected to be paid under residual value guarantees. The lease payments also include the exercise price of a purchase option reasonably certain to be exercised by the Company and payments of penalties for terminating the lease, if the lease term reflects the Company exercising the option to terminate.

Variable lease payments that do not depend on an index or a rate are recognised as expenses (unless they are incurred to produce inventories) in the period in which the event or condition that triggers the payment occurs.

In calculating the present value of lease payments, the Company uses its incremental borrowing rate at the lease commencement date because the interest rate implicit in the lease is not readily determinable. After the commencement date, the amount of lease liabilities is increased to reflect the accretion of interest and reduced for the lease payments made. In addition, the carrying amount of lease liabilities is remeasured if there is a modification, a change in the lease term, a change in the lease payments (e.g., changes to future payments resulting from a change in an index or rate used to determine such lease payments) or a change in the assessment of an option to purchase the underlying asset.

(iii) Short-term leases

The Company applies the short-term lease recognition exemption to its short-term leases of leasehold land (i.e., those leases that have a lease term of 12 months or less from the commencement date and do not contain a purchase option). Lease payments on short-term leases are recognised as expense on a straight-line basis over the lease term.

3.15 Finance income and costs

Finance income comprises interest income on funds invested. Interest income is recognised as it accrues, using the effective interest method.

Finance costs comprise interest expense on borrowings, unwinding of the discount on provisions, fair value gains or losses on financial assets and liabilities at fair value through profit or loss, impairment losses recognised on financial assets (other than trade receivables), gains or losses on hedging instruments that are recognised in profit or loss, amortisation of transaction costs capitalised and interest expense on lease liabilities.

Borrowing costs that are not directly attributable to the acquisition, construction or production of a qualifying asset are recognised in profit or loss using the effective interest method.

3.16 Tax expense

Tax expense comprises current and deferred tax. Current and deferred taxes are recognised in profit or loss except to the extent that it relates to items recognised directly in equity or in the other comprehensive income.

Current tax is the expected tax payable or receivable on the taxable income or loss 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.

Deferred tax is recognised in respect of temporary differences between the carrying amounts of assets and liabilities for financial reporting purposes and the amounts used for taxation purposes. Deferred tax is not recognised for:

- temporary differences on the initial recognition of assets or liabilities in a transaction that is not a business combination and at the time of the transaction (i) affects neither accounting nor taxable profit or loss and (ii) does not give rise to equal taxable and deductible temporary differences; and
- taxable temporary differences arising on the initial recognition of goodwill.

Deferred tax is measured at the tax rates that are expected to be applied to the temporary differences when they reverse, based on the laws that have been enacted or substantively enacted by the reporting date.

A deferred tax asset is recognised for unused tax losses, tax credits and deductible temporary differences, to the extent that it is probable that future taxable profits will be available against which they 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.

In determining the amount of current and deferred tax, the Company takes into account the impact of uncertain tax positions and whether additional taxes and interest may be due. The Company believes that its accruals for tax liabilities are adequate for all open tax years based on its assessment of many factors, including interpretations of tax law and prior experience. This assessment relies on estimates and assumptions and may involve a series of judgements about future events. New information may become available that causes the Company to change its judgement regarding the adequacy of existing tax liabilities; such changes to tax liabilities will impact tax expense in the period that such a determination is made.

The movement in a deferred tax asset or liability that arises from the temporary differences created as a result of recognising regulatory deferral account balances are presented in the income statement net of the movement in regulatory deferral account balances related to profit or loss.

3.17 Segment reporting

The Company determines and presents operating segments based on the information that is provided internally to the chief operating decision maker.

The Company has only one operating segment – electricity transmission and distribution, and hence no separate disclosures are made in the financial statements.

3.18 New standards and interpretations not yet adopted

A number of new amendments to standards that have been issued but not yet effective have not been early adopted in preparing these financial statements. Other than as described below, the new standards, amendments to standards and interpretations to SFRS(I)s are not expected to have a significant impact on the Company's financial statements.

SFRS(I) 18: *Presentation and Disclosure in Financial Statements*

SFRS(I) 18 will replace SFRS(I) 1-1 *Presentation of Financial Statements* and applies for annual reporting periods beginning on or after 1 January 2027. The new standard introduces the following key new requirements:

- Entities are required to classify all income and expenses into five categories in the statement of profit or loss, namely the operating, investing, financing, discontinued operations and income tax categories. Entities are also required to present a newly-defined operating profit subtotal. Entities' net profit will not change.
- Management-defined performance measures (MPMs) are disclosed in a single note in the financial statements.
- Enhanced guidance is provided on how to group information in the financial statements.

In addition, all entities are required to use the operating profit subtotal as the starting point for the statement of cash flows when presenting operating cash flows under the indirect method.

The Company is still in the process of assessing the impact of the new standard on the primary financial statements and notes to the financial statements.

4 Property, plant and equipment

	Freehold land \$ million	Leasehold land \$ million	Buildings and tunnels \$ million	Switchgear \$ million	Transformers \$ million	Other plant and machinery \$ million	Mains \$ million	Other fixed assets \$ million	Construction -in-progress \$ million	Total \$ million
Cost										
At 1 April 2023	0.3	504.2	1,879.5	3,503.4	1,937.5	621.6	7,795.6	291.2	1,561.7	18,095.0
Additions	-	-	-	-	-	2.9	-	25.6	1,017.0	1,045.5
Disposals	-	(48.4)	(0.3)	(61.4)	(23.9)	(52.1)	(3.3)	(6.6)	-	(196.0)
Reclassification	-	4.5	34.0	100.4	114.1	54.3	323.3	33.8	(664.4)	-
At 31 March 2024	0.3	460.3	1,913.2	3,542.4	2,027.7	626.7	8,115.6	344.0	1,914.3	18,944.5
Additions	-	0.3	-	0.2	-	2.1	-	59.7	1,154.9	1,217.2
Disposals	-	-	(7.1)	(144.2)	(15.9)	(5.9)	(196.0)	(18.9)	-	(388.0)
Transfers	-	-	-	96.5	-	-	-	-	-	96.5
Reclassification	-	14.8	144.3	331.4	219.0	66.0	674.5	4.3	(1,454.3)	-
At 31 March 2025	0.3	475.4	2,050.4	3,826.3	2,230.8	688.9	8,594.1	389.1	1,614.9	19,870.2
Accumulated depreciation										
At 1 April 2023	-	192.8	810.3	1,924.1	765.3	378.4	3,086.8	178.8	-	7,336.5
Depreciation	-	10.0	70.1	156.0	71.2	55.3	273.8	33.8	-	670.2
Disposals	-	(48.3)	(0.3)	(58.2)	(22.0)	(52.1)	(3.3)	(6.5)	-	(190.7)
At 31 March 2024	-	154.5	880.1	2,021.9	814.5	381.6	3,357.3	206.1	-	7,816.0
Depreciation	-	11.0	81.1	164.0	86.1	59.4	287.5	34.8	-	723.9
Disposals	-	-	(7.1)	(143.8)	(15.6)	(5.6)	(196.0)	(18.8)	-	(386.9)
Transfers	-	-	-	93.4	-	-	-	-	-	93.4
At 31 March 2025	-	165.5	954.1	2,135.5	885.0	435.4	3,448.8	222.1	-	8,246.4
Carrying amounts										
At 31 March 2024	0.3	305.8	1,033.1	1,520.5	1,213.2	245.1	4,758.3	137.9	1,914.3	11,128.5
At 31 March 2025	0.3	309.9	1,096.3	1,690.8	1,345.8	253.5	5,145.3	167.0	1,614.9	11,623.8

Expenses capitalised

The following expenses were capitalised in property, plant and equipment during the year:

	2025 \$ million	2024 \$ million
Management fees (staff cost)	103.5	96.0

As at 31 March 2025, property, plant and equipment includes right-of-use assets of \$310.1 million (2024: \$309.8 million) relating to leasehold land, building and office under leasing arrangements. Details are presented in Note 5.

5 Right-of-use assets/ Lease liabilities

Set out below are the carrying amounts of right-of-use assets recognised within property, plant and equipment and the movements during the year:

	Leasehold land \$ million	Buildings and tunnels \$ million	Total \$ million
At 1 April 2023	311.4	7.8	319.2
Disposals	(0.1)	-	(0.1)
Reclassification	4.5	-	4.5
Depreciation	(10.0)	(3.8)	(13.8)
At 31 March 2024	305.8	4.0	309.8
Additions	0.3	-	0.3
Reclassification	14.8	-	14.8
Depreciation	(11.0)	(3.8)	(14.8)
At 31 March 2025	309.9	0.2	310.1

Set out below are the carrying amounts of lease liabilities (included under trade and other payables) and the movements during the year:

	2025 \$ million	2024 \$ million
At 1 April	4.1	7.8
Lease modification	-	-
Accretion of interest	0.1	0.2
Payments	(4.0)	(3.9)
At 31 March	0.2	4.1
Current	0.1	3.9
Non-current	0.1	0.2
	0.2	4.1

The maturity analysis of lease liabilities is disclosed in Note 26.

The following are the amounts recognised in profit or loss:

	2025 \$ million	2024 \$ million
Depreciation expense of right-of-use assets	14.8	13.8
Interest expense on lease liabilities	0.1	0.2
Expenses relating to short-term leases (included in other operating expenses)	0.3	0.4
	<u>15.2</u>	<u>14.4</u>

The Company had total cash outflow for leases of \$4.3 million (2024: \$4.3 million) for the financial year ended 31 March 2025.

6 Intangible assets

	Goodwill on acquisition \$ million	Deferred expenditure \$ million	Computer software \$ million	Computer software development in-progress \$ million	Total \$ million
Cost					
At 1 April 2023	2,166.8	112.2	40.0	1.4	2,320.4
Additions	-	0.7	-	6.6	7.3
Disposals	-	-	(0.1)	-	(0.1)
Reclassifications	-	-	0.2	(0.2)	-
At 31 March 2024	<u>2,166.8</u>	<u>112.9</u>	<u>40.1</u>	<u>7.8</u>	<u>2,327.6</u>
Additions	-	1.6	-	3.5	5.1
Disposals	-	(17.9)	-	-	(17.9)
Transfers	-	(96.6)	0.1	-	(96.5)
Reclassifications	-	-	3.5	(3.5)	-
At 31 March 2025	<u>2,166.8</u>	<u>-</u>	<u>43.7</u>	<u>7.8</u>	<u>2,218.3</u>
Accumulated amortisation					
At 1 April 2023	-	110.0	39.4	-	149.4
Amortisation	-	0.6	0.5	-	1.1
Disposals	-	-	(0.1)	-	(0.1)
At 31 March 2024	<u>-</u>	<u>110.6</u>	<u>39.8</u>	<u>-</u>	<u>150.4</u>
Amortisation	-	0.8	0.8	-	1.6
Disposals	-	(17.9)	-	-	(17.9)
Transfers	-	(93.5)	0.1	-	(93.4)
At 31 March 2025	<u>-</u>	<u>-</u>	<u>40.7</u>	<u>-</u>	<u>40.7</u>
Carrying amounts					
At 31 March 2024	<u>2,166.8</u>	<u>2.3</u>	<u>0.3</u>	<u>7.8</u>	<u>2,177.2</u>
At 31 March 2025	<u>2,166.8</u>	<u>-</u>	<u>3.0</u>	<u>7.8</u>	<u>2,177.6</u>

Impairment test for goodwill

The Company as a whole is considered a CGU.

The recoverable amount of the CGU is based on the higher of fair value less costs to sell and value in use. The recoverable amount of the CGU is determined to be higher than its carrying amount hence no impairment is necessary.

Fair value is determined by discounting future cash flows generated from the continuing use of the CGU and is based on the following key assumptions:

1. Cash flows are projected based on a 5-year business plan.
2. Cash flows are discounted using a pre-tax discount rate of 7.04% [2024: 7.04%] per annum that reflects current market assessments of the time value of money and risks specific to the CGU.
3. Terminal value is calculated based on a multiple of 1.3 times [2024: 1.3 times] of the carrying amounts of property, plant and equipment.

Expenses capitalised

The following expenses were capitalised in intangible assets during the year:

	2025 \$ million	2024 \$ million
Management fees (staff cost)	0.4	0.3

7 Derivative assets and liabilities

		2025			2024	
	Outstanding notional amounts \$ million	Assets \$ million	Liabilities \$ million	Outstanding notional amounts \$ million	Assets \$ million	Liabilities \$ million
Current:						
Cross-currency interest rate swaps	996.0	-	(69.4)	230.0	-	(95.9)
Interest rate swaps	1,210.7	13.1	-	1,188.5	25.9	(0.1)
Foreign exchange forwards	187.8	1.8	(3.6)	218.4	1.8	(3.5)
		14.9	(73.0)		27.7	(99.5)
Non-current:						
Cross-currency interest rate swaps	923.2	-	(89.2)	1,919.2	-	(198.5)
Interest rate swaps	1,623.2	10.7	(8.1)	1,560.7	52.5	(2.8)
Foreign exchange forwards	45.2	#	(2.7)	72.7	0.1	(6.9)
		10.7	(100.0)		52.6	(208.2)

Less than \$0.1 million

Offsetting financial assets and financial liabilities

The Company's derivative transactions are entered into under International Swaps and Derivatives Association ["ISDA"] Master Agreements. The ISDA agreements create a right of set-off of recognised amounts that is enforceable only following an event of default, insolvency or bankruptcy of the Company or the counterparties. As such, these agreements do not meet the criteria for offsetting under SFRS(I) 1-32 *Financial Instruments: Presentation*.

The Company and its counterparties do not intend to settle on a net basis or to realise the assets and settle the liabilities simultaneously but have the right to set off in the case of default and insolvency or bankruptcy.

The Company's financial assets and liabilities subject to an enforceable master netting arrangement that are not otherwise set-off are as follows:

Types of financial assets / liabilities	Gross amounts of recognised financial assets / liabilities \$ million	Related amounts not offset in the balance sheet – financial instruments \$ million	Net amounts \$ million
2025			
Derivative assets	25.6	(12.7)	12.9
2024			
Derivative assets	80.3	(38.1)	42.2
2025			
Derivative liabilities	173.0	(12.7)	160.3
2024			
Derivative liabilities	307.7	(38.1)	269.6

Hedge Accounting

As at 31 March 2025 and 2024, the Company held various types of derivative financial instruments and formally designated a portion of them in cash flow and fair value hedge relationships for accounting purposes, in accordance with the requirements of SFRS(I) 9. The following table summarises the derivative financial instruments in the balance sheet and the effects of hedge accounting on the Company's financial position and performance.

	---- Hedge instrument ----		----- Hedged item -----			Changes in fair value used for calculating ----- hedge ineffectiveness -----			Hedge rates	Maturity (Year)
	Outstanding notional amounts \$ million	Assets/ [liabilities] \$ million	Carrying amount of assets/ [liabilities] \$ million	Financial statement line that includes the hedged item	Accumulated amount of fair value adjustments \$ million	Hedging instrument \$ million	Hedged item \$ million	Hedge ineffectiveness recognised in profit or loss \$ million		
2025										
Cash flow hedge										
Interest rate risk – Finance cost	4,403.1	(0.5)	-	-	-	73.6	(73.6)	-	0.4640% - 2.5450%	Up to 2030
Foreign exchange risk – Refer to Note 26 under <i>Foreign currency risk</i>	233.0	(4.5)	-	-	-	5.8	(5.8)	-	CHF/SGD: 1.471 - 1.577 CNY/SGD: 0.186 EUR/SGD: 1.409 - 1.653 JPY/SGD: 0.009 - 0.010 USD/SGD: 1.272 - 1.382	Up to 2026 Up to 2025 Up to 2028 Up to 2027 Up to 2028
Fair value hedge										
Interest rate risk	350.0	10.4	(359.7)	Debt obligations	(10.5)	12.8	(11.6)	1.2	6 month SORA	Up to 2032
Foreign exchange risk	1,919.2	(152.8)	(1,759.9)	Debt obligations	157.4	48.3	(58.5)	(10.2)	Refer to footnotes of Note 14	Up to 2027

	----- Hedge instrument -----		----- Hedged item -----			Changes in fair value used for calculating ----- hedge ineffectiveness -----			Hedge rates	Maturity (Year)
	Outstanding notional amounts \$ million	Assets/ [liabilities] \$ million	Carrying amount of assets/ [liabilities] \$ million	Financial statement line that includes the hedged item	Accumulated amount of fair value adjustments \$ million	Hedging instrument \$ million	Hedged item \$ million	Hedge ineffectiveness recognised in profit or loss \$ million		
2024										
Cash flow hedge										
Interest rate risk – Finance cost	4,473.4	69.4	-	-	-	(63.5)	63.5	-	0.3900% - 1.3275%	Up to 2027
Foreign exchange risk – Refer to Note 26 under <i>Foreign currency risk</i>	291.1	(8.5)	-	-	-	(5.2)	5.2	-	CHF/SGD: 1.397 - 1.546 CNY/SGD: 0.186 - 0.193 EUR/SGD: 1.430 - 1.657 JPY/SGD: 0.009 - 0.013 MYR/SGD: 0.280 - 0.330 USD/SGD: 1.272 - 1.382	Up to 2025 Up to 2024 Up to 2028 Up to 2026 Up to 2024 Up to 2028
Fair value hedge										
Interest rate risk	425.0	(2.4)	(423.1)	Debt obligations	1.1	(0.9)	0.9	-	6 month Fall Back SOR/ SORA	Up to 2032
Foreign exchange risk	2,149.2	(285.9)	(1,845.1)	Debt obligations	300.7	(9.4)	14.7	5.3	Refer to footnotes of Note 14	Up to 2027

8 Inventories

	2025 \$ million	2024 \$ million
Cables	27.7	22.6
Transformers	0.6	1.8
Switchgear	3.8	5.2
Spare parts and accessories	2.0	1.8
	<u>34.1</u>	<u>31.4</u>

In the financial year ended 31 March 2025, inventories recognised as an expense in the income statement amounted to \$3.8 million (2024: \$3.4 million). The write-down of inventories to net realisable value amounted to \$3.7 million (2024: \$9.6 million). The utilization of inventory obsolescence provision upon sale of the inventory items amounted to \$2.3 million (2024: \$0.7 million).

9 Trade and other receivables

	2025 \$ million	2024 \$ million
Trade receivables:		
- Third parties	105.7	113.8
- Related companies	82.4	70.7
- Immediate holding company	7.5	-
	<u>195.6</u>	<u>184.5</u>
Impairment loss	<u>(0.2)</u>	<u>(0.2)</u>
	195.4	184.3
Accrued revenue	176.3	169.8
Deposits	0.2	0.4
	<u>371.9</u>	<u>354.5</u>
Prepayments	58.7	48.4
	<u>430.6</u>	<u>402.9</u>

Trade receivables

The average credit term is between 8 to 30 calendar days (2024: between 8 to 30 calendar days).

Collateral in the form of bank guarantees and deposits are obtained from counterparties where appropriate. There were no amounts called upon during the year.

The maximum exposure to credit risk for trade receivables at the reporting date by types of customer is as follows:

	2025 \$ million	2024 \$ million
Contestable transmission/ distribution customers	149.5	138.3
Non-contestable transmission/ distribution customers	14.3	14.0
Project-based customers	22.3	28.5
Others	9.3	3.5
	195.4	184.3

The Company provides for lifetime expected credit losses for all trade receivables using a provision matrix. The provision rates are determined based on the evaluation of collectability and ageing analysis of trade receivables and on the estimation of the management. A considerable amount of estimation is required in assessing the ultimate realisation of these receivables, including the current creditworthiness and the past collection history of each customer.

The Company categorises trade receivables for potential write-off on the overdue trade receivables of customers that have failed to make contractual payments for more than 180 days. Where trade receivables have been impaired or written off, the Company continues to engage enforcement activity to attempt to recover the receivable due. Where recoveries are made, these are recognised in profit or loss.

The maximum exposure to credit risk for trade receivables by geographic region, relates mainly to Singapore at the reporting date.

There is no significant concentration of credit risk of trade receivables.

The Company has policies in place to monitor its credit risk. Contractual deposits are collected and sufficient collaterals are obtained to mitigate the risk of financial loss from defaults. The Company's customers are spread across diverse industries and ongoing credit evaluation is performed on the financial condition of receivables to ensure minimal exposure to bad debts.

The ageing of trade receivables at the reporting date is as follows:

	2025 \$ million	2024 \$ million
Not past due	192.5	177.3
Past due 0-30 days	0.8	2.5
Past due 31-90 days	0.8	0.6
Past due 91-180 days	0.4	1.2
Past due more than 180 days	1.1	2.9
	195.6	184.5

Expected credit losses

The movement in allowance for expected credit losses of trade receivables computed based on lifetime ECL are as follows:

	2025 \$ million	2024 \$ million
At 1 April	0.2	4.5
Impairment loss recognised	0.2	0.2
Impairment loss utilized	-	[2.9]
Impairment loss written back	[0.2]	[1.6]
At 31 March	0.2	0.2

Trade and other receivables are denominated predominantly in the functional currency of the Company.

10 Cash and cash equivalents

	2025 \$ million	2024 \$ million
Cash at bank and in hand	#	#

As at reporting date, cash and cash equivalents are denominated in the functional currency of the Company.

Less than \$0.1 million

11 Regulatory deferral accounts

	2025 \$ million	2024 \$ million
Net movement in RDA balances related to profit or loss	[187.8]	[134.3]
RDA related deferred tax movement	31.9	22.8
Net movement in RDA balances related to profit or loss and the related deferred tax movement	[155.9]	[111.5]

	At 1 April 2024 \$ million	Reclassification \$ million	Balances arising in the period \$ million	(Recovery)/ reversal \$ million	At 31 March 2025 \$ million
RDA debit balances and related deferred tax assets					
Deferral of revenue based on service rendered	80.7	[80.7]	-	-	-
Under recovery of volume variance	[0.7]	0.7	-	-	-
RDA related deferred tax assets	-	[13.6]	[15.3]	47.2	18.3
	80.0	[93.6]	[15.3]	47.2	18.3
RDA credit balances and related deferred tax liabilities					
Deferral of revenue based on service rendered	-	80.7	87.2	[276.8]	[108.9]
Under recovery of volume variance	-	[0.7]	2.9	[1.1]	1.1
RDA related deferred tax liabilities	[13.6]	13.6	-	-	-
	[13.6]	93.6	90.1	[277.9]	[107.8]
	At 1 April 2023 \$ million	Balances arising in the period \$ million	(Recovery)/ reversal \$ million	At 31 March 2024 \$ million	
RDA debit balances					
Deferral of revenue based on service rendered	274.6	[36.9]	[157.0]	80.7	
Over recovery of volume variance	[60.3]	[1.0]	60.6	[0.7]	
	214.3	[37.9]	[96.4]	80.0	
RDA related deferred tax liabilities					
RDA related deferred tax liabilities	[36.4]	6.4	16.4	[13.6]	

The recovery/reversal period of RDA debit and credit balances are directed by EMA.

The Company is currently the sole electricity transmission and distribution company in Singapore. The EMA may not terminate the Company's Transmission Licence except by giving 25 years' notice, or otherwise revoking the Transmission Licence in accordance with the Electricity Act (including where the EMA is satisfied that the Company has gone into compulsory liquidation or voluntary liquidation other than for the purpose of amalgamation or reconstruction, or the public interest or security of Singapore requires). The Company therefore considers the exposure on recovery of regulatory deferral debit balances to be minimal.

12 Share capital

	2025 No. of shares million	2024 No. of shares million
Ordinary shares		
Issued and fully-paid, with no par value		
At 1 April and 31 March	2,512.4	2,512.4

The holder of ordinary shares is entitled to receive dividends as declared from time to time and is entitled to one vote per share at meetings of the Company. All shares rank equally with regard to the Company's residual assets.

13 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 highly probable forecast transactions.

	2025 \$ million	2024 \$ million
Hedging reserves		
At beginning of year	47.5	93.1
Effective portion of changes in fair value of cash flow hedges:		
- Interest rate risks	(6.5)	28.4
- Foreign exchange risks	0.5	(6.0)
Net change in fair value of cash flow hedges reclassified to profit or loss, net of tax:		
- Interest rate risks	(51.5)	(69.7)
Net change in fair value of cash flow hedges, on recognition of the hedged items on balance sheet, net of tax:		
- Foreign exchange risks	4.3	1.7
At end of year	(5.7)	47.5

14 Debt obligations

Principal amount	Date of maturity	2025 \$ million	2024 \$ million
Fixed rate notes			
JPY 15 billion ⁽¹⁾	April 2024	-	123.2
SGD 75 million	May 2024	-	76.3
USD 700 million ⁽²⁾	November 2025	927.5	905.4
JPY 7 billion ⁽³⁾	October 2026	58.8	59.8
USD 600 million ⁽⁴⁾	September 2027	773.6	756.8
SGD 100 million	May 2029	101.5	98.2
SGD 250 million	September 2032	258.2	248.5
		<u>2,119.6</u>	<u>2,268.2</u>
Current		927.5	199.5
Non-current		<u>1,192.1</u>	<u>2,068.7</u>
		<u>2,119.6</u>	<u>2,268.2</u>

⁽¹⁾ JPY 15 billion swapped to SGD 230.0 million

⁽²⁾ USD 700 million swapped to SGD 996.0 million

⁽³⁾ JPY 7 billion swapped to SGD 114.7 million

⁽⁴⁾ USD 600 million swapped to SGD 808.5 million

The debt obligations are on bullet repayment terms.

Interest rates on debt obligations denominated in Singapore dollars range from 3.40% to 5.07% (2024: 3.40% to 5.07%) per annum. Interest rates on foreign currency debt obligations range from 1.95% to 3.25% (2024: 1.95% to 3.25%) per annum.

A reconciliation of liabilities arising from financing activities is as follows:

	2024	----- Cash flows-----						-----Non-cash changes-----			2025
	\$ million	Proceeds \$ million	Repayment \$ million	Interest paid \$ million	Additions \$ million	Repayment \$ million	Foreign exchange movement \$ million	Changes in fair value \$ million	Interest \$ million	Reclassification \$ million	\$ million
Debt obligations											
Current	199.5	-	[305.0]	-	-	-	40.3	[2.8]	-	995.5	927.5
Non-current	2,068.7	-	-	-	-	-	44.5	74.4	-	[995.5]	1,192.1
Interest payable	9.0	-		[36.8]	-	-	-	-	35.2*	-	7.4
Loans from a related company											
Current	3,289.4	226.5	-	[0.9]	-	[5.5]	-	-	123.5	-	3,633.0
Lease liabilities											
Current	3.9	-	[3.9]	[0.1]	-	-	-	-	0.1	0.1	0.1
Non-current	0.2	-	-	-	-	-	-	-	-	[0.1]	0.1
	5,570.7	226.5	[308.9]	[37.8]	-	[5.5]	84.8	71.6	158.8	-	5,760.2

* Comprises interest on debt obligations and net change in fair value of cash flow hedges reclassified from equity as disclosed in Note 22.

	2023	Cash flows					Non-cash changes			2024
	\$ million	Proceeds \$ million	Repayment \$ million	Interest paid \$ million	Additions \$ million	Foreign exchange movement \$ million	Changes in fair value \$ million	Interest \$ million	Reclassification \$ million	\$ million
Debt obligations										
Current	-	-	-	-	-	-	-	-	199.5	199.5
Non-current	2,281.2	-	-	-	-	1.1	(14.1)	-	(199.5)	2,068.7
Interest payable	8.8	-	-	(38.9)	-	-	-	39.1*	-	9.0
Loans from a related company										
Current	3,164.5	-	(357.5)	(0.6)	371.0	-	-	112.0	-	3,289.4
Lease liabilities										
Current	3.6	-	(3.6)	-	-	-	-	-	3.9	3.9
Non-current	4.2	-	-	(0.3)	-	-	-	0.2	(3.9)	0.2
	5,462.3	-	(361.1)	(39.8)	371.0	1.1	(14.1)	151.3	-	5,570.7

* Comprises interest on debt obligations and net change in fair value of cash flow hedges reclassified from equity as disclosed in Note 22.

15 Deferred taxation

Movements in deferred tax assets and liabilities during the year are as follows:

	At 31 March 2023	Recognised in profit or loss (Note 23)	Recognised in other comprehensive income (Note 23)	At 31 March 2024	Recognised in profit or loss (Note 23)	Recognised in other comprehensive income (Note 23)	At 31 March 2025
	\$ million	\$ million	\$ million	\$ million	\$ million	\$ million	\$ million
Deferred tax liabilities							
Property, plant and equipment	(1,470.9)	(12.4)	-	(1,483.3)	1.0	-	(1,482.3)
Right-of-use assets	(1.4)	0.7	-	(0.7)	0.7	-	-
Intangible assets	(0.7)	(0.9)	-	(1.6)	(0.1)	-	(1.7)
Hedging reserve	(19.2)	-	9.3	(9.9)	-	10.9	1.0
	(1,492.2)	(12.6)	9.3	(1,495.5)	1.6	10.9	(1,483.0)
Set off of tax	22.8			20.6			18.4
Net deferred tax liabilities	(1,469.4)			(1,474.9)			(1,464.6)
Deferred tax assets							
Deferred income	21.4	(1.5)	-	19.9	(1.5)	-	18.4
Lease liabilities	1.4	(0.7)	-	0.7	(0.7)	-	-
	22.8	(2.2)	-	20.6	(2.2)	-	18.4
Set off of tax	(22.8)			(20.6)			(18.4)
Net deferred tax assets	-			-			-

16 Deferred income

	2025 \$ million	2024 \$ million
Customers' contributions	265.9	265.9
Government grant for depreciable assets	0.5	0.5
Accumulated accretion	(159.3)	(150.5)
	107.1	115.9

Movements in accumulated accretion are as follows:

At 1 April	150.5	141.5
Accretion for the year	8.8	9.0
At 31 March	159.3	150.5

17 Deferred construction cost compensation

	2025 \$ million	2024 \$ million
Deferred construction cost compensation	256.2	256.2

18 Trade and other payables

	2025 \$ million	2024 \$ million
Trade payables:		
- Third parties	101.0	64.5
- Related companies	56.4	44.0
- Immediate holding company	0.5	0.3
Interest payable	7.4	9.0
Deposits received	18.5	28.4
Advance receipts	165.7	167.8
Accrued operating expenditure	108.9	103.5
Accrued capital expenditure	284.9	245.1
Loans from a related company		
- Loan balances	3,536.5	3,205.6
- Interest payable	96.5	83.8
	<u>4,376.3</u>	<u>3,952.0</u>

Payables denominated in currencies other than the Company's functional currency comprise \$15.2 million [2024: \$7.3 million] of payables and accruals denominated in United States dollar ["USD"], \$1.9 million [2024: \$2.2 million] in Japanese yen ["JPY"], \$5.8 million [2024: \$nil million] in Euro ["EUR"] and \$5.4 million [2024: \$nil million] in Swiss Franc ["CHF"].

As at 31 March 2025, the loans from a related company are unsecured, repayable on demand and bear interest at rates ranging from 2.37% to 4.19% [2024: 2.37% to 4.22%] per annum.

19 Revenue

Revenue comprises use of system charges and the service is transferred over time.

Transaction price allocated to remaining performance obligations

The Company has applied the practical expedient not to disclose information about its remaining performance obligations as the Company recognises revenue in the amount to which the Company has a right to invoice customers in amounts that correspond directly with the value to the customer of the Company's performance completed to date.

20 Other income

	2025 \$ million	2024 \$ million
Rental income	4.7	3.1
Leasing income	4.1	5.5
Disbursement recoverable jobs	37.4	27.0
Sale of scrap	31.0	26.4
Accretion of deferred income	8.8	9.0
Grant income	6.8	2.0
Others	8.7	7.0
	<u>101.5</u>	<u>80.0</u>

21 Finance income

	2025 \$ million	2024 \$ million
Interest income receivable/received from related company	5.5	-
Interest income receivable/received from banks	0.2	0.3
	<u>5.7</u>	<u>0.3</u>

22 Finance costs

	2025 \$ million	2024 \$ million
Interest expense on loans from a related company	123.5	112.0
Interest expense on debt obligations	97.3	123.1
Net change in fair value of cash flow hedges reclassified from equity	(62.1)	(84.0)
Loss/(gain) arising from financial assets/liabilities in a fair value hedge:		
- hedged items	70.1	(15.7)
- hedging instruments	(61.1)	10.4
Amortisation of capitalised transaction costs	1.5	1.6
Interest expense on lease liabilities	0.1	0.2
	<u>169.3</u>	<u>147.6</u>

23 Tax expense

	2025 \$ million	2024 \$ million
Tax recognised in profit or loss		
Current tax expense		
Current year	165.7	120.4
Over provision in respect of prior years	[0.7]	[0.6]
	<u>165.0</u>	<u>119.8</u>
Deferred tax expense		
Origination and reversal of temporary differences	0.3	15.1
Under/(over) provision in respect of prior years	0.3	[0.3]
	<u>0.6</u>	<u>14.8</u>
Total tax expense	<u>165.6</u>	<u>134.6</u>

	2025			2024		
Tax recognised in other comprehensive income	Before tax	Tax (expense)/ credit	Net of tax	Before tax	Tax (expense)/ credit	Net of tax
	\$ million	\$ million	\$ million	\$ million	\$ million	\$ million
Effective portion of changes in fair value of cash flow hedges	[7.2]	1.2	[6.0]	27.0	[4.6]	22.4
Net change in fair value of:						
- Cash flow hedges reclassified to profit or loss	[62.1]	10.6	[51.5]	[84.0]	14.3	[69.7]
- Cash flow hedges on recognition of the hedged items on balance sheet	5.2	[0.9]	4.3	2.1	[0.4]	1.7
	<u>[64.1]</u>	<u>10.9</u>	<u>[53.2]</u>	<u>[54.9]</u>	<u>9.3</u>	<u>[45.6]</u>

	2025 \$ million	2024 \$ million
Reconciliation of effective tax rate		
Profit before taxation	<u>903.7</u>	<u>751.0</u>
Tax calculated using Singapore tax rate of 17% (2024: 17%)	153.6	127.7
Non-deductible expenses	12.9	9.4
Non-taxable income	[0.5]	[1.6]
(Over)/under provision in respect of prior years		
current tax	[0.7]	[0.6]
deferred tax	0.3	[0.3]
	<u>165.6</u>	<u>134.6</u>

24 Profit for the year

The following items have been included in arriving at profit for the year:

	2025 \$ million	2024 \$ million
Auditors of the Company		
- Audit fees	0.1	0.1
- Non-audit fees – Audit-related services	0.2	#
Exchange (loss)/gain, net	[1.2]	1.2
Gain/(loss) on disposal of property, plant and equipment and intangible assets	0.1	[0.1]

Less than \$0.1 million

25 Related parties

For the purpose of the financial statements, parties are considered to be related to the Company if the Company has the ability, directly or indirectly, to control the party or exercise significant influence over the party in making financial and operating decisions, or vice versa, or where the Company and the party are subject to common control or common significant influence. Related parties may be individuals or other entities.

The immediate and ultimate holding companies are Singapore Power Limited and Temasek Holdings (Private) Limited (“Temasek”) respectively. These companies are incorporated in the Republic of Singapore. Temasek is an investment company headquartered in Singapore with a diversified investment portfolio. Accordingly, all the subsidiaries of Temasek are related corporations and are subject to common control. The Company engages in a wide variety of transactions with related corporations in the normal course of business on terms similar to those available to other customers. Such transactions include but are not limited to sales and purchases of power, provision of consultancy and engineering services, leasing of cables and ducts, agency services and financial and banking services. The related party transactions are carried out on terms negotiated between the parties which are intended to reflect competitive terms.

All electricity supplied to companies in the Temasek group are related party transactions. The Temasek group has extensive interests in a large number of companies. As the Company’s rates for electricity transmission and distribution are based on tariffs approved by the EMA, the Company has concluded that it is not meaningful to present information relating to such revenue.

Other than as disclosed elsewhere in the financial statements, transactions with related parties are as follows:

	2025 \$ million	2024 \$ million
<i>Related companies</i>		
- management fee expenses	(270.5)	(256.1)
- maintenance expenses	(16.2)	(11.7)
- agency fee expenses	(31.9)	(30.4)
- support service expenses	(1.8)	(1.8)
- service expenses, including leases	(4.5)	(5.2)
- leasing income	4.1	5.5
- service income	2.7	1.4
- trustee fee income	0.3	0.4
<i>Immediate holding company</i>		
- maintenance expenses	(19.2)	(20.0)
- support service expenses	(33.3)	(34.7)

26 Financial risk management

The Company's activities expose it to foreign currency, interest rate, credit and liquidity risks which arise in the normal course of business. Generally, the Company's overall objective is to manage and minimise exposure to such risks. The Company adopts the risk management policies and guidelines established by its immediate holding company, Singapore Power Limited, and has established processes for monitoring compliances with such policies.

The Company uses forward foreign currency exchange contracts, interest rate swaps and cross currency interest rate swaps to manage its exposure to foreign currency and interest rate risks respectively.

The Company does not enter into or trade financial instruments, including derivative financial instruments, for speculative purposes.

The material financial risks associated with the Company's activities are each described below, together with details of the Company's policies for managing the risks.

Foreign currency risk

The Company is exposed to foreign currency risks from borrowing activities, purchase, supply and installation contracts, and trade creditors which are denominated in a currency other than Singapore dollars.

The objective of the Company's risk management policies is to mitigate foreign exchange risk by utilising various hedging instruments. The Company therefore considers avoidable currency risk exposure to be minimal for the Company.

The Company enters into cross-currency interest rate swaps to manage exposures arising from foreign currency borrowings including the United States Dollar ("USD") and Japanese Yen ("JPY"). Under cross-currency interest rate swaps, the Company agrees to exchange specified foreign currency principal and interest amounts at an agreed future date at a pre-determined exchange rate. Such contracts enable the Company to mitigate the risk of adverse movements in foreign exchange rates. Except where a foreign currency borrowing is taken with the intention of providing a natural hedge by matching the underlying cash flows, all foreign currency borrowings are swapped back to Singapore dollars. For foreign currency swaps that do not meet the requirements of hedge accounting, changes in fair value are recorded in profit or loss.

The Company uses forward foreign currency exchange contracts to substantially hedge foreign currency risk attributable to purchase transactions. The maturities of the forward foreign currency exchange contracts are intended to match the forecasted progress payments of the supply and installation contracts. Whenever necessary, the forward foreign exchange contracts are either rolled over at maturity or translated into foreign currency deposits, whichever is more cost efficient.

As at 31 March 2025, the Company has outstanding forward foreign currency exchange contracts with notional amounts of approximately \$233.0 million (2024: \$291.1 million). The net fair value of forward foreign currency exchange contracts as at 31 March 2025 is \$4.5 million net liabilities (2024: \$8.5 million net liabilities) comprising assets of \$1.8 million (2024: \$1.9 million) and liabilities of \$6.3 million (2024: \$10.4 million). These amounts were recognised as derivative assets and liabilities respectively.

Sensitivity analysis for foreign currency risk

As at 31 March 2025 and 2024, if the functional currency of the Company had moved against each of the currencies as illustrated in the table below, with all other variables held constant, equity would have been affected as below:

	Equity (hedging reserve) \$ million
Judgements of reasonably possible movements – increase/(decrease)	
2025	
USD	
Increase of the SGD by 5 per cent against US Dollar	(3.1)
Decrease of the SGD by 5 per cent against US Dollar	3.1
EUR	
Increase of the SGD by 9 per cent against EUR Dollar	(4.4)
Decrease of the SGD by 9 per cent against EUR Dollar	4.4
JPY	
Increase of the SGD by 14 per cent against Japanese Yen	(7.5)
Decrease of the SGD by 14 per cent against Japanese Yen	7.5
CHF	
Increase of the SGD by 6 per cent against Swiss Franc	(1.8)
Decrease of the SGD by 6 per cent against Swiss Franc	1.8
2024	
USD	
Increase of the SGD by 5 per cent against US Dollar	(4.1)
Decrease of the SGD by 5 per cent against US Dollar	4.1
EUR	
Increase of the SGD by 9 per cent against EUR Dollar	(5.0)
Decrease of the SGD by 9 per cent against EUR Dollar	5.0
JPY	
Increase of the SGD by 16 per cent against Japanese Yen	(11.4)
Decrease of the SGD by 16 per cent against Japanese Yen	11.4

The judgements of reasonably possible movements were determined using statistical analysis of the 90th percentile of the best and worst expected outcomes having regard to actual historical exchange rate data over the previous five years. Management considers that past movements are a reasonable basis for estimating possible movements in foreign currency exchange rates.

Interest rate risk

The Company manages its interest rate exposure by maintaining a significant portion of its debt at fixed interest rates. This is done by the (i) issuance of fixed rate debt; (ii) use of interest rate swaps to convert floating rate debt to fixed rate debt; or (iii) use of cross-currency interest rate swaps to convert fixed or floating rate non-functional currency denominated debt to fixed rate functional currency denominated debt.

The use of derivative financial instruments relates directly to the underlying existing and anticipated indebtedness.

As at 31 March 2025, the Company has interest rate and cross-currency swaps with notional amount of \$4,753.1 million (2024: \$4,898.4 million). The Company classifies these swaps as cash flow and fair value hedges. The net fair value of swaps as at 31 March 2025 is \$142.9 million net liabilities (2024: \$218.9 million net liabilities) comprising assets of \$23.8 million (2024: \$78.4 million) and liabilities of \$166.7 million (2024: \$297.3 million). These amounts were recognised as derivative assets and liabilities respectively.

The Company's excess funds are principally invested in bank deposits of varying maturities to match its cash flow needs, or deposited with a related company.

At the reporting date, if interest rates had moved as illustrated in the table below, with all other variables held constant, profit before taxation and equity would have been affected as follows:

	Profit before taxation \$ million	Equity (hedging reserve) \$ million
Judgements of reasonably possible movements – increase/(decrease)		
2025		
Increase with all other variables held constant	(4.1)	72.5
Decrease with all other variables held constant	4.0	(78.3)
2024		
Increase with all other variables held constant	(13.3)	47.7
Decrease with all other variables held constant	13.3	(49.4)

The judgements of reasonably possible movements were determined using statistical analysis of the 90th percentile of the best and worst expected outcomes having regard to actual historical interest rate data over the previous five years based on the six month Singapore Overnight Rate Average, three month USD Secured Overnight Financing Rate and six month JPY Tokyo Overnight Average Rate. Management considers that past movements are a reasonable basis for determining possible movements in interest rates.

As at 31 March 2025, the movements in interest rates used in the table above are as follows:

- Singapore interest rates – 211 basis points (2024: 197 basis points)
- United States interest rates – 324 basis points (2024: 325 basis points)
- Japan interest rates – 21 basis points (2024: 6 basis points)

Credit risk

Credit risk is the risk of financial loss to the Company if a customer or a counterparty to a financial instrument fails to meet its contractual obligations. This arises principally from the Company's financial assets, comprising cash and cash equivalents, trade and other receivables and derivative assets.

The Company provides for lifetime ECL for all trade receivables using a provision matrix as disclosed in Note 9. For other receivables, the Company considers the probability of default upon initial recognition of an asset and whether there has been a significant increase in credit risk on an ongoing basis throughout each reporting period. As at 31 March 2025 and 2024, other receivables have been assessed to be subject to immaterial ECL.

Surplus funds are invested in interest bearing deposits with financial institutions with good credit ratings assigned by international credit rating agencies. Counterparty risks are managed by limiting exposure to any individual counterparty. The Company's portfolio of financial instruments is entered into with a number of creditworthy counterparties, thereby mitigating concentration of credit risk. The Company held cash and cash equivalents of less than \$0.1 million (2024: less than \$0.1 million) which represents its maximum exposure on these assets.

Counterparty risks on derivatives are generally restricted to any gain or loss when marked to market, and not on the notional amount transacted. As a prudent measure, the Company enters into derivatives only with financial institutions with good credit ratings assigned by international credit rating agencies. Therefore, the possibility of a material loss arising from the non-performance by a counterparty is considered remote.

There is no significant concentration of credit risk of trade receivables. The credit quality of trade and other receivables that are not past due or impaired at the reporting date is of acceptable risk. In addition to customers' deposits, the Company holds guarantees from creditworthy financial institutions to secure the obligations of certain customers.

At reporting date, the Company has significant receivables arising from amounts due from related corporations. Management considers the probability of default remote.

Liquidity risk

Liquidity risk is the risk that the Company will not be able to meet its financial obligations as they fall due. The Company adopts prudent liquidity risk management by maintaining sufficient cash and liquid financial assets, and ensures the availability of funding through an adequate level of bank credit lines. Intercompany borrowings are obtained when necessary to meet its working capital requirements.

The following are the expected contractual undiscounted cash flows of financial liabilities, including interest payments and excluding the impact of netting agreements.

For swap hedging instruments that are cash flow hedges, the tables below indicate the periods that they are expected to impact profit or loss.

	Carrying amount \$ million	Contractual cash flows \$ million	Within 1 year \$ million	1 – 2 years \$ million	2 – 5 years \$ million	More than 5 years \$ million
2025						
Non-derivative financial liabilities						
Trade and other payables*	(4,210.6)	(4,210.6)	(4,210.6)	-	-	-
Lease liabilities	(0.2)	(0.2)	(0.1)	(0.1)	-	-
Debt obligations						
- current	(927.5)	(958.3)	(958.3)	-	-	-
- non-current	(1,192.1)	(1,334.9)	(38.6)	(102.6)	(922.4)	(271.3)
Derivatives						
Derivative assets						
Interest rate swaps/cross-currency interest rate swaps	23.8	35.2	25.5	2.4	5.3	2.0
Forward exchange contracts						
- Inflow		87.0	86.0	0.5	0.5	-
- Outflow		(85.2)	(84.2)	(0.5)	(0.5)	-
	1.8	1.8	1.8	-	-	-
Derivative liabilities						
Interest rate swaps/cross-currency interest rate swaps	(166.7)	(177.4)	(80.1)	(57.7)	(39.6)	-
Forward exchange contracts						
- Inflow		141.2	99.8	39.8	1.6	-
- Outflow		(147.6)	(103.4)	(42.6)	(1.6)	-
	(6.3)	(6.4)	(3.6)	(2.8)	-	-
	(6,477.8)	(6,650.8)	(5,264.0)	(160.8)	(956.7)	(269.3)
2024						
Non-derivative financial liabilities						
Trade and other payables*	(3,784.2)	(3,784.2)	(3,784.2)	-	-	-
Lease liabilities	(4.1)	(4.2)	(4.0)	(0.1)	(0.1)	-
Debt obligations						
- current	(199.5)	(212.5)	(212.5)	-	-	-
- non-current	(2,068.7)	(2,361.4)	(69.3)	(991.8)	(918.0)	(382.3)
Derivatives						
Derivative assets						
Interest rate swaps/cross-currency interest rate swaps	78.4	101.2	70.4	30.4	0.3	0.1
Forward exchange contracts						
- Inflow		162.7	143.7	18.7	0.3	-
- Outflow		(160.8)	(141.9)	(18.6)	(0.3)	-
	1.9	1.9	1.8	0.1	-	-
Derivative liabilities						
Interest rate swaps/cross-currency interest rate swaps	(297.3)	(323.7)	(130.4)	(95.4)	(96.8)	(1.1)
Forward exchange contracts						
- Inflow		126.9	80.2	27.6	19.1	-
- Outflow		(137.7)	(83.8)	(31.3)	(22.6)	-
	(10.4)	(10.8)	(3.6)	(3.7)	(3.5)	-
	(6,283.9)	(6,593.7)	(4,131.8)	(1,060.5)	(1,018.1)	(383.3)

* Excluding advance receipts

Capital management

The Company is committed to an optimal capital structure while maintaining financial flexibility. In order to achieve an optimal capital structure, the Company may adjust the dividend payment, return capital to shareholders, issue new shares, obtain new borrowings or reduce its borrowings.

The Company monitors capital based on gross and net gearing ratios and capital includes debt and equity items as disclosed in the table below. Gearing ratio is calculated as net debts over shareholders' equity and net debts.

	2025 \$ million	2024 \$ million
Debt obligations	2,119.6	2,268.2
Loans from a related company	3,633.0	3,289.4
Total debts	5,752.6	5,557.6
Less: Cash and cash equivalents	#	#
Net debts	5,752.6	5,557.6
Total equity	5,540.3	5,388.4
Total capital	11,292.9	10,946.0
Net capital	11,292.9	10,946.0

Less than \$0.1 million

There were no changes in the Company's approach to capital management during the financial year. The Company is not subjected to any externally imposed capital requirements.

27 Fair values

Determination of fair values

A number of the Company's accounting policies and disclosures require the determination of fair value, for both financial assets and liabilities. Fair values have been determined for measurement and/or disclosure purposes based on the following methods. When applicable, further information about the assumptions made in determining fair values is disclosed in the notes specific to that asset or liability.

Debt obligations and derivative financial instruments

Fair values are measured using market observable data as at reporting date. Fair values reflect the credit risk of the instrument and include adjustments to take into account the credit risk of the Company and counterparty when appropriate.

Other financial assets and liabilities

The notional amounts of financial assets and liabilities with a maturity of less than one year (including trade and other receivables, cash and cash equivalents and trade and other payables) are, because of the short period to maturity, assumed to approximate their fair values. All other financial assets and liabilities are discounted to determine their fair values.

Fair values versus carrying amounts

The Company's assets and liabilities that are carried at fair value relate to derivative instruments which are measured using market observable data and as such are deemed Level 2 within the fair value hierarchy disclosure required under SFRS(I) 13 *Fair Value Measurement*.

The fair value and net fair value of financial assets and financial liabilities are determined in accordance with generally accepted pricing models based on discounted cash flow analysis. Appropriate transaction costs are included in the determination of net fair value.

The carrying amounts of the financial instruments carried at cost or amortised cost are deemed as Level 1 and Level 2. The financial instruments carried at cost or amortised cost approximates their fair values except as follows:

		2025		2024	
	Note	Carrying amount \$ million	Fair value \$ million	Carrying amount \$ million	Fair value \$ million
Financial liabilities					
Fixed rate debt obligations	14	2,119.6	2,139.6	2,268.2	2,303.8
Unrecognised loss			20.0		35.6

The table below sets out the comparison by category of carrying amounts of all the Company's financial instruments, shown in the balance sheet:

	Amortised cost \$ million	Derivatives used for hedging \$ million	Other financial liabilities \$ million	Total carrying amount \$ million
2025				
Assets				
Derivative assets	-	25.6	-	25.6
Trade and other receivables*	371.9	-	-	371.9
Cash and cash equivalents	#	-	-	#
	371.9	25.6	-	397.5
Liabilities				
Debt obligations	-	-	2,119.6	2,119.6
Derivative liabilities	-	173.0	-	173.0
Lease liabilities	-	-	0.2	0.2
Trade and other payables**	-	-	4,210.6	4,210.6
	-	173.0	6,330.4	6,503.4

	Amortised cost \$ million	Derivatives used for hedging \$ million	Other financial liabilities \$ million	Total carrying amount \$ million
2024				
Assets				
Derivative assets	-	80.3	-	80.3
Trade and other receivables*	354.5	-	-	354.5
Cash and cash equivalents	#	-	-	#
	354.5	80.3	-	434.8
Liabilities				
Debt obligations	-	-	2,268.2	2,268.2
Derivative liabilities	-	307.7	-	307.7
Lease liabilities	-	-	4.1	4.1
Trade and other payables**	-	-	3,784.2	3,784.2
	-	307.7	6,056.5	6,364.2

Less than \$0.1 million

* Excluding prepayments

** Excluding advance receipts

28 Commitments

Capital commitments

At the reporting date, capital expenditure contracted but not provided for in the financial statements amounted to \$2,732.0 million (2024: \$517.0 million).

Lease receivables

At the reporting date, the Company has commitments for future minimum lease receivables under non-cancellable operating leases as follows:

	2025 \$ million	2024 \$ million
Within one year	3.0	3.1
One to two years	0.1	0.2
Two to three years	0.1	0.1
Three to four years	-	0.1
	3.2	3.5

29 Dividends

	2025 \$ million	2024 \$ million
Declared and paid during the financial year		
Dividends on ordinary shares		
- Final exempt (one-tier) dividend for year ended 31 March 2024: 15.01 cents (year ended 31 March 2023: 14.77 cents) per share	377.1	371.0